BCD travel

2023

SUSTAINABILITY REPORT

Our 2023 Sustainability Report summarizes activities, achievements and progress against our key performance indicators covering the calendar year 2022. 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 science-based targets. Our report has been prepared with reference to the GRI Standards 2021. Please use this section guide to navigate our 2023 Sustainability Report.

Letter from our Global CEO

As I take over the reins as Global CEO at BCD Travel, I'm delighted to share with you our latest Sustainability Report, which covers a year in which we, our industry and the world began moving toward a post-pandemic new normal. After two years of near-total stasis, business travel returned in force in 2022. But while COVID-19 is now officially behind us, its repercussions are still being felt in a challenging macroeconomic environment also marked by inflation (that, while dropping, remains a key factor in many markets), ongoing supply chain complications and the ripple effect of the war in Ukraine.

The challenges we face aren't without a silver lining: They continue to encourage companies to think critically about plotting a course for sustainable business travel in the future. At BCD, we're taking these challenges as an unprecedented opportunity to drive sustainable change.

BCD has emerged strongly from the pandemic. With excellent client retention and a solid financial foundation, we continue to build forward for success.

But we know it's not enough to just do 'well.' We also need to do 'good'.

That's why our vision is to be the world's most trusted, innovative and sustainable TMC. We must act to benefit our people, our planet and our communities around the world. And as business travel recovery advances, we must help our clients create a sustainability movement within – and beyond – their travel programs.

Our founder's commitment to building for the "next, next generation" runs deep at BCD. The planetary crisis we are currently witnessing is the biggest challenge that our children and grandchildren will face. The stark reality is confronting us already, as climate-driven forced migrations and extreme weather events become the norm.

Our strong sustainability heritage is allowing us to shape what it means to bring sustainability best practices to our clients' value chains and the wider corporate travel industry.

Stephan Baars
Global CEO

Our status as the first global TMC signatory to the United Nations Global Compact, our alignment with the Sustainable Development Goals, our early adoption of ISO certifications globally and our carbon measurement and supply chain engagement – **these have all contributed to our Platinum EcoVadis rating, in which we've increased our score year on year.**

Continuing this trajectory, in 2022 we also became the first TMC to have our science-based target validated by the Science Based Targets initiative (SBTi), demonstrating that we're using the latest in climate science to guide our decarbonization pathway.

As our sustainability strategy has evolved, we've always kept ourselves open to scrutiny, actively seeking validation from accredited outside sources. This transparency is fundamental to our approach and ensures that we align ourselves with credible best practices and performance mechanisms. We'll continue to do so as sustainability standards, legislation and expectations develop and mature.

Our sustainability team has also evolved. In 2022, we bid farewell to Kathy Jackson, Vice President and Executive Chair of Sustainability, who championed sustainability across BCD for many years.

Under Kathy's clear direction we made great strides in our program, driving positive impact for our communities and our customers. I'm excited to welcome Olivia Ruggles-Brise to the BCD family as our new Vice President of Sustainability and am confident that her expertise and commitment will continue moving BCD forward on our journey.

Under Olivia's guidance, we developed a new Sustainability Framework that expresses our determination to use the power of our networks to drive a more sustainable travel industry and a more sustainable world. Through this framework, we'll work with our company, our people, our business partners and our customers to influence sustainable change.

As part of this commitment, we've continued to advance Advito's Sustainable Collaboration™ Practice. With our industry-leading ISO-certified reporting methodology GATE4 at the foundation, our consultancy arm has developed the practice with components like our Environmental Quality Service Index (eQSI) for supplier negotiations and our ISO-certified Carbon Emissions Calculator for meetings and events.

We've also been developing our technology platforms, helping travelers to make more sustainable decisions at the point of sale. As our clients strive to create a sustainable travel culture, our solutions make it easier for each traveler to make the right decision, factoring in business purpose, environmental impact and their own wellbeing. We believe this sits at the center of what it means to have a successful corporate travel program.

While the climate crisis is firmly in the public eye, our definition of sustainability strategy goes beyond the environment to address all facets – including diversity, equity and inclusion, wellbeing, and social impact as well as climate action – in recognition of their interconnected-ness. In one example particularly close to my heart, in 2022 we supported the "next, next generation" of children in our local communities with 35 projects in 25 countries through our Making a Difference program.

We could not have done this without unwavering support from the John & Marine van Vlissingen Foundation, for which we are extremely grateful.

Sustainability is a journey that we've been on for many years, and one that we continue to prioritize. It is not – cannot be – a solo endeavor. Let me close by thanking the thousands of people across BCD who live our core values daily – and whose commitment to Feeding the Future lies at the heart of our sustainability philosophy. My thanks also go to our clients, who are always driving us to do better in doing good, and to our partners in the travel industry who are equally committed to building a sustainable future for business travel.

As the issues influencing that future become more urgent, we invite all our colleagues, partners, and customers to join us on this journey.

BCD TRAVEL
AT A GLANCE

About BCD Travel
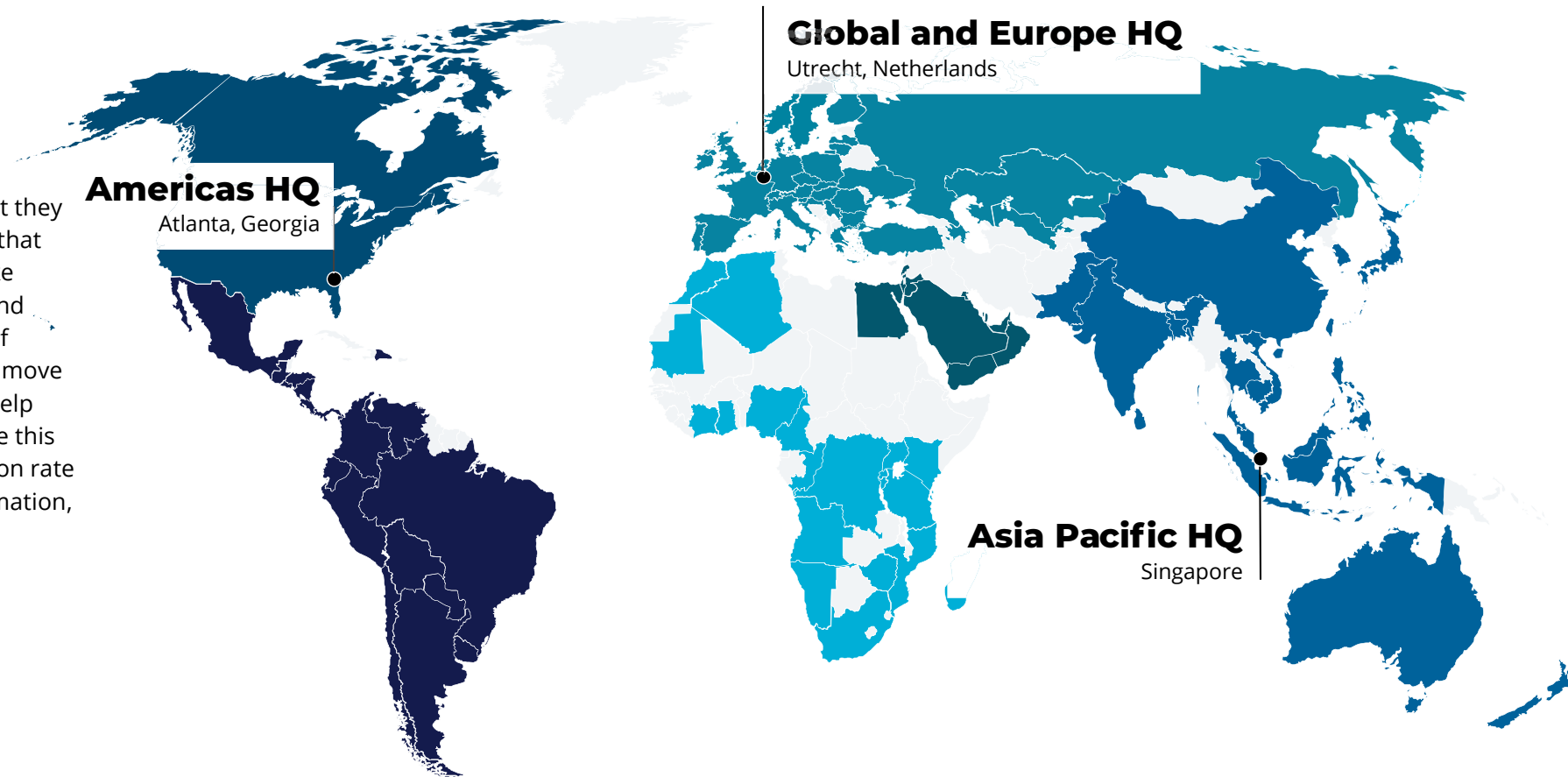
Awards and recognition

About BCD Travel

BCD Travel helps companies make the most of what they spend on travel. We give travelers innovative tools that keep them safe and productive and help them make good choices on the road. We partner with travel and procurement leaders to simplify the complexities of business travel, drive savings and satisfaction, and move whole companies toward their goals. In short, we help our clients travel smart and achieve more. We make this happen in 106 countries with a global client retention rate of 97%, the highest in the industry. For more information, visit www.bcdtravel.com.

Global presence

We have headquarters in every region and operate in 106 countries around the world.

Global and Europe HQ
Utrecht, Netherlands

Americas HQ
Atlanta, Georgia

Asia Pacific HQ
Singapore

BCD's business lines

ADVITO

Advito is the consulting arm of BCD Travel. We're focused on transforming corporate travel programs. With a powerful, intelligence-driven framework that dynamically manages supplier spend and traveler behavior, travel programs can continuously run in balance and at peak performance, keeping the needs of all stakeholders met. With our smart analytics, unique supplier strategies and integrated traveler engagement, we'll elevate your program to reach new levels of sustainability, savings, and satisfaction. Advito is the first travel consultancy to develop our own ISO certified carbon reporting methodology, GATE4, and the first to create a dedicated practice area for sustainable business travel. For more information visit www.advito.com.

BCD meetings & events

BCD Meetings & Events is a world leader in crafting digital and live experiences that connect organizations with the people that matter most. At BCD M&E, we create human connection by uniting emotion and action to change behavior. With more than 35 years of expertise spanning event design and strategic meetings management, our global network and custom solutions focus on fostering moments that engage and inspire action. Our passion behind the power of an experience shows in the fun we have while unleashing it. BCD Meetings & Events is an independently managed operating company of BCD Group and a subsidiary of BCD Travel. For more information visit www.bcdme.com.

BCD Government Contractor Services Center of Excellence

Through our Government Contractor Services Center of Excellence we support customers in the Defense, Aerospace, Space, Energy and Cyber Security industries. We understand the unique regulations and requirements of Federal contractors and incorporate these into our wholistic service offering. This provides travel guidance and support to Expats, mission critical travel, compliance, audit, temporary duty assignments, deployments, recruiting and global mobility.

Our vast, global experience allows us to bring new strategy and solutions to your travel program. We understand how critical the innovative core is to deliver the right cost effective and compliant solutions to meet your needs.

BCD Media & Entertainment

For more than 40 years, leading artists, sporting teams, labels, media and production companies have trusted us with their travel. At BCD Media & Entertainment, we extend the high touch service of a boutique firm with the global scope, investments in innovation and creativity of one of the world's largest and most admired travel management companies. With a reach spanning over 106 countries, we provide a variety of flexible, tailored services specific to your Media & Entertainment travel needs. We don't just offer the services you expect, but those only a professional in your industry understands. We make the seemingly impossible, possible.

BCD Life Sciences Center of Excellence

We know life sciences. Through our Center of Excellence, we support customers across the healthcare spectrum, from pharmaceuticals to medical device companies, biotechnology firms, hospital systems, contract research organizations, insurance companies and beyond. As the leading life sciences travel management and meetings company, we service over 100 organizations in this sector across travel, meetings and consulting, including 90% of the top 20 pharmaceutical companies in the world.

Awards and recognition

EcoVadis top rating for sustainability
(Platinum 2022-2021-2020,
Gold 2019-2018-2017-2016)

Most Admired Travel Management
Company *(The Beat – 2022 – 2021 – 2020 –*
2019 – 2018 – 2017)

Achievement in Sustainability –
TMC Award Americas *(BTN Business*
Travel Sustainability Awards – 2023)

Best Corporate Social
Responsibility Program
(Business Travel Awards - 2019)

SAP Concur Distinguished
Partner Award
(SAP Concur – 2022)

Winner in the category 'Promotion of
a Women-related Corporate Social
Responsibility Project'
(WINiT Awards – 2019)

Women Impact Tech 100 List
(Women Impact Tech – 2023 – 2022)

Approved partner of the Military Spouse
Employment Partnership (MSEP) program
(U.S. Department of Defense - 2022)

Best Company for Women,
Diversity and Culture
(Comparably Awards – 2019)

Best flex-work employers
(Flexjobs – 2023 and 2020 – 2015)

Forbes Best Midsize Employers
(Forbes – 2021, 2019 and 2017)

TripSource wins Gold Stevie®
Award for best travel app *(The ABA Stevie*
Awards – 2023, 2022, 2021 and 2020)

❯ READ MORE ABOUT OUR AWARDS

SUSTAINABILITY AT BCD TRAVEL

Our mission and vision

Living our values

Our Blueprint for Success

BCD's Sustainability Framework

Sustainability governance

Alignment with best practices

Stakeholder engagement

OUR COMPANY

OUR PEOPLE

OUR BUSINESS PARTNERS

OUR CUSTOMERS

Our mission and vision

As we continue to emerge from an extraordinarily challenging time in the corporate travel and meetings industry, sustainability has remained a constant focus. Decarbonization of the travel industry is critical for global efforts to meet the requirements set out in the Paris Agreement. However, decarbonization is just one piece of the puzzle. To further drive sustainability for our company, people, business partners and customers, we must think and act more broadly. That's why BCD's definition of sustainability encompasses many areas, from wellness and Diversity, Equity & Inclusion, to nature, social impact and climate action.

Our intentionally broad scope for sustainability continues to underpin our company's mission, vision and values. This report serves to reinforce our commitment to sustainability, highlight the global sustainability frameworks we align with and hold us accountable to our commitments as we move through our sustainability journey.

BCD invites all our colleagues, partners and customers to join us on this journey...

