BCD travel

2025

Sustainability Report

About this report

Our 2025 Sustainability Report summarizes activities, achievements and progress against our key performance indicators covering the calendar year 2024. Our report includes information on how we're delivering on our sustainability strategy, our commitments to the United Nations Global Compact, Sustainable Development Goals and wider stakeholder expectations. Our report has been prepared in accordance with the GRI Standards 2021. Please use this section guide to navigate our 2025 Sustainability Report.

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Our business
Materiality
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People

Community investment
Modern slavery
Diversity, equity and inclusion
Investing in our people
Health, safety and wellbeing

Planet

Managing environmental risk
Reducing environmental impact
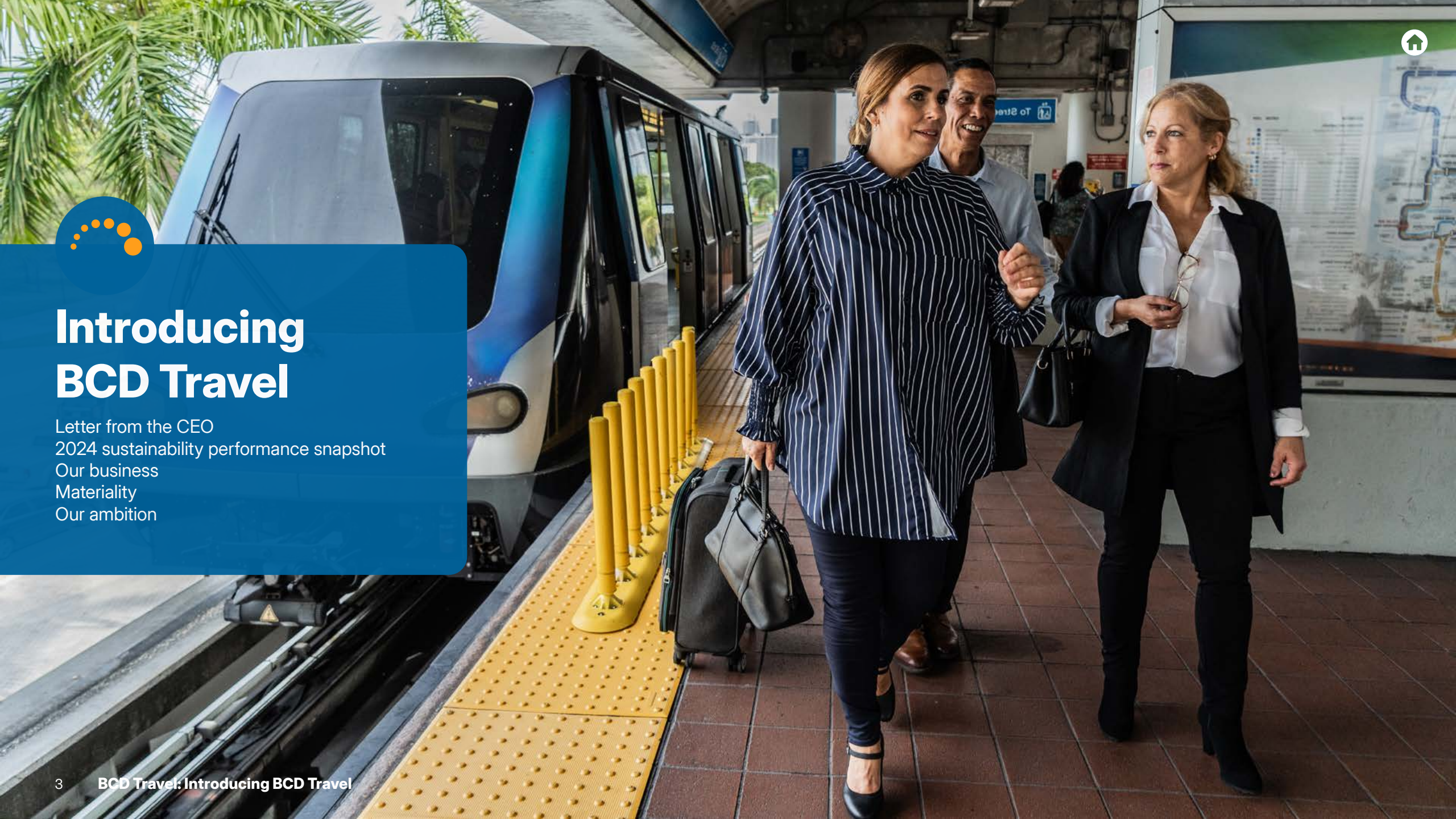Raising environmental awareness

Progress

Sustainable business travel
Sustainable procurement and partnership
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Introducing BCD Travel

Over the past year we've seen opportunities related to more sustainable business practices advance at an increasing pace across industries. From future talent and current employees to clients and investors, a growing range of stakeholders is pushing to realize these opportunities.

This increasing demand continues to act as a catalyst for positive change within corporate travel – and as confirmation that BCD Travel's long-standing focus on building for the "next, next generation" is crucial to our own and our clients' success.

As we move through growing geopolitical and economic uncertainty, how we continue to meet the needs of our business and our planet remains at the forefront for BCD. This sustainability report presents our work and progress on these fronts in 2024.

As we look back on 2024, I'm proud of our commitment to hold ourselves to the highest standards. Our global ISO 14001 and 45001 certification, fifth consecutive platinum EcoVadis rating and alignment with the UN Sustainable Development Goals are just some of the mechanisms that we use to hold ourselves accountable. And our continued industry-leading client retention rate is proof that such accountability is seen and valued by our customers.

The work we do is never in isolation: In the broader global context, addressing the climate impact of business travel is vitally important, particularly given the corporate travel industry's close relationship with the aviation industry.

We – corporate buyers and travelers, airlines, hotels, travel management companies and all the other players in our industry – must act together to drive down the carbon emissions generated by business travel.

There are no easy solutions. But that doesn't excuse anyone in our industry from the responsibility of working to enact the solutions that are available to us. With sustainability reporting regulations increasing in strength across regions, expectations are higher than ever for robust reporting on business travel emissions and general guidance on strategies to reduce them.

Stephan Baars
Global Chief Executive Officer

To meet the evolving requirements of our industry, the sustainability legislative landscape, our own and our clients' commitments to sustainable transformation, we've integrated sustainability targets and initiatives throughout our strategic priorities.

Alongside ambitious growth, our five-year strategy incorporates our commitment to reduce our total carbon emissions by 35% between now and 2030, to enhance the sustainability training, engagement and awareness of our people and to prioritize sustainability investments for digital innovation.

We'll continue to develop the offerings available to our clients across the full spectrum of travel, meetings and events. We'll help them implement more robust, data-driven actions for their sustainable travel programs, and help to prepare our industry for the sustainable transformation required in the coming years.

The strategy we've outlined and the actions we're taking are supported by our unwavering commitment to three sustainability pillars – people, planet, progress.

Investment in our employees, advancing technology and the developments required to meet our goals underpin these pillars. I'm immensely pleased with our accomplishments across these areas over the last year.

People

With the support of the John & Marine van Vlissingen Foundation, in 2024 we grew our Making a Difference program to 50 projects across 25 countries, addressing challenges like access to high-quality education, the digital divide and how to reduce inequalities for young people in our local communities. Human trafficking also continues to be a growing global issue for the travel industry. Our extensive education, awareness and partnership initiatives on this important topic led to BCD being recognized as one of ECPAT's Top Members for 2024.

For many years now we have recognized the importance of expanding our talent pipeline, ensuring all employees feel welcome and included at BCD and remunerating roles based on skills and performance. This commitment to fostering a workplace that reflects the diversity of our global community and ensuring all individuals have fair access to opportunities is core to our business success.

In 2024 we continued to evolve our Be You at BCD program with improvements around leadership accountability, recruitment partnerships, inclusive processes and the expansion of our employee data and metrics.

Planet

Last year we made great strides in our commitments to reduce our carbon emissions and invest in renewable electricity. We continue to refine our strategy for reducing operational waste, with a focus on IT equipment and eliminating single-use plastics in our offices.

As ever, the support and commitment of our people are key to meeting our targets. That's why we enhanced our engagement campaigns, environmental communities and training and capacity building in 2024.

Progress

We continued investment in our technology and consultancy services to develop and enhance sustainability products and services for our clients. From robust data and analytics to emissions reduction strategies and insights on developments in sustainable aviation fuel (SAF) and high-quality compensation, we're committed to being at our clients' side as they plan their path to a sustainable future.

This commitment extends across our value chain: 2024 also saw us enhance our supplier due diligence process with a new assessment platform for sustainability compliance.

As a leader in our industry, we have the opportunity and the responsibility to shape our sector's approach to sustainable practices that support industry longevity and protect people and planet.

I would like to thank our founder John Fentener van Vlissingen, our industry peers and partners, and most importantly our people. Their combined dedication, passion and expertise fuelled a year of positive change for people, planet and progress.

2024 sustainability performance snapshot

People

Increasing positive social impact

50 projects in 25 countries

Through our Making a Difference program, growing our support for children in our local communities.

Go to **page 22** for more.

Increasing industry awareness of human trafficking

97%

Of employees completed mandatory annual human trafficking awareness training.

Go to **page 27** for more.

Increasing eNPS DE&I score

64

DE&I employee engagement score placing us in the top 5% of companies.

Go to **page 33** for more.

Planet

Reducing our emissions

69.3%

Reduction of our Scope 1 & 2 emissions against our 2019 baseline.

20.8%

Reduction of our Scope 3 emissions against our 2019 baseline.

Go to **page 51** for more.

Purchasing renewable electricity

33%

Renewable electricity consumption globally.

Go to **page 52** for more.

Maintaining global coverage of environmental, health and safety (EHS) management

100%

Of majority-owned countries covered by ISO 14001 and 45001 certification.

Go to **page 46** and **49** for more.

Progress

Achieving Platinum EcoVadis rating

Top 1%

Placement of all companies assessed by EcoVadis.

Go to **page 86** for more.

Enhancing supplier due diligence

40%

Of top-spend suppliers assessed through new assessment tool.

Go to **page 73** for more.

Educating employees on ethical practices

99%

Of employees completed annual Code of Conduct training.

Go to **page 84** for more.

Growing client sustainability services

18%

Increase in Advito Sustainability Consulting practice sales.

Go to **page 61** for more.

Developing sustainability products

Launched new sustainability offering.

Go to **page 60** for more.

BCD helps companies travel smart and achieve more. We drive program adoption, cost savings and talent retention through digital experiences that simplify business travel. Our 15,000+ dedicated team members service clients in 170+ countries as we shape a sustainable future for business travel.

BCD's leading meetings and events management and global consultancy services complete our comprehensive suite of solutions for all aspects of corporate travel. In 2024, BCD achieved US$22.9 billion in sales. For more information, visit **www.bcdtravel.com**.

15,000+
Employees

170+
Countries

100+
Offices

US$22.9B
Sales

95%+
Client retention

Our vision
To be the world's most trusted, innovative and sustainable travel management company

Global and Europe HQ
Utrecht, Netherlands

Americas HQ
Atlanta, GA

Asia Pacific HQ
Singapore

Guided by our values:
Solve it together | Act with purpose | Do what's right | Give your best | Feed the future

Providing global travel services

Air
Rental car
Ferry
Account management
Relief staff
Disaster recovery
Meet and greet
Consulting
Hotels
Rail
After-hours
Passport/Visa
Ticket tracking
Traveler security
Foreign currency
Meetings and incentives

Driven by our Blueprint for Success and Aspiration 2030

To build for the 'next, next' generation by achieving robust financial growth while reducing total carbon emissions by 35%. For more information watch our **blueprint video**.

Blueprint for Success

Our bold five-year strategic plan aims to shape the future of business travel and meetings management.

Our Aspiration 2030 ensures we build for the 'next, next' generation by achieving robust financial growth while reducing total carbon emissions by 35% between 2024 and 2030. This emissions reduction target is fully integrated into our Blueprint for Success.

Our strategy targets "tech-driven and human-centric" initiatives that will help drive our clients' success.

We're focused on making sure travelers are engaged, confident, traveling smart and achieving more. We're also supporting our clients' programs to ensure they remain smart, intentional and poised for growth.

From investing in our people, driving operational excellence and digital innovation, to growing our service offerings and bringing new value to client programs – our five-year Blueprint for Success responds to where the market is today and where we see it going tomorrow.

Want to know more? For more information, visit:

- 🌐 **OUR WEBSITE WWW.BCDTRAVEL.COM**
- ▶ **OUR YOUTUBE CHANNEL**
- 🎙 **OUR CONNECTIONS PODCAST**
- in **OUR LINKEDIN**

VISION

ASPIRATION 2030

Complex programs | SME solutions | Consulting & meetings | Hotel programs

Digital innovation | Operational excellence

Engaged people

MISSION

Our divisions and market experience

Beyond BCD's core expertise around business travel management and simplified traveler solutions, our service offerings are complimented by our divisions and specialized solutions:

Advito

Advito, the consulting division of BCD Travel, transforms corporate travel programs with smart analytics, unique supplier strategies and integrated traveler engagement. We pioneered the ISO-certified carbon reporting methodology, GATE4, and established a dedicated practice area for sustainable business travel.

READ MORE INFORMATION HERE

BCD Meetings & Events

BCD Meetings & Events connects organizations with the people that matter most. With over 2,000 passionate professionals in 60+ countries, we offer services in event design, brand experience, meetings management, production, venue search and sports travel. Our 35+ years of expertise and global network create moments that engage and inspire action.

READ MORE INFORMATION HERE

Energy, Resources & Marine

BCD simplifies managing corporate and crew travel with tailored technology and processes, offering a single global platform for all traveler types. Travelers receive the information, tools and expert assistance they need for complete journey management.

READ MORE INFORMATION HERE

Aerospace & Defense

BCD is the market leader in Aerospace & Defense (A&D) travel, servicing 25 of the top 100 A&D contractors in over 100 countries. We offer a single global platform for all traveler types, including non-profiled individuals, and provide customized, compliant solutions across travel, meetings and consultancy through our Government Contractor Services Center of Excellence.

READ MORE INFORMATION HERE

Media & Entertainment

BCD Media & Entertainment provides high-touch, tailored travel services for leading artists, sporting teams, labels, media and production companies. With over 40 years of expertise, we combine the personalized service of a boutique firm with the global scope and innovation of a top travel management company, available 24/7. BCD is an approved member of the BAFTA Albert Sustainable Suppliers Directory.

READ MORE INFORMATION HERE
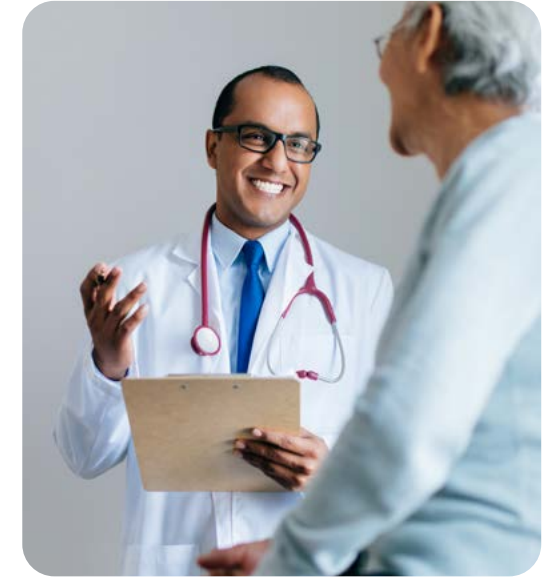
Life Sciences

BCD's Life Sciences Center of Excellence supports customers across the healthcare spectrum, including pharmaceuticals, medical device companies, biotechnology firms, hospital systems, contract research organizations and insurance companies. As the leading life sciences travel management and meetings company, we service over 300 organizations in this sector, including 90% of the top 20 pharmaceutical companies in the world.
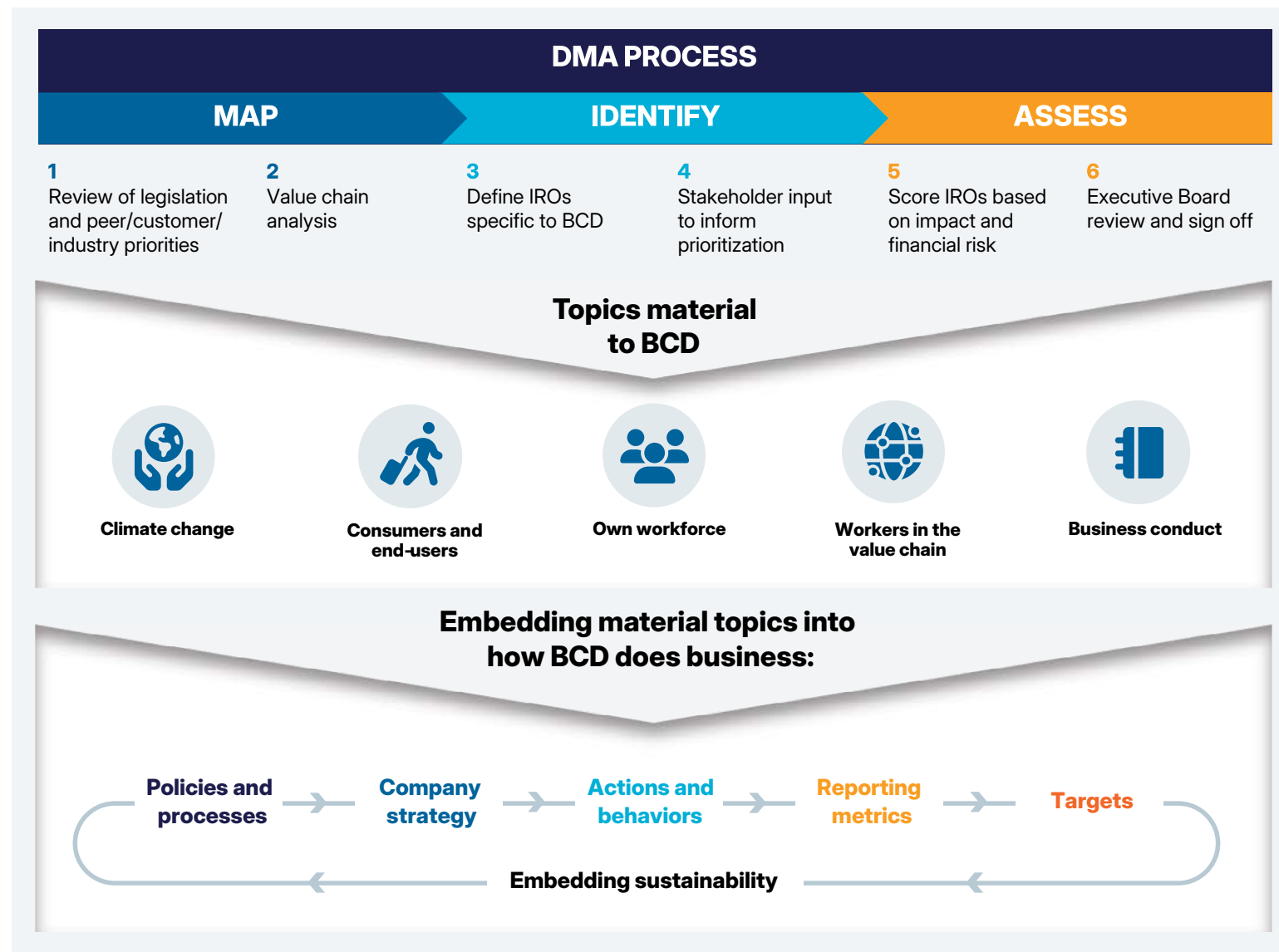
READ MORE INFORMATION HERE

In 2024, to align with the European Sustainability Reporting Standards (ESRS) and prepare for the upcoming Corporate Sustainability Reporting Directive (CSRD), we undertook a double materiality assessment (DMA). This assessment helps us map, identify and evaluate impacts, risks and opportunities (IRO) that are significant to our business and stakeholders.

Material topics

Our latest DMA process provided five high-level topics material to BCD and our stakeholders. In turn, these topics are embedded into BCD and guide our business on mitigating ESG risk and driving sustainable development.

DMA PROCESS

MAP	IDENTIFY	ASSESS
1 Review of legislation and peer/customer/industry priorities	**3** Define IROs specific to BCD	**5** Score IROs based on impact and financial risk
2 Value chain analysis	**4** Stakeholder input to inform prioritization	**6** Executive Board review and sign off

Topics material to BCD

- Climate change
- Consumers and end-users
- Own workforce
- Workers in the value chain
- Business conduct

Embedding material topics into how BCD does business:

Policies and processes → **Company strategy** → **Actions and behaviors** → **Reporting metrics** → **Targets**

Embedding sustainability

Linking material topics into risk management

Our current top material topics are integrated into BCD's risk review and mitigation processes, reflecting our focus on sustainability risk and recognized impact of each topic.

See page 82 for more information on risk management.

Climate change

BCD Travel emits approximately 29,500 tonnes of CO_2e per year across Scopes 1, 2 and 3. As awareness of climate change grows, and corporate travel programs set their own Scope 3 reduction objectives, the demand for products and services that integrate sustainability into travel management will rise.

Consumers and end-users

Data privacy is crucial for BCD, with significant risks arising from system breaches. As extreme weather and political instability increase, travel management's role in mitigating risks to travelers becomes vital.

Own workforce

BCD employs over 15,000 people and directly influences their working conditions. The workforce is essential to the company's success, and focusing on a welcoming and inclusive workplace, training and skills development and staff involvement in social impact initiatives contributes to retention and employee satisfaction.

Workers in the value chain

BCD requires suppliers and partners to sign the Supplier Code of Conduct to ensure that human rights and working conditions meet established standards. Within the broader value chain, forced labor and human trafficking are areas of risk where BCD aims to increase awareness and encourage action.

Business conduct

BCD is committed to upholding the highest standards of ethical business conduct. The company implements measures to minimize the risks associated with non-compliance by employees with applicable laws and codes.

Committed to best practice and independent assessment

Underpinning our sustainability strategy and targets is our commitment to aligning with global sustainability best practices as well as independent benchmarking. This alignment ensures that our approach keeps at pace with sustainability developments, the latest in climate science and relevant reporting and disclosure standards. It also holds us accountable through effective management systems and processes that undergo third-party assessment.

Our commitment to global best practices

ISO 14001 and 45001-certified environmental, health and safety management system in all majority-owned markets

UN Global Compact signatory since 2008

Supporting the UN's SDGs since 2017

First TMC with a validated science-based target from the SBTi

Compliant with GRI sustainability reporting standards since 2016

Our commitment to independent benchmarking

Top 1% EcoVadis rating

Annual CDP submission for 13 years

Sustainability at BCD

Sustainability is foundational to BCD's strategy and continuing success. We view sustainability as a business opportunity that drives long-term stakeholder value. Providing solutions to support sustainable business travel is critical to sales, retention, customer satisfaction, customer success and compliance and employee engagement. It's also key to the transformation of our industry – we're all responsible for creating and upholding a more sustainable future for ourselves, our employees and our clients.

Our strategy is underpinned by investment. Be that in actions that decarbonize our operations, such as electric vehicles and purchasing renewable electricity, or methodologies to improve data collection and robust tracking of our progress. We're also investing in our technology platforms to support sustainable business travel and in training our people, so they can become more sustainable in their professional and personal lives. Our ambitious five-year growth targets are matched by an equally ambitious emissions goal – to further reduce total emissions by 35% by 2030[1].

[1]Our emissions reduction target covers Scopes 1, 2 and 3, absolute reduction. It's based on a 2019 baseline science-aligned calculation. The scope of our target includes a further 35% reduction of emissions between 2024 and 2030.

Our ambitious five-year growth targets are matched by an equally ambitious emissions goal: to further reduce total emissions by 35% by 2030[1].

Sustainability pillars

We've built our strategy upon three pillars:

People

Maximizing our positive social impact on our employees and communities (DE&I, health and safety, wellness, human trafficking awareness, charity and volunteering initiatives); attracting and retaining employees who want to work for a sustainable employer and feel their values align with BCD's.

Planet

Managing environmental risk, reducing our environmental footprint, preserving resources and educating our stakeholders about small changes that have lasting impacts (carbon reduction, waste reduction).

Progress

Leading the industry as a TMC focused on progressing corporate travel for a sustainable future; elevating accountability for sustainable business practices across our industry value chain (supplier due diligence, partner collaboration, client support); driving the transformation towards more sustainable travel and meetings management; providing sustainability offerings that enable our clients to meet their targets.

The pillars of our sustainability strategy include high standards in governance and ethics, a clear focus on employee engagement and skillset and alignment with global frameworks and best practices.

Vision in action

To demonstrate our commitment and reach our vision we've:

- Integrated sustainability goals into our **2030 Blueprint for Success**.

- Committed to ambitious targets, including a further 35% reduction of total carbon emissions by 2030 in line with science.

- Identified how our strategy impacts every BCD function and reinforced this message in our 2025 goals for all employees. Set sustainability targets and initiatives to help all teams reach or exceed our 2030 goals.

- Begun formalizing sustainability champions by function who will steward our work and ensure we're meeting our annual targets.

- Set our intention to continue elevating the role BCD plays as an industry leader in sustainability.

Celebrating success

Industry recognition

DISCOVER MORE

Spotlight on employee recognition

In October 2024, five inspiring leaders from BCD Travel and Advito were named in the 2024 WINiT Top 50, an award that recognizes women in business travel who are transforming the industry and creating lasting impact. This prestigious honor, awarded by the Global Business Travel Association (GBTA), celebrates those who are not only reinventing themselves but also driving change in their workplaces and beyond. Find out **more**.

Kathy Bedell
Senior Vice President at BCD Travel

April Bridgeman
Senior Vice President at BCD Travel and Managing Director at Advito

Shelley Fletcher-Bryant
Vice President, Client Relationship Managment at Advito

Rose Stratford
Executive Vice President, Global Supplier Management & Delivery at BCD Travel

Katherine Tomasi
Director, Sales at BCD Travel

Chelsey Power and Simone Coles
of BCD's Wellbeing team named Duty of Care Champion (Business Travel People Awards 2024)

Anja Turner, Vice President Marketing & Communications, named GBTA Allied Member of the Year (GBTA 2024)

Stakeholder engagement

It's important that we continue to gain insight into the views of our key stakeholder groups, review any feedback collected and represent these insights when developing our sustainability strategy, goals and initiatives.