> **BCD Travel has long been recognized as the leading TMC in the area of sustainability. Our Platinum EcoVadis rating, ISO certified offices and systems, and long-standing commitment to the UN Global Compact and UN Sustainable Development Goals have set us apart from our competitors as a company that takes sustainability seriously.**
>
> **As the urgency of the climate crisis increases, and the impacts on people and nature become starker, now is the time to take our sustainability commitments and actions to the next level. We must ensure that as a company we are a responsible, accountable and ethical partner, and that we use the power of our networks to influence a more sustainable business travel sector – one that drives meaningful value for those who travel, brings tangible benefits to the people and places that host travelers, and minimizes its impact on the environment.**
>
> **Sustainability is about making the kinds of choices today that ensure the wellbeing of tomorrow's generations. It is a journey, not a destination. As our understanding of the challenges evolve and new technologies emerge, so will our approach and priorities.**

Olivia Ruggles-Brise
Vice President of Sustainability

MISSION

Helping people and companies travel smart and achieve more.

VISION

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

Our people make both our mission and our vision possible. Sustainability is a core part of our company strategy and is integrated into our company vision: to be the world's most trusted, innovative and sustainable TMC. This integration reflects our commitment to sustainable business travel and meetings, to the wellbeing of our company, our people, our clients and their travelers, and the global community in which we all live and work.

Our vision is the future we want to achieve. Our mission is what we do every day to bring that vision to life.

Living our values

Our values have been crucial to our ability to flex, pivot and grow as a company and as individuals during incredibly challenging times. We seize every opportunity to live these values and strengthen that culture daily. Our actions translate the broad brushstrokes of our values into practical, day-to-day actions that have a positive impact on clients and colleagues. Our values are connected to and support our Sustainability Framework – how we live our values continues to drive sustainability impact for our company, people, business partners and customers.

"Feed the future" speaks directly to our passion for sustainability and our focus on the next, next generation. At BCD, sustainability touches everything we do. From ethical business practices, human rights initiatives and our environmental impact strategy to promoting employee development, sustainable business travel and traveler wellbeing – we're committed to doing good when we do business.

Solve it together

Collaboration connects us. There's no problem so tough that we can't tackle it together. Working as a team, we harness the wisdom (and energy!) of the crowd.

Act with purpose

We embrace change and foster innovation. Our creativity and drive are positively contagious – and they get results.

Do what's right

We operate openly and foster transparency. Our team members, clients and communities always know where we stand.

Give your best

Passion powers us. We believe the only way to do great work is to love what you do. We're inspired by the people and places around us.

Feed the future

When we give others the tools, skills and opportunities to succeed, they flourish. When we give ourselves the same, we're unstoppable.

Our Blueprint for Success

Our Blueprint outlines our core areas of strategic focus and is supported by four pillars: Build Forward, Diversify Offerings, Tailor Our Services and Care for Our Communities.

Build Forward **Diversity Offerings** **Tailor Our Service** **Care for Our Communities**
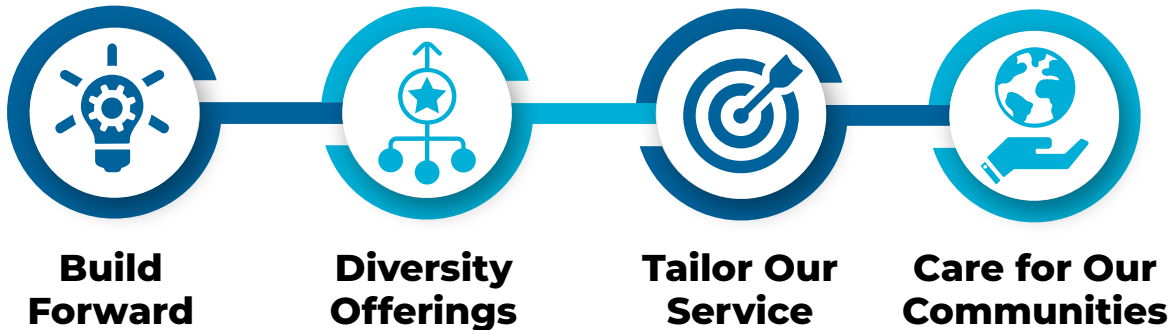
In last year's Blueprint, we zeroed in on sustainability as part of Care for Our Communities. This year, in recognition of its full scope, sustainability-related initiatives are woven throughout the blueprint.

For each pillar of our Blueprint, we've established specific priorities. These priorities are a timely response to the opportunities and challenges we anticipate, and they're where we'll be putting our energy and resources.

Across the four pillars our sustainability priorities include:

- Evolve data & analytics and sustainability consulting services
- Implement a core suite of BCD Travel solutions that support sustainable business travel awareness, decision-making and reporting
- Recruit, retain and grow the right people through targeted sourcing and career development
- Build value-based employee experiences that reflect evolving workplace needs
- Ensure that Diversity, Equity & Inclusion are embedded at every phase of the employment life cycle
- Work toward our science-based target to reduce carbon emissions by 35% by 2030
- Continue to support our local communities through Making a Difference program and new employee volunteer opportunities

These pillars are built on the foundation of our values, which we reveal in every interaction with colleagues, customers and partners. Our commitment to sustainability means that every decision and action we take is made with an eye toward the needs – in the words of our founder – of the "next, next generation."

BCD's Sustainability Framework

In support of our company vision, we've launched a new Sustainability Framework, which is rooted in four core principles to guide how we prioritize different issues.

Sustainability Principles

Beyond carbon – we use a broad definition of sustainability that encompasses issues such as wellness; diversity, equity and inclusion; nature and social impact, as well as climate action

Mindful travel – we aim to build a movement for sustainable travel that empowers and engages travelers to embrace sustainability on the road and at home

Industry advocacy – we lead, push for and support solutions that are widely adopted

High standards – we continue to seek external validation and certification of our robust products and processes, and ensure that we partner with the most credible organizations that support our vision

Our customers
Lead the movement towards sustainable business travel, meetings and events

Our company
Increase our positive social impact, reduce our environmental impact

BCD's Sustainability Framework

Our business partners
Hold our partners, vendors and suppliers to the same standards as we hold ourselves

Our people
Support all our employees to harness the opportunities of their career journey with us

Building from our core principles, BCD's Sustainability Framework aims to put sustainability at the center of our relationships with four key audiences, to best influence change across these groups.

Each group is essential to our vision to be the most sustainable TMC, and our actions will influence progress across our broad network.

Sustainability governance

Our global sustainability team structure starts with our Sustainability Core Team. This group, dedicated to sustainability at BCD, defines and enables our strategy, long-term and annual objectives. This core team is led by the Vice President of Sustainability, who reports to the Senior Vice President of Sustainability, Hotel Solutions and Managing Director of Advito.

The core team manages the Global Sustainability Team. Chaired by the Senior Manager of Sustainability, the global team meets on a monthly basis and includes representatives from functions across our global organization. With broad collaboration, this team spans human resources, marketing, sales, program management, product development, consultancy, and meetings and events. Each functional representative provides valuable input to our sustainability initiatives.

Not only does this team increase internal and external awareness of key sustainability issues, they help to elevate the standards of environmental, ethical and social business practices both within and beyond our organization. This structure is further supported by our regional teams that drive and help implement our sustainability initiatives locally.

We maintain separate leadership groups dedicated to areas such as operations, risk and compliance, internal audit, legal, and global procurement. These groups include leaders with relevant expertise from business segments and functions.

The Sustainability Core Team meets periodically with these stakeholder groups to evaluate progress in implementing our strategies and to evaluate performance goals.

Our global Sustainability Framework is further supported by functional sustainability committees – including our Environment, Health & Safety Committee, Human Trafficking Awareness Committee and our Diversity, Equity & Inclusion Councils in four regions.

Please refer to page 69 of our governance, ethics and compliance section of the report for further information.

Alignment with best practices

To continue striving towards our vision and expanding our sustainability approach, it's key that we continue with the fundamentals of the global progress we have made in sustainability to date.

Alignment with these global initiatives demonstrates our commitment to being partners in climate, social and ethical accountability with our clients – it reinforces why we should be the sustainable supplier of choice. For some BCD clients, these frameworks have become a mandatory requirement for being part of their supply chain, with timelines for compliance.

It also means that, as our clients continue in their sustainability journey, they can have confidence that BCD has the data and best practices to support their sustainability objectives as they evolve.

Top 1% EcoVadis rating

Annual CDP submission for 11 years

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

UN Global Compact signatory since 2008

Supporting the UN's SDGs since 2017

Compliant with GRI sustainability reporting standards since 2016

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

UN Global Compact

We've been a signatory of the UN Global Compact since 2008, and we continue to support the Ten Principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence. In committing to these principles – and in investing resources each year to compile our annual Communication on Progress to the UN Global Compact – we hope to enlist other companies globally to join the initiative to create sustainable organizations, sustainable governments and a sustainable planet.

Sustainable Development Goals

We've supported the United Nation's shared plan of action for people, planet and prosperity since 2017. Through our strategic direction and business activities, we contribute to the achievement of the SDGs. As a company, we support 10 of the 17 SDGs where we feel we can drive the greatest impact in our business and have the most engagement from our employees. Examples of how we support these selected goals can be found throughout the report.

Stakeholder engagement

We have a diverse range of stakeholders, including our customers and their travelers, travel industry groups, charities, sustainability groups and BCD employees. We engage our stakeholders around the globe in our sustainability planning and strategic development, to make sure our direction reflects our priorities and business travel industry best practices. Our local markets play an important role in forming relationships with local stakeholders.

For us, engagement is a continual process, rather than a one-off exercise. We use a wide range of methods to reach our stakeholders, including focus groups, social media, thought leadership pieces, workshops, event participation, formal research and the myriad of conversations that take place between our people, partners and customers on a daily basis.

Industry engagement

We build strong relationships with industry trade associations that represent the interests of our customers and other stakeholders in the travel sector.

We're an allied member of the Global Business Travel Association (GBTA) and work closely with GBTA associations in both the U.S. and Europe. Colleagues from functions throughout the company represent BCD Travel on several GBTA committees both in the U.S. and Europe:

- Sustainability Committee

- Aviation Committee

- Risk Committee

- Meetings and Events Committee

- Diversity, Equity & Inclusion Committee

- GBTA Foundation Committee

We're active across local country chapters of GBTA and are regularly invited to speak at GBTA events. 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're active members of BT4Europe, a European network of business travel associations as well as members of the BT4Europe Sustainability Workstream to support and lobby for sustainable business travel within Europe. We're also active members of the Global Sustainability Tourism Council, an organization who establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria.

OUR COMPANY

Social impact

Environmental impact

Engaging our sustainability community

1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	**8 DECENT WORK AND ECONOMIC GROWTH**	**10 REDUCED INEQUALITIES**
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**13 CLIMATE ACTION**	**17 PARTNERSHIPS FOR THE GOALS**

Making a Difference project: **Yalari - Educating Indigenous Youth, Australia**
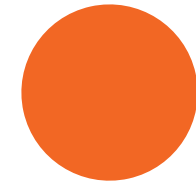
Increase our positive social impact, reduce our environmental impact

To truly be the world's most sustainable TMC, it's important that our company acts as a steward for positive change. Fundamental to this is creating a culture that uses data, policies, community engagement and the latest in climate science to increase our positive social impact and reduce our environmental impact. We have global and regional sustainability teams in place who are key to driving our social and environmental impact initiatives. This strong network of BCD people helps our projects thrive.

Social impact

Making a Difference program

The mission of the John & Marine van Vlissingen Foundation is to improve the lives of people around the world, with an emphasis on helping children. Together with the Foundation, BCD's global Making a Difference program engages employees around the world in fundraising activities for small, targeted projects that directly benefit children in their local communities. The program provides the opportunity for all BCD employees to submit applications to support their local charities.

In 2022 our Making a Difference program supported 35 projects around the world.

*Projects in bold are featured in photos

Projects in U.S.

Atlanta: Atlanta Children's Shelter
Chicago (M&E): Cradles to Crayons
Memphis: Hope House day care
New Jersey: CASA Pop Up Shop
Raleigh (M&E): NC Inter-Faith
Food Shuttle, Me Fine Foundation

Projects in EMEA

Belgium: Bednet, L'asbl ClassContact
Denmark: Julehjælpen, KUUL
France: REVES
Germany: Balu & Du
Israel: Kenafayim
Luxemburg: Autismus Verein Trier e.V.
Poland (M&E and Travel): Children's Home Association of Janusz Korczak
Sweden (M&E and Travel): Min Stora Dag
Switzerland: Mathilde Escher Stiftung
UK (M&E): Chellaston Fields Spencer Academy
UK: A smile for a child

Global project

The Potters Village

Projects in APAC

Australia: Yalari - Educating Indigenous Youth
Hong Kong: Walk for Chalk
India: Lions Club of Bombay Wilingdon Crescent
Singapore: PERTAPIS Children's Home

Projects in LATAM

Argentina: Tu Amigo Invisible en el Chaco, Escuela de vida Río Colorado
Brazil: Abrahipe, GRAACC
Colombia: Semillas de vida, Evelyn
Costa Rica: Proyecto Daniel, Proyecto Simirinak
Ecuador: La Dolorosa
Guatemala: Hogar Madre Anna Vitiello
Honduras: Education with no barriers
Mexico: Aldeas Infantiles SOS México
Peru: Re-Creo

Casa Pop Up Shop, United States

Court Appointed Special Advocates (CASA) are volunteers trained to work as advocates for children in their local community who have been removed from their homes due to abuse or neglect. Started in Seattle in the 1970s, there are now more than 900 CASA programs across the U.S., each run as its own independent non-profit. BCD Making a Difference Project Coordinator, **Karen Genuardi** has been a long-time supporter of CASA in Passaic County, New Jersey.

Karen's involvement started with an introductory session for CASA about five years ago. Her journey with the program began as an ambassador, where Karen visited local events to spread the word about the work CASA is doing in the community. Karen then went through an application process, interviews and hours of training to become one of the 150 volunteers who speak up for children in foster care in Passaic County. Today, Karen is a trained advocate working to make sure that the children she supports have everything they need for a happy, healthy, successful future.

A great service Passaic County CASA offers is called the CASA Pop Up Shop. Located within Passaic County CASA's headquarters, it provides children in the foster system a place to get all sorts of things they may need – from clothes and toiletries, to backpacks and prom dresses.

For a child in foster care this can make a huge difference in their confidence, sense of control and, ultimately, their happiness.

In addition to the Pop Up Shop, Passaic County CASA also gives out backpacks filled with school supplies at the beginning of each school year and bags of toys each December. Funds received from the Making a Difference program are used to supplement local donations.

> " **I am so proud to know that through the Making a Difference Program, BCD supports an organization that means so much to me.** The more involved I have become over the years, the more I understand the impact every volunteer can and does have on the lives of the more than 300 children living in foster care in my county.

Karen Genuardi
Senior Operations Manager and BCD Making a Difference Project Coordinator

Rio Colorado – Escuela de Vida, Argentina

Rio Colorado – Escuela de Vida is an organization that has been working for over 20 years to improve quality of life for children and teenagers, focusing on social inclusion, health, education and self-sustainability as the best ways to generate equality and provide better opportunities for all. Projects are designed and implemented with different focuses, depending on the needs of children and teens in specific areas.

For 2022, the main project supported by BCD's Making a Difference program was Conociendo oficios. The aim of this project was to teach teenagers about the different types of jobs they can do. This helps them to prepare for turning 18, when most will need to leave temporary housing and begin providing for themselves. Rio Colorado – Escuela de Vida offers hygiene workshops, talks on entrepreneurship, help with schoolwork, workshops on basic computing and more.

The organization also participates in special projects and activities throughout the year, such as painting classrooms, setting up gardens, playgrounds and libraries and cooking and sewing workshops.

> **I have really enjoyed being involved with Rio Colorado - Escuela de Vida. The project this year had such a huge impact on the teenagers we worked with, helping them to prepare for their futures. We worked with many teenagers, helping them to develop practical skills that will really make a difference.**
>
> *Daniela Fernández de Córdova*
> Head of People & Culture – Argentina, Chile & Perú and BCD Making a Difference Project Coordinator

Volunteering opportunities

The impact of COVID-19 placed restrictions on our ability to support different volunteering and social impact initiatives. With COVID-19 behind us, we're delighted to be able to now implement and support additional volunteering initiatives across the globe. For example, BCD is partnering with United Airlines to support a team of cyclists and volunteers (roadies) on the annual AIDS/LifeCycle's week-long bicycle trek from San Francisco to Los Angeles. The event brings together thousands of participants from all over the world to raise awareness and funds to fight the ongoing HIV/AIDS epidemic. As sponsors, BCD and United funds will be used to buy apparel kits for cyclists and roadies (volunteers) on Team United Airlines.

All funds raised from the event will benefit the San Francisco AIDS Foundation and the Los Angeles LGBT Center to provide services such as HIV testing, prevention, care and more. In addition to BCD's sponsorship, employees in the U.S. and Canada can join the ride as part of Team United Airlines, either as a cyclist or roadie.

In October team members from across the world took to the streets to raise awareness of human trafficking as part of our partner A21's Walk For Freedom. **Many BCD employees from Colombia and Chile took part in the march - putting their walking shoes on and participating in such an impactful event.**

Human trafficking awareness

We believe that as a travel management company, we're uniquely positioned to raise awareness with our employees, travelers and partners about human trafficking and child exploitation, and the role they can play in addressing it. We use our reach to raise awareness and educate on the issue, driven by our active Human Trafficking Awareness Committee.

We know that traffickers often use air and rail travel to transport victims between cities and countries and use hotels as venues to traffick or abuse victims. If every traveler can identify the signs of human trafficking and understands what to do and how to report it if they encounter a potential incident, we in turn can help end the commercial and sexual exploitation of human beings.

Strong partnerships are the foundation of our approach

Partnerships are central to BCD's education and awareness strategy for the prevention of human trafficking. Today we work closely with ECPAT and A21 to raise awareness.

ECPAT is the leading international organization seeking to end the commercial sexual exploitation of children through awareness, advocacy, policy and legislation. BCD Travel 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. Learn more here.

A21 combats modern-day slavery by working to reach, rescue and restore lives, reducing vulnerability, assisting victims and empowering survivors. The organization works in 18 different locations in 13 countries across the globe. We work with A21 by supporting a Making a Difference project in Cambodia, as well as key events like their global Walk For Freedom march. Learn more here.

The BCD Human Trafficking Awareness Committee

Members of our Human Trafficking Awareness Committee come from a broad range of functions and locations across BCD. This passionate team, motivated to drive awareness of human trafficking in and beyond our industry, has focused initiatives around four goals this year: Education, Engagement, Orchestrated Campaigns and Partnerships.

The committee's mission is to educate on vulnerabilities and signs to look for, and where to report if someone suspects human trafficking. All efforts are aimed at ending human trafficking and the sexual exploitation of children.

Since the committee officially launched back in 2017, huge strides have been made, from signing the agreement with ECPAT and The Code in 2017 to launching an end-to-end education and awareness strategy.

"

I do this because I believe that every human being should have the freedom to choose how they live their life. Working in travel provides us with a unique position to raise awareness of human trafficking. **We can't solve this problem on our own, but by working together to raise awareness of the issue, I truly believe that we can make a difference.**

Our role in this isn't difficult. It's simply about education and awareness of what to look for. As an organization in the travel industry we have a responsibility to do at least that.

Claire Stephens
Vice President, Program Management

Highlights of our achievements over the past year include:

✓ Continued to practice due diligence to guard against human rights violations, as demonstrated in our Modern Slavery Act Statement in support of the UK Modern Slavery Act and the human rights section of our Supplier Code of Conduct

✓ Continued to partner globally with End Child Prostitution and Trafficking (ECPAT) and A21

✓ Continued with Don't Look Away, our human trafficking awareness training, made available to all employees to increase understanding of ECPAT, The Code and our role in raising awareness. To date we have achieved 99% completion

✓ Designed and launched a new Human Trafficking Awareness intranet hub

✓ Implemented National Human Trafficking Prevention Month campaign

✓ Updated materials to reflect the latest International Labor Organization (ILO) report

✓ Designed and executed a training project with a global client, with 450+ employees trained across two sessions

✓ Supported key events such as the A21 Walk For Freedom march

✓ Secured Making a Difference project fundraising approval for A21 Cambodia project

✓ Implemented ECPAT GBTA Europe fundraiser

Environmental impact

We recognize that we have a role to play as an organization in helping limit our impact on the environment and curb the effects of the climate crisis. Our alignment with ISO standards, science-based target (SBT) setting, and operational carbon reduction initiatives all contribute to this objective. Our efforts also focus on engaging our global employee sustainability community to share best practices on key environmental issues such as reducing plastic waste, promoting biodiversity and protecting nature.

Carbon emissions

We measure our carbon footprint across Scope 1, Scope 2 and key elements of Scope 3 on an annual basis. Our Scope 1 and Scope 2 emissions are generated by energy consumption and purchased electricity across our global portfolio of offices and our U.S. based data center. Our Scope 3 emissions relate to company business travel and leased vehicles. Over the coming year we'll undertake further work to define and measure a fuller Scope 3 footprint.

In 2022 our science-based target to reduce absolute Scope 1 and 2 emissions by 35% between 2016 and 2030 was validated. We're proud to be the first TMC to have an SBT validated.

Due to the impacts of the COVID-19 pandemic we have seen a significant reduction in our Scope 1 and 2 emissions in both 2021 and 2022.

In addition, our office estate itself has reduced considerably as we move to a near fully remote way of working. We've taken significant steps to reduce the carbon impact of our data center resulting in a reduction of 47% between 2016 and 2022.

As we move forward, we'll continue to monitor our progress and implement actions to reduce our footprint.

Global GHG emissions

GHG EMISSIONS (T/CO2E)	2016 (BASELINE)	2019	2020*	2021*	2022	YEAR ON YEAR CHANGE % (2021 TO 2022)	CHANGE AGAINST BASELINE (%)
SCOPE 1	1,183	1,186	214	140	120	-15	-90
SCOPE 2	10,646	12,034	2,174	1,732	1,803	4	-83
SCOPE 3	7,886	6,981	1,745	1,180	3,628	33	-54
TOTAL	19,715	20,101	4,133	3,052	5,551	55	-72

* Data may be skewed downwards due to the COVID-19 pandemic in 2020 and 2021.

2022 global GHG emissions breakdown by Scope

Scope 1 3%
Scope 2 32%
Scope 3 65%
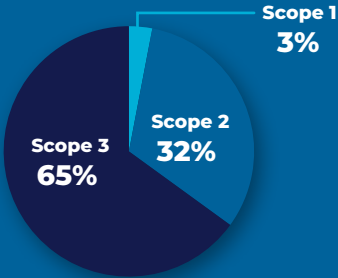
Green data center initiatives

To reduce our data center environmental impact, the BCD data center team continues to implement and improve existing energy efficiency programs across the Information Technology (IT) landscape. Key initiatives include:

- Maintaining ISO 14001:2015 certification

- Continuing a multi-year program to virtualize physical servers. 281 physical servers have been virtualized since January 2018 across 14 locations resulting in avoidance of 178.65 t/CO2e from 2018-2022

- Reducing the global data center footprint by decreasing the number of facilities required to host and operate our computer environment reducing utility consumption

- Enhancing the use of advanced cooling management solutions

- Using regularly scheduled maintenance for all key systems to avoid system inefficiency

- Ensuring that third-party data centers in key regions align with our energy reduction goals, ISO 14001:2015 and other certifications

- Deploying Amazon Web Services (AWS) to provide secure reliable and scalable cloud computing services that deliver efficient, shared infrastructure, reducing the environmental footprint of our IT operations

As a result, we've been able to achieve a significant reduction in operating costs and data center space, as well as reducing electricity consumption by 47% between 2016 and 2022.

> **"**
>
> **Being the first TMC to have our science-based target validated by the SBTi in 2022 was a key milestone.** We're committed to reducing our carbon footprint and continue to make progress against our targets. We'll also be looking at how we can further define our Scope 3 emissions and expand measurement into additional categories.

Sharon Dirks
Senior Director of Sustainability

Science Based Targets initiative

We've committed to a science-based target to reduce our absolute Scope 1 and 2 emissions by 35% by 2030 from a 2016 base year. The Science Based Targets initiative (SBTi) has classified BCD's Scope 1 and 2 target ambition and has determined that it's consistent with reductions required to keep global warming to well-below 2°C.

In 2022 we were the first TMC to have our science-based target validated by the SBTi. The validation from the SBTi ensures that BCD is using the latest in climate science for measurable steps to minimize our impact on climate change.

This target challenges us to work even harder to reduce our environmental footprint, while engaging with our suppliers and customers to reduce CO_2 emissions through our supply chain. We'll report on our progress on an annual basis as part of our commitment.

By having a validated science-based target in place and reporting on our progress, we're able to contribute towards our clients' carbon reduction goals.

Additionally, as progress towards implementing the Paris Agreement gains momentum and sustainability legislation evolves to support this, our commitment also gives our customers and business partners confidence that we're a resilient future-proof company, thinking about the next, next generation.

Now we're focused on strengthening our plan to reach our targets, as well as working to define our wider Scope 3 emissions and expand our measurement of Scope 3 into additional categories.

Environmental management system

Our environmental management system (EMS) is certified to the ISO 14001:2015 standard across 100% of our majority-owned operations. We undergo annual internal and external audits to ensure the continued compliance and effectiveness of our EMS. Having the EMS in place provides a system which allows us to monitor, document and improve the environmental impacts of our organization, as well as track our progress.

CDP

We submitted our annual CDP Climate Change response that addresses governance, risks and opportunities, targets and performance, emissions methodology, data and breakdowns, energy, carbon verification, engagement and biodiversity.

Our clients use CDP to request that their key suppliers report environmental data through CDP's questionnaires. By doing so we're supporting our clients with supply chain engagement on environmental topics, strengthening supplier chain resilience for climate-related risks and helping them meet their own science-based targets.

Staff travel, meetings and events

We're implementing a strategy to reduce the environmental impact of our internal travel, meetings and events, including review and development of our travel policy to align with environmental targets and Diversity, Equity & Inclusion (DE&I) considerations. We're tracking emissions and planning with clear measurements and actions. As well as supporting this strategy, we continue to ensure our employees incorporate sustainability initiatives into the meeting experience, from fundraising, to sustainability walking tours, education on venue sustainability initiatives, sustainability apps and communication campaigns, beach clean-ups and much more.

Engaging our sustainability community

Education on climate change, its impact and what we're doing to lessen our effect on the environment is essential to our employee experience. It's just one of the reasons our people love working at BCD and why we continue to attract and retain leading talent.

From the start of their career journey with BCD, all our employees learn about what managing our environmental impact means for BCD and what they can do to contribute to our objectives.

Our environmental sustainability education and awareness strategy spans reporting, internal communication campaigns and policy awareness to mandatory training, social media campaigns and blog posts.

We've continued to run global employee engagement campaigns to encourage behaviors that reduce environmental impact, using global platforms like Viva Engage (Yammer) to mobilize BCD sustainability communities. Key campaigns have included Sustainable New Year's Resolutions, World Environment Day, World Wildlife Day, and plastic reduction awareness in support of our goal to reduce single-use plastics in our offices.

We also regularly share tips for our employees on how they can contribute to our environmental goals such as eliminating single-use plastics, how to reduce the environmental impact in their home offices and other useful tips for their personal lives. Our people can like, comment, tag their co-workers and share photos of their initiatives. We continue to grow our sustainability community so that our employees can learn about topics like biodiversity, food waste, doughnut economics and many other key environmental issues.

OUR PEOPLE

Diversity, Equity & Inclusion

Talent management

Employee engagement and feedback

Employee wellbeing

**Health and safety and
ISO 45001:2018 certification**

Freedom of association

BCD office location employees:
Barcelona, Spain

We support all our employees to harness the opportunities of their career journey with us

Our people are fundamental to our vision to be the world's most trusted, innovative and sustainable TMC. The impact of recent years has meant they've had to adapt to substantial change in our industry. To support them through this, we aim to go beyond being just their employer. Instead, we're creating a sustainability-focused global community that supports mental wellbeing, provides value-based experiences and career development opportunities, and continues to evolve workplace technologies and information to help our employees thrive.

That's why one of our core values is "Feed the Future." To enable this, we give our people the tools, skills and opportunities to succeed. From self-driven development through platforms like LinkedIn Learning, to role-specific learning programs, or simply learning from colleagues around the world, at BCD we give our people the opportunity to grow. We're also ensuring that Diversity, Equity & Inclusion (DE&I) are embedded at every phase of the employment lifecycle – so that they continue to be an integral part of how we work and care for our people.

BE *you* AT BCD

Diversity, Equity & Inclusion

Advancing DE&I within our company and supply chain is a key part of BCD's strategic direction - our Blueprint for Success. Over the past year we've made great strides towards formally integrating our DE&I strategy into our global sustainability program, under the management of our Senior Vice President of Diversity, Equity & Inclusion, as well as four regional councils and our Employee Experience team.

BCD's commitment to DE&I is longstanding, and we're on a journey. We recognize that we must always strive to do better by our people and our communities, and that our work in this area will never be done. In this report we cover the clear intentions set out by our DE&I Principles, Framework, and program management, and the progress we've made against these goals.

Photos: BCD Regional DE&I Councils

DE&I Principles and Framework

Our DE&I Principles align to our company values. Be You at BCD means…

We bring different voices, backgrounds and perspectives into our workforce, and nurture and celebrate them once they're here.

We treat everyone with respect, dignity and fairness.

We empower each person to develop their Confident Self to the fullest.