Our stakeholder approach includes focus groups, social media, thought leadership, workshops, event participation, survey platforms, formal research and daily interactions between our team, partners and customers.

Regular, structured engagement is critical to our vision to be the most sustainable travel management company. It ensures that our Blueprint for Success and Aspiration 2030 continue to reflect our customers' priorities, the needs of our business and the broader corporate travel industry as well as sustainable and ethical best practices and legislative requirements. Collaboration with these stakeholders also supports our transition to a more sustainable future for our industry.

We take a global approach to stakeholder engagement, supported by our teams in local markets who are critical to maintaining relationships with local stakeholders and providing input as appropriate.

We define our core stakeholder groups as:

Customers and their travelers

Travel industry associations

Sustainability councils, associations and intergovernmental organizations (IGOs)

BCD employees

Suppliers

Our shareholder and financial institutions

Customers and their travelers

Throughout the year, we conduct in-person meetings with our clients, including quarterly business reviews, our Connections networking events and our flagship MindMeld event. In 2024 we organized events in Germany, Italy, the U.K. and the U.S., with each enabling feedback and valuable customer insights on our products, services and sustainability strategy.

In addition, BCD's client advisory group gives a panel of our global customers a voice in our strategic direction, including product development initiatives. In 2024 this involved a specific focus on sustainability and the evolving requirements of our clients around this topic.
Our approach is further supported by client surveys, traveler satisfaction surveys and trip-specific polls.

Our Research & Intelligence team regularly surveys travel buyers on program priorities, challenges and opportunities. Notable examples in 2024 included our **travel buyer survey** that explored modern corporate travel policies. We also have a growing traveler research panel that provides ongoing feedback on various topics like travel policies, risks and sustainability. Survey findings are delivered in reports and infographics, which are shared internally and are publicly accessible through the **BCD Travel Resources website**.

Travel industry associations

We cultivate strong relationships with industry and media trade associations that advocate for our customers and other stakeholders in our sector. As an allied member of the Global Business Travel Association (GBTA), we collaborate closely with GBTA in Canada, North and South America, and Europe. We're also supporting their expansion into the Asia Pacific region. Employees from various company functions represent BCD Travel on several GBTA committees, including:

- Advisory boards and leadership councils
- Sustainability committee
- Diversity, equity & inclusion committee
- GBTA foundation initiatives, including Women in Travel (WINiT) and Ladders Mentorship Program
- Aviation committee
- Risk committee
- Meetings and events committee
- Payment committee
- Technology committee

We're frequently invited to speak at GBTA events and maintain active relationships across local country chapters of GBTA. We're also members of other global and regional industry associations, such as the Institute of Travel Management (ITM), the Business Travel Association (BTA), the German Corporate Travel Association (VDR), as examples. We have three employees participating in the BTA Planet Plan council in sustainability workstreams related to data consistency, return on investment and education and innovation.

Sustainability councils and intergovernmental organizations (IGOs)

Active, regular participation and engagement with sustainability-focused councils, associations and IGOs is a core component of our stakeholder engagement approach. It allows us to foster regular dialogue and collaboration with formalized sustainability networks and professionals that helps shape our sustainability strategy with appropriate best practices and developments. Key examples include:

United Nations Global Compact. We became a signatory in 2008 and continue to support the Ten Principles on human rights, labor standards, the environment and anti-corruption. In support of the UN Global Compact's accountability mechanism, we submit our annual Communication on Progress which is a mandatory requirement for all business members. This helps us to share information and promote transparency in progress against our strategy, as well as hold ourselves accountable.

During 2024 two employees took part in the UN Global Compact's DE&I Peer Learning Group. These ambassadors attended workshops to collaborate with other organizations on topics including care taking and part-time work, inclusivity, polarization and change management and the impact of micro-aggressions on business. They shared feedback with their BCD regional DE&I council as well as the SVP, DE&I, and will co-chair the cohort for the 2025 Peer Learning Group.

We'll also expand our participation to the Human Rights Peer Learning Group in 2025, with two BCD employees participating in the program. Collaborating with sustainability professionals from various sectors allows us to share expertise with other organizations as well as expand our perspective on addressing current important sustainability issues.

Travalyst is a not-for-profit global coalition founded by Britain's Prince Harry, The Duke of Sussex. Travalyst brings together leading travel and technology companies to promote sustainable tourism by providing clear, consistent and credible sustainability information to travelers. As the first TMC to join the organization, BCD sits alongside industry partners such as Amadeus, Booking.com, Expedia Group, Google, Mastercard, Sabre, Skyscanner, Travelport, Trip.com, Tripadvisor and Visa.

By being part of Travalyst, we can influence the development of new standards and approaches to communicating sustainability information to corporate travelers, whether for hotel, air or rail. Representatives from across BCD Travel, Advito and BCD Meetings & Events participate in the various working groups that oversee the development of Travalyst products, as well as the various events that they organize throughout the year.

Active, regular participation and engagement with sustainability-focused councils, associations and IGOs is a core component of our stakeholder engagement approach.

BCD employees

The satisfaction of our employees and continuous feedback on what we're doing well and how we can improve is critical to our success. We are proud that our Employee Net Promoter Score has steadily risen each year to 58 in 2024. We use a combination of employee surveys, global intranet, digital corporate communication channels, townhalls and many other mechanisms to maintain regular open dialogue with our employees globally.

Our global monthly employee engagement survey provides actionable and anonymous data to managers. It enables employees to provide feedback on all aspects of their work, which helps BCD to understand specific areas where we can improve. We've launched a series of questions about our sustainability strategy, allowing employees to provide feedback on our environmental initiatives, community impact, integration into company strategy and operations and their empowerment to support these initiatives. This allows us to use this valuable feedback and analytics to identify trends and development opportunities for our sustainability strategy and initiatives.

Refer to page 38 in the investing in our people section for more information on how we engage with our employees.

Suppliers

Our business depends on a reliable global network of service providers. We take a structured approach to engaging with members of our supply chain who provide technology or professional services in support of our requirements for our business stakeholders.

We maintain regular engagement with our suppliers through a combination of policy, structured and ad hoc meetings and assessment processes driven by our procurement function. The resulting two-way dialogue ensures we continue to work with suppliers who meet our business and commercial requirements, as well as those who demonstrate responsible business practices based on ethical, environmental and social criteria.

To safeguard our business objectives and protect organizational assets, our Information Security Risk Management team ensures the continuous assessment and management of risks associated with both third-party procured products and services.

In 2024 we implemented an enhanced supplier due diligence process which allows us to conduct a comprehensive risk analysis of our supply chain and collect relevant data in support of the latest supplier due diligence legislation.

Refer to page 73 in the sustainable procurement and partnership section for more information on how we engage with our suppliers.

People

Community investment
Modern slavery
Diversity, equity and inclusion
Investing in our people
Health, safety and wellbeing

Driving positive social impact and sustainable development is the cornerstone of BCD's community investment strategy. All our community initiatives are underpinned by the recognition that, when a business engages and invests in its communities, this encourages strong relationships that deliver shared value and help us look forward to the future.

Our donations of time, money and resources sit at the center of our approach to community investment, allowing us to deliver local impact and drive sustainable communities.

Beyond monetary donations, we are actively and visibly engaged in our shared communities, and this presence is key to the value we bring. In 2024 we developed our social and community impact tracker to better capture information on our community impact globally. This initiative will provide data to gain more visibility, identify trends in participation, celebrate our successes and encourage more BCD employees to engage with our community programs.

Making a Difference program

Our global Making a Difference program reinforces our commitment – with unwavering support from the John & Marine van Vlissingen Foundation, whose mission is to help vulnerable children in need around the world. This program is complemented by employee-focused fundraising and volunteer initiatives that address a range of issues, from food waste to quality education.

Fundamental to our approach is the development of long-standing relationships with local non-profit organizations who benefit from this funding investment and BCD employee activities.

Enabling our people to support our communities in this way is also key. In 2023 and 2024, we focused on increasing employee engagement with our programs and initiatives, leading to an increase in the number of projects supported to 50 in 2024.

50
Making a Difference projects in 25 countries in 2024

Making a Difference program now in its
17th year

R.E.A.L. Youth Foundation
Los Angeles, U.S.

Scoutinggroep Clifford Reichert
Netherlands

Proyecto Daniel
San José, Costa Rica

Making a Difference is BCD's flagship charity and volunteer program, focusing on areas local to BCD operations and teams. Through Making a Difference, we empower our people across the globe to ignite positive change in their communities by supporting local non-profit organizations with projects that directly benefit children.

Team members can submit a project for consideration to the John & Marine van Vlissingen Foundation with a specific request for financial support. In addition, our Making a Difference coordinator network organizes fundraising and volunteering initiatives for their projects throughout the year to maximize impact.

From closing the digital divide and tackling homelessness to supporting high-quality education for underprivileged families, the Making a Difference projects address the diverse challenges that young people face today, helping us to shape a brighter future for them around the world.

2024 marked the program's 17th year, cementing its status as a core part of our community investment strategy.

Our program grew once again last year – with the Foundation's backing, in 2024 we were able to support 50 projects in 25 countries.

11 projects in North America

California: Covenant House California, Helping Future Generations Foundation (M&E), "Real" Youth Foundation

Georgia: Atlanta Children's Shelter

Illinois: Cradles to Crayons (M&E)

New Jersey: Child Focus

North Carolina: Me Fine Foundation (M&E), NC Inter-faith Food Shuttle Camden Street Learning Garden (M&E)

South Carolina: Pattison's Academy

Tennessee: Hope House

Washington: Beds for Babies

Hope House

18 projects in Latin America

Argentina: M.A.M.A. Home, Merendero Amigos Del Corazón, Nomadelfia Home

Brazil: Abrahipe, Crianca Feliz E Melhor Preparada Para O Futuro, **Ciranda Para O Amanhã,** GRAACC

Colombia: Fundacion Colombiana De Leucemia Y Linfoma, Fundacion Un Techno Para Mis Pais Colombia

Costa Rica: Growing Up Together, Proyecto Daniel, Proyecto Simirinak

Ecuador: The La Dolorosa Foundation

Guatemala: Hogar Marina Guirola

Honduras: Por Una Educacion Sin Barreras (For Education With No Barriers)

Mexico: Aldeas Infantiles Sos México

Peru: Dejando Huellas

Venezuela: Seeds And Sounds: Conectando Raíces.

Ciranda Para O Amanhã

17 projects in Europe

Belgium: L'Asbl Classcontact (M&E)

Europe: Bednet (M&E)

France: Reves

Germany: Mainlichtblick E.V. (M&E), Nikolaus In Linden, Balu Und Du

Israel: Kenafayim Online

Italy: Camp Tirrenia – Real Eyes, Judo and Inclusion

Poland: Children's Home Association of Janusz Korczak

Sweden: Min Stora Dag (My Big Day) (M&E)

Switzerland: Mathilde Escher Stiftung

The Netherlands: Haags Kunstatelier 2.0 (M&E)

The Netherlands: Scoutinggroep Clifford Reichert

United Kingdom: Books for Key Stage 2 Pupils at Connor Downs School, Cosmic – Caring For Babies & Children In Intensive Care (M&E), Every Child Online

Scoutinggroep Clifford Reichert

4 projects in Asia Pacific

Australia: Yalari – Educating Indigenous Youth

Hong Kong: Walk for Chalk 2024

India: Accept

Singapore: Child at Street 11

Accept

Our Making a Difference projects support a range of Sustainable Development Goals

SDG 10 spotlight – Judo and Inclusion, Italy

Judo and Inclusion supports children with Autism Spectrum Disorder (ASD) and other disabilities. This BCD M&E Making a Difference project promotes physical and psychological development through activities that enhance mobility, sportsmanship, self-esteem and personal identity. Judo Salerno regularly participates in events and competitions where athletes of all abilities compete together.

In 2024, support from the Foundation funded several projects, including school programs for children with various disabilities, inclusive summer camps, participation in the Giffoni Film Festival, horseback riding lessons, public events and integration of specialized equipment. In 2025, the school plans to increase the number of children attending and expand the range of activities offered.

This project supports SDG 10 to reduce inequality within and among countries.

SDG 3 spotlight – Accept Society, Bangalore

Accept Society provides care, counselling and medical support for individuals affected by HIV/AIDS, orphaned children who are HIV-positive and elderly individuals in need. Funding from the Foundation has supported Accept with essential medical aid and infrastructure improvements, such as installing lifts and constructing roads to enhance mobility for sick children and elders, particularly those using wheelchairs.

BCD Bangalore employees also dedicate at least two weekends each month to support Accept. Volunteer activities include cleaning, educating children in soft skills and basic computer literacy by donating pre-owned systems, and providing companionship and support to elders.

Our work in support of this project aligns with SDG 3 to ensure healthy lives and promote wellbeing for all at all ages.

SDG 4 spotlight – Child at Street 11, Singapore

Child at Street 11 ensures that children from underserved families are given the opportunity for high-quality education. It also empowers the family's main caregiver (usually the mother) to re-join Singapore's workforce. Children from families of different income levels and learning abilities grow together in a learning approach that helps them become self-reliant, confident, secure and emotionally resilient.

Over the past year, the Foundation's financial support and BCD employee volunteering have contributed to a diverse range of educational activities for the children, including tours at both the Singapore Botanic Gardens and Singapore Maritime Gallery, creative workshops, as well as environmental-focused beach/park cleaning.

Through this project we support SDG 4, to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Caring for our communities

As an organization, BCD is made up of passionate teams who care deeply about local social and environmental impact. They help drive sustainable development by regularly creating connections within and beyond our local communities – seeking opportunities to address inequalities, help end poverty and promote peaceful, inclusive societies.

In 2024 employees across the company contributed to their communities in a number of ways.

Our **BCD Switzerland team** volunteered at the Tischlein-Deck-Dich organization in Staufen to help rescue fruit and vegetables that would otherwise go to waste. The team, working with support from Cathay Pacific, sorted and prepared produce to ensure that good food didn't end up in compost when it could still be used by those who need it most.

At the **global sales and marketing meeting,** the team packed their workout gear and joined in an optional wellness activity to raise funds for a local Barcelona-based children's charity, Educo, who promote comprehensive, quality, safe and equitable education for young people. In total 30 team members joined the run/walk bright and early to support the fundraising initiative.

Vivien Miranda, BCD's Vice President, Marine, worked in partnership with other industry maritime professionals in a kayak river clean up in collaboration with Waterways Watch Society and Peninsula.

"Over 40 participants representing a broad range of maritime and related companies helped in the project's success. In all, we scooped 47 kilograms of trash from the Kallang River basin and the surrounding areas. One step closer to "Zero Waste" in our waters."

For the second year in a row, **BCD** joined forces with Delta to build a KABOOM! Playground. The Los Angeles playground was designed by community members, including children, and then built in April by the Delta and BCD teams, including Mike Janssen, BCD's Global Chief Commercial Officer, and Rose Stratford, BCD's Executive Vice President, Global Supplier Management & Delivery. Delta and BCD also provided the city with funding to further improve the lives of children in the community.

There are an estimated 50 million people in modern slavery – that's nearly one in every 150 people across the globe.[1] And with resources like the Global Slavery Index, which give the broadest and most accurate reported data and insights on modern slavery to date, we know this global issue continues to grow in both magnitude and complexity.

**There are
an estimated**

50 million

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150 people
across the globe**

As a result, BCD believes it is imperative to act on this issue using our platform as a leading and established travel management company within the corporate travel industry. We're uniquely positioned to raise awareness with our employees, travelers and partners about human trafficking and child exploitation, and the role our industry can play in combating it.

Human traffickers often exploit air and rail travel to move victims between cities and countries, and frequently use hotels as locations for trafficking or abuse. BCD is committed to educating and empowering corporate travel managers and travelers to combat this growing issue.

If every traveler can recognize the signs of human trafficking and know how to safely report potential incidents, we can collectively help end the commercial and sexual exploitation of human beings.

[1]Source: **Global Slavery Index**

This commitment is driven by BCD's human trafficking awareness committee. Launched in 2017, the role of the committee is to develop and implement initiatives that allow BCD to act and grow our positive impact around the issue of human trafficking. Our committee also reflects our broader work to manage modern slavery and human trafficking, further supported by compliance with reporting requirements, such as ECPAT's The Code and our annual U.K. Modern Slavery Statement.

The committee includes BCD employees across different regions and functions. With members from our Program Management, Marketing, Legal and Sustainability teams, the committee enables functional integration of our awareness initiatives where appropriate, and aligns all initiatives with our broader sustainability strategy. Executive sponsorship from Teri Miller, Executive Vice President, Global Client Team, allows focus and visibility of our objectives within our Global Executive Team.

We provide more information on of this report.
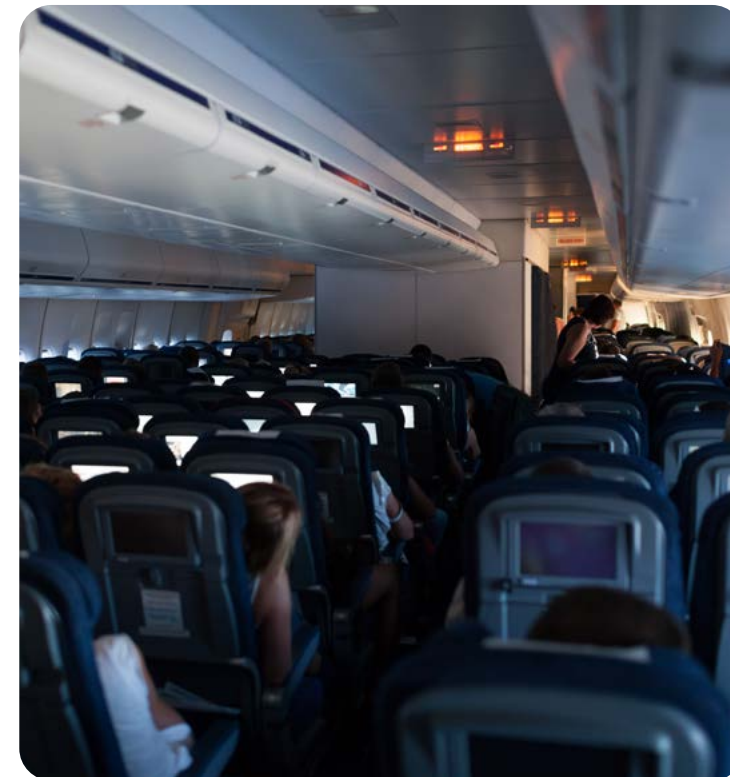
Partnerships sit at the foundation of our approach

In 2017, we established a global partnership with ECPAT (known as PACT in the U.S.), followed by a partnership with A21 in 2020. Our commitment to these organizations is to raise awareness through education and training for our employees, suppliers, partners and clients worldwide.

ECPAT is the leading international organization seeking to end children's commercial sexual exploitation through awareness, advocacy, policy and legislation. BCD is a signatory to ECPAT's Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code). The Code encourages members to provide educational tools and support initiatives to end sexual exploitation of children. We undertake annual reporting to The Code which provides a framework for tracking progress; we support ECPAT through awareness and fundraising initiatives throughout the year. We also promote PACT (by ECPAT-USA), a free online training developed specifically for travel professionals.

A21 combats modern-day slavery by working to Reach, Recover and Restore lives. They have many different education programs and initiatives, as well as 24/7 confidential hotlines, child advocacy centers, professional training, victim identification operations, legal aid representation and much more. We work closely with A21 on key initiatives, including their annual Walk For Freedom and promoting their education tools and 'Can You See Me?' campaigns.

SDG 8 spotlight – ECPAT Top Member in 2024

ECPAT and The Code named BCD Travel as one of their Top Members for 2024 for our commitment to combating child sexual exploitation. The Code measured us against six criteria and commended our serious commitment to implementing all of these areas, specifically calling out our alliances and efforts to prevent human trafficking. Our work supports progress for UN SDG 8.7: to take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking. We were invited to speak at an ECPAT webinar, where we presented insights on how BCD has used our global reach and industry-leading status to build alliances and educate companies, suppliers, business travelers and our employees. With over 110 participants, this was another opportunity to share best practices on this issue.

Partner, engage, educate

In 2024 we focused on our objectives to partner, engage and educate. We encouraged our employees and industry peers to support BCD's initiatives and our partners A21 and ECPAT, continue learning with the resources that BCD promotes, and amplify our voice to educate more people on how to safely report signs of human trafficking. Concentrating on these objectives allowed us to focus our positive impact on this issue in the following ways:

- Supported key campaigns that address this issue, including National Human Trafficking Prevention Month and UN World Day Against Trafficking in Persons, as well as the A21 Walk For Freedom.
- For the second consecutive year, we organized a human trafficking awareness and education session at United Airlines' World Business Center at Heathrow Airport in partnership with United and A21.
- Achieved over 97% completion to date on our human trafficking awareness training.
- Conducted client awareness sessions.
- Worked closely with A21 to integrate one of their child-focused U.K. projects into our Making a Difference program. This includes supporting the hosting of online prevention education resources and e-courses so they're made available to vulnerable children in the U.K. The project also helps parents, educators and youth workers receive training on how to recognize and report potential human trafficking and online exploitation cases.

You can find more information on our Making a Difference program on page 22 in the community investment section of this report.

Our target: Increase the percentage of employees who have completed annual human trafficking awareness training to 100% by 2030

How to safely report

If you **spot some of the potential signs of human trafficking** and suspect that something isn't right, report the incident to the appropriate authorities. Never assist the victims or confront traffickers. You can also report through ECPAT or A21 using the relevant channels:

ECPAT: Report child exploitation

REPORT SAFELY HERE

A21: Report human trafficking

REPORT SAFELY HERE

SDG 8 spotlight – creating awareness to drive change

In 2024 we teamed up with United Airlines and A21 for a human trafficking awareness session at United Airlines' World Business Center, Heathrow Airport. Attendees learned about the realities of human trafficking, equipping them with the tools to recognize and respond to suspicious activities. Highlights from the session included an introduction to the A21 'Can You See Me?' campaign, real-life scenarios, breaking down misconceptions and BCD's commitment to change. We also supported A21's annual Walk For Freedom, promoting education and action to empower local communities. With 2024 being the event's 10th anniversary, we ran a global campaign to promote the walk to our employees, as well as provided alternative resources if they couldn't attend. These initiatives align with UN SDG 8.7 to take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking.

Diversity, equity and inclusion

At BCD, we're committed to fostering an inclusive workplace that reflects the diversity of our global community and ensuring all individuals have equal access to opportunities. This commitment is embodied in our Be You at BCD program. Our goal is to foster a respectful environment where everyone feels safe, welcome and valued. Our approach is driven by clear principles, a robust framework and specific goals to enhance inclusion and belonging across our organization. We've also strengthened our collaboration across BCD functions, from Product Development and Marketing to Employee Experience and People & Culture.

Our approach is supported by clear policies that reinforce our commitment, as well as ensuring compliance to legislative requirements. Our policy-driven approach includes our Equal Opportunities Policy and Be You at BCD Statement of Commitment. We make these documents available via our global intranet, as well as communicate them to our employees. They also align with other global policies that are informed by our Be You strategy and incorporate our standards and best practices. These include our Code of Conduct; Supplier Code of Conduct; Harassment Policy; People & Culture (P&C) Policy; Environment, Health & Safety (EHS) Policy; Relatives and Personal Relationships Policy and Supplier Diversity Policy. We develop local policies where we feel there's opportunity to drive further progress. For example, in the U.K., we've implemented a Menopause Policy.

EXPLORE OUR SUSTAINABILITY RESOURCES

Our Be You at BCD Framework

Our framework emphasizes five key components, ensuring that all our initiatives are aligned and our objectives remain clear.

Workforce representation illustrates the composition of our workforce across various demographics and at different leadership levels.

Workplace inclusion focuses on valuing the unique strengths of each individual, fostering an inclusive culture where performance and potential are recognized and everyone is valued and respected.

Equity examines and addresses how our company infrastructure (our policies, processes and programs) allocate resources so that merit is the primary criteria for advancement and everyone is afforded fair access to opportunities.

Marketplace focuses on how our Be You brand translates to the needs of customers and employees – both existing and prospective. It examines what opportunities exist within our industry and what role we can play, what are the requirements of our customers and travel partners and us of them.

Suppliers examines and measures to what extent the vendors who provide products and services to BCD support our broader inclusion strategy, either directly or indirectly.

Our Be You council

Our Be You council plays a pivotal role in shaping our DE&I efforts – and we've evolved our approach to ensure that we address both global and local needs within our organization, in keeping with local laws.

Our Be You council is made up of a global workgroup and multiple local workgroups. The global workgroup consists of employees from across the organization, coming together to drive initiatives that will have a global impact. This team proposes strategies and solutions that align with our overarching organizational goals and provide a unified approach to ensure our initiatives are inclusive and accessible to all regions. Their efforts enable us to maintain a consistent and cohesive global strategy, while fostering collaboration across borders.

In addition, we've introduced our inaugural local workgroups. Together with local People & Culture teams, they work in various countries, to focus on the unique challenges and opportunities in their respective markets.

For more information on our council, workgroups and governance processes, refer to of the governance, ethics and compliance section of our report.

People data and insights

Data analysis and insight are core to helping us execute our Be You at BCD Framework. In 2024 we continued to enhance our People Insights dashboard, expanding the metrics captured by this platform. New workforce metrics include age and generation, gender by level of joiners and leavers, reason for leaving by gender, age and race (U.S. only). All data captured complies with local laws, as applicable.

Our data and analytics solution provides advanced availability of globally consistent data sets, enhancing transparency and driving both regional and functional accountability. This supports ongoing progress at BCD. The dashboard is accessible to all BCD People & Culture teams, as well as those at the Vice President level or above, offering deeper insights into our workforce.