We're committed to making a positive impact in our people's lives – so they can make a positive impact in the lives of others.

Our goal is to make BCD a safe, inclusive space where all our people can flourish and where our diversity makes us stronger.

Our DE&I Framework focuses on five components, which ensure all our initiatives are aligned and we remain clear on what we want to achieve.

Workforce representation – how are various demographics and diversity dimensions represented in our workforce and at different levels within our workforce?

Workplace inclusion – how do we foster an inclusive culture where everyone is valued and respected and feel they belong without having to conform?

Equity – how does our company infrastructure (our policies, processes, and programs) allocate resources so that everyone is afforded equal access to opportunities?

Marketplace – what is our Be You brand to customers and employees – both existing and prospective? What opportunities exist within our industry and what role can we play? What are the requirements of our customers and us of them? What are the requirements of our travel partners and they of us?

Suppliers – to what extent do the vendors who provide products and services to us support our broader DE&I strategy, either directly or indirectly?

DE&I program management

Our Senior Vice President of Diversity, Equity & Inclusion works closely with many stakeholders across our organization to uphold our DE&I Principles and drive our framework forward, ensuring we're challenging ourselves to further listen and strengthen our approach to building and sustaining a more diverse, equitable and inclusive workplace.

Our framework is also supported by our DE&I Councils including employees from BCD Travel, Advito and BCD Meetings & Events across every region, function and level in the company, who provide recommendations for global DE&I strategies, set local and regional goals and champion education in their region and markets. Participating for one-year terms, their aim is to celebrate and nurture different voices, backgrounds and perspectives in our workforce. They undertake project-based actions in three workgroups: Celebration and Publishing, Marketplace and Suppliers and Representation and Inclusion.

> **This year we made the decision to formally incorporate Equity into our framework. This wasn't a decision we took lightly. It was important to us to make sure that we're prepared to act meaningfully in this area as we continue to evolve on our journey. A focus on Equity requires us to identify and work to remove any systemic barriers and hurdles within our workplace to ensure all our people are given access and opportunities to be successful. It requires us all to look hard at the processes that affect our employees' experiences throughout their time with BCD.**

Yvette Bryant
Senior Vice President of Diversity, Equity & Inclusion

Women Impact Tech, 2023 Honoree. **Yvette Bryant** (left) Senior Vice President of Diversity, Equity & Inclusion. **Paula Bratcher-Ratliff** (right) President of Women Impact Tech.

Sharing our DE&I journey

An important part of our DE&I Framework is to be open about our journey, encouraging progress and collaboration across the corporate travel industry. That's why we've expanded our overall Be You presence and content on social media and in the industry, increasing our reach, impact and influence. Highlights include our careers page update, employer branding videos, thought leadership, event participation and new partnerships such as Military Spouse Employment program (MSEP) and Women Impact Tech.

Expanding tools and resources

We've been developing the tools and resources available to our employees to embed DE&I into our organization, systems, processes and culture. For example, we created our Be You at BCD resource center, where BCD people can find multi-media content on various topics to help them and their teams live our DE&I Principles daily.

From articles and videos to podcasts and infographics, our resource center helps employees raise their awareness and provides tools for putting DE&I into practice. Topics in the resource center include Accessibility & Disability Inclusion, Cultural Diversity and Unconscious Bias. We also run 'Culture Cafés' for smaller group discussions where employees in all BCD regions have a chance to discuss specific topics further and share their perspectives. We've launched a new training program for our leadership teams incorporating specific DE&I and sustainability topics, such as sustainable business strategy, leading DE&I, inclusive leadership through behavioral science and many more.

Who we are today has been shaped by everywhere we've been. And just like we plan the journey for our travelers, we're all on a journey in our careers and life at BCD.

⊙ READ MORE

We provide confidential employee support initiatives, including mental health ambassadors and employee assistance schemes as spaces of support for employees with more acute needs.

Updating workplace policies and practices

To meet the needs of a diverse workforce and customer base, and to foster equity and inclusion, we've developed our workplace policies and practices in several key areas. For example, we have established a new Statement of Corporate Commitment. This document clearly outlines our commitment to DE&I, the ongoing actions we'll take to further mature and develop on our Be You journey and what we expect from all our employees in support of our goals.

The document was communicated and made available across our global organization and is in alignment with our Global Equal Opportunities Policy, Code of Conduct, Supplier Code of Conduct, Global Harassment Policy, Global HR Policy, Global Environment and Health & Safety (EHS) Policy and Menopause Policy.

DE&I in recruitment

Additionally, we've made several significant developments at the recruitment stage, including:

Working with recruitment solutions committed to removing barriers to employment. DirectEmployers, a member-driven association in the U.S., enables us to reach a diverse candidate pool by distributing our job openings through niche job syndication alliances, as well as a network of Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). We're also implementing a new recruitment and onboarding system that will help us to drive a better candidate, recruiter and hiring manager experience as well as serve as a tech enabler for DE&I in the recruitment process.

Participating in targeted employment programs such as the Military Spouse Employment Program (MSEP). The U.S. Department of Defense selected us to be part of this program, whereby we seek to employ talent from this pool, who are currently experiencing a 20%+ unemployment rate.

Leveraging diverse apprenticeship schemes. We're achieving much success with diversifying our future talent pool through access to government-sponsored apprenticeships. In the U.K., almost 100% of our London-based apprentices come from ethnic minority groups.

Collaborating closely with client and industry partners, such as our DE&I focused apprenticeship program jointly established with BCD client, Fidelity International, with the goal of recruiting a new generation of industry talent that reflects all facets of diversity.

We post our commitment as a diverse employer on external career sites, including a contact if assistance is required in completing the application. We also align our vacancy postings with all relevant legislation, such as the Equal Employment Opportunity Commission (EEOC).

We nurture and celebrate our employees and continue to incorporate DE&I throughout the employment life cycle.

Our People & Culture teams around the world are trained and empowered to provide reasonable accommodations to candidates and employees with diverse needs, where required, to best support them in gaining and maintaining employment. We also actively work with our recruitment teams and hiring managers to identify and interrupt unconscious bias in the hiring process so that we can create equal opportunities for all. All hiring managers and People & Culture teams also have access to Unconscious Bias training.

Our approach doesn't only focus on recruitment, we nurture and celebrate our employees once they're a part of our organization too. We continue to incorporate DE&I throughout the employment life cycle, for example working with managers and employees to provide workplace accommodations and continued integration of awareness and education. To enable this, our DE&I team work with all our People & Culture teams, including Talent Acquisition, HR Business Partners, Employee Experience and local country teams to ensure that DE&I are embedded in our talent and development processes.

> At BCD, we foster a culture that is unconditionally inclusive where our people contribute their differing perspectives, ideas, and life experiences. Giving everyone at BCD a voice to share and celebrate their cultural, historical, social and religious observances is key to Be You at BCD and is just one of the reasons I love being part of the DE&I Council.

Pippa Welch
Senior Manager of Sustainability
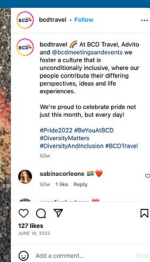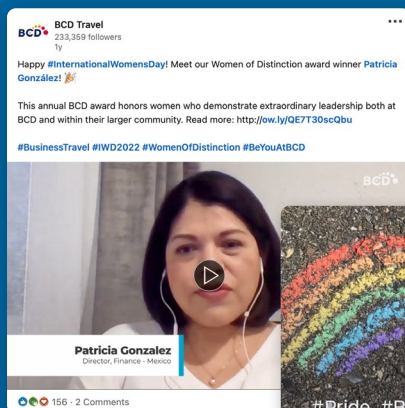
Cultural, historical, social and religious observances

We've established a global celebration and events calendar as well as social campaigns to raise awareness of important cultural, historical, social and religious observances and activities that are important to our people. From Pride Month and Neurodiversity Celebration Week, to Asian American and Pacific Islander Heritage Month, we invite all BCD employees and external stakeholders to engage with us on social media, Viva Engage (Yammer) and our global intranet by sharing their stories and helpful resources.

❯ PRIDE MONTH POST

❯ INTERNATIONAL WOMEN'S DAY POST

Partnerships to drive progress

We continue to increase internal and external awareness, identifying industry working groups for further influence and progress. We provide input to the GBTA Diversity, Equity and Inclusion Committee and work with air and hotel partners to promote DE&I awareness at industry events, such as GBTA panels. We've also been working with our preferred air supplier's DE&I Committee in the LATAM region to share best practices across both organizations.

Ongoing development informed by technology, data and analytics

From data collection to qualitative feedback from our employees, we have several mechanisms in place that allow us to assess the effectiveness of our DE&I strategy, inform ongoing development, initiatives and programs at regular intervals.

We report internally on diversity statistics where legal and possible to do so. For example, our reporting on gender across all levels of our organization continues to inform our approach, processes and initiatives. We've also invested in a new HR solution that will allow us to track diversity metrics across a broader spectrum. We can more easily access globally consistent data sets, allowing our senior management team and Senior Vice President of Diversity, Equity & Inclusion to monitor our effectiveness. We currently report gender statistics globally, and gender and race statistics in the U.S. for annual Equal Employment Opportunity (EEO) compliance.

We have also expanded our reporting to include gender statistics by job function – an important addition to our analysis in support of gender equity in recruitment and promotion processes. We continue to explore capabilities for gathering additional diversity dimensions globally.

Our third-party employee engagement platform includes a layer of DE&I questions and analytics that allow us to monitor the impact of our strategy. The solution automates anonymous employee feedback at regular intervals, converting that feedback into insights that support our DE&I discussions, planning and initiatives.

Management at all levels has access to relevant data in real time, helping us to understand what's actually happening in our organization, so we can take action on what needs to be prioritized for DE&I.

Just like with Diversity and Inclusion, there are many aspects to Equity. We're looking at our global pay data and practices to identify any gender and race pay gaps that may exist in our markets. This is an ongoing process that will take time. But where gaps are identified, we'll prioritize actions and implement plans to close them.

In addition, we're implementing a new recruitment management tool with SAP to further embed better DE&I practices in recruitment and hiring.

Having this level of insight allows us to be more agile in our DE&I systems and processes as they evolve. We continue to use the data we collect to inform our DE&I strategy, understand the impact of our initiatives, policies and procedures and reset our approach as needed.

2022 % GENDER BY LEVEL		
GENDER BY LEVEL	MALE %	FEMALE %
All employees all levels	32	68
VP and above	63	37
Director and above	45	55
Manager and above	38	62
Employee below manager	29	71

2022 % GENDER BY REGION		
GENDER SPLIT	MALE %	FEMALE %
APAC	56	44
EMEA	28	72
LATAM	35	65
UKIE	31	69
N.AMERICA	21	79

2022 % RACE / ETHNICITY IN THE U.S.	
RACE / ETHNICITY	% OF U.S. EMPLOYEES
American Indian / Alaskan Native	0.34
Asian	3.84
Black or African American	10.88
Hispanic or Latino	9.36
Native Hawaiian or Other Pacific Island	0.31
Not Apllicable	0.18
Two or More Races	2.25
White	72.62
Undisclosed	0.21

Talent management

Our end-to-end talent management process ensures we attract, recruit, develop and maintain engaged employees and the best talent in and beyond the industry. Driven by our People & Culture and Employee Experience teams, our approach helps our people make a meaningful impact on business travel.

Refreshing our onboarding approach

We launched a new global onboarding process this year, refreshing our approach to suit the evolving work environment. Highlights included automated welcome messages during the first 30 days, Welcome to Life at BCD sessions to network with other new joiners and an onboarding buddy system. Designed to suit office, virtual and hybrid working environments, our onboarding process includes a blend of 1-to-1 contact time with each manager as well as digital guides, learning platforms and compliance training. We introduce each new employee to BCD's culture, key topics like our vision, values and Blueprint for Success, as well as sustainability, DE&I and wellbeing at BCD.

Each employee gains access to role-specific training programs to help them succeed in the initial stages of their onboarding with BCD.

Ongoing learning and development

Our goal is to help each BCD employee become their most Confident Self. We want them to be confident that they have the knowledge and skills to perform and thrive in their workday and their future career. Our Employee Experience teams deliver a wide range of learning and development activities designed for specific audiences and in a variety of formats. Whether it's through collaboration, reading, listening, self-paced learning, or in teams, we provide resources for everyone. BCD employees have access to LinkedIn licenses, so that they can access BCD-recommended resources or even build their own learning path. From our 60-minute Leader EXchange sessions, to eight-week Leader Boost programs and our Listen and Be Inspired podcast, our dynamic approach means there's something for everyone, no matter what stage of their career or where their development interests lie.

We've also continued with our talent development program, Challenge, which is a five-month program designed to stretch managers in their current role while improving their leadership skills and capabilities. 69 managers have graduated from the programs launched in 2022.

Our longstanding commitment to ongoing learning and development is further demonstrated by the below global training completions.

Global training completions

YEAR	COMPLETED COURSES	UNIQUE PARTICIPANTS	AVERAGE COURSES PER PERSON	AVERAGE TIME SPENT TRAINING PER PERSON (HOURS)
2019	239,204	35,095	27.52	26.48
2020	132,081	12,357	10.69	6.29
2021	125,151	9,951	12.58	14.28
2022	190,092	11,942	15.91	18.77
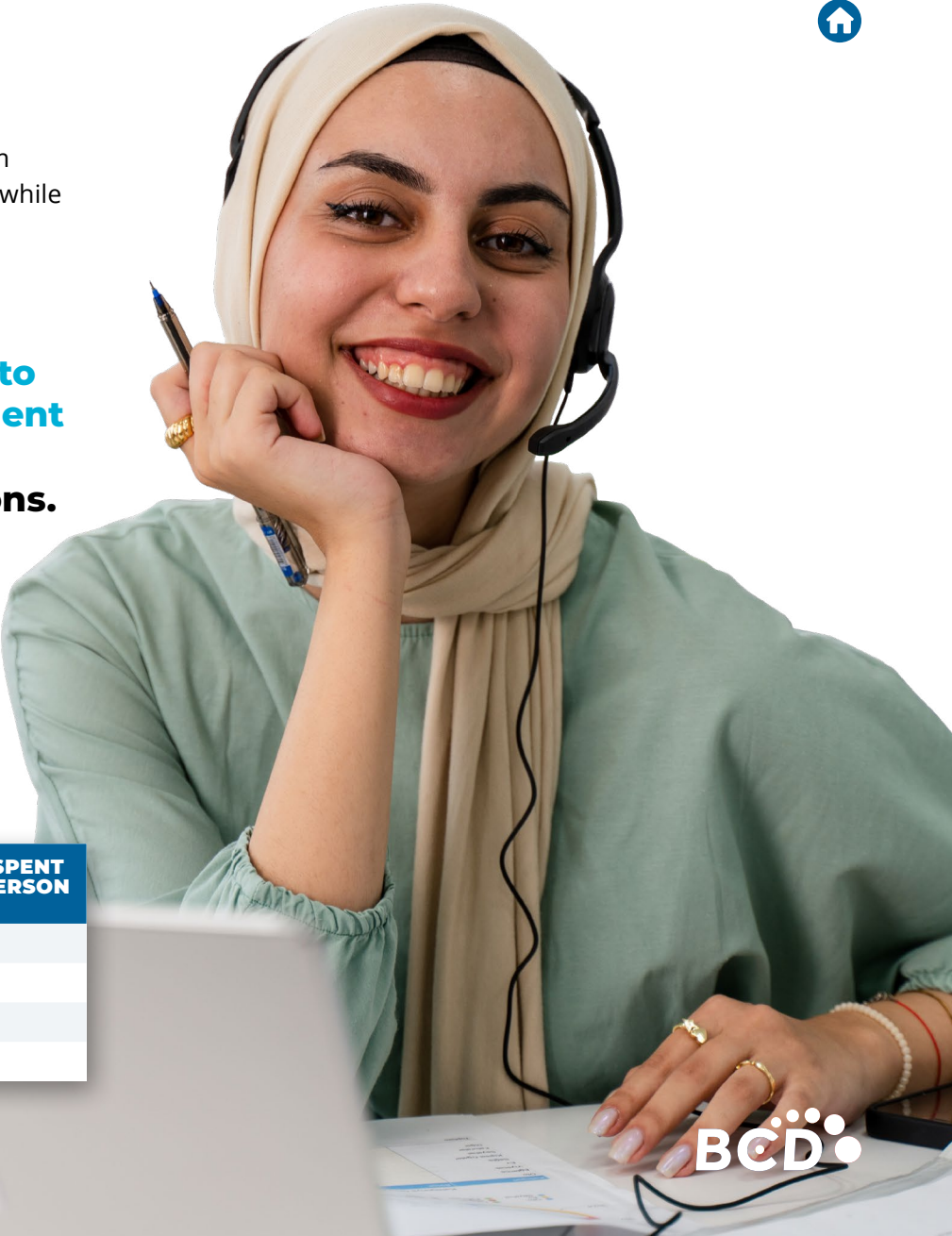
Employee engagement and feedback

At BCD we want to hear our employees' voices and acknowledge their great work. That's why we employ a number of tools for our colleagues to give us feedback on their life at BCD. Our tools are designed to support their employee experience helping them to connect, collaborate and celebrate.

Feedback platform – We use a monthly anonymous feedback platform so that BCD employees can continue to influence and improve our workplace. Each quarter the platform shuffles the questions asked. We've also integrated questions around DE&I and health and wellbeing to help inform our strategy as it evolves. BCD employees can follow their own engagement levels and see their feedback acknowledged in real-time through their personal dashboard. We also introduced the app, which provides access to the personal and/or manager dashboards making the entire experience possible via mobile. BCD managers and People & Culture use the data and analytics to engage in dialogue with their teams as well as to inform improvements.

Our tools are designed to support their employee experience helping them to connect, collaborate and celebrate.

Photo: 2022 Circle of Excellence celebration

Employee appreciation program – We launched BCD Shoutouts, our peer-to-peer appreciation tool in 2022. It's a global, digital platform that allows BCD employees to say thanks and give a quick shoutout to a co-worker in real-time. They can also make a Circle of Excellence (COE) nomination through the platform. Shoutouts are aligned with BCD's core values, so each employee can understand how their hard work is helping us live our values day-to-day. Employees and their managers are notified immediately – and the platform is accessible through the app too, making it easy for our employees to recognize each other even when they're on the go. Within just six months of launching the tool, our employees shared almost 1,800 COE nominations and over 7,050 Shoutouts; these numbers truly reflect our values-driven company culture.

Circle of Excellence – We continued with our Circle of Excellence program, designed to recognize and reward BCD employees who have gone above and beyond in support of BCD's core values. BCD employees can nominate each other through our global digital platform with a short written nomination covering why their nominee is such a great employee.

Regular social dialogue – We've continued to evolve the way we interact with our global workforce as virtual working becomes the norm. We use a mix of channels from more traditional townhalls, to podcasts, videos, interactive webinars, blogs, Viva Engage (Yammer) and more. We use this diverse range of communication channels to cater to the different ways that our people absorb information, and ensure that everyone at BCD feels comfortable.

Employee wellbeing

Wellbeing at BCD focuses on raising awareness, inspiring and motivating our people to look after their wellbeing and ultimately thrive at work. We help BCD employees across the globe to optimize their emotional, physical and social health for a more well-rounded and happier lifestyle. We've integrated multiple initiatives to help us do this.

Wellbeing Connect – We launched a series of engagement sessions for our global employees. Called Wellbeing Connect, each session focuses on a particular area of wellbeing, encouraging BCD employees to share their best practices with their peers and learn techniques from others that may be useful in managing their wellbeing. The sessions are complemented by further tools and resources. Topics have ranged from Taking a Digital Detox and Implementing Change to Creating Healthy Financial Habits.

Wellbeing at BCD platform – We've refreshed our Wellbeing at BCD platform, implementing a range of new resources that support different learning and engagement styles. Our platform centers around supporting our people across emotional, physical and social wellbeing, as well as working from home. From LinkedIn Learning Collections, monthly wellbeing activities and meditation apps, to Quick Tip guides, Mythbusters and more, we help our employees understand 'Why Sleep is their Superpower' how to 'Walk to Good Health' and how to integrate 'Relaxation Techniques for Stress Relief'. In 2022 we provided employees with over 50 posts of wellbeing content and had over 30,000 views of our Wellbeing at BCD platform.

Creating our Wellbeing Community – We know that to successfully integrate impactful wellbeing strategies we need to leverage global technology. We use Viva Engage (Yammer) as an inclusive space to generate employee-led engagement in the community and to celebrate key wellbeing events such as World Sleep Day and International Day of Happiness. Employees can share, like and comment on each other's stories and tips. We also encourage BCD employees across the globe to share their Wellbeing Journey. Through this initiative we've heard from many employees, including runners who have been training for 25 years and employees starting out on their Yoga journey.

Support network for employees with more acute needs – We continue to integrate regional mental health first aiders and Employee Assistance Programs as confidential spaces of support for our employees who would like to talk or seek help. These initiatives aim to provide a support network for those employees who are more vulnerable or are experiencing mental health challenges.

Lydie Lambert (back) Senior Manager, Creative Commercial Marketing. Hiking as part of the Global Sales and Marketing Team exercise challenge

Workplace flexibility - We know the importance of work-life balance, so we continue to provide a virtual working environment that supports people connecting and working efficiently around the globe. This allows for strong relationships with colleagues and customers wherever they are: remote, hybrid or working from the office.

Our flexible work policy supports working from home and shared parental leave, helping our employees accommodate their priorities outside of work. As a family-owned organization, family is key to BCD. Ensuring that we are providing a culture that accommodates for the stresses and strains that family life can bring, regardless of family status and composition, is core to our employee wellbeing strategies. See our latest virtual working statistics below.

2022 virtual working statistics

	APAC	EMEA	LATAM	NORAM	UKIE
Office	83	39	65	11	46
Virtual	17	61	35	89	54

■ Virtual   ▢ Office
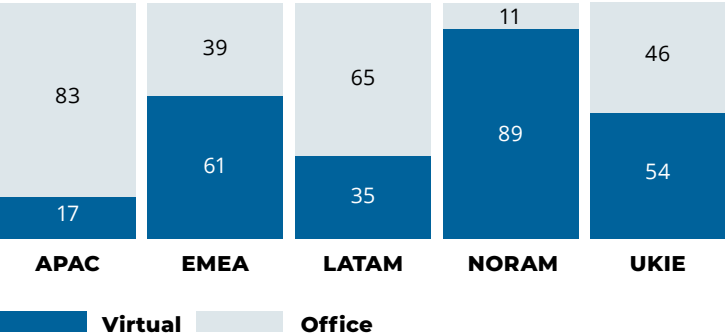
Employee benefits - At BCD, we appreciate all that our employees do, and we have a benefits program that is designed to celebrate their contributions, provide our people with choices, and support their total wellbeing. From medical insurance and competitive pension options to cycle schemes, shared parental leave, gym membership discounts and Employee Assistance Programs. Our benefits program aims to provide further support to our global workforce as well as allowing for specific country requirements.

We have a long history of awards that have recognized the focus that BCD places on our remote working culture. Most recently we're proud to be named to FlexJobs' 10th annual list of the Top 100 Companies to Watch for Remote Jobs in 2023. We're number 11 of the 100 companies that had the highest number of remote job openings throughout 2022.

Maintaining a healthy balance between work and overall wellbeing can be tricky, but it really helps when your whole team jumps in.

Our Global Sales and Marketing Team participated in an exercise challenge that encouraged them to get up and move more. Each team was tasked with exercising 1,000 miles/1,700 km over eight weeks. Team members could walk, run, bike, swim, lift weights, do yoga - anything that could be measured in miles to meet their goal in the time. Not only did they meet their goal - their grand total was 10,830 miles/17,442 km of exercise. With posts of encouragement on Viva Engage (Yammer) throughout the challenge, the team's overall wellbeing got a boost, and they had a blast doing it.

Janneke Kraanen Manager, PR & Content Creation
Lydie Lambert Senior Manager, Creative Commercial Marketing

Health and safety and ISO 45001:2018 certification

The health and safety of our employees and those we work with remains a priority for BCD as a core part of our sustainability framework. We first implemented our global health and safety management system (HSMS) back in 2017, and this year we have maintained our ISO 45001-HSMS in all our majority-owned countries. Having our certified management system in place demonstrates our commitment to our employees as well as to the ISO standards for improving employee safety, reducing workplace risks and creating better, safer working conditions.

Freedom of association

We recognize and respect our employees' right to freedom of association and to join collective bargaining organizations. Currently, 19% of our employees are covered by collective bargaining agreements. The European Works Council (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. The EWC contributes to the preparation and transparency of transnational projects and promotes considering how employees may be significantly impacted by business decisions.

In 2022 there were 10 virtual EWC meetings, providing an opportunity to facilitate social dialogue, strengthen cohesion and further develop the spirit of cooperation between management, employees and their representatives.

OUR BUSINESS PARTNERS

Assessing supplier compliance

Supplier diversity

We hold our partners, vendors and suppliers to the same standards as we hold ourselves

As the focus on sustainability grows, the legislation and standards that we hold ourselves and our supply chain accountable to evolve, with new regulations such as the European Corporate Sustainability Due Diligence Directive going into effect in the coming years. It's no secret that robust supply chain due diligence practices and industry collaboration are key to tackling some of the biggest challenges in sustainability today, including core issues like the climate crisis, human rights and the rise in modern slavery.

It's clear that, more than ever before, our success in moving towards a more sustainable organization and travel industry partly hinges on the way we work with our business partners. As such, we continue to use our partnerships and collaborative approach to push for change in and beyond our industry.

Assessing supplier compliance

Our sustainable procurement initiatives incorporate several processes to assess supplier compliance and sustainable practices within our supply chain.

Supplier Code of Conduct

BCD expects our suppliers to regard our Supplier Code of Conduct as a total supply chain initiative and to adhere to the ethical principles outlined. As a minimum, we strongly encourage our suppliers to promote our Supplier Code of Conduct within their own supply chain. We select suppliers who meet our business and commercial requirements. It's also important that our suppliers demonstrate responsible business practices based on ethical, environmental and social criteria. All suppliers are expected to share our common commitment to conducting business in an ethical manner, abiding by all legal and regulatory requirements.

We continue to increase the number of global suppliers who've signed our Supplier Code of Conduct – to date over 89% have signed the Code. It also forms part of our agreement with each partner in the BCD global network.

Our Supplier Code of Conduct clearly outlines our ethical business practices and is aligned with the International Labor Organization's (ILO) conventions, the Ten Principles of the UN Global Compact (UNGC) and the Sustainable Development Goals (SDGs). While we understand that the general intention behind the Global Compact may be implemented differently across the world, in keeping with local laws and customs, it is our intent to support and advance those principles both within our company and through our business partnerships with our suppliers.

We continue to align this document with the latest ethical business legislation as it evolves – for example, aligning our Code and processes with the EU Whistleblowing Protection Directive, which was introduced in 2021.

As outlined in the UN Global Compact, our Supplier Code of Conduct includes standards on human rights, labor rights, the environment and anti-corruption as follows:

Human rights including working environment, wages and benefits, anti-discrimination, anti-slavery and human trafficking and health and safety.

Labor standards including child labor, freely chosen employment, working hours and freedom of associations.

The environment including legal compliance and reduction of waste.

Anti-corruption including our zero-tolerance approach to bribery and corruption.

Reporting violations to the Code

Suppliers should promptly report any potential violations of these standards, committed either by their own employees or representatives, or by any of BCD's employees or representatives to BCD directly. Such reports are made by emailing a compliance email account, which is monitored by BCD Travel's heads of Legal and Internal Audit.

As a last resort, such reports could be made through the Speakup System, an interactive voice response phone and web-based service provided by People Intouch B.V., which is available in multiple languages.

Reports can be made anonymously where allowed under local law. BCD prohibits any form of retaliation against anyone who in good faith reports suspected misconduct.

Compliance with evolving supply chain due diligence laws

We've launched a project to ensure compliance with the new German Supply Chain Due Diligence Act (LkSG) that became law on January 1, 2023. This has included a preliminary legal, regulatory and sustainability analysis of the legislation requirements and gap identification.

The stakeholder taskforce, made up of members from our sustainability and legal teams, are currently undertaking a review of digital platforms that will allow us to conduct a risk analysis of our supply chain and collect relevant data in support of the new legislation.

BCD Travel Germany will be required to adhere to these new laws from January 1, 2024 and we'll continue to scope and implement plans for compliance.

Desktop and supplier assessments

We carry out desktop assessments of our supply chain to assess supplier risk in the areas of environment, business ethics, labor standards, human rights and modern slavery, as well as their participation in the United Nations Global Compact. We also have a target for 30% of our vendors (by spend) to have science-based targets by 2030.

Our key partners participate in an independent assessment by EcoVadis, the world's most trusted business sustainability ratings provider, to measure their sustainability performance. Since 2016, EcoVadis has carried out over 60 assessments. This includes key sustainability criteria such as labor standards and human rights, the environment as well as sustainable procurement and ethics. To date, many of our partners have achieved a Bronze or Silver rating. We also work with our affiliates and global partner network to encourage their own sustainability initiatives.

In addition, 100% of our top 30 suppliers (based on annual spend) have been assessed against Supplier Code of Conduct requirements, and 100% of our global procurement staff received sustainable procurement training.