To better understand the makeup of our workforce, we've also developed our reporting capabilities by gender, level and function globally, as well as race/ethnicity by level and function in the U.S., with the U.K. currently in development phase. We've launched a project to collect disability status in select regions and in accordance with applicable laws, and added a non-binary gender option for new hires.

In 2024 we conducted our second global pay equity review. Ensuring our pay procedures are neutral across genders, race and other dimensions remains fundamental to our commitment to fair employment practices. Implementing this review process on an annual basis enhances our data, incorporating market-by-market compensation assessment

that allows us to pinpoint where pay gaps stem from, and adjust policies and procedures to align with merit-based principles.

Gaining this level of insight enables us to be more flexible and responsive as our systems and processes evolve. We consistently use the data we gather to shape our strategy, assess the effectiveness of our initiatives, policies and procedures and adjust our approach as necessary.

Building on the developments made in 2024, in the coming year we'll ensure better and more comprehensive data capture and analysis to further support our strategy.

On a global level we've identified an increase of women in Vice President and above positions from 37% in 2022 to 42% in 2024; an achievement that currently outpaces the global industry benchmark for TMCs and suppliers (39% as identified by a GBTA Foundation study).[1]

[1]Source: **WinIt: Women Lack Sufficient Pathways to Senior Travel Positions | Business Travel News**

2024 % gender by level		
Gender by level	Male %	Female %
All employees all levels	33%	67%
Vice President and above	58%	42%
Director and above	47%	53%
Manager and above	37%	63%

2024 % gender by region		
Gender by region	Male %	Female %
APAC	56%	44%
EUROPE	28%	72%
LATAM	37%	63%
NORAM	21%	79%

Engagement, education and awareness

Our education and awareness strategy incorporates multiple channels to ensure our Be You at BCD program messaging, resources and leadership enablement are reaching all BCD employees. While employee participation is optional, to support this we focus on:

Multicultural celebrations, events and conversations – We use our internal social and intranet platforms to celebrate and raise awareness of key historical, social, religious and cultural activities and events. Representative of our global employee base, our Be You at BCD council select observances that are meaningful and open to BCD employees – from Hispanic Heritage Month to Intergenerational Diversity Week.

Multi-media resource center – We developed this resource center with content on several topics – from allyship to accessibility and disability inclusion – so that our teams can grow their awareness and develop their skills. In 2024 we added resources that address neurodiversity and non-apparent disabilities and LGBTQ+ inclusion and allyship.

Culture cafes – Available to all employees globally, our council members run these sessions as platforms for discussion, personal growth and education on topics that are key to fostering empathy and inclusion. Sessions in 2024 included psychological safety, intersectionality and generational diversity.

Feedback informs our approach

Employee feedback on our Be You at BCD program is critical. Our global employee survey solution means our leadership teams can access feedback data that helps us to identify challenges, see where we're succeeding and amend our strategy as needed.

In 2024 our employee engagement score increased from 63 to 64, placing us in the top 5% of companies. In fact, since 2021 we've achieved an increase of 14 points and our current score sits 27 points above the benchmark shared by our platform provider. Our efforts to foster greater inclusion and awareness for all is reflected in how our people feel year over year.

Our target: Meet or exceed our DE&I eNPS score annually

SDG 10 spotlight – UN Global Compact

During 2024, two employees took part in the UN Global Compact's DE&I Peer Learning Group. These ambassadors attended four workshop sessions across the year to collaborate and share best practices with other global organizations on topics including care taking and part-time work, inclusivity, polarization and change management and the impact of micro-aggressions on business. They shared their learnings and resources with their BCD regional Be You at BCD council and Be You program leadership and two participants will be co-chairing the cohort for the 2025 Peer Learning Group. This work supports SDG 10.2 to empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Industry collaboration

Our education and awareness approach extends to our industry peers, partners and clients – we continue to demonstrate thought leadership by sharing best practices and participating in action-led discussions as opportunities and processes progress. We use our digital channels as well as industry and client events to maintain dialogue on key issues.

Key examples of industry education and collaboration from 2024 include articles highlighting our inclusive merit-based talent and recruitment initiatives, as well as partnering with United Airlines and Delta in the LATAM region to deliver workshops and learning sessions for BCD employees on topics like street harassment and career journeys.

In the U.S. we also partnered with United Airlines on the Aids LifeCycle.

Global leadership accountability and focus

We continued the training and education of our Global Executive Team (GET), incorporating topics such as driving meaningful change initiatives, using data to support strategy and fostering leadership accountability. Our leadership training program included team debriefs and peer learning sessions, as well as 16 individual sessions with the GET to review feedback from our employee survey platform and discuss strategies to ensure everyone has fair access to opportunities within the company.

Our target: Increase leadership accountability for identifying gaps and increasing opportunities through fair merit-based processes
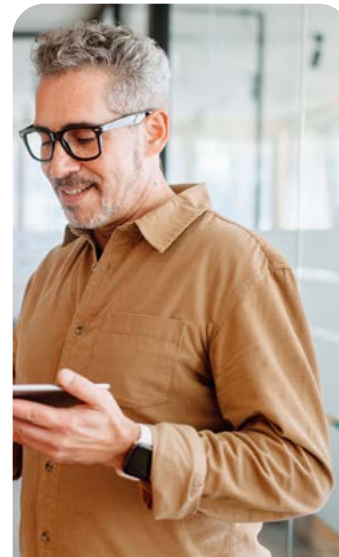
Recruitment and inclusive processes

By focusing on implementing recruitment processes that are more equitable and fair for all we not only broaden our talent pool and create opportunities for increased competitiveness, but we also reinforce our standing as an inclusive organization. That's why our approach incorporates enhanced training for our recruitment professionals, as well as developing recruitment partnerships.

Recruitment partnerships

Partnerships remain crucial to our strategy for attracting and engaging a wide range of talent. Our current partnerships include:

- Military Spouse Employment Partnership (MSEP) program.
- U.S. military fellowships through Hiring for Heroes.
- Circa, a leading recruitment solution enabling compliance and outreach to job seekers of all backgrounds.
- SENAC/GERANDO FALCÕES apprenticeship program to connect with underserved communities in Brazil.
- Thrive U.K. apprenticeship program with a careers hub to recruit talent from socioeconomically diverse backgrounds in the U.K.

We achieved 20% growth in 2024 through an additional partnership with Tent, in the Netherlands, which connects our company to qualified talent from refugee communities.

Recruitment training and processes

We clearly state our commitment as an equal opportunity employer on external career sites and align our vacancy postings with all relevant legislation. We use recruitment solutions like Circa in the U.S., which enable us to distribute our job openings through job boards that support all communities, including a network of Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) as well as organizations that serve the veteran/military community and people with disabilities.

We use an online hub that guides our hiring managers, integrating fair employment principles within our recruitment training processes. Our platform provides tools like gender decoders to take out gender-coded language from job postings, as well as providing information on specific topics like unconscious bias in the interview process and the importance of fair hiring practices. The hub helps to foster a non-discriminatory hiring culture by connecting hiring managers to this information.

In 2024 we also focused on enhancing our recruitment assessment and selection processes through the implementation of interview scorecards for a consistent assessment of Director and above hires.

Our recruitment system developments and initiatives improve the experience for candidates, recruiters and hiring managers, as well as further enhance fairness in our recruitment process.

Throughout 2025, we'll continue growing our recruitment partnerships, continuing to operationalize our strategies across BCD's functions and further developing our talent acquisition and management processes. Progressing processes that support neurodiversity and language confidence and capability will also be key.

Support for neurodiversity

In 2024, we furthered our commitment to fostering an inclusive and supportive environment for all employees, including those who are neurodivergent. Our journey began with a review and understanding of the local climate and laws across the globe. This foundational knowledge allows us to create a workplace that not only complies with legal standards, but also champions the rights and needs of our neurodivergent team members.

To further enhance our efforts, we conducted global employee focus groups, gathering insights and feedback from neurodivergent employees across various regions. These focus groups have provided invaluable perspectives on how we can better support and include neurodivergent individuals in our workforce.

Our target: Grow our recruitment partnerships by 40% to broaden our applicant pool for open positions
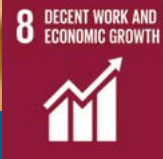
SDG 8 spotlight – Refugee social mobility initiative

In Europe, we've progressed our refugee social mobility initiative by partnering with Tent, a non-profit whose mission is to mobilize the world's biggest businesses to integrate refugees. We're starting with two pilot countries, the Netherlands and Spain, to develop our approach, and have joined a working group with other global companies including Marriott International, Hilton, Amazon, IKEA, Mastercard, Deloitte and more. Our initiative supports SDG target 8.8 to protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Freedom of association and social dialogue

By encouraging social dialogue and freedom of association, we aim to demonstrate our commitment to respecting employee rights and fostering a collaborative and welcoming environment.

We recognize employees' rights to freedom of association and collective bargaining in all countries where we operate. We provide a platform for employee exchanges with local management teams in the form of country and regional virtual or live townhall meetings. In countries where collective bargaining agreements are in place, we engage in regular dialogue with employee representatives through local Works Council and European Works Council (EWC) meetings.

The EWC was created in 2008 to act as a platform for information and consultation to support BCD Travel's business activities in the European Economic Area. Currently, 20% of our employees globally are covered by collective bargaining agreements. The EWC contributes to the preparation and transparency of transnational projects and promotes evaluating how employees may be significantly impacted by business decisions.

Throughout 2024 we held monthly local Works Councils and EWC meetings, providing an opportunity to facilitate social dialogue, strengthen cohesion and further develop the spirit of cooperation between management, employees and their representatives.

Through these meetings we also shared information about business plans and projects, promoting transparency of decisions that would impact our employees.

We also held regular virtual local and regional Town Halls and shared company news, including our financial status and strategic goals, and our progress towards these throughout the year. All attendees were invited to interact with the presenters by posting questions. Any that couldn't be answered during the live calls were followed up. We recorded these calls so that employees could continue to access them.

We use the feedback we receive through these communication channels to inform and support our strategic priorities for the year ahead.

We also use them to ensure greater visibility of our leaders towards our staff, with our CEO setting the pace and the vision for all our global and regional leaders to emulate.

We regularly seek direct feedback from our people to provide insights to what improvements can be made and how these can be achieved (e.g., employee surveys, virtual or live townhall meetings, project teams).

We provide information through multiple channels to help our employees keep up to date with our company's progress and their contribution to it (e.g., videos, email, whitepapers, blogs, company website and intranet).

We promote employee appreciation in our employee recognition schemes and share our expectations with our people so they may aspire to higher attainment.

We also want all our employees to have a genuine connection with our leaders, who are approachable via multiple channels. This includes our CEO, Stephan Baars, who personally visited every key office to meet our employees throughout 2023-24 and operates an open-door policy for all employees to directly communicate with him. Stephan also conducts quarterly 'Meet Stephan' sessions for our new joiners.

Last year, we refreshed our monthly employee engagement survey, amending some questions to encourage greater monthly participation from our people. In addition, we provided further training to management to support their interaction with feedback.

Our Global Executive Team places high importance on employee participation, as this is a key channel for employees to provide anonymous feedback that's addressed by their leadership. As a strategic priority, we set a global benchmark target to end the year on a participation rate no lower than 63%. We exceeded our target, recording a rate of 65%.

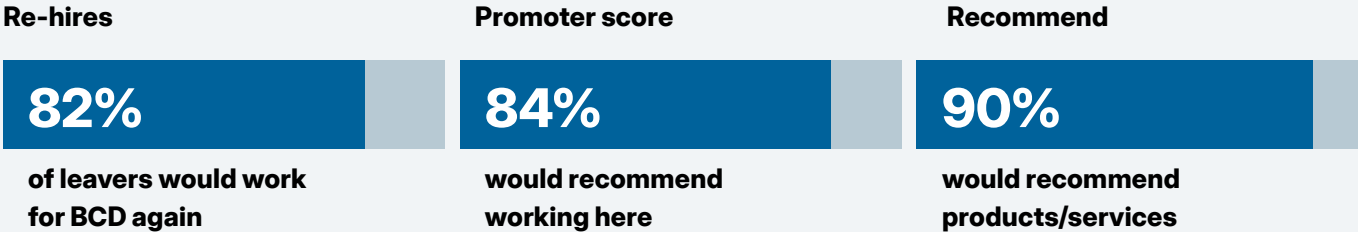| Comparison months	Number of surveys		Participation rate
	Distributed	Completed	
Dec-23	13941	8805	63%
Dec-24	14145	9213	65%

65% **Survey response rate**

Exceeding our 2024 target of 63%

Leaving profile data

Feedback from our departing employees is one of the ways we learn how to improve opportunities for social dialogue and other areas affecting our staff. In the past year we've developed our exit interviews to indicate areas where we could have taken action, and which may have impacted their decision to remain at BCD. For example, for "communications", leavers felt strongest about having informal talks with leaders, regular management updates on organizational performance and a chance to hear from/ask questions of regional and/or local leaders.

We also noted that 56% of people leaving the organization were satisfied with their overall employment and left due to natural career progression. 82% of our leavers would be willing to return in the future, 84% would recommend our organization to others and 90% rated our products and services.

Re-hires

82%

of leavers would work for BCD again

Promoter score

84%

would recommend working here

Recommend

90%

would recommend products/services

Stephan Baars visiting the Hong Kong office

We pride ourselves on employing amazing people – but we know that to attract and retain the best talent, it's essential that we commit to continued investment in their experience with BCD.

This commitment has seen us develop our onboarding processes for new BCD employees, further integrate community action into the new hire experience and develop our talent management cycle. We've enhanced the data that we use to inform our processes, as well as expanded our wellbeing, work from anywhere and employee recognition programs. We're incredibly proud of these achievements from last year that put us in a good position to build on in 2025.

Employee journey

A warm welcome for new joiners at BCD

Our onboarding process is tailored to accommodate office, virtual and hybrid work environments. It features a mix of automated messages for the first 30 days, digital guides, learning platforms and compliance training. Additionally, new employees receive one-on-one time with their managers and participate in role-specific training programs. We introduce them to BCD's culture, covering essential topics such as our vision, values and Blueprint for Success, along with the tools necessary for their growth and development.

In 2024 we focused on enhancing the experience of our new recruits, extending a warm welcome through our improved candidate-to-employee hiring process. Our continuous investment in and development of our global HR platform is delivering a faster and more efficient onboarding experience, with multiple touchpoints that allow us to engage with our new staff.
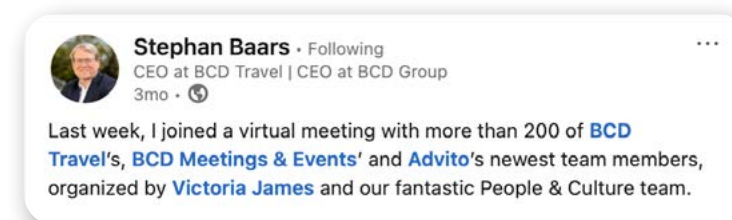
Moving to this single platform has provided greater efficiency in filling open roles and helped our new employees access information and key contacts as soon as they're ready. This improved "welcome to BCD" hiring process benefits all our employees in the hiring cycle, as well as allowing our new recruits to settle into their roles and quickly become productive members of their new teams.

To further support our new employee population, we built a dedicated channel on our global intranet that's available from the moment they're hired to guide them on their journey to success. We also incorporated a 'New to BCD Manager Guide.' The guide steers our newly appointed managers to valuable resources that support their growth towards becoming successful future leaders.

We appreciate that for new employees, navigating the quantity of available information can be overwhelming.

That's why helping our employees easily get the right information was part of our development plan last year. We also adapted our onboarding approach to match specific functional areas so that we could drive role-specific content to our people.

Stephan Baars · Following
CEO at BCD Travel | CEO at BCD Group
3mo · 🌐

Last week, I joined a virtual meeting with more than 200 of **BCD Travel**'s, **BCD Meetings & Events**' and **Advito**'s newest team members, organized by **Victoria James** and our fantastic People & Culture team.

Our CEO, Stephan Baars, fully embraced these initiatives and personally held informative and engaging group conversations with all our new arrivals. This is now a core component in our new employees' onboarding process.

Sustainability action for new employees

Our platform redesign for new joiners incorporated a feature that highlights the importance of sustainability at BCD. From the outset we promote opportunities to actively participate in our sustainability initiatives through our human trafficking awareness committee, Making a Difference program or discussions in our various communications channels. This active approach empowers them to get involved from the start of their career with BCD.

Growing our talent

We connect with our people at every stage of their employment journey and provide growth opportunities to develop skills and talents.

Our target: To increase the percentage of employees who have completed an annual career conversation to 100% by 2030

Our 'career conversations' are fundamental to our talent management process. Every BCD employee engages in career conversations with their manager. These two-way discussions provide feedback, track progress, celebrate successes and set goals. Our framework ensures these conversations are ongoing and adaptable throughout the year. We offer training and guidance to manage this process effectively. In 2024, 99.9% of employees completed a career conversation.

We aim for all our employees to feel confident in their knowledge and skills, enabling them to excel in their roles. In 2024, our commitment to developing our people remained strong, as reflected in the global training numbers below.

Global training completions

We continue to make a range of investments that enhance our people's potential. Last year this included developing a digital directory outlining the learning and development pathways that staff can follow to move to their next role.

We're an organization with an ever-growing work-from-home population, as demonstrated on . To support this trend, we also implemented more focused training offerings that help our leaders to manage remote teams and lead people across generations. With monthly recommendations of short and nano courses, we provided prompts so that even the busiest people could schedule time for short learning bursts.

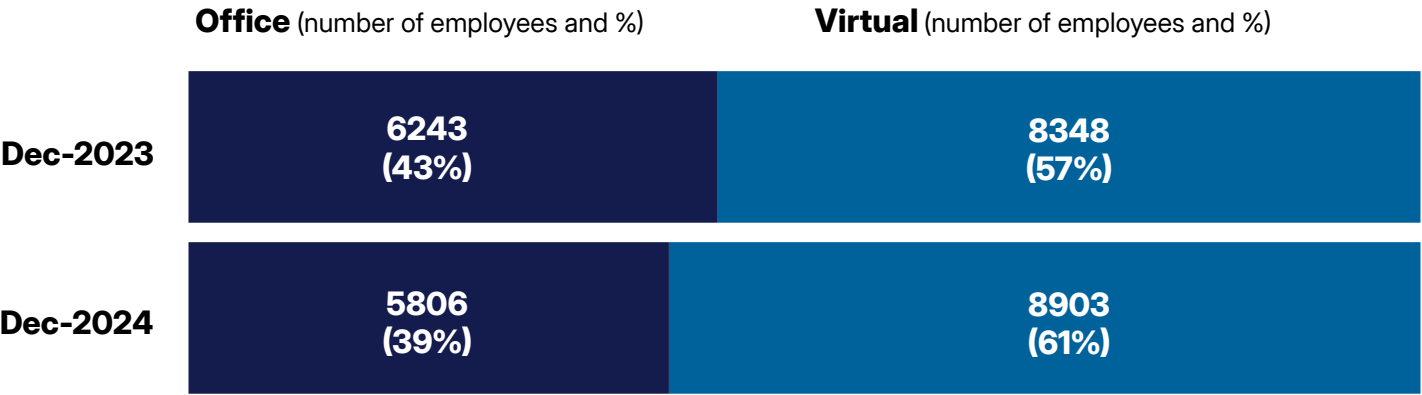| Year	Completed courses	Unique participants	Average courses per person	Average time spent training per person (hours)
2021	125,151	9,951	12.58	14.28
2022	190,092	11,942	15.91	18.77
2023	313,293	13,825	22.66	18.15
2024	359,823	14,829	24.26	22.28

Office and virtual-based employees

Sharing best practices and learning from our leaders is a hallmark of BCD's culture, and we reinforced this in 2024 by promoting leadership exchanges on specific subjects throughout the year. Our employees around the world actively engaged on our Leader Exchanges and Listen and Be Inspired sessions, hosted by leaders across BCD on topics ranging from working smarter, growing DE&I, culture and wellbeing. We saw over 7% growth in participation in Leader Exchanges during 2024.

We also extended our talent cycle succession planning process to all management levels so that we could capture a clearer picture of the status of our next leaders. This inspired our managers to identify the growth potential of our employees and prepare to plug future skills and leadership gaps.

We continued our focus on developing director-level employees through a four-month 'Challenge' program, which received positive feedback from attendees. With 53 program graduates in 2024, this talent development program gives participants the opportunity to collaborate and network with global colleagues who they might not otherwise connect with on a day-to-day basis. It also gives them the space to experience our global culture and develop their leadership skill set.

Office (number of employees and %)　　　　**Virtual** (number of employees and %)

	Office	Virtual
Dec-2023	6243 (43%)	8348 (57%)
Dec-2024	5806 (39%)	8903 (61%)

"

Getting the opportunity to network through the Challenge program and understand the diverse challenges our colleagues face across a wide spectrum of our business has proven invaluable. Being on the course has reinforced my belief that learning is a continuous journey.

Animesh Patel
Senior Director, Financial Support Operation

"

I set clear goals and move towards them. I traditionally viewed differing opinions as obstacles to my progress. The Challenge program has taught me to appreciate the value of slowing down to understand all aspects of a project or a goal.

Alissa Merlino
Senior Director, Global Solutions Engineering

Employee data accuracy and visibility

Monitoring labor performance and ensuring compliance are integral to BCD's governance framework and risk management strategy. We believe that how we conduct our business is just as important as the services and solutions we deliver. Through our Code of Conduct and Global People & Culture Policy, we establish clear standards of behavior. Leveraging a wide range of social data, we continuously assess our performance and drive ongoing improvement.

See our governance, ethics and compliance section on **page 79** to learn more.

We continued to improve our data quality through concerted global efforts by the teams who ensure data accuracy and the integrity of our people's personal and employment information. Our People Analytics team developed an enhanced dashboard for our HR practitioners and global leaders, for decisions around staffing, compliance, education and equality, among others.

Last year, we implemented significant enhancements to the dashboard, including real-time reporting on our talent acquisition and talent cycle processes. Moreover, we consistently focused on incorporating trend analysis into our reporting by comparing historical data to evaluate the company's progress over time. This data-driven approach ensures our senior leadership identifies opportunities for growth through objective decision-making, rather than via subjective methods. These developments support our commitment to fair and equal treatment of all our employees.

The dashboard also allows us to easily track completion rates for our annual global compliance training program mandated for all our employees, incorporating topics such as information security, human trafficking awareness and environment health and safety.

We tracked a 99% completion rate for our 2024 global compliance training program.
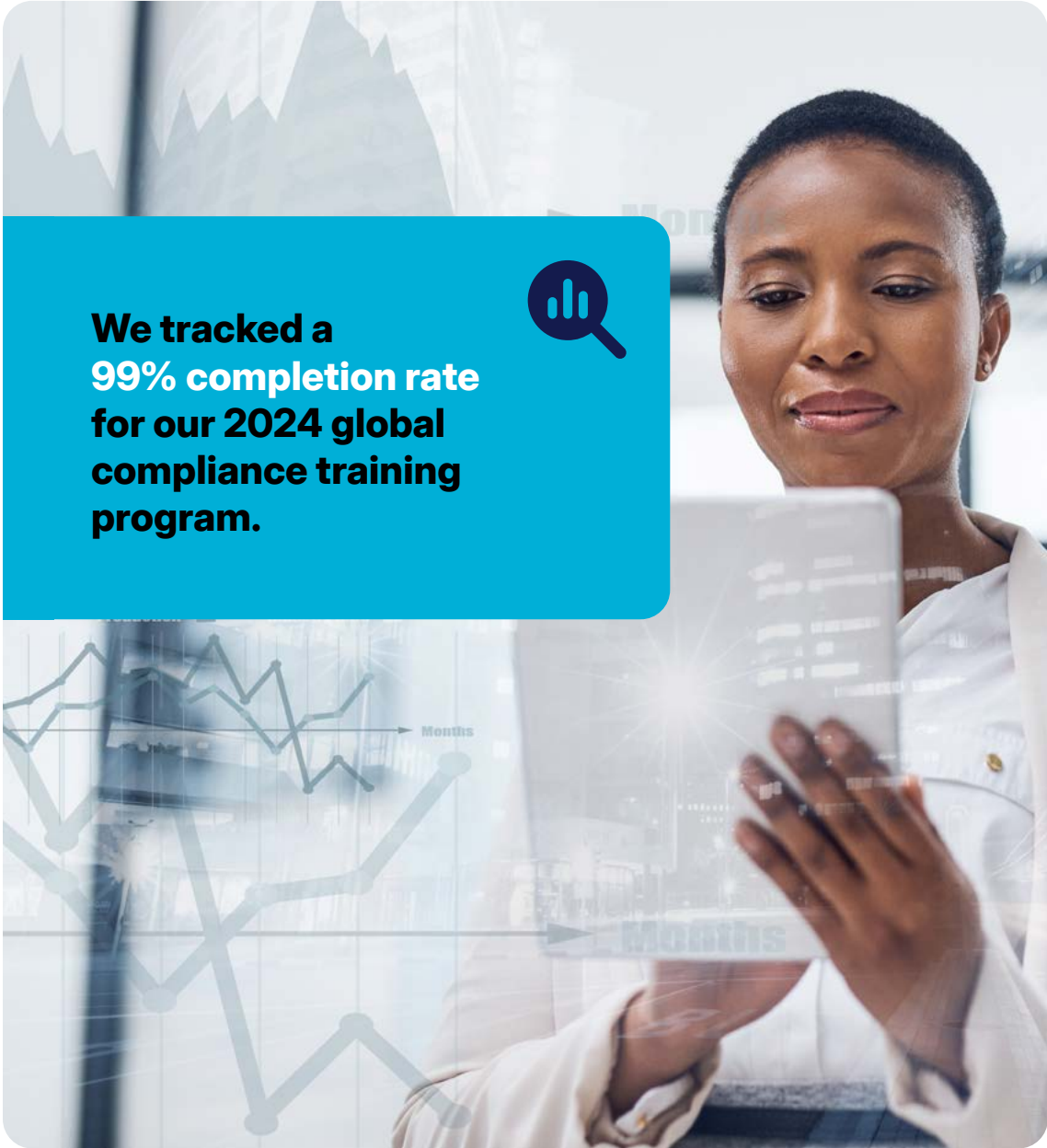
Vendor fair

Chile team

Sri Lanka team

Employee engagement and reward

Promoting flexible working

Our flexible work policies, along with global apps and platforms, connect our people worldwide while enabling a more flexible work dynamic. We support working from home and shared parental leave where possible, helping employees balance work with personal priorities. This approach is central to our focus on positive employee experiences, providing flexibility to manage the daily stresses of modern family life, regardless of family composition or status.