Data protection in the supply chain – security risk assessments

The Information Security Risk Management team ensures risk to products and services deployed and used in support of our business objectives are continually assessed and managed. This minimizes potential impact from unexpected events, protecting organizational assets. A security risk assessment (SRA) is required for all internally developed products and third-party procured products and services. We continually perform supplier assessments and reassessments to validate adherence to security and compliance requirements to ensure the delivery of secure products and services.

More than 90% of our top 30 suppliers were reviewed for information security compliance and a total of over 500 requests for SRA were reviewed and processed by the risk management team.

Supplier diversity

Our Diversity, Equity & Inclusion (DE&I) initiatives, including the diversity of our suppliers and partners, form one of the four pillars of our company's Blueprint for Success. We recognize the importance of supplier diversity and its contribution to successful partnerships with our clients and our communities. Our goal is to support the use of supplier-diversified business enterprises as vendors of quality products, services and competitive prices, who demonstrate responsible business practices based on ethical and social criteria. Our approach to diverse, equitable and inclusive procurement includes a number of core initiatives.

Strengthening our classification process

In the U.S. we track our use of diverse suppliers and provide reporting to our customers as required. Today we work with diverse suppliers, including organizations classed as women-owned business enterprises (WBE), minority-owned business enterprises (MBE), veteran-owned business enterprises (VBE), disadvantaged business enterprises (DBE) and small business enterprises (SBE).

This year we strengthened our partnerships and classification process to evaluate and better measure our diverse supply chain and use of diverse suppliers.

For example, we're working with a third-party to expand the number of diversity categories we account for in the reporting we provide to clients on their Tier 2 indirect spend.

The third-party diverse vendor classification solution enables us to better identify, classify and measure our diverse supplier spend. This ensures we're capturing the true scope of diversity within our supply chain. Compiled of over two million diverse suppliers, holding over four million certifications globally from 400+ trusted sources, this database represents suppliers actively listed in federal, state, city and county directories.

The diversity classification definitions they use include:

- 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)

Our focus extends around the world

Our approach to supplier diversity extends across our global footprint. For example, some organizations in our U.S. affiliate program are classified as diverse suppliers, expanding our reach with SME/minority businesses. These partnerships further drive DE&I standards, initiatives and processes across our organization. We also have a proud history of working with suppliers who support Indigenous Australians, including Qantas and Virgin Australia who both have well-established Indigenous employment programs.

Furthermore, BCD is certified in South Africa to Level 1 BBBEE (Broad-Based Black Economic Empowerment). The BBBEE initiatives we have in place focus mainly on four of the five pillars contained in the codes: control, skills development, enterprise and supplier development and socio-economic development. In addition, we've supported key partners in our global network through the EcoVadis assessment process which includes DE&I components as part of the labor standards, human rights and sustainable procurement sections.

Supplier diversity in meetings and events

We continue to work with our clients to identify sustainable and diverse, equitable and inclusive suppliers within M&E by implementing DE&I scorecards to measure success.

Future opportunities to support diverse supplier strategy include integrating DE&I classification into our clients' sourcing strategies to help identify new opportunities, or MBEs that they may already be working with. We know that lack of funding for small organizations to pay for diverse certification can be a barrier. This results in the need for diverse supply chain levels of both certified and non-certified organizations to be tracked. DE&I is also changeable as you move across markets and regions. These are the considerations that we continue to work through with clients who are integrating supplier diversity within their wider meetings and events strategy and analytics.

Our DE&I strategy includes our Supplier Diversity Policy which articulates our key principles and commitment to promoting and increasing diversity in our supply chain.

BCD

OUR CUSTOMERS

Innovation in sustainable business travel

Sustainable meetings and events

Integrating DE&I Principles into travel and meetings programs

Shaping progress in the industry

Travel risk management

Lead the movement towards sustainable business travel, meetings and events

As more global organizations are setting science-based targets and looking at the nuances of their impact on local communities and biodiversity, our customers are looking to us to help identify how their travel program fits into those plans.

More than ever before, travelers also want to understand the impact of their trip on both the environment and the local community so they can factor this into their travel decisions and experience.

At the same time, traveler wellbeing is a huge priority for our customers and their travelers and is a factor for each organization in defining what purposeful travel means to them. With eco-anxiety on the rise, the connection between sustainability and wellbeing in travel has never been clearer. Travelers and companies want to know that when a business trip takes place, the impact on value to the company, the environment and the traveler's wellbeing has been taken into consideration.

Our aim is to build a movement for sustainable travel, helping our clients create a culture of mindful travel that empowers and engages travelers to embrace sustainability on the road and at home.

Innovation in sustainable business travel

BCD has been at the forefront of sustainable business travel for several years, providing our customers with sustainable travel solutions like accurate carbon reporting, point-of-sale and carbon offsetting partners and sustainability features that help travelers make more sustainable choices.

- Sustainability policy guidelines can be integrated into travel policy documentation which is made available in TripSource's Travel Program feature
- Air CO_2 emissions and eco-hotel indicators are included at point of sale, and we have introduced an EV charging station hotel filter in TripSource
- Flight and hotel emissions calculations are available on itineraries
- Integration of push messaging to influence sustainability minded practices, such as taking public transport to the airport or using a shuttle to the hotel
- Inclusion of sustainability in traveler feedback via experience polls
- Comprehensive data and reporting capabilities on air, hotel, rail and car CO_2 emissions on our DecisionSource intelligence platform
- Sustainable solutions provided by third-party partners on our BCD Marketplace

We also continue to ensure our sustainability solutions meet the needs of unique markets. For example, in China, we're piloting the integration of our GATE4 CO_2 emission calculations at the point of sale, as well as integrating official Chinese department of rail CO_2 information in our TripSource China product. We're the first global TMC to offer these types of features in China.

> "
> **We continue to invest in our core suite of BCD Travel solutions to support sustainable business travel awareness, decision making and reporting. It's important that we leverage our digital solutions to support our clients with their own sustainability targets – so this continues to be a real focus for our product and digital strategy teams.**

Yannis Karmis
Senior Vice President, Product Planning and Development
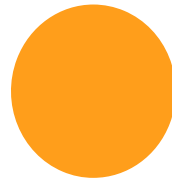
ADVITO

Sustainable Collaboration practice

For those clients who are looking to take a more in-depth approach to sustainable business travel, our industry-leading Sustainable Collaboration practice at Advito offers a robust strategy, helping clients take real action towards achieving their carbon reduction goals. Fully aligned with the latest scientific recommendations, our solution is built on three main pillars:

- **Business intelligence** designed to bring data to life by tracking, measuring and reporting on carbon emissions using our ISO-certified GATE4 methodology, offering a holistic view of a travel program's carbon footprint and providing insights to shape sustainability goals and initiatives

- **Strategy and recommendations** to decrease our clients' CO_2 emissions across all travel categories. Our expertise spans sustainability and corporate travel programs from supplier sourcing and management to traveler engagement and policy

- **Employee engagement** to inform and influence behavior towards sustainable choices, using advanced, industry-leading digital marketing, merchandising and communication strategies that also improve overall satisfaction and user experience

GATE4
POWERED BY ADVITO
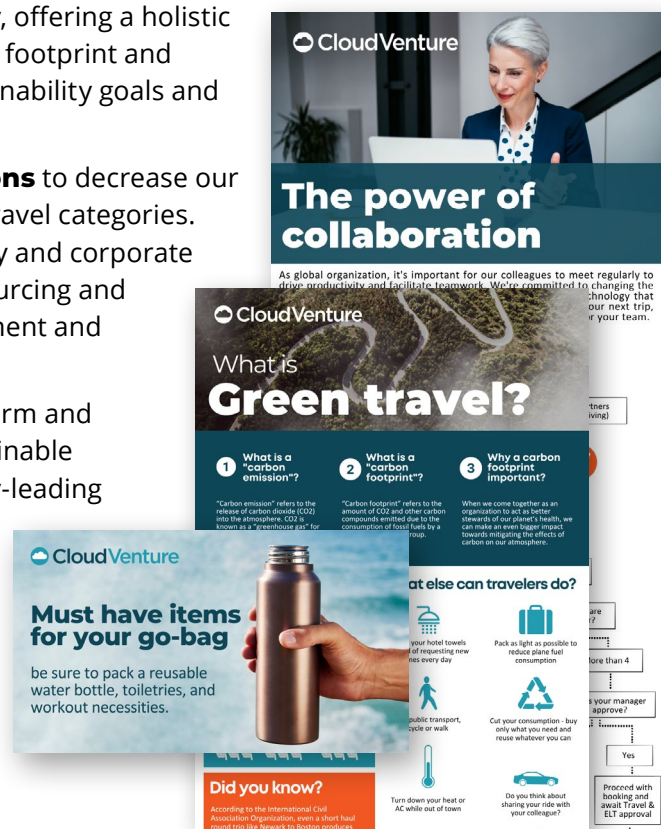
Industry-leading travel emissions methodology

We help our clients create a data-driven strategy with our advanced business intelligence and proprietary carbon emissions calculation methodology – GATE4. It's certified under the ISO 14000 series – the world's most widely recognized environmental management standard. This means our emissions reporting figures can be included in annual financial reporting as recognized carbon calculations and can be used to create science-based sustainability targets. It's the only ISO-certified methodology designed for business travel.

GATE4 accounts for multiple factors not included in standard reporting, such as country-level electricity mix, carbon intensity, passenger to freight ratios, aircraft type, radiative forcing, hotel eco-labels, amenities and more. The methodology powers our GATE4 Insights dashboard, allowing customers to:

- Visualize emissions trends across air, hotel, rail and car
- Track progress versus short-term goals and long-term targets
- Drill down to assess key KPIs
- Identify share-shift opportunities
- Build data-driven traveler messaging

A multi-faceted approach

As organizations address environmental impact at the department level, travel management teams are under pressure to reduce the carbon footprint of their program, incorporate sustainability into travel policies and supplier sourcing engagements, and integrate employee wellness strategies.

Sustainability in business travel requires a multi-faceted approach. It's why we've built out our Sustainable Collaboration solution to offer additional value-added services to help clients create a travel program that has a clear place within their organization's wider sustainability strategy. Examples of additional services within Advito's Sustainable Collaboration offering include:

Carbon budgeting

We help our clients build and track a carbon budget (per traveler, department/cost center, as well as at the country or regional level). We start by setting targets, paths and carbon budgets at their desired level based on quantitative data (historical footprint and sustainability potential) and qualitative data (internal projects like mergers or acquisitions and high-demand departments/ countries). We then determine the most effective way to reach their carbon budget goals, including traveling less, traveling better and/or engaging with sustainable suppliers.

Effective carbon offsetting program recommendations

We believe offsetting should be the last component of a holistic sustainability strategy that first focuses on traveling less and decreasing total emissions, and then invests in the right type of projects to offset the rest. As part of our offsetting support, we highlight the benefits and potential risks, estimate cost, and recommend the most effective way to offset carbon emissions. Our recommendations focus on contribution companies and projects that steer away from "greenwashing" and enable real, meaningful actions. For example, non-conventional projects like ocean conservation and biodiversity protection can be more impactful than simply planting trees.

Complete insights and recommendations on Sustainable Aviation Fuel (SAF) usage

We provide recommendations on the share that should be allocated to SAF within the program and which type of SAF our clients should be buying. We believe detailed, case-by-case analysis is required for each airline. We look at SAF usage, but importantly, SAF quality too.

Traveler wellbeing dashboard

Recognizing wellbeing as a growing sustainability metric for our customers' travel programs, Advito has developed a traveler wellbeing dashboard that provides an overall wellbeing score and granular insights. We can also benchmark the wellbeing score, identify key friction points and help clients understand behavior differences between different traveler populations.

Expanding our services

We continue to innovate in this space, bringing new solutions to our clients to help them achieve their sustainability goals as they evolve. This year we've introduced:

Sustainability video training

We've developed two core videos for our clients to educate their employees around sustainability: *How can you be more sustainable as a business traveler?* and *How can you be more sustainable in your personal life?* Both videos offer concrete tips and recommendations as well as education around sustainability as a whole (e.g., climate change and its mechanisms).

Partnering with TripKicks to launch point-of-sale air emissions solution

Advito has partnered with travel technology company and BCD Marketplace partner Tripkicks to develop a solution that provides accurate air emissions calculations at the point of sale in Concur Travel, meeting the growing demand for pre-trip emissions data. The solution leverages Tripkicks' integration with the SAP Concur Online Booking Tool to display GATE4 carbon emissions figures on the air search results page. The partnership enables travel managers to educate travelers and influence their booking behavior in real-time and empowers travelers to make sustainable choices.

Environmental quality service index (eQSI) for supplier negotiations

Advito's proprietary eQSI calculation is the industry's first fair market share calculation that takes aircraft efficiency into account. By awarding a higher market share to airlines using a newer generation fleet, clients are empowered to make objective decisions during their airline sourcing engagements and negotiations to support their overall sustainability strategy.

Partnership with Sustainable Aviation Buyers Alliance

Additionally, through our Marketplace, we offer access to the latest cutting-edge technologies that clients can partner with and seamlessly integrate into their travel program, as well as connect with through advanced developer tools and APIs. We've integrated SAF education and procurement services available through Sustainable Aviation Buyers Alliance (SABA), a membership-based initiative aimed at scaling the use of SAF. SABA offers collective procurement of high-quality SAF at competitive prices and guidance that takes the guesswork out of ensuring the SAF our clients support is truly sustainable. Through our Marketplace clients also benefit from solutions that support other aspects of sustainability, including traveler wellness.

ADVITO

Don't just take our word for it. *Take theirs.*

Travel with purpose: Building a sustainable business travel program

LINKEDIN AND ADVITO COLLABORATE TO BUILD THE BUSINESS TRAVEL PROGRAM OF THE FUTURE

To create a strong foundation for success, LinkedIn leveraged GATE4 to measure the footprint of their program and truly understand the impact of their business travel on emissions across the four categories.

Utilizing the dashboard to inform their back to travel strategy is going to be key for their Director of Global Travel & Transportation, Leslie Hadden. As she embarks on a "year of learning" to study the data, she is helping LinkedIn's employees shift their mindsets to focus on purposeful travel.

She wants to help travelers understand how the choices they make at every stage of their trip can impact LinkedIn's overall goal. From packing reusable water bottles and avoiding single-use plastics, all the way up to what type of aircraft they are booking, Leslie is engaging with travelers to provide the information they need to make sustainable decisions. She is leveraging insights from GATE4 and a variety of communication tactics to drive this mindset shift, like putting pop-ups directly in the online booking tool to discourage one- or two-day trips and including banners with information about aircraft type.