Meet Lacey Brown
Role: Marketing & Communications Manager
Location of home base: London
Destination WFA: Melbourne, Australia

Where did you go and what motivated you to go there? My brother and much of my family reside in Australia, and I typically visit during Christmas. However, the time always seems too short; just as I overcome the jet lag, it's time to return home. The purpose of my trip was to cherish moments with them, and it's wonderful to witness their everyday lives. During my stay, we enjoyed numerous beach outings. I met the family dog and had many barbecues.

In 2024, in embracing the changing dynamics of our virtual workforce, we saw rapid growth of our Work from Anywhere program which we introduced in 2023. We also expanded the program through employee suggestions to include additional locations, such as South Africa, New Zealand and Indonesia.

We actively promoted the program's advantages – including cultural experiences, work wellbeing, flexibility and relationship development – to encourage our workforce to use the program. This resulted in 293 unique applicants visiting 59 unique countries. With a total of 388 Work from Anywhere trips, we saw an 86% increase in the uptake of these flexible workplace opportunities compared with 2023.

We also enabled our management to stay responsive to their teams' needs while away from their desks through a mobile app that allows managers to:

- ✓ quickly approve vacancies to be filled.
- ✓ select the best candidates to accelerate the time to hire process and improve our new entrant experience.
- ✓ promptly approve employees' time off requests.

These improved flexible working opportunities support our wellbeing approach, placing essential tools into the hands of our employees and managers that enable them to work effectively, anywhere. We have been recognized externally for our efforts in supporting our staff working virtually at home.

Employee wellbeing

We're dedicated to raising awareness, inspiring action and motivating our employees to prioritize their wellbeing. We promote a range of resources to support remote working and emotional, physical and social wellbeing via different channels. From monthly "stretch and relax" sessions and a relaxation zone, to Wellbeing Connection sessions with our Employee Experience team and monthly wellbeing challenges – our diverse range of resources helps to drive personal and workplace wellbeing. Developments this year have included refreshing our Wellbeing Hub, promoting wellbeing to our leadership and integrating useful prompts into the employee experience.

In 2024 FlexJobs ranked BCD Travel 12th on its list of Top 100 Companies to Watch for Remote Jobs in 2024. This is BCD's 9th appearance on the list.

flexjobs
2024
TOP 100
REMOTE WORK
COMPANY to WATCH

Employee benefits

As a company, we strive towards a culture in which people are treated equally and supported to remain healthy throughout their career with BCD. Our benefits initiatives support the wellbeing of our people, as well as celebrate their contribution to our success. BCD provides access to a comprehensive benefit program, from shared parental leave and competitive pension programs to gym membership discounts, employee assistance programs and medical insurance. Our benefits program supports our employees across the globe, while incorporating local initiatives to meet market requirements. We continue to spotlight benefits, so that our people know how to easily access them.

Employee recognition and engagement

Our employee engagement strategy is underpinned by a multi-channel approach, including webinars, townhalls, apps, podcasts, videos, corporate social platforms and more.

Shoutouts

Shoutouts is our global employee recognition program – this serves as a quick, easy way for our employees to say "Thanks" to a BCD peer. Employees can send a message through our platform and connect it to BCD's values. They can also make an official Circle of Excellence (COE) nomination.

Circle of Excellence

Through our COE program, employees can recognize colleagues who go above and beyond in their role and in collaboration with colleagues. They can submit a nomination via the Shoutouts platform and winners are selected annually by a committee of previous winners.

We made significant changes to our global COE program in 2024 to ensure greater simplicity, broader appeal and inclusivity. As our people are selected from all over the world, we ensured that those with visa requirements had more time to complete their travel documentation process by closing the nomination process at the end of October rather than by year-end.

We simplified the nomination process by enabling multiple appreciations and honoring collaborative efforts in one go, rather than one at a time. We also made switching between a simple shoutout to a more detailed Circle of Excellence nomination more straightforward.

We extended the program to our VP level population, so that we could truly reflect the contribution of all our people in the growth of our organizational success.

Above: **BCD UK Golf Day**

Left: **Hong Kong office**

External recognition

Last year we were externally rated in the Inspiring Workplaces Awards, featured in the top 100 of participating organizations globally and achieved higher place rankings regionally. We also continuously achieved the top 5% among organizations that participate in our workforce engagement survey process.

Continual development through relevant feedback

Our employee survey platform delivers a short, anonymous questionnaire to all employees on a monthly cycle. This provides a crucial opportunity for BCD employees to share their thoughts on how we can improve. Feedback is vital to our continuous growth, covering essential topics such as DE&I, health and wellbeing, company values and managerial communication and support.

The platform allows leaders to interact with employee feedback by acknowledging their input or providing their own thoughts in reply to an employee comment. The employee can then decide to engage further with their leaders through the platform anonymously or interact directly through one of the company's communication channels. Our platform helps foster a culture of participation and engagement.

We introduced a series of questions around our sustainability strategy, giving employees the opportunity to provide feedback on our environmental initiatives, community impact, integration into company strategy and operations and levels of empowerment to support our initiatives. Employees can access their own dashboard to view trends in their satisfaction levels. Managers, DE&I, Sustainability and People & Culture teams use this valuable feedback and analytics to identify trends and opportunities for development.

Our managers, DE&I, Sustainability and People & Culture teams use this valuable feedback and analytics to identify trends and opportunities for development.

Health, safety and wellbeing are fundamental aspects of our commitment to sustainability and responsible management. At BCD, we prioritize integrating best practices in health and safety management to ensure the wellbeing of our employees, clients and the communities we serve.

Our approach

Our global Environment, Health and Safety (EHS) Policy outlines our dedication to maintaining high standards in health and safety management and compliance, demonstrating our accountability and commitment to minimizing risks in the travel and events sectors. This policy is supported by a comprehensive EHS management system that ensures continuous improvement and adherence to best practices.

BCD's EHS Policy outlines expectations around:

- **Compliance:** Compliance with applicable laws and regulations and implementing programs and procedures to ensure compliance.

- **Risk reduction:** Seeking opportunities beyond regulatory compliance requirements to reduce risks to human health and the environment.

- **Resource management:** Managing scarce resources such as water, energy, land and forests in an environmentally sensitive manner.

- **Objectives:** Achieving a zero-accident rate and zero work-related ill health incidents by applying best practices in EHS management.

- **Communication:** Communicating our commitment to EHS quality and performance to staff, vendors, customers, visitors and interested parties.

- **Continuous improvement:** Continuously seeking opportunities to improve adherence to EHS principles and performance.

DOWNLOAD OUR EHS POLICY

Since 2017, all majority-owned operations have achieved ISO 45001 accreditation, reflecting our adherence to recognized best practices. As part of this certification, 100% of BCD office locations undergo audits every three years by an ISO-accredited third-party auditor to maintain compliance.

All BCD employees undergo mandatory basic training on our EHS management system. This training details our approach to managing EHS topics, our commitment to maintaining certified standards, and the essential role employees play in driving continuous improvement. In 2024, we achieved a 97% success rate across our employee base.

BCD did not report any instances of regulatory action related to health and safety incidents in 2024. All health and safety incidents are currently tracked and reported locally, and in 2025 we'll focus on developing our group level reporting and monitoring.

Our target: Maintain ISO 45001 certification in 100% of majority-owned countries

Employee wellbeing

The wellbeing of our employees is crucial to their success and satisfaction. We're committed to fostering a supportive and healthy work environment through initiatives that promote physical health, mental wellness and work-life balance. By prioritizing the health and safety of our workforce, we aim to create a positive and thriving workplace where employees feel valued and supported.

Our wellbeing programs vary by country but include a core focus on:

- **Emotional wellbeing:** Access to mental health resources, counselling services and stress management workshops.

- **Physical wellbeing:** Gym membership discounts, medical insurance and initiatives to promote physical health.

- **Social wellbeing:** Encouraging social connections through team-building activities and community engagement.

- **Remote working:** Support for remote work arrangements, including resources to optimize work-life balance.

- **Employee recognition and engagement:** Multi-channel approach incorporating webinars, townhalls, apps, podcasts, videos and corporate social platforms.

For You Today

☼ Time for a break? ...
It has been 99 days since your last vacation.
You currently don't have any vacation planned.

In 2024, we revitalized our intranet-based Wellbeing Hub to provide easily accessible and beneficial content for our staff's daily lives. Employees can now find practical information organized under wellbeing topics such as stress and burnout, nutrition and work-life balance. Alongside sharing best practices, colleagues also contribute insights on how their personal activities enhance their physical and mental health.

We also emphasized the importance of wellbeing to our leadership by directing them to a 10-minute online course, "Supporting Your Team's Wellbeing." This course provided guidance on how to prepare for, conduct and follow up on wellbeing conversations with their staff. To foster a shared global mindset, the course was made available in multiple languages, including English, Spanish, Portuguese, German, French, Chinese and Japanese.
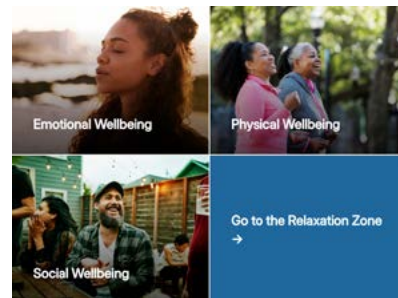
We integrated reminders into our global HR system to encourage employees to book time off if they haven't taken a break in a while.

SDG 3 spotlight: Celebrating passion for employee wellbeing

At BCD, we're committed to fostering a culture of care and compassion towards our employees. This dedication was recently highlighted at an Awards dinner in London, where two of our most passionate contributors, Chelsey Power and Simone Coles, were recognized for their holistic wellbeing approach.

Praising their achievements and emphasizing the importance of wellbeing in our organization, the judging panel said, 'Chelsey and Simone have invested time and passion to deliver a holistic wellbeing approach across their organisation, demonstrating real compassion towards their colleagues and peers, and they've done this above and beyond their 'day jobs'.'

Highlighting employee actions like this shows that our commitment to wellbeing is not just a policy but a core value driving our efforts.

Our initiatives to promote employee wellbeing align with UN SDG 3: Good Health and Well-being, which aims to ensure healthy lives and promote wellbeing for all at all ages.

Planet

Managing environmental risk
Reducing environmental impact
Raising environmental awareness

Managing environmental risk is a vital element of BCD Travel's commitment to sustainability and our work to integrate best practices on environmental issues. Integrating environmental risk management practices into our global operations demonstrates our accountability to responsibly manage environmental aspects and impacts, and underscores the part we play in minimizing the footprint of the travel and events sectors.

Our approach

Our global Environment, Health and Safety (EHS) Policy outlines our commitment to the environment and underpins our approach to environmental management and compliance.

DOWNLOAD OUR EHS POLICY

Our EHS Policy and wider EHS management system forms an integral part of our sustainability commitment. In alignment with recognized best practice, all majority-owned operations have been ISO 14001:2015 accredited since 2016. 100% of BCD office locations are audited on a three-year rolling cycle to maintain ISO certification through an ISO accredited third party auditor.

Our target: Maintain ISO 14001 certification in 100% of majority-owned countries

In support of our global goals on environmental issues, including energy and waste reduction, our EHS management process allows our operations to monitor, document and improve the environmental impacts of our organization, as well as track our progress.

Certification assures our clients, internal management and employees that our organization is responsibly managing environmental aspects and impacts and demonstrating our commitment to environmental issues.

In 2024, BCD Travel maintained our ISO 14001 certification through a combination of remote and physical audits. As a service provider to the travel and events industry, our environmental risks remain low, however we recognize the need to continually improve; future areas of focus include additional governance on environmental standards and evolution of our carbon reduction commitment.

BCD did not report any environmental incidents in 2024, or instances of regulatory action related to environmental issues and reporting.

EHS coordinator network

Spanning BCD's 33 majority-owned markets, our network of EHS coordinators supports local management of environmental issues, including ISO audit, preparation and continual improvement.

The network works closely with the Sustainability core team via a dedicated Microsoft Teams channel and shared resource repository. They meet quarterly to engage on EHS and sustainability topics, as well as share collective challenges and success stories.

Our responsibility to reduce the environmental impacts of our business operations is foundational to both our sustainability strategy and our contributions towards global sustainable development. We embrace the opportunity to deliver a positive impact on the environment through our operations and the support we provide to our clients and wider value chain to meet their own environmental ambitions.

Environmental action often focuses on reducing carbon emissions. We recognize the emerging crisis in nature and the need to address both biodiversity and responsible consumption when tackling the interlinked challenges around climate and nature.

Transition planning for climate change mitigation

BCD is committed to addressing climate change and preserving the natural environment. We actively integrate climate action in our business model by reducing greenhouse gas emissions, promoting sustainable travel practices and supporting biodiversity through our circular approach to resource consumption.

Transition planning is key to our 2025 sustainability strategy, which focuses on our journey to net zero and adapting our business to the impacts, risks and opportunities (IROs) presented by climate change. In the coming year we will expand our planning to include specific climate-related scenario analysis.

Identified climate risk and opportunities

As reflected in our recent double materiality assessment, we define climate-related risks as:

1. **Transition risks:** Risks that arise from efforts to transition to a lower-carbon economy (policy, regulatory and legal, technology, market, reputation).
2. **Physical risks:** Risks resulting from climate change can be event-driven (acute physical risks) or from longer-term shifts in climatic patterns (chronic physical risk).

See our governance section on for more on climate governance.
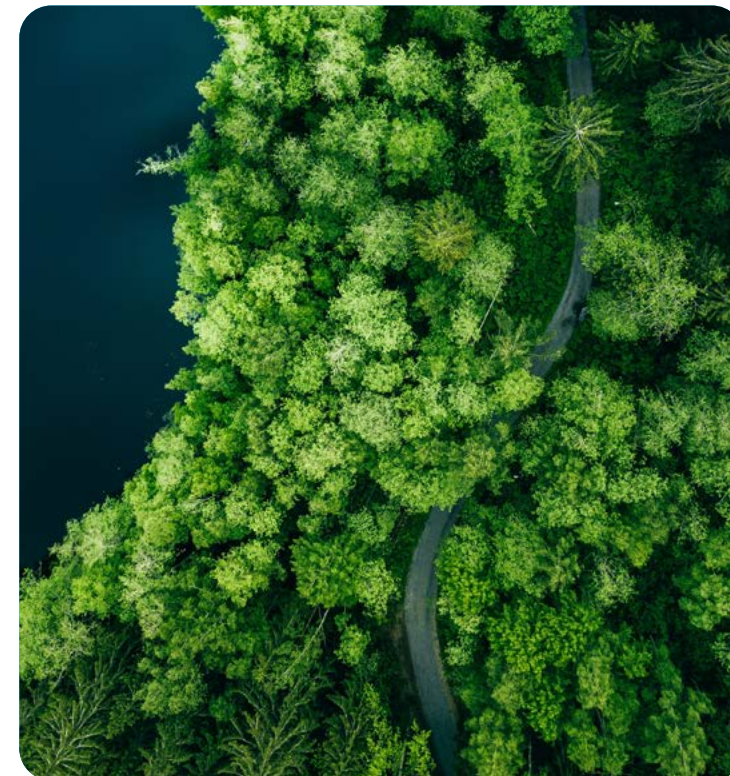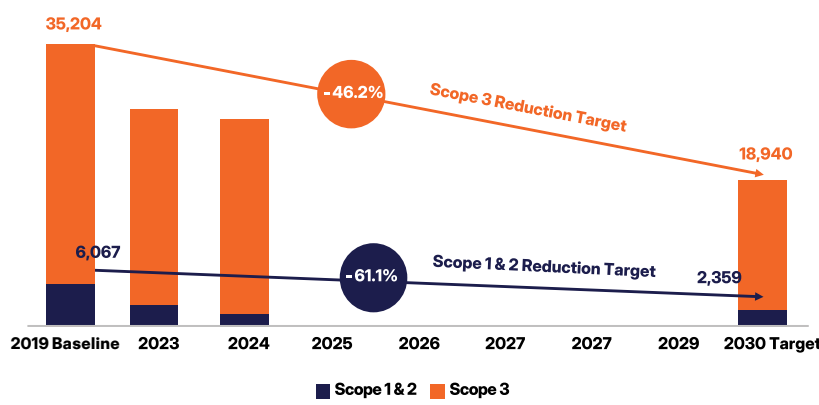
Reducing carbon emissions

In 2022, BCD was the first global travel management company (TMC) to have a science-based target validated by the Science Based Target initiative (SBTi), targeting a reduction in Scope 1 and Scope 2 emissions by 35% by 2030 from a 2016 base year.[1]

In 2024, we updated our target to align with a 1.5-degree trajectory, including Scope 1, 2 and 3 emissions and revised our baseline year to 2019.

Our target: 61.1% reduction in total Scope 1 & 2 emissions by 2030 from a base year of 2019

46.2% reduction in Scope 3 emissions by 2030 from a base year of 2019[2]

2019 Baseline 35,204 / 6,067

-46.2% Scope 3 Reduction Target

-61.1% Scope 1 & 2 Reduction Target

2030 Target 18,940 / 2,359

2019 Baseline — 2023 — 2024 — 2025 — 2026 — 2027 — 2027 — 2029 — 2030 Target

■ Scope 1 & 2   ■ Scope 3

This revised target has been adopted as part of our group's five-year strategic plan and our Aspiration 2030, embedding a commitment to meet our target with a further reduction of 35% total carbon emissions between 2024 and 2030.

[1]Based on a well below 2-degree scenario, as validated by the Science Based Targets initiative (SBTi) [2]Based on a 1.5 degree scenario emissions reduction from a 2019 baseline.

Greenhouse gas (GHG) emissions

Total GHG emissions (market-based) across all scopes (tons CO_2e) for the reporting period January 1 – December 31, 2024

29,563

BCD's carbon emissions data is validated annually by a third party, with an annual carbon verification statement published on our website and included within this report.

See page 119 to read our carbon verification statement.

Scope 1 — 2%
Scope 2 — 4%
Scope 3 — 94%
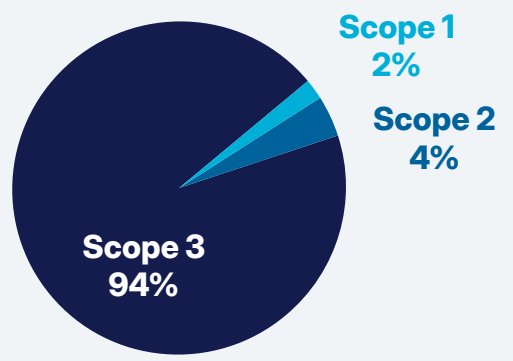
To view a full breakdown of emissions, including our emissions methodology, please see our ESG data sheet on **page 97.**

Progress towards our carbon reduction goal

While evolving our carbon reduction goal, we continued to see significant progress against our existing targets. We achieved a 7% reduction in our Scope 1 emissions, primarily due to improved reporting and fleet electrification developments. We have also seen a 17% reduction in Scope 2 emissions, resulting from increased procurement of renewable electricity.

A key lever in our carbon reduction strategy is investing in renewable electricity across our majority-owned locations. This investment is crucial to driving down our emissions and achieving our long-term sustainability goals.

Building on our successful start in 2023, we increased our global percentage of renewable electricity to 33%. While many BCD offices are landlord-owned and often shared locations, which can slow progress, we remain confident in reaching our goal and reducing our Scope 2 emissions.

As part of our efforts to reduce Scope 1 emissions, we're taking significant steps to electrify our fleet. By 2025, we aim to amend our fleet policy to mandate the procurement of only electric vehicles. This initiative will see us transition to 100% electric vehicles in Europe by 2028, and globally by 2030.

Our target: Procure 100% renewable electricity globally by 2030

SDG 13 spotlight

Harnessing solar power at BCD's Utrecht Office

In a meaningful step towards sustainability, BCD has installed solar panels on our Utrecht head office. This initiative aligns with our company commitment to reduce our environmental impact and promote renewable energy. We expect the solar panels to generate a substantial amount of clean energy, contributing to BCD's goal of procuring 100% renewable electricity by 2030.

The installation of solar panels at the Utrecht office is part of BCD's broader strategy to integrate sustainability into our operations. By harnessing solar power where we have the direct ability to do so, we aim to reduce our carbon footprint and support global efforts to combat climate change.

This initiative directly supports the United Nations Sustainable Development Goal 13, which calls for urgent action to combat climate change and its impacts by promoting renewable energy and reducing greenhouse gas emissions.

Scope 3 emissions

Scope 3 emissions make up 94% of BCD's total GHG emissions.

28%
Category 1
Purchased goods and services

7%
Category 3
Fuel and energy related activities (WTT gas, fuel, electricity, T&D electricity)

18%
Category 7
Employee commuting and home-working

2%
Category 2
Capital goods

38%
Category 6
Business travel

7%
Category 14
Global Partner Network
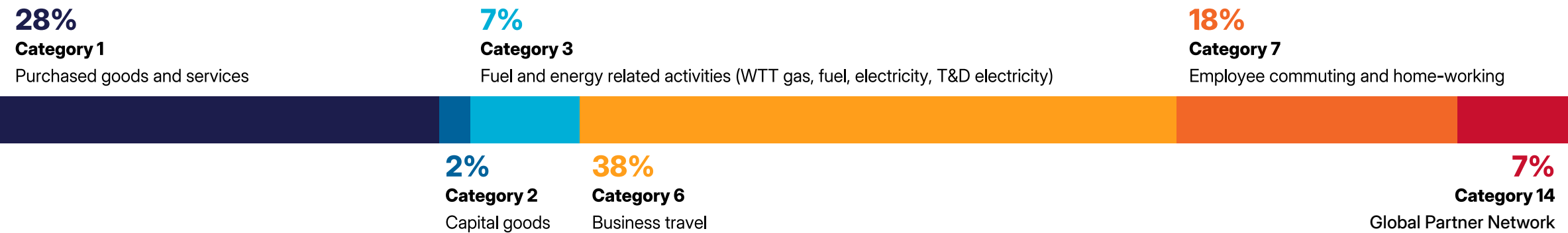
Key areas of focus on Scope 3 emissions include:

Purchased goods and services
We're improving data collection for both internal reporting and supplier-specific emissions to better engage our value chain in emissions reduction. In 2024, we onboarded a specialist platform to digitize our due diligence efforts, including specific details on climate ambition and carbon emissions.

See page 73 to read more about sustainable procurement and our due diligence process.

Business travel emissions
Reducing emissions from our business travel is one of the key decarbonization levers available to us. As part of our Blueprint for Success in 2025, we've set an ambitious goal to cut business travel emissions by 11%. This goal is based on evaluating the purpose and ROI of each trip, promoting sustainable behaviors like taking the train and raising awareness of eco-friendly options, such as choosing flights with fuel-efficient aircraft.

Employee commuting and remote working
We're working to understand how our employees commute to the office and the impact of our global shift to more remote working. This includes exploring opportunities to engage both our at-home and in-office workforce in using sustainable travel options and reducing energy consumption in their daily lives. To continually improve engagement on commuting, we'll begin a phased approach in 2025 to survey employees about their commuting habits. This will help us better understand our workforce and drive education on sustainable practices.

Outsourcing data centers
As part of our global migration strategy, we began shifting the management of our data centers to third-party providers in 2024. This move aims to streamline our operations and support our efforts to reduce emissions.

Resource use and circular economy

Our operations consist of a mix of office-based and remote employees, relying heavily on data hardware and up-to-date IT systems to run our daily business. Consequently, IT hardware constitutes the largest portion of our operational waste. Alongside our efforts to encourage office waste recycling and elimination of single-use plastics (SUP), our goal to repurpose or recycle our desktop IT equipment forms the core of BCD's approach to diverting waste from landfill and embracing a more circular approach to resource use.

We recognize the intrinsic link between climate, nature and our use of finite natural resources. Our focus on waste management targets two clear commitments: reducing operational waste from our business and positively influencing employee behaviors around waste topics.

By implementing these commitments, we aim to minimize our environmental impact and contribute to a more sustainable future.

Our target: By 2030 repurpose or recycle 100% of our desktop IT equipment[1] across our global operations

[1]Desktop IT equipment refers to our procurement and disposal of laptop or desktop computer equipment.

Eliminating single-use plastics

Embedded in our EHS management system and supported by our annual ISO 14001 review is our commitment to eliminating SUPs in our office locations. Our centralized strategy ensures clarity on the definition of SUPs and the boundaries of our goal.

Based on Directive (EU) 2019/904, our SUP goal focuses on the 13 most commonly found SUP items in office environments:

- Beverage containers up to 3L capacity including their caps and lids.
  Milk bottles >500ml are not classed as single use within our scope.
- Cups for beverages, including their covers and lids
- Straws or stirrers for beverages.
- Food containers (with or without a lid).
- Plates.
- Cutlery including knives, forks, spoons and chopsticks.
- Domestic wet wipes and cotton bud sticks
- Balloons.
- Packets and wrappers for food to be consumed without the need for preparation.
- Light-weight carrier bags.

The scope of our target includes items purchased by BCD either directly or indirectly. Each office has a dedicated SUP action plan embedded in the ISO management template, submitted annually to demonstrate continual improvement.

In 2025, our immediate focus will be to ensure each office completes their SUP assessment and action plan. This will allow us to quantify an accurate baseline and monitor progress against our goal, reinforcing our commitment to reducing plastic waste and promoting sustainability.

Our target: By 2030 eliminate 100% of single-use plastics in our office locations

Reducing operational waste

BCD is committed to responsible management of our IT equipment. We already recycle, repurpose or donate much of our desktop IT equipment, ensuring all company data is securely wiped at the time of disposal.

In 2024, we enhanced our IT equipment management by centralizing our asset database. This provides a more robust and digitized method to track new and decommissioned devices, improving efficiency and accountability.

Our commitment to repurposing or donating equipment has led to the formation of a cross-functional working group.

By connecting our Be You council local work groups into the conversation, we aim to further explore opportunities to donate equipment to charities and non-profit organizations committed to increasing access to digital assets and technology for all.

Water stewardship

While our water consumption is minimal across BCD, we recognize the importance of responsible water management. The primary use of water in our operations comes from our office locations. Given that the majority of our operations are not water-dependent, our strategy and business model are resilient to water-related risks, presenting a lower environmental impact compared to other industries.

Still, we're committed to monitoring and managing our water consumption. As part of our environmental, health and safety management processes, we collect water data alongside our annual carbon data collection process where available. This enables us to monitor consumption centrally and support any future actions to address water risks.

We're continuously exploring ways to improve our water stewardship practices. By integrating water management into our sustainability strategy, we aim to contribute to global efforts in conserving this vital resource and ensuring its availability for future generations.

Biodiversity

The role biodiversity plays in maintaining healthy ecosystems is a critical topic for BCD to improve upon as our strategy evolves, alongside our efforts to tackle climate change.

To support global biodiversity efforts, we're committed to responsible resource consumption. Our initiatives include setting ambitious targets for reducing energy use and minimizing waste. These actions not only help conserve the planet's finite resources but also contribute to broader efforts to protect natural habitats and biodiversity. By integrating biodiversity considerations into our operations and supply chain management, we seek to support the preservation of ecosystems and promote sustainable practices across our industry.

The dynamic nature of biodiversity and wildlife conservation gives us an opportunity to galvanize our employee networks on this issue. We're able to use the momentum it generates to engage our people on wider sustainability initiatives and goals.

See our raising environmental awareness section on **page 56** for more information on our efforts to engage employees on environmental topics.

Informing, educating and empowering our employees on environmental issues is essential. Raising awareness about key impacts on our business and society demonstrates our commitment to protecting and preserving the environment.

Our sustainability program is centered around our people. By equipping them with the necessary knowledge, we empower them to make informed decisions daily. This integration of environmental concerns into BCD's operations further highlights our dedication to environmental stewardship.

See for more information on our efforts to drive industry awareness on environmental topics.

Global engagement

We use our internal communication and social channels to engage our global employees on key environmental issues. Our approach centers around providing easy-to-access educational information that connects global colleagues to spark ideas and motivate behavioral change.

In 2024, our growing Sustainability Community, supported by our corporate social channel, saw employees share tips and form discussions, ranging from advancing climate action and protecting endangered species to the importance of ecosystems and recycling tips.

We provide a suite of resources on our Sustainability at BCD intranet site to help drive further engagement.

Our sustainability glossary of terms and infographics help our people understand the basics on key environmental topics, from the circular economy and biodiversity to carbon emissions and renewable energy.

We also support internationally recognized days that highlight global issues of interest and concern. Through these global awareness days, we can explain key challenges, help our employees understand the 'call to action' and encourage individual responsibility to drive meaningful change.

In 2024, we recognized three important environmental dates in the global calendar: World Wildlife Day, Earth Day and World Environment Day. Each day promoted environmental themes that resonate with BCD's own environmental focus and goals.

World Wildlife Day: 3 March
With a theme of 'Exploring Digital Innovation in Conservation Wildlife', we used our communication platforms to shine a light on the role that technology can play in protecting our planet. We invited our employees to share examples of how they use technology to conserve wildlife in their local communities. We also published an interview with Pinwheel on how innovative solutions can help protect our planet and all its inhabitants – from rainwater harvesting that uses apps to help farmers regreen their land, to blockchain that monitors and verifies plastic collection.

Earth Day: 22 April
The theme for Earth Day 2024 was 'Planet vs. Plastics,' focusing on the global crisis of plastic pollution and its impact on human and environmental health. The campaign aimed to reduce plastic production by 60% by 2040 and phase out single-use plastics by 2030, aligning with BCD's own goal to eliminate single-use plastics in our offices by 2030.

To promote our efforts, we used both internal and external communication platforms, encouraging employees to share creative tips on reducing day-to-day plastic use. We also provided educational resources, including an environmentally themed Tech Talk webinar celebrating Earth Day with a focus on sustainable solutions for business travel.

World Environment Day: 5 June
In celebration of World Environment Day, we embraced the theme #GenerationRestoration, emphasizing the UN Environment Program's focus on land restoration, desertification and drought resilience. Through our internal communication channels, we promoted practical steps for employees to become part of #GenerationRestoration.

Environmental networks

We communicate on environmental topics and connect our global sustainability strategy with local action through our employee networks and working groups.

To enable meaningful action, we recognize the need to engage passionate employees on topics that resonate with them and the action they'd like to see.

Our current networks, which operate on a largely voluntary basis with key operational and functional support, play a crucial role in driving education and action. These groups include our global and regional sustainability networks and the environment, health and safety (EHS) coordinator network. The EHS coordinator network supports the management of our EHS program and ISO certification, as well as broader sustainability communications.

See for more information on these groups and wider sustainability-related networks.

Training and capacity building

We believe that knowledge is a powerful tool. By offering our employees training on environmental topics, we empower them to act and make a meaningful impact both personally and professionally. These initiatives raise awareness about the environmental challenges we face and provide practical tools to support the integration of sustainable practices into daily operations.

Environmental training is a mandatory component of our EHS management system. It covers essential topics such as:

- Reducing carbon emissions
- Reducing energy consumption
- Reducing waste
- Nature and biodiversity

Our annual training provides a comprehensive overview of BCD's sustainability program, detailing the actions we take as a business and the role each employee plays, both at work and home.

In 2024, our training achieved a 97% completion rate across all BCD employees.

SDG 13 spotlight

MyCO2 workshops

In February 2024, BCD and Advito initiated MyCO2 workshops, a tool supplied by Carbone4. Available to all global employees, these workshops assisted them in calculating their carbon footprint and addressing climate challenges in a collaborative, non-judgmental and engaging setting.

The MyCO2 workshops offered a valuable opportunity for employees to gain knowledge about climate change and the significance of individual actions. Facilitated by Advito's sustainability experts, participants undertook several activities:

Calculated their carbon footprint: Using an online tool, employees were prompted to analyze their daily activities, lifestyle and habits to understand their carbon emissions. The carbon footprint focused on their personal habits and included emissions related to work commute.

Quantified their impact: Employees gained insights into the significance of their actions by understanding the scale of impact and identifying which actions truly matter. This knowledge empowered them to adjust their habits for a meaningful impact.

Shared experiences: The workshops created a collaborative environment where participants discussed low-carbon actions and shared insights. In this space, individuals were empowered to share their actions and find inspiration from those taken by others.

Accessed online dashboards: Participants received access to an online dashboard to track their progress and maintain access after the session. This allowed employees to set goals for themselves and review them over time.

By educating our employees on reducing their carbon footprint, we support UN SDG 13 on Climate Action, specifically targeting 13.3, which aims to enhance education, awareness and capacity-building for climate change mitigation, adaptation, impact reduction and early warning.

Progress

Sustainable business travel
Sustainable procurement and partnership
Governance, ethics and compliance

Global corporations continue to address their environmental and social impact with clear strategies and targets. And they're being held accountable through disclosure and reporting regulations across regions, as well as growing interest from various stakeholders – from investors and lenders to customers and employees. This shift has widened the opportunity for business travel to support these client commitments, helping our clients reduce their carbon footprint and integrate inclusive travel considerations, while supporting the wider decarbonization of corporate travel.

In 2024, we continued our commitment to this industry transformation through leading sustainability products, research, thought leadership and active participation in sustainability associations.

Developing our products and services

We aim to support our clients in creating a culture for their travel programs that promotes meaningful and more sustainable travel. We empower their travelers to make choices that reduce their environmental impact and support their company's environmental goals.

With this in mind, we help our clients to focus on the fundamentals of making business travel more sustainable, enabling them to **manage** the sustainability impact of their program, **inform** their travelers of more sustainable options and **contribute** to initiatives that reduce their impact.
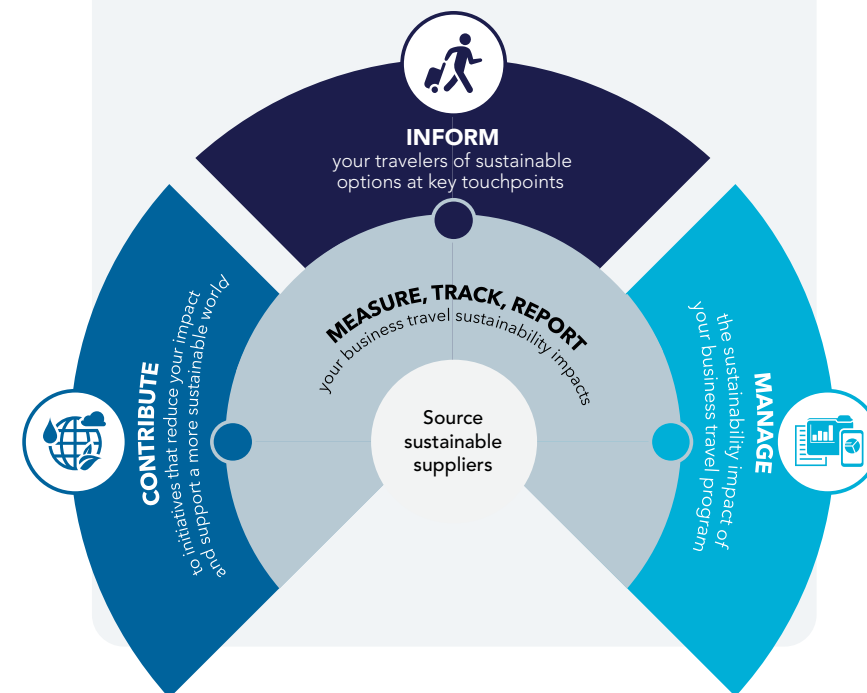
In 2024, we significantly developed our product offering to a comprehensive end-to-end sustainability solution integrated into online booking environments.

Our offering provides carbon calculations, nudging with sustainability messaging at point of sale, and seamless carbon fee collection for Sustainable Aviation Fuel (SAF) and offsetting contributions.

Travel managers can also track progress using a Corporate Sustainability Reporting Directive (CSRD)-auditable reporting system while ensuring compliance with corporate sustainability goals.

We help our clients to focus on the fundamentals of making business travel more sustainable, enabling them to manage the sustainability impact of their program, inform their travelers of more sustainable options and contribute to initiatives that reduce their impact.

INFORM
your travelers of sustainable options at key touchpoints

MEASURE, TRACK, REPORT
your business travel sustainability impacts

Source sustainable suppliers

CONTRIBUTE
to initiatives that reduce your impact and support a more sustainable world

MANAGE
the sustainability impact of your business travel program

ADVITO

Sustainability Consulting practice

Travel programs can and should be a leader in setting and achieving organization-wide sustainability goals. For clients who want a more strategic approach for their sustainable corporate travel, our consulting division Advito helps them reduce their travel program's environmental footprint, drive savings and increase traveler satisfaction. Our holistic approach goes beyond simply monitoring carbon emissions. A data-driven strategy from Advito helps clients set and achieve sustainability goals. Our consultants, technology and practices align with the latest science-based recommendations and sustainability legislation.

Our offering has three main pillars:

- Business Intelligence to bring client data to life and provide insights to shape sustainability goals and initiatives.

- Strategy and Recommendations to decrease client CO2 emissions for all travel categories.

- Traveler Engagement to inform and influence travelers with advanced digital marketing & communications strategies.

Our consultants, technology, and practices align with the latest science-based recommendations and sustainability legislation.

ADVITO

It starts with the right data, and the right people

The first and most challenging step to creating a sustainable travel program is knowing where to start. To help our clients optimize sustainable business travel with a data-driven strategy, Advito created GATE4 – the proprietary carbon emissions calculation methodology that powers our advanced business intelligence.

GATE4 was the first ISO 14000-certified methodology designed for business travel.

ISO 14000 is the world's most widely recognized environmental management standard. Our clients can include our emissions reporting figures in their annual financial reports as recognized carbon calculations and use them to create science-based sustainability targets.

Advito sustainability consultants are the leading experts in creating sustainable business travel strategies. We create purposeful travel frameworks, develop robust recommendations to help customers travel more sustainably and contribute to organizational sustainability initiatives, as well as help their travelers make the right decisions for themselves, the business and the environment.

With Sustainability Consulting, customers can:

- Use our dashboards to visualize emissions trends across air, hotel, rail and car.
- Track progress versus short-term goals and long-term targets.
- Forecast carbon emissions.
- Identify share-shift opportunities to better travel options.
- Build data-driven traveler messaging.

Our industry-leading consultants use GATE4 data to build a strategy and deliver a set of recommendations designed to help clients achieve their goals. To ensure traveler buy-in, the team develops a robust marketing and communications strategy to educate travelers on sustainability initiatives and influence their booking behavior.

Going beyond our three pillars

To meet our clients' requirements and the evolving sustainability landscape, we offer additional services as part of our Sustainability Consulting practice that go beyond our three main pillars.

From supplier sourcing engagements and reducing travel carbon emissions, to sustainable travel policies and employee wellbeing strategies, our practices support a wide range of company stakeholders as sustainability becomes a business imperative.

Examples include:

- Carbon budgeting.
- Preferred supplier sustainability assessments.
- Environmental Quality of Service Index (eQSI).
- Carbon offsetting insights and recommendations.
- Sustainable Aviation Fuel (SAF) insights and recommendations.
- Traveler wellbeing dashboard.

ADVITO

Innovation at the forefront

As the sustainability demands for corporate travel grow, we remain committed to leading our clients with insightful guidance in this area. We introduce innovative opportunities to incorporate meaningful sustainability initiatives into managed travel, thereby supporting our clients' sustainable travel objectives and broader company ESG goals.

Here are some examples of our developments from the past year.

Expanded reporting beyond carbon emissions with the Water Usage Dashboard. This tool enables travel and sustainability managers to understand hotel water consumption and how regional and market-specific choices can reduce usage. Insights empower clients to make informed decisions tailored to their sustainability goals.

Enhanced the Traveler Wellbeing Dashboard to now measure friction points and wellbeing factors across ten metrics, helping clients ensure that sustainability efforts align with traveler satisfaction and retention. It includes air pollution mapping to compare destination pollution levels with a traveler's home region, as well as safety and security maps highlighting risks at various destinations. Travelers are segmented into groups (occasional, frequent, road warriors), allowing clients to analyze how travel policies impact specific populations, such as frequent travel outside business hours or long-haul flights in economy class.

Added a training module on quantifying biodiversity impacts, leveraging benchmarks from the Global Biodiversity Score (GBS). This knowledge informs client solutions and our approach to holistic sustainability. We also updated our SAF assessment to include land use and water consumption, providing clients with a full environmental impact analysis.

Expanded our partnerships with leading sustainability technology providers, including integrating our GATE4 methodology into SQUAKE's carbon management platform and developing a traveler-level carbon footprint display at the point of sale with Tripkicks.

Enhanced our offerings to facilitate inclusive and accessible travel programs. As part of our holistic approach to building sustainable business travel programs, Advito's Engage team integrates principles of inclusion and accessibility across their suite of marketing and communications services. These Engage projects begin with a strategy development workshop to delve into the client's company culture, perceptions, target audiences, communication channels and program objectives. The team also conducts policy reviews and revisions, providing recommendations and guides for a more accessible traveler experience, as well as develops comprehensive travel support materials for individuals with unique needs. They audit all communication assets to ensure they're digitally accessible with features like alternative text, appropriate color contrast and closed captioning for videos.

Integrating DE&I into travel and meetings programs

In 2024 we continued to see accountability, action and collaboration around integrating DE&I best practices into corporate travel program design. Thinking about the needs of all travelers is critical to establishing a travel program with inclusivity at its center. Everyone benefits when we design a program with these best practices at the forefront.

Traveler experience

- Ensuring travel program assets are digitally accessible.
- Diverse traveler support (e.g. female travelers, the LGBTQIA+ community and travelers with disabilities) and promoting cultural awareness and appreciation.
- Inclusive travel and meetings policies.

Partnerships

- Sourcing of diverse suppliers aligned to business needs.
- Working with partners and suppliers who actively support DE&I strategies.
- Integrating DE&I specifications into requests for proposals.
- Partnering with diverse organizations to increase supplier reach and achieve certification.
- Working with HR to make DE&I a travel program priority.

Ongoing improvement

- Building DE&I performance indicators into success metrics.
- Traveler and attendee engagement and feedback.

Digital accessibility continues to be a focus

We're committed to ensuring that our digital solutions continue to support accessible corporate travel. Our aim is to address the challenges that many people can encounter with digital platforms and communications, such as those with limited digital skills, non-native speakers and those with disabilities. It is our responsibility, as well as an opportunity, to address this for our clients and their travelers.

As such, our TripSource solution includes an accessibility tool that supports users with visual, auditory, physical and speed needs, as well as relevant information around accessibility needs in our FAQs, and the ability to address accessibility in our support form. We also support nine languages across the platform, including the mobile app, the website and all direct-to-traveler messaging.

We have integrated options for gender identifiers across our platforms (profile management, agent booking and mobile app) giving travelers the option to select "X" as Undisclosed and "Y" as Unspecified, "M" as Male and "F" as Female.

We continue to progress towards the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG) compliance standards for our desktop applications, including our support of the four principles (perceivable, operable, understandable and robust) that underpin the WCAG.

As sustainability in meetings and events continues to evolve, IMPACT Making Meetings Matter has set a new benchmark for cross-industry collaboration.

Sustainable meetings and events

Making meetings matter: Driving sustainability in events

BCD M&E's IMPACT event gathered senior stakeholders from procurement, events and sustainability for a transformative 36-hour event dedicated to integrating sustainability into strategic meeting management programs. Hosted by the South Lodge, part of The Exclusive Collection and a B Corp-certified hotel, the gathering brought together more than 30 client organizations and 50 participants. This included representatives from major consultancy firms, banks, original equipment manufacturers and pharmaceutical companies.

Through expert-led discussions, best-practice sharing and a commitment to action, the event created a collaborative environment to reimagine the role of sustainability in business events.

The conversations focused on balancing cost-effective, high-quality services with responsible practices that prioritize both planetary and social wellbeing. Participants explored the entire event planning process – from venue selection to execution and impact evaluation – highlighting how sustainability must be an integral part of a company's overarching Environmental, Social and Governance (ESG) strategy.

Key discussions revolved around data and measurement, emphasizing the importance of tracking carbon emissions and social value; offsetting strategies, including the role of nature-based solutions; budgeting for sustainability, challenging the misconception that sustainable choices necessarily come at a higher cost; and the principles of Rethink, Reduce, Reuse and Refuse to ensure sustainability is embedded in event conception and decisions.

Participants concluded the event with a PACT TO IMPACT, committing to bold sustainability leadership, transparent communication, and the continued education of colleagues and clients. Pledges included enhancing ESG alignment, supporting clients in sustainability strategy development, increasing the visibility of sustainability efforts, and engaging leadership in decision-making. These commitments lay the foundation for ongoing action, with planned follow-ups.

By building an engaged community of sustainability ambassadors, BCD M&E is leading the charge in rethinking how business events contribute to a more sustainable future.

Sustainability Toolkit

Our Sustainability Toolkit helps our clients apply a sustainability lens to their meetings and events program. Our solution includes:

- ISO-certified Carbon Calculator, powered by GATE4
- Venue Scorecard
- Event Planning Checklist

Maturity Model

Our Maturity Model allows us to benchmark our global strategic clients on the status of their program across a number of key factors. Sustainability, DE&I and wellness are three of the 16 categories incorporated as part of this review process. Our analysis shows us that many of our clients are still in the 'Development' phase of their Sustainability, DE&I and wellness strategies for their programs. To assist them in their journey to 'Performing' and, ultimately, 'Leading' programs, we work closely with our clients to guide them in developments and communicate best practices.

[1]They have chosen the venue with the highest % score relating to meeting their sustainability questions.

Venue Scorecard

Our online sourcing tool VenueSearch incorporates our Venue Sustainability Checklist and Scorecard. Alongside implementing this tool, we conduct a custom workshop to gain further insight into each client's sustainability goals, which they prioritize from a guide of more than 40 potential criteria. Every venue proposed is then measured against their chosen areas of focus, helping us to support more sustainable venues as well as help to drive our clients' sustainability goals.

In 2024 we saw the Venue Scorecard influence our customers to choose the venue that best meets their sustainability criteria more than 96% of the time, over and above other venues.[1]

Selected from our menu of more than 40 options, the top ten most-asked questions by our clients were:

1. Do you have sustainability credentials such as an ISO accreditation, carbon neutral construction or LEED certification?
2. Do you conduct due diligence to ensure that forced labor, human trafficking and slavery do not exist within your organization or supply chain?
3. Do you have policies in place to limit the use of single-use plastics? Including straws, single-use bottles, etc.
4. Do you have a workforce diversity, equity and inclusion policy?
5. As a standard, do you reduce food waste through donations, composting or other measures?
6. Is your venue well serviced by public transport options?
7. Is your electricity provided by sustainable energy suppliers or renewable sources?
8. Do you have a comprehensive waste management policy in place?
9. Are your standard banquet menus based on locally available, in-season ingredients?
10. Do guest rooms implement energy-saving lighting, climate control and smart water management?

Driving industry transformation

Fostering sustainable change demands innovative thinking, engagement, dedication and proactive measures. We're convinced that business travel is up to the challenge and can play a pivotal role in securing a sustainable future for our planet. Our industry has vast networks, extensive corporate buying power, and the ability to influence the behavior of many travelers – all helping to drive a movement towards more meaningful and sustainable travel.

This is why in 2024, we maintained regular conversations and advocacy within key industry and sustainability networks.

We also continued to undertake leading research to help our clients and industry peers navigate sustainability in corporate travel, meetings and events.

Speaking engagements

Olivier Benoit, SVP, Advito, "Can Carbon-based Contracts Save Air Travel?", GBTA

Olivia Ruggles-Brise, VP, Sustainability, "Corporate & Passenger Roundtable: The Cost of Sustainability and Options for Flying Greener," Sustainable Aviation Futures EU Congress

Lutz Nauert, SVP, Global Client Team, "Using Technology to Build a More Sustainable Travel Program," BTN- Business Travel Tech Talk

Shelley Fletcher-Bryant, VP, Sales & Client Relationship Management, Advito, "Navigating Toward Net Zero," BTN Europe

Julien Etchanchu, Senior Director, Sustainability Consulting, Advito, "Doughnut Economics," GBTA Europe - Sustainability

Greg O'Neil, President, APAC, Middle East, Africa & Global Network, "Sustainability," GBTA South Africa

Olivier Benoit

Olivia Ruggles-Brise

Lutz Nauert

Shelley Fletcher-Bryant

Julien Etchanchu

The evolution of sustainable travel policies

Produced by our Research & Intelligence team, our **travel buyer survey** explores modern corporate travel policies. It looks at the policy changes happening under the influence of travel buyers' shifting priorities and the new trends shaping business travel. The results are based on an online survey of 211 travel buyers conducted from April 3-17, 2024. Analyzing the findings, Olivia Ruggles-Brise, Vice President of Sustainability, highlighted the following:

While prioritization of sustainability has slightly declined from its (perhaps artificial) high during the COVID era, it remains a significant focus. In fact, 55% of buyers say sustainability is extremely or very important.

It's clear the importance of sustainability is growing in the industry, with 45% of travel policies already including sustainability and 49% incorporating traveler health and wellbeing.

In around a quarter (24%) of companies, the sustainability or ESG department plays a role in updating the travel policy. As collaboration between travel and sustainability teams becomes more frequent, and the need to align with Scope 3 requirements for travel data intensifies, this involvement is likely to grow.

In terms of taking action, 24% of travel buyers rank making their travel policy more sustainable as a top-three priority. We're seeing more companies integrate sustainability-driven elements into their travel policies.

Importantly, six in ten buyers have reduced their travel budget in the last few years, with implications for sustainability. Of the 12 cost-saving measures considered in the survey, seven are directly impactful for reducing emissions. This shows a clear connection between sustainability and cost reduction.

Wherever a company is in terms of its attitude towards sustainable business travel, sustainability is set to remain a central focus. In fact, 64% of companies expect it to have the strongest impact on corporate travel in the coming years.

Corporate travel is undeniably complex, and sustainability is now firmly embedded in that complexity. However, focusing on sustainability alone misses the bigger picture. The future of successful travel programs lies in aligning cost, wellness and sustainability goals.

READ THE FULL OVERVIEW

Taking real climate action

In 2024, we shared our report on "Taking Real Climate Action." Together with our Marketplace partner goodcarbon, we explored ways to engage in responsible climate actions that can make a significant impact on the climate crisis. The report illustrates how companies can effectively reduce carbon emissions and use carbon credits responsibly.

READ THE FULL GUIDE

BCD M&E Global Insights Sustainability guide

In 2024, BCD M&E published a comprehensive sustainability guide that highlights the latest global trends and best practices for meetings and events. This report offers valuable insights into client preferences and demonstrates how agencies can spearhead efforts to help businesses embrace a holistic approach to sustainability. It details sustainability practices across different regions, explains how these principles are being integrated into programs at various stages of maturity, and discusses ways to work collaboratively to advance sustainability and create a positive impact in the meetings and events industry.

READ THE FULL GUIDE

Memberships and associations

Last year we maintained our active participation in numerous councils and associations. From industry associations, such as the Global Business Travel Association sustainability councils, to membership with global sustainability initiatives, such as the **UN Global Compact**. Our standing in these groups allows us to foster trust within our industry, influence and exchange knowledge with our peers and bring broader sustainability developments into our industry.

Please see our stakeholder engagement section for more information.