"

As we get back on the road and develop an understanding of what our new footprint looks like, the GATE4 dashboard will be critical for us. First, we need to understand our travelers' behavior and what will our emissions look like going forward, then we can start to give those data-driven recommendations to our travelers to shift their booking behaviors.

Leslie Hadden
Director of Global Travel & Transportation, LinkedIn

BCD

ADVITO

Don't just take our word for it.
Take theirs.

The most important tool: Carbon price

"

We're very excited to be working on this carbon price initiative with LinkedIn, and that we have a client that is so dedicated to setting science-based goals and targets. It's one thing to say you're going to be more sustainable, but they are actually doing it.

Julien Etchanchu
Sustainable Collaboration Practice Lead, Advito

LinkedIn's carbon price initiative is the first in the industry to implement such a high price that is in line with scientific guidance, and business travel is leading the way. The business travel team is the first within the company's operations that are actually experimenting with moving to this higher internal carbon price. After working with Advito's sustainability team, they decided that to make a true impact, they needed to shift from their $15 per transaction fee to $60. This means that for every air ticket purchased, they will add a $60 flat fee to the cost of the ticket.

To align with Microsoft's carbon negative pledge, LinkedIn reports their impacts and tracks their journey against the larger goal on an annual basis. Now, LinkedIn can utilize funds from this internal carbon fee to purchase renewable energy credits or offsets that counteract the impact of their operations.

In an ideal world, business travel carbon prices would be set per metric ton of carbon at the point of sale in the booking tool. But until that capability is available, LinkedIn has taken a huge step in the right direction by setting a high carbon price to make a meaningful impact and help travelers really think about the decisions they are making.

BCD

Sustainable meetings and events

BCD Meeting & Events (BCD M&E) has achieved ISO 20121 certification in the UK, USA and Germany which recognizes that we've implemented a framework for any type of event or event-related activity to support key aspects of sustainability, specifically environmental. We work with our clients to determine how we can support their efforts to make their meetings and events programs more sustainable. This includes discussing options with meeting stakeholders on individual events to determine their sustainability goals alongside their event objectives.

We've enhanced our Sustainability Toolkit to help our clients achieve their sustainability goals. The Toolkit includes:

ISO-certified Carbon Calculator – Our Carbon Emissions Calculator, built by Advito and powered by GATE4, takes a holistic look at meetings and events to determine the levers meeting planners can pull to reduce emissions and overall environmental impact of an event.

Considering traditional event elements, like giveaways and food, the calculator also measures the most important contributor to overall emissions – where attendees are coming from, and how they are getting there. It allows meeting planners to input a wide range of data, from information about the venue to the percentage of food waste. This results in a comprehensive analysis of the meeting/event, helping customers to understand the footprint as well as measures that can be implemented to decrease the impact.

Venue Scorecard – Our scorecard, used during the sourcing process, allows us to compare individual property responses against each client's key sustainability goals, prioritized from a menu of 40+ options. Based on the responses, a percentage score is given to show sustainability compliance. This process is automated on our proprietary sourcing platform, VenueSearch. The scorecard is linked to suggested contracting language that can be incorporated into a venue's contract to hold the selected venue accountable.

We compare individual property responses against each client's key sustainability goals, prioritized from a menu of 40+ options.

Event Planning Checklist - A comprehensive guide of more than 100 measures that can be incorporated into any event. The checklist covers the full life cycle of an event, from pre-planning to post-event debrief and includes destination and venue choice, agenda, attendee communication, menu selection, logistics, transportation and waste management.

Reviewing the data obtained from this year's Meetings Management Maturity Index we know that the majority of our clients are still in the 'development' stage of their sustainability journey. We continue to engage with them, using our Toolkit to help them transition into 'performing' and then 'leading' programs.

Integrating diversity, equity & inclusion principles into travel and meetings programs

As environmental issues have risen up the travel agenda for many of our customers, so too has implementing initiatives that promote DE&I principles as part of the travel experience. Partnering with our clients to achieve their program goals and integrate DE&I principles includes the following considerations:

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

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

Ongoing improvement

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

A focus on digital accessibility and inclusion

At the same time, we understand that there are many accessibility barriers travelers can be faced with throughout their travel experience, not just when they're out on the road, but pre- and post-trip too. Digital accessibility is both a responsibility and opportunity to create an inclusive experience for people with disabilities using websites, digital tools and technologies. Supporting equal access to travel, and an accessible travel experience is something that we continue investing time and resources into.

Users such as those with vision, hearing, motor dexterity, cognition and learning, mental health and speech disabilities can be negatively impacted by inaccessible design. We want to continue building an inclusive organization with technologies that maximize user benefit for our customers.

That's why we're actively working towards the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG) compliance standards for our desktop applications. We expect to be compliant with the latest standards by the end of 2023.

We're already supporting the four principles (perceivable, operable, understandable and robust) that underpin the WCAG. This includes optimizing accessibility for people with disabilities through features like dark mode functionality in our mobile app, reducing distractions, eye strain and blue light exposure (perceivable); designing solutions that can be used on smart devices or online via the Internet using compatible browsers (operable); supporting simple, efficient and intuitive user experiences (understandable); and evolving our solutions with the latest development of smart technologies (robust).

We include information on how our TripSource online platform and mobile app meets travelers' accessibility needs within the FAQs section of our website. We've also added an option on our support form that specifically addresses accessibility.

In addition, within our profile management, agent booking and mobile app solutions, we've added options for travelers to select "X" as Undisclosed and "Y" as Unspecified, alongside "M" as Male and "F" as Female as gender identifiers.

DE&I framework for travel

We're also extending Advito's unique Traveler Engagement and Sustainable Collaboration practices, to incorporate a framework for DE&I within our clients' managed travel programs. Components of this service will include providing guidance and guidelines around destination information for diverse groups (LGBTQIA+ persons, women traveling alone, etc.); curating a list of inclusive partners such as highlighting hotels that are accessible to persons with disabilities; incorporating inclusive language across travel program policy and communications; providing digitally accessible communications which comply with WCAG standards by verifying color contrast, alternative text, etc.; alleviating barriers around accessibility and supporting travelers' mental and physical health through travel policy refreshes (e.g., incorporating allowances for fitness class reimbursement, bleisure policies, wellness check-ups post-travel, etc.).

We look forward to working in collaboration with our clients in the coming year to push these initiatives, so that more people have a business travel experience that supports diversity, is safe, inclusive and equitable.

Shaping progress in the industry

At BCD we believe that to enable the sustainable change needed for both our industry and our clients, being active members of sustainability associations and regularly communicating thought leadership is crucial. We continue to foster discussion, collaboration and space to innovate.

We also want to recognize the achievements within our industry that will help us collectively reduce the environmental impact of travel. It's important to showcase just how far our industry has come, both as members of the value chain who are focused on sustainable business practices and in partnership with our clients to help them implement sustainable business travel programs.

It's also an important component of attracting great talent into our industry. The travel industry has a large part to play in reducing the impact of the climate crisis, but great strides are being made, meaning that potential employees can have a purposeful career in travel.

Photos: **Julien Etchanchu** Sustainable Collaboration Practice Lead, Advito (Top), **Olivier Benoit** Principal & VP, Advito (Middle) and **Shelley Fletcher Bryant** Senior Director, Sales & Client Relationship Management, Advito (bottom)

> **It's so important that we stay connected to what our clients need from us to support them with their sustainability objectives. This kind of collaboration is key to reducing the environmental impact of corporate travel and exploring how we can make positive social impact part of the experience when you need to travel for work. That's why constant dialogue with our clients on sustainability is core to our approach.**

Patrick Pickens
Vice President, Global Sales

Our sustainability team regularly contribute to leading industry sustainability events by speaking on panels about the latest in sustainability best practices, posting thought leadership pieces across our social media channels, and identifying how sustainability can be integrated across the full spectrum of travel management services. Being visible about our approach in the marketplace is essential to driving progress across all areas of sustainability for our clients.

We hold leadership positions on GBTA sustainability councils and committees. In 2022, we held an executive position on the GBTA Sustainability Leadership Council which advises on GBTA's overall sustainability program. Council members define priority areas for collaborative and global action, helping to raise the bar for the business travel industry overall. We also have two BCD sustainability leaders in positions on the GBTA Sustainability Committee, extending our influence further. GBTA is focusing on raising awareness and educating GBTA members on the challenges ahead by defining unifying goals and a holistic vision for a sustainable future for business travel, as well as increasing collaboration and engagement across all levels of the industry.

We're the first TMC to become a member of and advisor to the Sustainable Aviation Buyers Alliance (SABA). This partnership includes integrating their solution into our third-party technology marketplace, as well as working as part of their advisory board.

We hold membership and support education through the Global Sustainable Tourism Council (GSTC). Furthermore, at the request of GSTC, one of BCD's sustainability experts is taking on an educational role as part of their education and awareness courses.

Travel risk management

BCD Global Crisis Management (GCM) is dedicated to identifying incidents that might affect our business travelers around the world. We provide coverage 24 hours, 365 days a year, with a global team. We're always available to provide internal teams support and guidance, and answer questions on our services in travel risk management.

We aim to help companies keep their travelers safe and be the most trusted advisor for travel risk management.

> ## One of the most dedicated and productive volunteers.
>
> Director of Global Crisis Management, **Jorge Mesa** was selected for the 2022 GBTA Business Travel Service Award in recognition for his outstanding contribution to GBTA as Co-Chair of the EMEA Risk Committee. Presented with his award at Global Leaders Reception in San Diego in August, he was described as "one of the most dedicated and productive volunteers."

To do this we provide our customers with:

24/7 Monitoring – with coverage all day, everyday, we provide internal teams support with our services in travel risk management. We consult a proven set of sources on Twitter, in addition to a selection of sites that give us extended information about natural disasters, weather events, air traffic, health situations, and other security concerns. Plus, our external provider distributes Travel Alerts and provides a database of all alerts as well as destination information.

Incident reporting – once a qualified incident has been identified, GCM distributes reports from our reporting and analytics platform to relevant operations managers, program managers and crisis management response teams that include any bookings identified for the incident.

Our Impact Alert – alerts our clients to take action if their travelers may be at risk. This is a 24/7 service to support our clients in the event of an incident and notifies them if they have potential bookings affected, or if no bookings have been identified.

Our approach is fully integrated with digital tools – these support traveler safety and security, including pre-trip travel approval processes based on client needs, on-trip messaging, our Emergency Response feature, as well as disruption notifications, and much more.

Traveler Security Program Assessment – our assessment helps clients evaluate their existing travel risk management program, clearly define ways to enhance their program, and further reduce risk. Based on leading security research and best-in-class programs, our team of experts will assess a client's current program state, then guide the client and their stakeholders through a one-day onsite discovery session. We then provide an assessment report that thoroughly documents the results and action items for the client as a permanent reference, tailored to them and their company culture. Completing the Traveler Security Program Assessment and improving their program reassures our clients' employees that their health, safety, and security are organizational priorities. The Traveler Security Program Assessment is fully aligned with the ISO 31030:2021 - Travel risk management — Guidance for organizations.

Active thought leadership – members of the Global Crisis Management team are active thought leaders throughout the travel risk management community. One team member volunteers on the National Standard Bodies (NSB) for ISO TC262 - Risk Management Committee, fostering continuous collaboration and education with risk management experts.

This year, we've continued to educate our customers about the implications of the new ISO 31030:2021 Travel Risk Management guideline.

We presented this topic at various conferences throughout the year and this continues to be an aspect that travel and risk managers want to learn and apply with the development of their travel risk management program. BCD Global Crisis Management also created a set of videos for our clients to help them better understand the nuances of these guidelines.

The team director is the co-chair of the GBTA Europe Risk Committee and regularly participates in international forums. Most members of the team have also been certified by the Institute of Occupational Safety and Health (IOSH) in "Safety, Health, and Security for the Mobile Worker," after attending training conducted by the International SOS Foundation. This year many companies also expanded the scope to people risk management to extend their duty of care to a newly remote workforce – we've taken part in panel discussions and client consulting on this topic.

GOVERNANCE, ETHICS AND COMPLIANCE

Governance structure
Business ethics
Risk management
Information security

Strong governance within BCD Travel provides the foundation for building a culture of ethical behavior and minimizing business risk. By acting with integrity, we gain the trust of our customers, business partners and other stakeholders and have a positive impact on society.

Governance structure

Supervisory Board, Management Board and Executive Team

BCD Travel's Governance and Enterprise Risk Management structure is comprised of (a) Management Board (Global CEO, Global CCO and Global CFO reporting to the Supervisory Board of BCD Group, among others, about all ERM topics) and (b) Executive Team (Members of Management Board and Regional/Divisional Presidents & Global Function Executives such as EVP Supplier Relations, EVP Global Client Team and EVP Technology). All operational management across all functions has responsibility 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.

Ethics Committee

The Ethics Committee comprises the global CFO, the SVP Internal Audit, SVP Global Legal and a representative of the BCD Group Supervisory Board responsible for compliance.

Sustainability governance

Overall responsibility for sustainability matters rests with the Management Board. The Sustainability Core Team, led by the Vice President of Sustainability, who reports to the Senior Vice President of Sustainability, Hotel Solutions and Managing Director of Advito, is responsible for defining our strategy, long-term and annual objectives. Bi-monthly updates are provided to the Executive Team and Management Board.

Global Sustainability Team

The Global Sustainability Team consists of representatives from functions across our global network such as human resources, marketing, sales, program management, product development, consultancy and meetings and events, and provide valuable input to our sustainability initiatives. This dedicated group of individuals helps raise awareness on sustainability issues and aids in advancing the standards of environmental, ethical and social business practices within our organization. The team meets on a monthly basis and is chaired by the Senior Manager of Sustainability. We also have regional teams in place that support our sustainability initiatives at the local level.

We maintain separate leadership groups dedicated to areas such as operations, risk and compliance, internal audit, legal, and global procurement. These groups include leaders with relevant expertise from business segments and functions. The Sustainability Core Team meets periodically with these stakeholder groups to evaluate progress in implementing our strategies and to evaluate performance goals.

Environment, Health & Safety Committee

The Senior Director of Sustainability is responsible for monitoring our global environment and health and safety (EHS) management system, aligning quarterly with EHS coordinators in our majority-owned countries and facilitating annual external ISO audits. A global network of local EHS coordinators ensures that all requirements of the management system are met in all office locations in their countries. The Senior Director of Sustainability reports to the Vice President of Sustainability.

Diversity, Equity & Inclusion Councils

DE&I has become an essential component of our company strategy and corporate governance. Our Senior Vice President of Diversity, Equity & Inclusion is responsible for defining and implementing BCD's internal DE&I strategy, program and initiatives. They report to our Senior Vice President, People & Culture, who reports directly to our Global CEO. They manage DE&I Councils across four regions. Composed of employees from every region, function and level in the company, our councils provide recommendations for global DE&I strategies, set local and regional goals and champion education in their region and markets.