Amplifying our voice to influence best practice

In 2024 we continued to use various channels to address the complexities of sustainability in corporate travel. Amplifying our voice through our blog and social channels is key to our approach to identify opportunities, challenges and influence positive change in our industry.
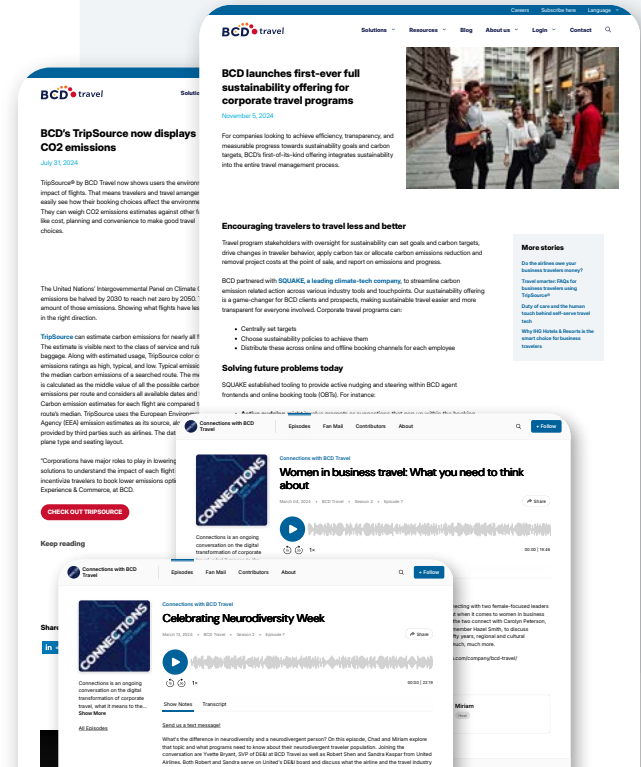
Global Crisis Management (GCM) is dedicated to identifying incidents that might affect our business travelers globally, providing 24-hour coverage, 365 days a year with team members placed around the world.

Travel risk management

At BCD, we help organizations meet their duty of care obligations by aligning our solutions with the **ISO 31030:2021 - Travel risk management – Guidance for organizations**.

Our GCM team aims to be the most trusted advisor for travel risk management, helping companies to keep their travelers safe. GCM is dedicated to identifying incidents that might affect our business travelers globally, providing 24-hour coverage, 365 days a year, with team members placed around the world.

Continuous development of our team

In 2024, GCM prioritized professional development and specialized training to ensure that the team remains at the forefront of traveler safety, health and security. Through our ongoing commitment to development, our team stays equipped with the latest strategies to enhance travel security, uphold industry standards and reinforce operational resilience. These efforts allow us to continuously improve our preparedness and response to incidents affecting both our clients and employees.

Safety, Health and Security for the Mobile Worker Certification, (Institution of Occupational Safety and Health – IOSH). Training focused on global best practices in occupational health and safety for mobile workers.

Crisis Management Leadership & Response Certification, (International SOS Foundation). Training focused on real-time crisis response, strategic decision-making and emergency management leadership in corporate travel settings.

We continued to strengthen GCM with additional staff, delivering enhanced 24/7 monitoring and stability through a more resilient team.

Also in 2024, we assessed 33% more global incidents, delivered 37% more security incident reports and identified over 125,000 bookings that were potentially affected by incidents, strengthening our team mission to help companies keep their travelers safe.

Travel risk management consulting

We leverage our broad expertise to offer travel risk management consulting services through our consulting division Advito, designed to empower organizations to develop comprehensive travel safety and security programs. With the release of the ISO 31030:2021- Travel risk management Guidance for organizations, we want to ensure our clients align their travel risk management program with the global guidance, all while helping them fulfill their duty of care by safeguarding their most valuable asset—their employees.

Traveler Security Program Assessment: Our Traveler Security Program Assessment is designed to help organizations evaluate their existing travel risk management program, align with ISO 31030: 2021 Travel risk management – Guidance for organizations and clearly define ways to enhance their program and to further reduce risk. Advito's travel risk management consultants use our first-hand expertise to perform an objective analysis of the organization's program in eleven key areas. We then review the relevant gaps and advise on changes for improvement, suggest best practices and introduce necessary initiatives. All recommendations are personalized to the organization's culture and structure, while reassuring their employees that their health, safety and security are organizational priorities.

Travel Risk Management Sourcing Support: Our Travel Risk Management Sourcing Support offers a specialized approach to effectively conduct RFIs and RFPs, ensuring organizations connect with providers that match their travel safety needs.

Leveraging our extensive expertise and a broad understanding of the travel safety and security landscape, we can help organizations secure a partnership with an assistance provider that will understand their unique priorities and challenges. Our phased or comprehensive support spans from the initial drafting of the RFI/RFP through final negotiations and implementation support, ensuring a seamless process.

Travel Risk Policy and Program Development: Organizations with a dedicated travel risk management policy demonstrate to their employees that their safety is paramount. We can craft a tailored travel risk management policy that aligns with the organization's goals and focus areas. This approach empowers organizations to set a new benchmark for travel risk management. If they already have a travel risk management policy in place, our Advito experts can conduct a full policy review and rewrite their policy to better align with their business objectives. Whether clients are fine-tuning an existing policy or starting from scratch, we can also develop a strategic communications plan to educate and engage their travelers on the new policy.
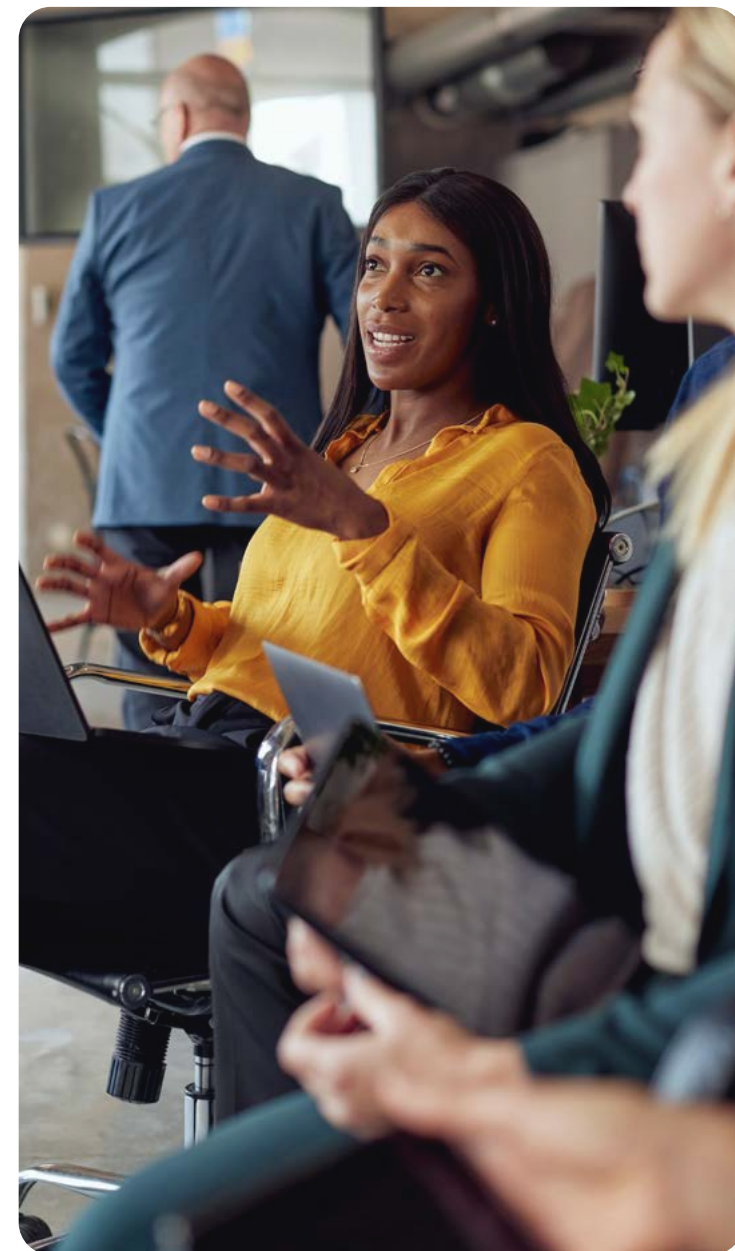
Thought leadership and industry collaboration

In 2024, Global Crisis Management members contributed to thought leadership in travel risk management, with a focus on traveler wellbeing and the operational impacts of sustainable travel shifts. Through industry engagement and contributions to publications, our expert insights helped shape discussions on how organizations can adapt their travel risk programs to meet changing business and sustainability needs.
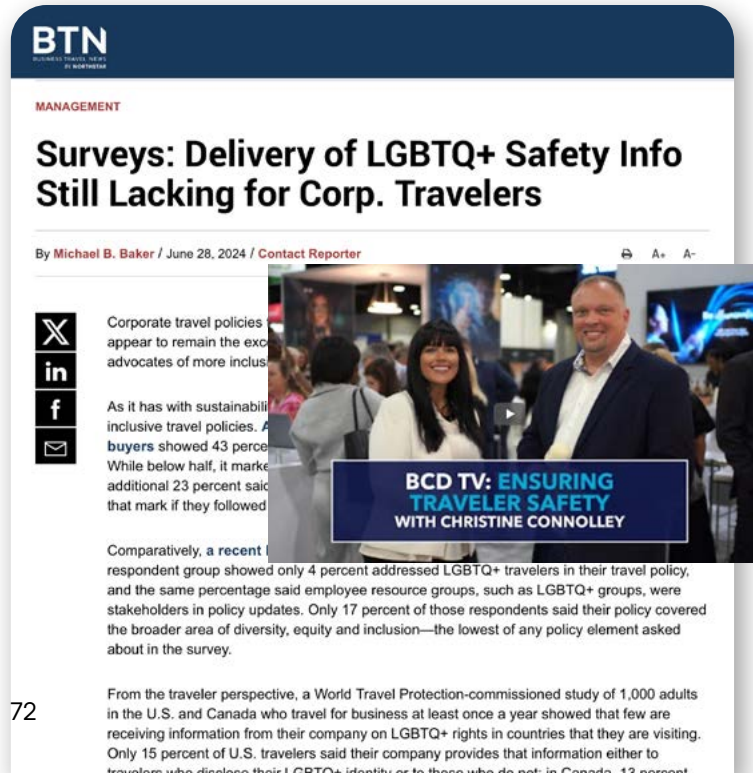
As examples, in 2024 we:

Featured in industry podcasts and panel discussions, addressing the intersection of traveler wellness, responsible risk management and evolving mobility trends, e.g., Jorge Mesa, Senior Director, Global Crisis Management's contribution to the GBTA Podcast – The Business of Travel: Individual Profile Risk. GBTA risk committee members discussed the importance of individual profile risks, and how a specific traveler's unique set of factors and characteristics could impact their safety and wellbeing during their travel. Jorge also spoke at three GBTA Europe events across the year in panel discussions addressing the latest trends in travel risk management and how to integrate wellbeing into the managed travel program.

Provided insights for trade publications and media on how organizations can manage new travel risks tied to changing policies, and sustainable and equitable travel risk management initiatives, such as our contribution to Business Travel News **Surveys: Delivery of LGBTQ+ Safety Info Still Lacking for Corporate Travelers**.

Published blogs and developed industry outlooks exploring how travel risk management strategies can adapt to changes in corporate sustainability practices, traveler expectations and global risk landscapes. Notable examples include our blogs on **Ensuring Traveler Safety: BCD's Security Program Assessment** and **Risk Reimagined: Personalizing Safety in Business Travel.**

Continued participation in key councils and associations. Jorge Mesa is a member of the GBTA Europe risk committee, as well as a member of the GBTA Europe advisory board. Christine Connolley, Senior Crisis Program Manager is also a member of the GBTA U.S. risk committee, and in August 2024 was elected as Chair of the committee.

Three team members are also part of the National Standard Bodies (NSB) in Risk Management, including the Standards Council of Canada (SCC), American National Standards Institute (ANSI), British Standards Institution (BSI) and the Spanish Association for Standardization (UNE). In addition, members volunteer on the International Organization for Standardization (ISO) committee TC262 – Risk Management

For more information about BCD's association memberships please refer to page 18 of the stakeholder engagement section.

Sustainable procurement and partnership

At BCD, sustainable procurement goes beyond reducing our environmental footprint. It's about creating value for all stakeholders by integrating ethical, environmental and social criteria into our procurement practices. We collaborate with suppliers who adhere to responsible business practices, ensuring sustainability and alignment with our core values.

Our Supplier Code of Conduct sets the standards expected from our supply chain partners, covering ethical business practices, human rights, labor standards, privacy and environmental protection. We expect our suppliers to uphold these principles within their own supply chains and conduct business activities in full compliance with applicable laws and regulations.

Our Supplier Code of Conduct outlines key company policies and expectations on:

- **Ethical business practices,** including corruption and bribery, business integrity, conflict of interest, money laundering, fair compensation and anti-trust and trade sanctions.
- **Privacy and security,** including personal data processing.
- **Human rights, including child labor,** freely chosen employment, wages and benefits, working hours, health and safety, diversity and inclusion and freedom of association.
- **Environmental protection,** including legal compliance, reduction of waste and measurement of carbon emissions.
- **Non-compliance reporting and assurance:** This includes our non-compliance reporting process, the anonymous SpeakUp System, and the right to request additional information from suppliers concerning compliance efforts, such as self-assessment questions and on-site third-party audits.

READ OUR SUPPLIER CODE OF CONDUCT

Read more on our overall approach to ethical business conduct on .

We collaborate with suppliers who adhere to responsible business practices, ensuring sustainability and alignment with our core values.

Managing supplier risk

BCD's governance framework includes sustainable procurement policies, ensuring our supply chain partners comply with our sustainability goals and meet or exceed all legal responsibilities.

Effective risk management is essential for safeguarding our employees, assets and reputation while fostering sustainable growth. By integrating risk management into our daily operations and strategic planning, we create a resilient and secure environment that supports our long-term objectives and enhances our ability to navigate uncertainties.

Supported by a third-party risk management tool, BCD's approach to comprehensive risk analysis takes a three-step approach:

Abstract risk analysis

Evaluating country and industry risks related to social and environmental standards within our business area and immediate suppliers. This assessment categorizes potential risks into 'low', 'medium' and 'high', forming the foundation of our risk analysis.

Concrete risk analysis

Conducting a detailed examination of identified risks and prioritizing suppliers with medium or high risks. Questionnaires based on international standards provide transparency on how suppliers address these risks and the feedback from suppliers helps us identify and address potential gaps.

We also monitor a wide range of suppliers through our platform's critical news monitoring system. This allows us to stay informed about, and respond to, reports concerning social and environmental standards.

Prioritizing risk

We prioritize supplier risks by topics based on the probability of occurrence and severity. We also prioritize risk by considering our ability to influence the supplier and address risks in our own business area.

Supplier due diligence

Our three-step procurement process ensures we work with our supply chain partners to assure compliance and alignment with our sustainability goals.

Effective supplier due diligence during compliance and onboarding helps us identify and mitigate risks. Undergoing performance and assurance ensures ongoing compliance with sustainability standards. Remediation and correction actions address any non-compliance to maintain accountability within our supply chain.

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Supplier compliance and onboarding

We expect all BCD suppliers to adhere to our Supplier Code of Conduct as part of their contractual obligations. Suppliers are invited to complete self-assessment questionnaires during onboarding to assess their risk profile and ESG maturity level.

Performance and assurance

Our due diligence framework encompasses a broad spectrum of ESG topics, ensuring ongoing alignment with sustainability standards. We establish and monitor Key Performance Indicators (KPIs) to track compliance and ensure effective risk management.

Remediation and corrective actions

When risks or violations are identified, we engage suppliers in immediate corrective actions with clear timeframes. Significant risks are escalated to our Strategic Sourcing and wider functional teams, including Legal where required, for further evaluation and potential disengagement.

Targeting sustainability performance

By continuously refining our KPIs we enhance our ability to prevent and mitigate priority risks, particularly in cases where the likelihood or severity of non-compliance is high. This approach enables us to maintain transparency, accountability and long-term sustainability across our supply chain.

Key aspects we monitor include:

- Number of suppliers that have signed our Supplier Code of Conduct.
- Number of suppliers that have completed supplier questionnaires.
- The number of companies flagged for potential risks.
- Changes in risk categorization based on supplier questionnaire results.

In 2024, 97% of our top-spending suppliers either signed our Supplier Code of Conduct or demonstrated alignment with their own codes of conduct. We integrated a new due diligence tool in Q4 2024, maintaining our evaluation of the top 35 suppliers based on annual expenditure. In 2025, we'll refine our targets to enhance our process and broaden our due diligence efforts.

See our ESG data appendix on to review progress against our targets.

Our target: Maintain the percentage of targeted suppliers that have signed our Supplier Code of Conduct to > 90%

Our target: Undertake sustainability due diligence assessment of > 90% of targeted suppliers by 2030

Supplier security risk assessments

To safeguard our business objectives and protect organizational assets, the information security risk management team is dedicated to the continuous assessment and management of risks associated with both internally developed and third-party procured products and services. This minimizes potential impact from unexpected events and protects organizational assets. A security risk assessment (SRA) is necessary for both internally developed products and third-party procured products and services. We continually perform supplier assessments and reassessments to validate adherence to new and updated security and compliance requirements to ensure secure delivery.

Our risk management team reviewed more than 94% of our top 35 suppliers for information security compliance and processed a total of over 300 requests for an SRA.
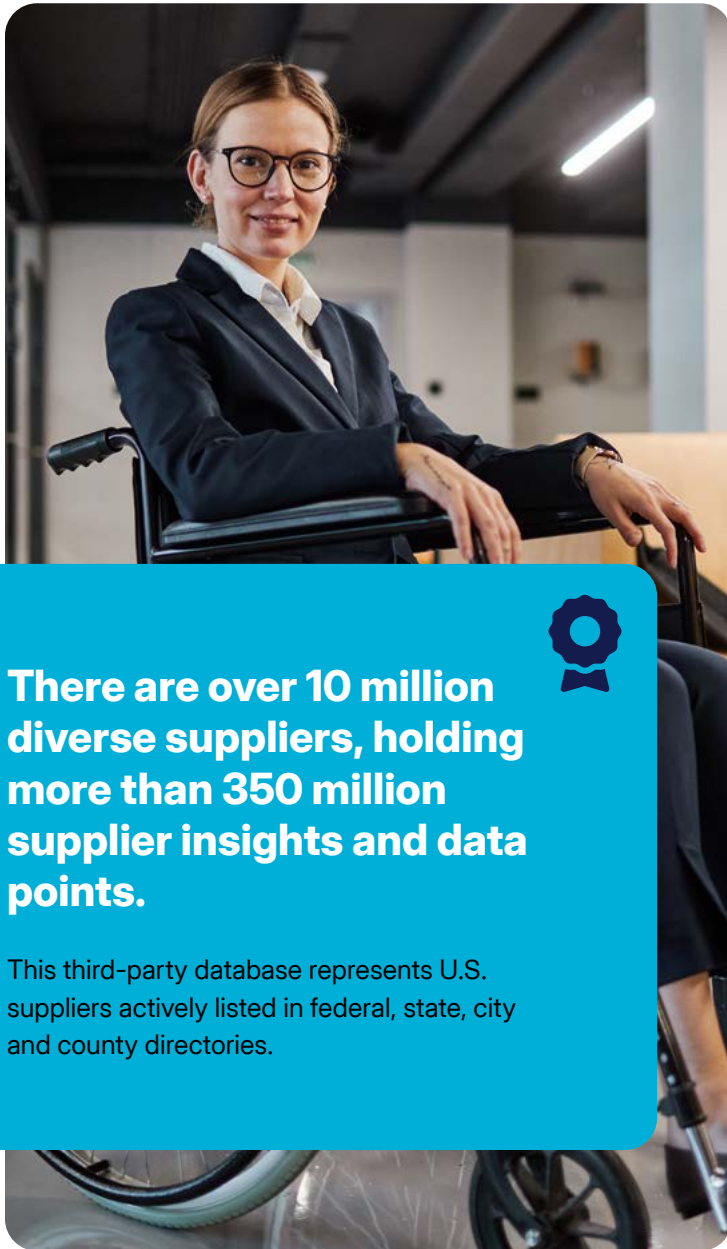
There are over 10 million diverse suppliers, holding more than 350 million supplier insights and data points.

This third-party database represents U.S. suppliers actively listed in federal, state, city and county directories.

Supplier diversity and reporting

As part of our Be You at BCD program, we're committed to working with suppliers that represent our global communities and trust us to be a good member of those communities. We recognize that ensuring fair access to opportunities in our supplier base is crucial for fostering successful partnerships with our clients and communities. Our goal is to support business enterprises that offer quality products, services and competitive prices, while demonstrating responsible business practices. Our Supplier Diversity Policy outlines our key principles and commitment to promoting fairness and inclusion within our supply chain.

In the U.S., we track our use of suppliers with diverse ownership across a broad spectrum and provide reporting to our customers. In 2024, our expenditure with these suppliers accounted for 14.97% of our total U.S. supplier spend. Year-on-year, our spend increased by 3.3 percentage points from 2023 (11.7%) and has more than doubled since 2021 (7.3%). This includes women-owned (WBE), minority-owned (MBE), veteran-owned (VBE), disadvantaged (DBE) and small business enterprises (SBE).

We use a third-party solution to identify, classify and measure our diverse supplier spending. This guarantees that we're accurately capturing the full extent of diversity within our supply chain.

The third-party defines diversity classifications as follows:

- Women-owned business enterprise (WBE)
- Minority-owned business enterprise (MBE)
- Veteran-owned business enterprise (VBE)
- Small business enterprise (SBE)
- Small business participating in the Small Business Administration's 8(a) Business Development program (SBA 8(a))
- Self-certified small, disadvantaged business (SC-SDB)
- Disadvantaged business enterprise (DBE)
- Woman-owned small business (WOSB)
- Economically disadvantaged woman-owned small business (ED-WOSB)
- Historically underutilized business zone (HUB Zone)

- Service-disabled veteran-owned business enterprise (SDV-DOBE)
- Historically Black colleges and universities (HBCU)
- Lesbian, Gay, Bisexual, Transgender business enterprise (LGBT)
- Alaskan native corporation (ANC)
- Disabled-owned business enterprise (DOBE)
- AbilityOne program
- Airport concession disadvantaged business enterprise (ACDBE)

Training and engagement

Engagement and training are pivotal components of our sustainable procurement strategy. We believe that empowering our global Strategic Sourcing team through annual sustainable procurement training is essential for achieving our sustainability goals. By ensuring that 100% of our team members participate in these programs, we foster a culture of continuous learning and commitment to responsible business practices. This approach not only enhances our team's capabilities but also strengthens our partnerships with suppliers who share our dedication to ethical, environmental and social standards.

In 2024, 100% of our global Strategic Sourcing and Procurement team obtained a certificate of completion in a sustainable procurement training course, allowing us to meet our annual target.

Our target: 100% of global Strategic Sourcing team members to participate in annual sustainable procurement online education or training

We believe that empowering our global Strategic Sourcing team through annual sustainable procurement training is essential for achieving our sustainability goals.

Corporate governance

At BCD, we're committed to maintaining the highest standards of corporate governance. Our governance framework is designed to ensure transparency, accountability and ethical conduct in all aspects of our business. By adhering to these principles, we aim to build trust with our stakeholders and achieve our long-term sustainability goals.

Embedding sustainability governance
Overall responsibility for sustainability rests with the Executive Board. The Sustainability core team, led by the Vice President of Sustainability, is responsible for defining our strategy and long-term and annual objectives. The Vice President of Sustainability reports into the Senior Vice President of Sustainability, Hotel Solutions and Managing Director of Advito, who reports to the Global Chief Commercial Officer.

Sustainability oversight committee (SOC)
Chaired by the Vice President of Sustainability at its quarterly meetings, the SOC includes the Senior Vice President of Sustainability, Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer and Executive Vice President of Customer Success and Corporate Strategy. The SOC ensures executive-level engagement on BCD's sustainability strategy and provides a structure for communication of progress to both the Global Executive Team and the Executive Board.

Our governance framework is designed to ensure transparency, accountability and ethical conduct in all aspects of our business.

Our leadership

Executive Board
The Executive Board consists of the CEO, CFO and CCO. Its remit is to drive corporate decisions, including setting our company's vision, direction and high-level strategy; appointing top leaders; defining company values and culture; and managing our external reputation.

Global Executive Team (GET)
The GET drives strategic and operational decisions, including managing talent; prioritizing investments; determining our customers/segments; setting corporate policies; and budgeting, developing and launching products.

Stephan Baars
Global Chief Executive Officer

Cees Batenburg
Global Chief Financial Officer

Mike Janssen
Global Chief Commercial Officer

Craig Bailey
President, Americas

Michèle Lawley
President, Europe

Greg O'Neil
President, Asia Pacific, Middle East, Africa & Global Network

Christian Dahl
EVP, People & Culture

Russ Howell
EVP, Technology, Shared Services & Infrastructure

Bruce Morgan
President, BCD Meetings & Events

Teri Miller
EVP, Global Client Team

Jorge Cruz
EVP, Global Sales & Marketing

Rose Stratford
EVP, Global Supplier Management & Delivery

Jennifer Townsend Walley
EVP, Customer Success & Corporate Strategy

Yannis Karmis
SVP, Product Planning & Development

Connecting into a wider network

We have specialized leadership groups dedicated to areas such as Operations, Risk and Compliance, Internal Audit, People & Culture, Legal and Global Procurement. These groups consist of leaders with expertise from various business segments and functions. They collaborate closely with the Sustainability core team to ensure that sustainability is integrated into all aspects of our operations. To further advance our sustainability strategy, our Sustainability core team is supported through a network of committees and working groups. These groups connect operational and functional personnel, facilitating collaboration on key sustainability topics.

Global and regional sustainability networks

To drive global and regional sustainability efforts, our global sustainability network, Europe sustainability network and Latin America sustainability network meet monthly, bringing together cross-functional and operational representatives. These groups facilitate the integration of sustainability initiatives and strategic actions. They connect subject matter experts and passionate employees, supporting both local and leadership efforts. We aim to expand these groups as we evolve our networks.

Environment, health and safety (EHS) coordinator network

The EHS coordinator network plays a crucial role in supporting BCD's carbon data collection, local EHS management and facilitating external ISO 14001 and ISO 45001 audits. This network formally manages EHS issues and fosters local conversations on sustainability. Chaired by the Senior Manager of Sustainability, the network meets quarterly and stays connected year-round through a dedicated communications channel. This format allows the network to drive sustainability initiatives, share successes and best practices and address challenges.

See our health safety and wellbeing section to learn more on .

Human trafficking awareness (HTA) committee

Led by passionate employees from a cross-section of functional and operational teams, the HTA committee has a clear mission to raise awareness and educate on the issue of human trafficking. Sponsored by the Executive Vice President, Global Client Team, this ensures both the team and its initiatives gain visibility and support at the executive level as well as across the organization.

See our human trafficking awareness section on to learn more.

Making a Difference coordinator network

In collaboration with our founders and the John & Marine van Vlissingen Foundation, the Making a Difference program empowers BCD employees to support small charities benefiting children. The Foundation funds these projects and encourages additional fundraising initiatives. Chaired by the Director of Sustainability, coordinators meet regularly to share progress, increase engagement, and grow the program. They also have a dedicated communications channel to learn about the impact of other projects, share best practices, and celebrate successes.

See our community investment section on to learn more.

Our Be You council

Our Be You at BCD program embodies our commitment to fostering an inclusive workplace that reflects the diversity of our global community and ensuring all individuals have equal access to opportunities. Our Senior Vice President of DE&I leads our efforts in this area, overseeing the definition and implementation of BCD's global internal DE&I strategy, programs and initiatives. By leading our Be You council, which spans every region, function and level of the company, our dedicated employees actively contribute to driving and evolving our DE&I strategy.

See our DE&I section to learn more on .

Risk management

Effective risk management is essential for safeguarding our employees, assets and reputation while fostering sustainable growth. By integrating risk management into our daily operations and strategic planning, we create a resilient and secure environment that supports our long-term objectives and enhances our ability to navigate uncertainties.

Governance and enterprise risk (ERM) structure

Responsibility for BCD's governance and enterprise risk management (ERM) sits with the Executive Board (Global CEO, Global CFO and Global CCO). The Executive Board reports to the Audit and Risk Committee and subsequently the Supervisory Board on all ERM topics. The Global Executive Team (consisting of the Executive Board plus regional / divisional presidents and global functional executives) is responsible, along with operational management within each function, for directly identifying, assessing and mitigating risks. Operational management is supported by internal risk and compliance functions, such as Information Security, Legal, Finance, People & Culture, Performance & Process Solutions, Internal Audit and Sustainability in identifying, assessing and mitigating risk. External risk and compliance experts are engaged to support as indicated.

Sustainability risks are considered across the risk management cycle, aligned with the issues material to BCD Travel and linked back to the group's materiality assessment process.

Read about our double materiality assessment on page 11.

Risk management is essential to BCD's strategy and long-term goals. Every operational team is responsible for recognizing potential risks, evaluating their impacts, and implementing measures to control them. These teams are supported by internal risk and compliance functions. Additionally, external risk and compliance experts are engaged as needed to provide further support.

Risk assessments consider our organization-wide strategic, operational, compliance and reporting requirements, plus those requirements relating to our services, processes or functions, such as supply chain or regulatory compliance.

We have implemented several risk mitigation management systems and policies globally.

BCD Code of Conduct

Global Group Policies

Global Information Protection Policy

Global Privacy Policy

Supplier Code of Conduct

Annual third-party sustainability assessment

ISO 14001:2015 environmental management

ISO 45001:2018 occupational health and safety management

ISO 27001:2013 information security management system

Climate governance levers

Linked into the principal risks of the business, management of climate risk is a primary focus of BCD's leadership and group strategy. We've embedded three key levers on climate governance into our governance processes:

1

Strategy and ambition setting

Integrating key sustainability ambitions into our company strategy. Driven by our Executive Board and GET, in 2024 we embedded our carbon reduction goal into BCD's five-year Blueprint for Success and Aspiration 2030.

See page 51 to learn more about our carbon reduction goal and performance.

2

Resourcing for success

Providing investment in innovation, research and development. In 2024, this included the development of a full sustainability solution offering to support clients in reducing their emissions.

See page 60 to learn more about our client solutions.

3

Compliance reporting and oversight

Review and approval of key reporting compliance and disclosures, including voluntary submissions. In 2024, we worked on business readiness for the Corporate Sustainability Reporting Directive (CSRD). This included engagement of a cross-functional steering committee to support a double materiality assessment, feeding directly into the Executive Board through our sustainability oversight committee.

See page 11 to learn more about our materiality assessment and outcome.

Ethical business conduct

Guided by our vision to be the world's most trusted, innovative and sustainable travel management company, our company values form the foundation of our business approach. We prioritize the wellbeing of our people, customers and communities, ensuring that we operate with integrity, uphold high ethical standards and foster a culture where everyone can raise concerns without fear of retaliation.

Ethics committee

The ethics committee is established to oversee and ensure the ethical conduct of the organization's operations, promote integrity and uphold the highest standards of ethical behavior among employees and stakeholders.

Reporting to the audit and risk committee, members of the ethics committee include the global CFO, the SVP of global legal and a representative from the BCD group supervisory board responsible for compliance.

The ethics committee plays a vital role in upholding and enforcing BCD's Code of Conduct.

Living our Code

BCD's Code of Conduct sets the standards of behavior expected of employees in alignment with our company values. Our Code of Conduct applies to all BCD employees, members of the Executive Board and Global Executive Team, consultants and other agents when they represent or act on behalf of BCD. It outlines 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 in all countries where we operate.
- Competing fairly.
- Considering sustainable practices in our business dealings.

We maintain employee awareness of the Code of Conduct and separate global Non-Compliance Reporting Policy through management communications, global intranet and mandatory online training.

Our Non-Compliance Reporting Policy complements the Code of Conduct and promotes the reporting of misconduct through the appropriate communication channels.

All employees are required to participate in Code of Conduct training which forms part of our annual mandatory compliance training.

In 2024, our compliance program continued to encompass 100% of our majority-owned countries, with 99% of our global employee base completing our Code of Conduct training.

In addition, BCD's Supplier Code of Conduct sets the standards we expect from those we partner with in the supply chain, further extending the reach of our values and behaviors to those in our wider value chain.

READ OUR CODE OF CONDUCT

READ OUR SUPPLIER CODE OF CONDUCT

Read more on our Supplier Code of Conduct on .

Our target: Increase the percentage of employees who have completed annual Code of Conduct training to 100% by 2030

Reporting non-compliance with our Code of Conduct

All BCD employees and suppliers are given the ability to report unethical behavior, or non-compliance with our Code of Conduct. BCD prohibits retaliation against anyone who raises a concern or reports misconduct in good faith and with the reasonable belief that the information is true. Our global Non-Compliance Reporting Policy enforces this message and compliments both our Code of Conduct and Supplier Code of Conduct.

In the first instance, we encourage employees and suppliers to raise concerns with their local management or local People & Culture contact. Where concerns cannot be addressed locally, employees and suppliers can raise reports through a compliance email account where reported cases are investigated by BCD's Internal Audit function and Legal department, reported upwards to management and the Executive Board.

In addition, the independently operated BCD Travel SpeakUp System offers employees and suppliers the opportunity to anonymously report any misconduct in their native language, 24 hours a day. All reported incidents are investigated, and the results are reviewed by a designated member of the BCD Travel Board responsible for compliance.

Anti-bribery and corruption

We maintain a zero-tolerance policy towards any form of bribery and corruption. Our robust systems and procedures underscore our unwavering commitment to anti-corruption. This stance is clearly articulated in our Global Legal Group Policy, which is accessible to all employees through various communication channels, including BCD's intranet.

Our anti-bribery and corruption efforts are overseen by our ethics committee, which reports to the audit and risk committee and ultimately to our Board. These efforts focus on three key areas to enable continual improvement:

Engagement: Engaging all employees on BCD's anti-corruption policies and practices, we aim to develop awareness and competency around our collective ability and responsibility to help prevent, detect and manage misconduct. Our annual mandatory Code of Conduct training provides specific training on identifying corruption and how to report violations against our code. We recognize bribery and corruption issues may be larger in some markets than others; for this reason we encourage local initiatives to help educate employees on the broader issues at stake and the part they play in supporting prevention.

Compliance: The Global Legal Group Policy covers, among others, corporate and regulatory governance, with special reference to anti-bribery and corruption law. Assuring compliance with all applicable global and local anti-bribery and corruption laws in the countries we operate, our focus includes, but is not limited to, the Foreign Corrupt Practices Act of 1977 (FCPA) and UK Bribery Act 2010 (UKBA).

Reporting: We provide a formal non-compliance reporting process, communicated to all employees and suppliers to ensure our employees and wider value chain can raise ethical concerns. Governed by our Code of Conduct and Supplier Code of Conduct, grievance mechanisms are a vital component of our efforts to mitigate corruption and bribery risks.

Focus on human rights

BCD was the first TMC signatory of the UN Global Compact (UNGC) in 2008 and we continue to uphold the Ten Principles of the compact across our sphere of influence. To this effect, all BCD policies align with the principles of the UNGC and further recognize the following internationally respected human rights frameworks, and the standards contained therein:

- The Universal Declaration of Human Rights of the United Nations.
- The OECD Guidelines for Multinational Enterprises.
- The Principles of the United Nations Global Compact (UNGC).
- The ILO Core Labor Standards (International Labor Organization).

As examples, topics covered by our policies include:

- Zero-tolerance of modern slavery and human trafficking (including forced, compulsory and child labor).
- Compliance with all applicable legislation in every market we operate in.
- Principles of non-discrimination, professional equity and equal opportunities throughout all stages of the employee life cycle.
- Commitment to ensuring the health, safety and welfare of our staff, including safe working conditions and reasonable working hours.
- Competitive pay and benefits practices.
- Efforts to support our people's wellbeing and work-life balance.
- Safeguarding measures available to staff with acute needs.
- Guidelines on non-compliance, available reporting channels and the investigation process.
- Freedom of association.

We practice due diligence to guard against human rights violations and mandate corporate policies that set expectations on this topic.

These include our Code of Conduct; Supplier Code of Conduct; Harassment Policy; People & Culture Policy; Environment, Health & Safety (EHS) Policy; Equal Opportunities Policy; Be You at BCD Statement of Commitment and our Annual Modern Slavery Act Statement published each year in support of the U.K. and Ireland Modern Slavery Act 2015.

We also undertake an annual EcoVadis assessment, which includes assessment of our human rights practices and labor standards, amongst other key criteria.

Compliance with sanction laws

BCD complies with sanctions laws where it operates and does business and has adopted internal guidelines and practices to ensure compliance, in particular with U.S., U.K. and EU sanctions laws. As part of this effort, our clients, vendors and Global Partner Network contracts include sanctions compliance clauses. We're currently reviewing and updating our Third-Party Payment and Sanctions Policy, together with our Global Legal Group Policy.

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.

For more information on stakeholder engagement see .

Responsible sales

We're dedicated to ensuring that all sales employees uphold the highest standards of integrity, honesty and ethical conduct in their professional responsibilities. This commitment transcends local laws, cultural norms and regulations, reflecting our unwavering dedication to ethical business practices globally.

Our sales team is trained to prioritize transparency and fairness in all interactions with clients, partners and stakeholders. We believe that ethical sales practices are fundamental to building trust and fostering long-term relationships. By adhering to these principles, we aim to create a positive impact on our business and the communities we serve.

Our sales team is trained to prioritize transparency and fairness in all interactions with clients, partners and stakeholders.

Artificial Intelligence

At BCD, we're committed to leveraging Artificial Intelligence (AI) to drive innovation, operational excellence, enhanced customer experiences and global growth. Our approach ensures that AI use aligns with our ethical standards, core values and regulatory obligations.

As a business, we've progressed a broad mix of AI projects that support agent efficiency, traveler satisfaction, data intelligence and our dedicated operations innovation lab. To better manage these projects, we've established a multi-tiered AI governance framework that includes:

- **Executive steering committee:** Sets AI strategy, establishes priorities, oversees policy development, conducts ongoing risk assessments, measures and monitors AI deployments.
- **Technical steering committee:** Defines technical requirements, reviews solutions and develops policies around architecture, data governance and security.
- **AI ethics committee:** Sitting alongside the executive steering committee, provides insights into the global AI ethics landscape, ensuring alignment with evolving standards.

In 2024 we began working on our Global Artificial Intelligence (AI) Policy which, now published, applies to all BCD employees, contractors, vendors and partners involved in the AI lifecycle within BCD. Recognizing the environmental impact of our use of AI in our operations, our policy states our commitment to adopting energy-efficient models and optimizing computational resources. This commitment helps ensure that sustainability remains a core consideration in our AI strategy. To achieve this, we prioritize the use of low-power hardware, optimized algorithms, and cloud-based infrastructure that leverages renewable energy sources whenever possible. Through continuous evaluation and innovation, we aim to strike a balance between AI advancement and environmental responsibility, contributing to a more sustainable digital ecosystem.

BCD has also recently launched several AI initiatives, including the deployment of AI for email optimization, and a pilot program for employees using Copilot within MS365 applications which will continue into 2025.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

SDG 9 spotlight

Applying business process automation

Through introducing business process automation (BPA), the use of software to automate repeatable, multi-step, business processes, we're helping to streamline business processes, reduce manual effort and improve efficiency.

The use of BPA in BCD's meetings and events operations is an example of delivering improved value to our clients, while allowing our teams to focus on more complex and creative work. This increases job satisfaction for our employees through automating processes, such as invoice reconciliation, data consolidation and approval workflows.

Supporting UN SDG 9 on industry innovation and infrastructure, by automating business processes BCD enhances operational efficiency and reduces manual effort. This supports the goal of fostering innovation and building resilient infrastructure.

Statistics to date:

| 26,500+ hours saved | 38 projects implemented | 15,000+ automated emails sent | captured data from 90,000+ hotel meeting rooms | 30,000+ Cvent reports extracted |

Information security

BCD relies on information and technology to provide services and information to users and customers worldwide. As technology usage increases, so do the associated risks, including the unauthorized disclosure of sensitive information and applications.

To mitigate these risks and protect client data, our information security team develops, implements, monitors and maintains policies and procedures aligned with ISO 27001 controls (Information Security Management System), Payment Card Industry – Data Security Standards (PCI-DSS) requirements, data privacy laws, industry regulations, best practices and client input.

We remain committed to safeguarding the integrity of our employees' personally identifiable information, customers' sensitive data and the intellectual property that underpins our business operations and service innovation. Given the high demands and challenges of data protection and information security, we continuously monitor and enhance our initiatives in governance, compliance, cybersecurity, payment security, customer security, operations security and risk management.

In 2024, we successfully completed our annual mandatory employee security awareness training, conducted extensive client security assessments and monitored potential security threats around the clock. We continued to uphold our robust security procedures, ensuring alignment with all relevant legislation and supporting the needs of our employees, clients and partners.

Our target: Increase the percentage of employees who have completed annual information security awareness training to 100% by 2030

Key achievements in 2024 include:

- Achieved a 98.6% completion rate on mandatory annual security awareness training for all employees, available in over 40 languages.

- Completed 1800+ hours of upskill training for security personnel, with 85% of security staff maintaining at least one industry-related security certification.

- Doubled the number of security phishing campaigns distributed to global user base.

- Improved response rate on audit and compliance findings by 57% compared to the previous year.

- 25% year-on-year increase in the number of enterprise application deep dive assessments completed.

- Strengthened security operations center by expanding best-in-class capabilities offered by Accenture, Google and Mandiant.

- Expanded real-time threat intelligence through partnerships in retail and hospitality-focused cyber intelligence communities.

- Maintained an advanced score with BitSight, a security rating platform that assesses and monitors the security posture of organizations. In 2024, BCD's score consistently remained in the "Advanced security effectiveness" range, the highest possible.

Client information security

Supporting our client-facing teams on information security, in 2024 we continued to align and enhance our security client management processes through migrating our client management support to our enterprise service management tool. We recorded an 8% rise in RFP/RFI assessments compared to 2023.

Education and awareness

Building on our successful training approach implemented in 2023, we introduced a training phase for employees from April to December in 2024. Recognizing the burden of multiple mandatory training modules (e.g., Code of Conduct, Data Privacy), particularly on our operational teams, we see the following benefits from extending the course content across a longer compliance phase:

- Extended timeframe for completing mandatory training.

- Modules feature shorter sequences and can be completed individually (e.g., one video per month) or several at once, offering greater flexibility for course completion.

- Enhanced training impact with 6-10 diverse topics.

- Expanded language translations, available in over 40 languages.

Through 2024 we conducted a series of security campaigns to support raising awareness on information security.

In addition to our cyber-related posts on our global intranet, we launched various campaigns linked to global recognition dates, including:

- ✓ International Data Privacy Day
- ✓ Safer Internet Day
- ✓ World Backup Day
- ✓ World Password Day
- ✓ World Social Media Day

Focus on Cybersecurity Awareness Month

A key focus in our annual communication calendar is Cybersecurity Awareness Month (CAM), an initiative held every October to raise awareness about the importance of cybersecurity. It aims to educate individuals and organizations on how to protect themselves from cyber threats and promote safe online practices. The campaign is a collaborative effort between government agencies, industry leaders and educational institutions to enhance cybersecurity awareness and encourage proactive measures to reduce online risks.

The theme for CAM 2024 was #SecureOurWorld and included topics such as:

- The importance of strong passwords
- Protecting your digital home
- Why you need multi-factor authentication
- Defending your identity and staying alert against identity theft
- Outsmarting online phishing
- Being social media savvy and staying secure

This year, we concluded our CAM campaign by testing our employees' knowledge and rewarding their efforts. Everyone who scored 90% or higher in our training was entered into a prize draw for a chance to win a $50 gift card (or the equivalent value in their region).

Our target: Increase the percentage of employees who have completed annual data privacy training to 100% by 2030

Data privacy

We take our responsibility to protect client, traveler and employee data very seriously. Our interdisciplinary approach to data privacy includes a Global Data Protection Officer, IT security specialists and legal and privacy experts. Our dedicated Data Privacy team, part of BCD's global Legal department, provides support by:

- Negotiating privacy provisions in agreements with customers, vendors, suppliers and other parties that involve personal data.
- Reviewing the privacy aspects of BCD systems, tools and development projects.
- Participating in the incident response team to address inappropriate access to personal data and assisting stakeholders in communicating with affected parties.
- Acting as the initial point of contact for individuals with questions about how BCD handles their personal data.
- Collaborating with various teams across the organization, including Information Security, Global Client Data Solutions Operations and the People & Culture team.
- Educating employees on best practices for handling personal data for our employees, customers and business partners.
- Conducting Data Protection Impact Assessments (DPIAs).

We continuously monitor data protection laws in all the countries where we operate to update our policies, procedures and agreements relating to personal data.

Appendices

ESG data sheet
UN Sustainable Development Goals (SDGs) alignment
GRI content index
Auditor verification statement

ESG data sheet

People

Focus area	Our target	Unit of measure	2024 performance
Employee experience	Increase the percentage of employees who have completed an annual career conversation to 100% by 2030.	% achieved	99.9% (Increase 0.1% versus 2023)
Employee engagement	Continously meet or exceed past year average eNPS score annually.	Score achieved	58 (Increase 2 versus 2023)
Health and safety	Maintain ISO 45001 certification in 100% of majority-owned countries.	% achieved	100%
DE&I	Grow our recruitment partnerships by 40% to broaden our applicant pool for open positions.	% achieved to date	20%
	Increase leadership accountability for identifying gaps and increasing opportunities through fair merit-based processes.	Narrative	Leadership accountability and actions: • Completed continuing education for all GET members. • Completed 3 GET team debriefs/peer learning sessions. • Conducted 16 one-on-one sessions with GET – Peakon and workforce representation data reviewed.
	Meet or exceed our DE&I eNPS score annually.	Score achieved	64 (Increase 1 versus 2023)
Human trafficking awareness	Increase the percentage of employees who have completed annual human trafficking awareness training to 100% by 2030.	% achieved	97% (increase 3% versus 2023)

Planet

Focus area	Our target	Unit of measure	2024 performance
Energy reduction	61.1% reduction in total Scope 1 and 2 emissions by 2030 from a base year of 2019.	% achieved	69.3%[1]
	46.2% reduction in Scope 3 emissions by 2030 from a base year of 2019.	% achieved	20.8%
Renewable electricity	Transition to 100% renewable electricity sources within our majority-owned countries by 2030.	% achieved	33%[2]
Waste reduction	Repurpose or recycle 100% of our desktop IT equipment by 2030.	% achieved	Improved our IT equipment management by centralizing the asset database. In 2025, we will focus on forming a small working group of relevant stakeholders to support our target strategy.
	Eliminate 100% of single-use plastics in our office locations by 2030.	% achieved	Communicated the target scope and boundaries to all EHS coordinators. Incorporated the SUP office assessment into the annual review template for all offices to complete in 2025 as part of our ISO certification process.
Environmental management certification	Maintain ISO 14001 certification in 100% of majority-owned countries.	% achieved	100%
Sustainability communications (internal)	Continue to increase employee engagement with our environmental program by: • Increasing the number of read messages and reactions on our internal sustainability social platform from our 2023 baseline. • Maintaining ISO 14001 certification in 100% of majority-owned countries.	Number of read messages Number of reactions % increase achieved	Achieved 124,786 read messages and 1,808 reactions to our sustainability community in our employee social platform. This is a 63% increase in read messages and a 21% increase in reactions compared with 2023. ISO 14001-certified environmental, health and safety management system in place in 100% of majority-owned countries, driving local environmental engagement and awareness.

Notes:

[1] Scope 1 & 2 and Scope 3 targets based on a 1.5 degree scenario and absolute emissions reduction from a 2019 baseline. BCD's carbon reduction target was revised in 2024 and re-baselined to 2019 against the most current science-based methodology.

[2] Renewable electricity % based upon total share of kWhs procured from renewable electricity globally. Note: All numbers are rounded.

ESG data sheet

Planet			
Focus area	**Our target**	**Unit of measure**	**2024 performance**
Sustainability services and advocacy	Continuously improve our core sustainability products. Increase sales in our Sustainability Consulting practice.	Narrative % increase achieved	We made developments to our end-to-end sustainability solution, currently integrated into the online booking environment. We developed capabilities around configurable carbon calculations, nudging with sustainability messaging at point of sale, and carbon fee collection for SAF and offsetting contributions. We also developed reporting capabilities to support a number of methodologies allowing travel managers to track progress while also providing a CSRD-auditable reporting system. We have also developed our strategy to further integrate rail booking capabilities into our online solution TripSource. Increased Advito Sustainability Consulting practice sales by 18% in 2024 compared with 2023 and by 490% since its establishment in 2020.
Sustainability communications (external)	Increase media coverage of sustainability topics.	Number of media clippings	Achieved 385 media clippings (this is a selection of the most prominent pieces of sustainability-related media coverage about or mentioning BCD Travel – PR, interviews, awards, as examples). This is our first year of measurement, allowing us to set a baseline for future year-on-year measurement.

ESG data sheet

Progress

Focus area	Our target	Unit of measure	2024 performance
Supplier compliance	Maintain the percentage of targeted suppliers that have signed our Supplier Code of Conduct to > 90%.	% achieved	97%
	Undertake sustainability due diligence assessment of > 90% of targeted suppliers by 2030.	% achieved	100%
Sustainable procurement	100% of the global Strategic Sourcing team members to participate in annual sustainable procurement online education or training.	% achieved	100%
Governance, ethics and compliance	Increase the percentage of employees who have completed annual Code of Conduct training to 100% by 2030.	% achieved	99% (Increase 1% versus 2023)
IT Governance and data protection	Increase the percentage of employees who have completed annual information security awareness training to 100% by 2030.	% achieved	98.6% (Increase 1.6% versus 2023)
	Increase the percentage of employees who have completed annual data privacy training to 100% by 2030.	% achieved	94.9% (Decrease 2% versus 2023)
	Maintain ISO 27001 certification in 100% of majority-owned countries.	% achieved	100%

ESG data sheet

Environment

Focus area	Reporting metric	Unit of measure	2024	2023	2022	2019 baseline
Scope emissions[1]	Scope 1: Activities for which the company own or control including combustion of fuel and operation of facilities.	tCO2e	714	769	120	1328
	Scope 2 (Location based): Purchase of electricity, heat, steam and cooling purchased for own use.	tCO2e	1820	2204	1807	4739
	Scope 2 (Market based): Purchase of electricity, heat, steam and cooling purchased for own use.	tCO2e	1146	Not measured	Not measured	Not measured
	Scope 3 (all categories identified as material to BCD Travel)[2]	tCO2e	27703[3]	28548	3628[4]	35204
	Total Scope 1,2 & 3 (Market based)	tCO2e	29563	Not measured	Not measured	Not measured
Emissions intensity calculations	Total Scope 1, 2 & 3 emissions (location based) tCO2e / FTE[5]	tCO2e	2.07	2.16	Not measured	Not measured
	Total Scope 1, 2 & 3 emissions (market based) tCO2e / FTE	tCO2e	2.01	Not measured	Not measured	Not measured
Energy consumption and intensity calculations	Total Energy consumption used to calculate above emissions (MWh).	MWh	8076	8631	5505	17395
	Total energy consumption MWh / FTE.	Number	0.55	0.59	0.43	1.34
	Total energy consumption MWh / $100,000 revenue.	Number	0.65	0.75	Not disclosed	Not disclosed

ESG data sheet

Environment

Focus area	Reporting metric	Unit of measure	2024	2023	2022	2019 baseline
Overview of environmental management system certification	Percentage of total operations covered by ISO 14001 certification.	% coverage	100%	100%	100%	100%
Environmental fines and prosecutions	Environmental fines received.	Number	0	0	0	0
	Environmental prosecutions.	Number	0	0	0	0
Environmental training	Mandatory Environment, Health and Safety (EHS) Training completion % (Applicable to all employees).	% achieved	97%[6]	–	–	–

Notes:

[1] GHG emissions methodology

Reporting period – our reporting period covers 1 January – 31 December 2024. Reporting boundaries – our emissions are reported within an operational control boundary.

A market-based methodology is utilized to report progress against our carbon reduction targets. We have used accepted methods of calculation based on the WRI Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (revised edition). International and national conversion factor guidelines (e.g. EPA and DEFRA) have been utilized where appropriate. 2024 conversion factors have been utilized throughout the 2024 reporting period.

[2] Scope 3 categories material to BCD Travel – purchased goods and services; capital goods; fuel and energy-related activities; business travel; employee commuting and home working; franchises (Global partner network)

[3] Reporting market based emissions for the first time in 2024, Scope 3 emissions are therefor disclosed on a market-based Scope 2 methodology.

[4] Scope 3 in 2022 calculated solely on emissions related to business travel and leased vehicles.

[5] To ensure consistency with the location-based Scope 2 methodology, the location-based intensity metric incorporates additional Scope 3 emissions—specifically Category 3 emissions related to upstream electricity generation and distribution.

[6] Mandatory training established in 2024.

ESG data sheet

Social

Reporting metric	Unit of measure	2024	2023	2022
Total global headcount (majority-owned markets)	# of employees	14,709	14,591	12,870
Percentage of eligible employees that completed an annual Career Conversation	% complete	99.9%	99.8%	99.7%
Percentage of majority-owned countries covered by ISO 45001 certification	% coverage	100%	100%	100%
Human trafficking awareness training completion rate	% complete	97%	94%	99%
Global percentage of employees covered by collective bargaining agreements	% coverage	20%	18%	19%

ESG data sheet

Social

Gender breakdown

% Gender by level	Unit of measure	2024	2023	2022
All employees all levels				
Female	% share	67	67	68
Male	% share	33	33	32
Vice President and above				
Female	% share	42	57	37
Male	% share	58	43	63
Director and above				
Female	% share	53	57	55
Male	% share	47	43	45
Manager and above				
Female	% share	63	62	62
Male	% share	37	38	38

Gender breakdown

% Gender by region	Unit of measure	2024	2023	2022
APAC				
Female	% share	44	43	44
Male	% share	56	57	56
Europe				
Female	% share	72	72	71
Male	% share	28	28	29
LATAM				
Female	% share	63	64	65
Male	% share	37	36	35
NORAM				
Female	% share	79	79	79
Male	% share	21	21	21

Social

Global training data

	Unit of measure	2024	2023	2022
Total completed courses	Number courses	359,823	313,293	190,092
Unique particpants	Number people	14,829	13,825	11,942
Average courses per person	Average number	24	23	16
Average time spent training per person (hours)	Number hours	22.28	18.15	18.77

Virtual working statistics

	Unit of measure	2024	2023	2022
Total global				
Virtual	% share	61	57	59
Office	% share	39	43	41
APAC				
Virtual	% share	21	9	17
Office	% share	79	91	83
Europe [1]				
Virtual	% share	68	66	57
Office	% share	32	34	43
LATAM				
Virtual	% share	35	33	35
Office	% share	65	67	65
NORAM				
Virtual	% share	94	93	89
Office	% share	6	7	11

Notes:
[1] U.K. and Ireland, previously reported separately, are now combined with Europe and prior data re-stated to align.

ESG data sheet

Governance

Reporting metric	Unit of measure	2024	2023	2022	2021
EcoVadis rating covering all majority-owned markets	Rating	Platinum	Platinum	Platinum	Platinum
Overview of information security management system certification					
Percentage of total operations covered by ISO 27001 certification	% coverage	100%	Partial[1]	Partial	Partial
Compliance program overview					
Percentage of majority-owned countries covered by compliance program	% coverage	100%	100%	100%	100%
Code of Conduct, Non-Compliance Reporting and SpeakUp training completion rate	% completion	99%	98%	96%	94%
Data privacy training completion rate	% completion	94.9%	97%	97%	95%
Information security awareness training completion rate	% completion	98.6%	97%	96%	93%
Business partners					
Suppliers that have signed the Supplier Code of Conduct[2]	% coverage	97%	97%	89%	88%
Suppliers that have been assessed against Supplier Code of Conduct requirements[3]	% completion	100%	100%	100%	100%
Global procurement staff trained on sustainable procurement topics	% completion	100%	100%	100%	–

Notes:

[1] ISO 27001 certification prior to 2024 applied to BCD's U.S. business operations.

[2] Based upon the top 35 suppliers by expenditure.

[3] Assessment based on annual spend and the top 35 suppliers in 2024 and 2023. 2022 and 2021 assessment based on annual spend and the top 30 suppliers.

Note: All numbers are rounded.

SDG	Relevant targets	BCD alignment
1 NO POVERTY	**1.1** By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day. **1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	Through our Making a Difference program, we support small, targeted community projects around the world which directly benefit children in our local communities. Many of our projects provide support to children in communities of low socioeconomic status. For example, in 2024 we supported R.E.A.L. Youth Foundation (RYF), based in Los Angeles, California. RYF supports and brings awareness to the needs of children and families that live in RVs, cars, tents and homes and who experience food insecurity. BCD's support focuses on families with children. Every week, the RYF team prepares and hand-delivers hot meals and donated supplies, including personal hygiene items and warm layers.
3 GOOD HEALTH AND WELL-BEING	**3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.	At BCD, we prioritize the health and wellbeing of our colleagues by offering comprehensive health insurance, wellness programs and mental health support. Through initiatives like our monthly "stretch and relax" sessions and a relaxation zone, to Wellbeing Connection sessions with our Employee Experience team and monthly wellbeing challenges, we provide an extensive range of resources that empower our employees to focus on their emotional, physical, social and remote working wellbeing. Refer to **page 47** for a case study on how we're celebrating passion for employee wellbeing and further supporting SDG 3. Ensuring the safety and wellness of travelers is a fundamental aspect of how we support our customers too. Our Global Crisis Management (GCM) team is dedicated to identifying incidents that might affect business travelers globally, providing 24-hour coverage 365 days a year, with team members placed around the world. This team's mission is to help keep business travelers safe. In 2024 our team continued to help shape discussions on key topics to progress our industry's approach – from addressing the intersection of traveler wellness and responsible risk management, to LGBTQ+ traveler safety. Refer to **page 70** for more information. Refer to **page 25** for a case study detailing how we further support SDG 3 through our Making a Difference project, Accept Society Bangalore, who provide care, counselling and medical support for individuals affected by HIV/AIDS, orphaned children who are HIV-positive and elderly individuals in need.

SDG	Relevant targets	BCD alignment
4 QUALITY EDUCATION	**4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes. **4.2** By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	Knowing the importance of education for sustainable development, our Making a Difference program supports quality education in a number of ways. Notable examples: • Proyecto Daniel (Costa Rica), where in 2024 a BCD system technician showed teenagers in the project how to build computers through an interactive workshop. • Child at Street 11 (Singapore) ensures children (aged 3 months to 12 years) from underserved families are given the opportunity for high-quality education. We've supported tours at both the Singapore Botanic Gardens and Singapore Maritime Gallery, creative workshops, as well as environmental-focused beach/park cleaning. Refer to **page 25** for a case study on how this project supports SDG 4.
5 GENDER EQUALITY	**5.1** End all forms of discrimination against all women and girls everywhere. **5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	As part of our Be You at BCD program, in 2024 we developed our People Insights dashboard, expanding the metrics captured to include gender by level of joiners and leavers and reason for leaving by gender. To better understand the makeup of our workforce, we've also developed our reporting capabilities by gender, level and function globally. We've identified a year-on-year increase of women in Vice President and above positions from 37% in 2022 to 42% in 2024, an achievement that currently outpaces the industry benchmark for TMCs and suppliers (39% as identified by a GBTA Foundation study).[1] In 2024 we also conducted our second global pay equity review to support equitable pay procedures across genders. Our resource center and awareness sessions engage employees on the importance of gender equity and equality. We've been integrating processes to support gender equality in our recruitment too – including training and tools that foster inclusive hiring practices like ensuring relevant qualifications and removing language from job postings that may discourage job seekers from applying. Refer to **page 35** for more information. We partner with ECPAT and A21 to raise awareness and combat human trafficking. As part of that effort, we deliver mandatory human trafficking awareness training to our global employees, with a 97% completion rate in 2024. Our training highlights key issues related to the exploitation of women and girls, including statistics on forced marriage and sexual exploitation, definitions of terms like child slavery and forced marriage and the signs to look out for and how to safely report suspected instances of human trafficking. We also signpost to a number of key resources where employees can learn more about specific scenarios, country-specific data and challenges as well as how they can take further action.

[1]Source: **WinIt: Women Lack Sufficient Pathways to Senior Travel Positions | Business Travel News**

SDG	Relevant targets	BCD alignment
8 DECENT WORK AND ECONOMIC GROWTH	**8.1** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. **8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. **8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training. **8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. **8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	We employ over 15,000 individuals across the world. We uphold best practices in labor rights, our DE&I program Be You at BCD, as well as training and development and have a company-wide program for developing new managers. Through our DE&I program, in Europe, we've progressed our refugee social mobility initiative by partnering with Tent, a non-profit whose mission is to mobilize the world's biggest businesses to integrate qualified refugees. We're starting with two pilot countries, the Netherlands and Spain, to develop our approach. Refer to **page 36** for a case study on how our initiative supports SDG 8. Our employees can participate in collective bargaining agreements, local Works Council and the European Works Council (EWC) meetings. Our human trafficking awareness committee develops and implements initiatives that allow BCD to act and grow education around human trafficking within our industry. Through our committee, we drive partnerships and awareness to help combat this issue. ECPAT and The Code named BCD Travel as one of their Top Members for 2024 for our commitment to combating child sexual exploitation. The Code measured us against six criteria and commended our serious commitment to implementing all of these areas, specifically calling out our alliances and efforts to prevent human trafficking. Refer to **page 28** for a case study on how our Top Member recognition supports SDG 8. We teamed up with United Airlines and A21 for a human trafficking awareness session at United's World Business Center, Heathrow Airport. Attendees learned about the realities of human trafficking, equipping them with the tools to recognize and respond to suspicious activities. Refer to **page 29** for more information on how our initiatives to create awareness and drive change on this issue are supporting SDG 8.

SDG	Relevant targets	BCD alignment
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all.	Through introducing business process automation (BPA) in our meetings and events operations, we're helping to streamline business processes, reduce manual effort and improve efficiency. Refer to **page 88** for a case study on how our efforts are supporting SDG 9.
10 REDUCED INEQUALITIES	**10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. **10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. **10.4** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	We're committed to an inclusive workplace that reflects the diversity of our global community and provides equal access to opportunities for all. As an organization made up of largely virtual employees, we're able to create more opportunities for all job seekers compared to traditional brick-and-mortar industries. We're proud to partner with the following organizations to help us increase our talent pool of qualified applicants: • Military Spouse Employment Partnership (MSEP) program. • U.S. military fellowships through Hiring for Heroes. • Circa, a leading recruitment solution enabling compliance and outreach to job seekers of all backgrounds. • SENAC/GERANDO FALCÕES apprenticeship program to connect with underserved communities in Brazil. • Thrive U.K. apprenticeship program with a careers hub to recruit talent from socioeconomically diverse backgrounds. We're also partnering with Tent in Europe to advance our refugee social mobility initiative. During 2024, two employees also took part in the UN Global Compact's DE&I Peer Learning Group. Our ambassadors collaborated and shared best practices with other organizations through workshops on topics including care taking and part time work, inclusivity and much more. Refer to **page 33** for a case study on how this initiative supports SDG 10. In 2024 our employee engagement score for DE&I increased from 63 to 64, placing us in the top 5% of companies and reinforcing our commitment to reducing inequalities both within and beyond our organization. Refer to our diversity, equity and inclusion section **pages 30-37** for more information. Through our Making a Difference program, we support Judo and Inclusion, Italy – an organization dedicated to supporting children with Autism Spectrum Disorder and additional needs – with school programs for children with various disabilities, inclusive summer camps, participation in the Giffoni Film Festival and much more. Refer to **page 25** for a case study on how we support SDG 10 through this project.

SDG	Relevant targets	BCD alignment
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. **12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. **12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	We operate an ISO 14001:2015-certified environmental management system (EMS) across 100% of our majority-owned countries. This plays a key role in our sustainability commitment, allowing us to monitor, document and improve the environmental impacts of our organization, as well as track our progress. We recognize the intrinsic link between climate, nature and our use of finite natural resources. Our focus on waste management targets two clear commitments: reducing operational waste from our business and positively influencing employee behaviors around waste topics. We have a target to repurpose or recycle 100% of our desktop IT equipment across our global operations by 2030. We're also committed to eliminating 100% of single-use plastics in our office locations by 2030. Informing, educating and empowering our employees on environmental issues is also essential to our strategy. By equipping our people with the necessary knowledge, we empower them to make informed decisions daily. We drive awareness and promote action through our intranet, global campaigns and blog posts. In 2024, we recognized three important environmental dates in the global calendar: World Wildlife Day, Earth Day and World Environment Day. Each day promoted environmental themes that resonate with BCD's own environmental focus and goals. By publishing our annual sustainability report, which includes our energy consumption, carbon emissions and approach to reducing waste, we're also promoting transparency and accountability for more sustainable business practices. Through our Supplier Code of Conduct and due diligence processes, we ensure that our suppliers have appropriate environmental standards and policies. **Please refer to pages 54-55 of the Planet section for more information.**

SDG	Relevant targets	BCD alignment

13 CLIMATE ACTION

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

We're committed to reducing our carbon emissions and have a target to further reduce our total emissions by 35% between 2024 and 2030 as part of our Blueprint for Success..

We continue to implement initiatives and campaigns to raise employee awareness to both support our targets and help employees learn how to reduce emissions at home and at work. Refer to **page 58** for a case study on how our MyCO2 educational carbon footprint workshops further support SDG 13.

Our EMS is also certified to the ISO 14001:2015 standard across all our majority-owned operations. Refer to the Planet section on **page 49** for more information.

BCD has installed solar panels on our Utrecht head office, aligning with our company commitment to reduce environmental impact and promote renewable energy. Refer to **page 52** for a case study on how this initiative supports SDG 13.

We submit annually to the CDP, supporting our clients' environmental supply chain initiatives, as well as helping them to progress in their own science-based targets and mitigate climate-related supply chain risk.

We've received annual platinum ratings from EcoVadis since 2019. With a current score of 100 for environment, the annual assessment helps drive accountability and best practice alignment for our environmental initiatives.

We collaborate with our clients to raise awareness of the climate impact of business travel and how they can integrate best practices and solutions into their business travel programs to reduce travel emissions.

We're committed to industry transformation through leading sustainability products, research, thought leadership and active participation in sustainability associations.

Notable achievements in 2024 include enhancements to our Sustainability Consulting services, further product development and research and insights on sustainable travel policies. We also published a report on how to use carbon credits responsibly and conducted speaking engagements addressing key topics such as the cost of sustainability, navigating toward net zero and the use of technology in more sustainable travel programs.

Refer to the Progress section on page 59 for more information.

SDG	Relevant targets	BCD alignment
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children. **16.5** Substantially reduce corruption and bribery in all their forms.	Our human trafficking awareness committee supports raising awareness on human trafficking and child labor across our employees and customers. Our partnerships with ECPAT and A21 guide our work to educate on the signs of human trafficking and participate in fundraising activities. In 2024 we supported key campaigns that address this issue, including National Human Trafficking Prevention Month and UN World Day Against Trafficking in Persons, as well as the A21 Walk For Freedom. For the second consecutive year, we organized a human trafficking awareness and education session at United Airlines' World Business Center at Heathrow Airport in partnership with United and A21. We worked closely with A21 to integrate one of their child-focused U.K. projects into our Making a Difference program. We also conducted client awareness sessions and achieved over 97% completion to date on our employee human trafficking awareness training. We have robust bribery and corruption policies. Our robust systems and procedures underscore our unwavering commitment to anti-corruption. Our stance is clearly articulated in our Global Legal Group Policy, which is accessible to all employees through various communication channels, including BCD's intranet. **Refer to page 84 of the governance, ethics and compliance section for more information.**

SDG	Relevant targets	BCD alignment
17 PARTNERSHIPS FOR THE GOALS	**17.16** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries. **17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	We have many partnerships with NGOs, industry associations, clients and suppliers to deliver our sustainability objectives as well as to support the SDGs. Our partnerships with both A21 and ECPAT are fundamental to our education and fundraising initiatives to help combat human trafficking within the travel industry. Individuals across BCD proactively engage in industry associations, such as the Global Business Travel Association (GBTA), the Institute of Travel Management (ITM) and the German Corporate Travel Association (VDR) to drive thought leadership around how we continue to transform our industry for a more sustainable future. We partner with suppliers, such as Delta Airlines, and local non-profits through our Making a Difference program to deliver annual community activities and fundraising. BCD is also a member of Travalyst, a not-for-profit global coalition founded by Britain's Prince Harry, The Duke of Sussex. Travalyst brings together leading travel and technology companies to promote sustainable tourism by providing clear, consistent and credible sustainability information to travelers. **For more information refer to page 19 of the stakeholder engagement section.**

GRI content index

Statement of use BCD Travel has reported in accordance with the GRI Standards for the period from 1 January 2024 to 31 December 2024.

GRI 1 used	GRI 1: Foundation 2021		
GRI standard	**Disclosure**	**Description, location, or omission explanation**	**Omission**
GRI 2: General Disclosures 2021			
1. The organization and its reporting practices			
2-1	Organizational details	Our business - **page 7**	
2-2	Entities included in the organization's sustainability reporting	Our business - **page 7**	
2-3	Reporting period, frequency and contact point	**Page 2 and back cover**	
2-4	Restatements of information	There have been no restatements of information provided in previous reports.	
2-5	External assurance	Auditor verification statement - **page 119**	
2. Activities and workers			
2-6	Activities, value chain and other business relationships	Our business - **pages 7-10** Sustainable business travel - **pages 60-72** Sustainable procurement and partnership - **pages 73-78**	
2-7	Employees	Diversity, equity and inclusion - **pages 30-37** Investing in our people - **pages 38-45** ESG data sheet - **pages 99-100**	
2-8	Workers who are not employees	We classify workers who are not employees as contingent workers. They are not direct employees and make up less than 1% of our global workforce.	Not applicable
3. Governance			
2-9	Governance structure and composition	Governance, ethics and compliance - **pages 79-91**	
2-10	Nomination and selection of the highest governance body		
2-11	Chair of the highest governance body	Letter from our CEO - **pages 4-5** Governance, ethics and compliance - **pages 79-81**	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance, ethics and compliance - **pages 79-81**	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 2: General Disclosures 2021			
3. Governance			
2-13	Delegation of responsibility for managing impacts	Governance, ethics and compliance - **pages 79-81**	
2-14	Role of the highest governance body in sustainability reporting		
2-15	Conflicts of interest	Governance, ethics and compliance - **page 84-91**	
2-16	Communication of critical concerns		
2-17	Collective knowledge of the highest governance body	Governance, ethics and compliance - **pages 79-85**	
2-18	Evaluation of the performance of the highest governance body		
2-19	Remuneration policies	As a private company we do not report this information due to its confidentiality.	Confidentiality constraints
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio		
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Letter from our CEO - **pages 4-5** Materiality and our ambition - **pages 11-16**	
2-23	Policy commitments	Letter from our CEO - **pages 4-5** Governance, ethics and compliance - **pages 79-91**	
2-24	Embedding policy commitments	Governance, ethics and compliance - **pages 79-91** Sustainable business travel - **pages 60-72** Sustainable procurement and partnership - **pages 73-78**	
2-25	Processes to remediate negative impacts	Governance, ethics and compliance - **pages 84-91** Sustainable procurement and partnership - **pages 73-78**	
2-26	Mechanisms for seeking advice and raising concerns		
2-27	Compliance with laws and regulations	Governance, ethics and compliance - **pages 79-91** Sustainable procurement and partnership - **pages 73-78**	
2-28	Membership associations	Stakeholder engagement - **pages 17-20**	

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 2: General Disclosures 2021			
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholder engagement - **pages 17-20**	
2-30	Collective bargaining agreements	Diversity, equity and inclusion - **page 36**	
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Materiality - **pages 11-12**	
3-2	List of Material Topics		
Material topic disclosures			
Business conduct			
3-3	Management of material topics	Governance, ethics and compliance - **pages 79-91**	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	We are a privately owned company and do not disclose this information publicly for confidentiality reasons.	Confidentiality constraints
201-2	Financial implications and other risks and opportunities due to climate change	As a private company we do not report this information due to its confidentiality.	Confidentiality constraints
201-3	Defined benefit plan obligations and other retirement plans	Investing in our people - **page 43**	
201-4	Financial assistance received from government	No governmental financial assistance was received in 2024.	
GRI 205: Anti-Corruption 2016			
205-1	Operations assessed for risks related to corruption	Governance, ethics and compliance - **pages 84-85**	
205-2	Communication and training about anti-corruption policies and procedures		
205-3	Confirmed incidents of corruption and actions taken	As a private company we do not disclose this information publicly.	Confidentiality constraints

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 206: Anti-competitive Behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	As a private company we do not disclose this information publicly.	Confidentiality constraints
Climate change			
3-3	Management of material topics	Reducing environmental impact - **pages 50-55**	
GRI 302 : Energy 2016			
302-1	Energy consumption within the organisation	Reducing environment impact - **pages 50-55**	
302-2	Energy consumption outside the organisation	We currently do not have data on energy consumption outside our organization.	Information unavailable/ incomplete
302-3	Energy intensity	Reducing environmental impact - **pages 50-55** ESG data sheet - **pages 97-98** Auditor verification statement - **page 119**	
302-4	Reduction of energy consumption		
302-5	Reductions in energy requirements of products and services	Sustainable business travel - **pages 60-72**	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Reducing environmental impact - **pages 50-55** ESG data sheet - **pages 97-98** Auditor verification statement - **page 119**	
305-2	Energy indirect (Scope 2) GHG emissions		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity	ESG data sheet - **pages 97-98** Auditor verification statement - **page 119**	
305-5	Reduction of GHG emissions	Reducing environmental impact - **pages 50-55** ESG data sheet - **pages 97-98**	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
Own workforce			
3-3	Management of material topics	People section - **pages 21-47**	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	We are a privately owned company and do not disclose this information for confidentiality reasons.	Confidentiality contstraints
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees"	Investing in our people - **pages 42-43**	
401-3	Parental leave		
GRI 402: Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	Investing in our people - **pages 38-45** This is also included in our global People & Culture Policy, employee handbooks and employee contracts.	
GRI 403: Occupational Health & Safety 2018			
403-1	Occupational health and safety management system	Health, safety and wellbeing - **page 46-47**	
403-2	Hazard identification, risk assesment, and incident investigation.		
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on occupational health safety		
403-5	Worker training on occupational health and safety		
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We are a services company so we do not have significant occupational health and safety impacts that are linked to our clients, partners, or suppliers.	Not applicable
403-8	Workers covered by an occupational health and safety management system	Health, safety and wellbeing - **page 46-47** ESG data sheet - **page 99**	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 403: Occupational Health & Safety 2018			
403-9	Work-related injuries	As a services company we have very low risk of work-related injuries. We track work-related injuries in our global HR system but we do not disclose this information publicly.	Confidentiality constraints
403-10	Work related ill health	Health, safety and wellbeing - **page 46-47**	
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Investing in our people - **page 38-45** ESG data sheet - **page 101**	
404-2	Programs for upgrading employee skills and transition assistance programs	Investing in our people - **page 38-45** ESG data sheet - **page 101**	
404-3	Percentage of employees receiving regular performance and career development reviews	BCD Travel has a comprehensive performance appraisal and career development process that reaches 100% of our active, exempt, and non-represented employees.	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Diversity, equity and inclusion - **pages 30-37** ESG data sheet - **page 100**	
405 - 2	Ratio of basic salary and remuneration of women to men	We currently do not publicly disclose this data, but we've undergone a global pay equity analysis to identify pay gaps and the causes of pay inequities.	Information unavailable/incomplete
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Diversity, equity and inclusion - **page 36**	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
Workers in the value chain			
3-3	Management of material topics	Sustainable procurement and partnership - **pages 73-78**	
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Sustainable procurement and partnership - **pages 73-78** ESG data sheet - **page 96**	
308-2	Negative environmental impacts in the supply chain and actions taken		
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	We are at low risk of incidents of child labor in our own operations. We train our people to be alert to child labor and human trafficking activity and to report concerns using appropriate channels. We expect our suppliers to conduct business in an ethical and legal manner and in line with our Supplier Code of Conduct.	
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We are at low risk of incidents of child labor in our own operations. We train our people to be alert to child labor and human trafficking activity and to report concerns using appropriate channels. We expect our suppliers to conduct business in an ethical and legal manner and in line with our Supplier Code of Conduct.	
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Sustainable procurement and partnership - **pages 73-78** ESG data sheet - **page 96**	
414-2	Negative social impacts in the supply chain and actions taken		

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
Consumers and end users			
3-3	Management of material topics	Sustainable business travel - **pages 60-72**	
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	Travel risk management - **pages 70-72** Sustainable procurement and partnership - **pages 73-78**	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We are a privately owned company and do not disclose this information publicly for confidentiality reasons.	Confidentiality constraints

Auditor verification statement

Approach to assurance

core.

Statement of independence, impartiality and competence

Core CS Ltd conduct an annual review of BCD Travel's carbon emissions, data collation and calculation processes, and provide independent verification to the integrity of BCD Travel's Annual Sustainability Report.

Core has conducted this verification independently and to the company's knowledge there has been no conflict of interest.

Core has a Code of Ethics implemented within our business to maintain high ethical standards amongst staff in our day-to-day business activities. Our 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 to GHG Protocol, and ISO 14064-Part 3 standards.

Mathew Byway

Mathew Byway
Director

BCD travel