Their aim is to celebrate and nurture different voices, backgrounds and perspectives in our workforce.

Human Trafficking Awareness Committee

The Human Trafficking Awareness Committee is championed by a group of dedicated individuals throughout our global organization to create internal and external awareness for human trafficking. The committee's mission is to educate on the vulnerabilities, signs to look for and where to report if someone suspects human trafficking. All efforts are aimed at eradicating human trafficking and the sexual exploitation of children.

The committee works closely with ECPAT and A21 in raising awareness through education. The Executive Vice President, Global Client Team is the Executive Sponsor of the committee.

An online human trafficking awareness course, included in our training program, is made available to all employees through our global learning system, Knowledge Hub.

Business ethics

Bribery and corruption controls

We're trusted by our customers throughout the world. Our zero-tolerance approach includes engaging all employees in anti-corruption policies and practices. We help support ethical societies that promote sustainable development. This means avoiding corruption of all kinds. We abide by applicable anti-bribery laws, including FCPA, the UKBA and the local laws in every country in which we do business. We have a formal and documented non-compliance reporting process, which is communicated to all employees, for them to raise any ethical concerns they may have, as outlined in this section.

Stakeholder engagement

We build relationships with customers, new prospects, employees, non-governmental groups and suppliers who seek common ground on sound governance. We rely on these stakeholders to understand and mirror the ethical conduct we expect from our employees in all business challenges and activities.

Responsible sales

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

Human rights

We practice due diligence to guard against human rights violations and have expanded existing corporate policies to set clearer expectations. This is demonstrated in our anti-slavery policy in support of the UK Modern Slavery Act and the human rights section of our Supplier Code of Conduct. We also support End Child Prostitution and Trafficking (ECPAT), the leading international organization seeking to end the exploitation of children by raising awareness, advocating for victims and pushing for policy and legislative changes to protect them. "Don't Look Away," an online human trafficking awareness course, included in our compliance training program, is made available to all employees through our global learning system, Knowledge Hub.

Code of Conduct and compliance

Our Code of Conduct applies to all BCD Travel employees, members of the Executive Board, consultants and other agents when they represent or act on behalf of BCD Travel. 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

Our systems and procedures ensure that our commitment to anti-corruption is steadfast.

Our stance is clearly stated within our Global Legal Group Policy, which has been made available to all employees across the globe via applicable communication channels.

A strong message against corruption is included in the Code of Conduct. Our Non-Compliance Reporting Policy provides guidelines on bringing any potential misconduct to management's attention. Anti-corruption issues may be larger in some markets than others, so we encourage local initiatives to help employees understand the broader issues and ensure all forms of corruption and bribery are prevented.

All employees are required to participate in a mandatory Code of Conduct training which provides specific training on identifying corruption and how to report non-compliance with the Code.

The Code of Conduct, Non-Compliance Reporting Policy and supporting documentation, awareness materials as well all new Global Group Policies are communicated to all employees through our global intranet.

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

Ethical concerns can be raised by every employee via all available communication channels:

- The manager (in line with our open-door policy)
- The compliance email account
- Anonymously (and in their respective native language) via the SpeakUp System

Risk management

BCD Travel's risk assessment process represents the cornerstone of our governance framework. We evaluate risk based on levels of confidentiality, integrity and availability. The risk assessment process outlines our methods for capturing and analyzing risks within our business. Risk assessments consider 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. BCD Travel has implemented several risk mitigation management systems and policies globally.

- Annual third-party sustainability assessment
- ISO 14001:2015 environmental management
- ISO 45001:2018 occupational health and safety management
- ISO 27001:2013
- BCD Code of Conduct
- Global Group Policies
- Global Information Protection Policy
- Global Privacy Policy
- Supplier Code of Conduct

Information security

BCD Travel relies on information and information technology (IT) to provide services and information to users and customers around the globe. As the use of technology increases, so do the risks associated with technology, including the unauthorized disclosure of sensitive information and the unscheduled downtime of IT services and applications.

To mitigate these circumstances and protect client data, we base our information security program on international security standards, such as ISO 27001, data privacy laws, best practices as well as input from our clients.

Data Privacy

We take the responsibility to protect the client, traveler and employee data that we hold very seriously. We manage that protection through an interdisciplinary approach to data privacy that includes a global data protection officer, IT security specialists and legal and privacy experts.

Our dedicated Data Privacy team is part of BCD's Global Legal department and provides support by:

- Negotiating privacy provisions of agreements with customers, vendors, suppliers and others that BCD enters into agreements with that touch on personal data

- Reviewing the privacy friendliness of BCD systems, tools and development projects

- Forming part of the incident response team in the event personal data may be accessed inappropriately and helping stakeholders communicate with affected parties

- Serving as the initial point of contact for individuals who have questions about how BCD handles their personal data

- Working closely with many teams throughout the organization, including Information Security, Global CDS Operations and the People & Culture team

- Helping employees understand how we can best handle personal data for our employees, customers and business partners

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

Protecting our employees, clients and partners

During 2022 we continued work to protect the integrity of our employees' personally identifiable information and customers' sensitive data, as well as the intellectual property that supports our business operations and service innovation. The requirements and challenges for data protection and information security have remained high. We continuously monitored and improved initiatives in the areas of governance, compliance, cybersecurity, payment security, customer security and operations security, as well as new business and risk management. As we complete our eighth year of employee security awareness training, conduct many client security assessments and monitor potential threats 24x7x365, BCD continues with our robust security procedures. These support our employee, client and partner requirements and are in alignment with all appropriate legislation.

Key achievements include:

✓ User Access Campaign reviewed 215,821 entitlements with a 6% revoke rate

✓ Responded to over 17,200 client security questions YTD (increase of 7% compared to 2020)

✓ Completed 40 Security compliance projects from 2022 to early 2023

✓ Expanded baseline security program to Poland and Mexico

✓ Security awareness training 2022 rolled out to 11,037 employees with a participation rate of 96% (an increase of 3.3% compared to 2021)

✓ New training and phishing tool implemented Keeping in line with our DE&I efforts, this training will be available in 30+ languages

✓ Global deployment of Zscaler Internet Access, (ZIA)

✓ Global deployment of SentinelOne endpoint security

✓ Completed table top exercises of our cyber security response plan

✓ Maintained passing PCI ASV scans in 9 locations

✓ Performed 73 application scans

APPENDICES

Sustainability performance

Materiality matrix

GRI content index

Auditor verification statement

Sustainability Performance

Our company - environment	2022	2021	2020	2019
Percentage of majority-owned countries covered by ISO 14001 certification	100%	100%	100%	100%
Scope 1 GHG emissions (t/CO2e)[1]	120	140	214	1,086
Scope 2 GHG emissions (t/CO2e)[1]	1,807	1,775	2,174	12,034
Scope 3 GHG emissions (t/CO2e)[1,2]	3,628	1,180	1,745	6,981
Total global GHG emissions (t/CO2e)	5,555	3,095	4,133	20,101
Intensity measurement 'Tonnes of CO2e per FTE'	0.43	0.28	0.37	1.55
Green electricity[3]	N/A	N/A	39%	36%
Single-use plastic reduction[4]	N/A	N/A	86%	86%
Weight of waste (in tons)	4.25	-	-	-

[1]2016 baseline (t/CO2e): Scope 1: 1,183, Scope 2: 10,646, Scope 3: 7,885.
[2]Scope 3 emissions in 2021 and 2022 include business travel and leased vehicles.
[3]Green electricity: Due to the change in our office landscape in 2021-2022, we are reviewing our use of renewable energy sources.
[4]Single-use plastics: Due to the change in our office landscape in 2021-2022, we are reviewing the reduction of single-use plastics as part our 2023 environmental management system update.
Note: All numbers have been rounded.

Our people	2022	2021	2020	2019
Number of employees (majority-owned markets)	12,870	10,756	11,110	13,495
Employees covered by a collective bargaining agreement	19%	23%	25%	23%
Number of training hours per employee	18.77	14.28	6.29	26.48
Women at all levels	68%	69%	70%	69%
Women in management roles (Director and above)	55%	49%	50%	50%
Employees working from home	59%	48%	41%	35%
Percentage of majority-owned countries covered by ISO 45001 certification	100%	100%	100%	100%
Human trafficking awareness training completion rate	99%[1]	99%	-	92%

[1]Cumulative total since introduction of the course in 2019.

Sustainability Performance

Our business partners	2022	2021	2020	2019
Suppliers that have signed the Supplier Code of Conduct	89%	88%	88%	88%
Suppliers that have been assessed against Supplier Code of Conduct requirements[1]	100%	100%	-	42%
Global procurement staff trained on sustainable procurement topics	100%	-	-	100%

[1]Focused on the top 30 suppliers based on annual spend.

| Governance, ethics and compliance	2022	2021	2020	2019
Percentage of majority-owned countries covered by compliance program	100%	100%	100%	100%
Code of Conduct, Non-Compliance Reporting and SpeakUp System training completion rate	96%	94%	-	99%
Data privacy training completion rate	97%	95%	97%	97%
Information security awareness training completion rate	96%	93%	94%	97%
Percentage of majority-owned countries covered by ISO 14001/45001 certification	100%	100%	100%	100%
EcoVadis rating covering all majority-owned markets	Platinum	Platinum	Platinum	Platinum

Materiality Matrix

BCD Travel's materiality analysis is our approach to identifying critical economic, environmental and social issues, which may reflect a significant impact on the company's business performance or substantively influence the assessments and decisions of its stakeholders.

We continue to assess materiality to inform our priorities and strategy as well as engage with stakeholders. During the coming year we will update our materiality approach to incorporate a double materiality assessment so that we can better understand how our business is impacted by environmental, social and governance issues as well as our impact on the world.

Results

- There has been a general convergence among external stakeholders and BCD Travel employees concerning the relative importance of the various issues assessed.

- There is a significant importance to being involved in every aspect of sustainable development including the environment, human rights, relations with local host communities and governance.

- We have an important role to play in building and promoting sustainable business travel.

- We have a responsibility to reduce carbon in our operations and improve our employees' knowledge of sustainability principles.
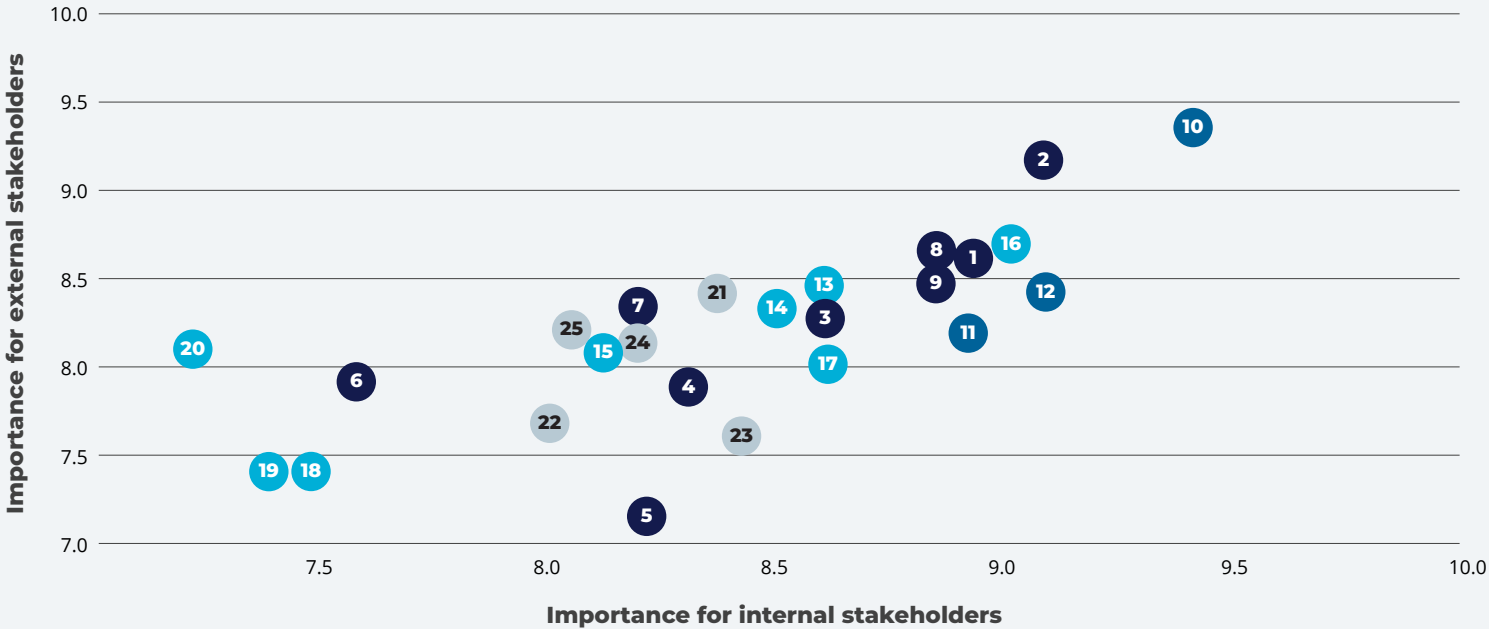
Our commitments to sustainable development

1. Sustainable, responsible governance
2. Business ethics
3. Transparency
4. Staff commitment to sustainable development
5. Diversity of teams
6. Contributing to the development of local communities
7. Dialogue with stakeholders
8. Environment (as a BCD Travel performance indicator)
9. Respecting human rights and duty of vigilance

Offering responsible travel services/solutions to all

10. Traveler duty of care
11. Commitment to sustainable and responsible business travel
12. Competitive, responsible services

Improving the impact of sustainable development activities

13. Sustainable, responsible operations
14. Carbon reduction
15. Responsible purchasing
16. Staff health and wellbeing
17. Staff development
18. Balanced development in emerging countries
19. Impact on local communities
20. Sustainable travel services

Exploring new, innovative, value-driven markets

21. Development of services in-line with client expectations
22. Innovation via new partnerships
23. Business opportunities offered by an innovative range of sustainable services e.g. Advito
24. Development of partner countries
25. Expertise in emerging markets

GRI Content Index

Statement of use: BCD Travel has reported the information cited in this GRI Content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards.
GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	REFERENCE
GRI 2: General Disclosures 2021		
1. The organization and its reporting practices		
2-1	Organizational details	About BCD Travel - page 6
2-2	Entities included in the organization's sustainability reporting	About BCD Travel - pages 7 - 8
2-3	Reporting period, frequency and contact point	page 2, 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 86
2. Activities and workers		
2-6	Activities, value chain and other business relationships	BCD Travel at a glance - pages 5 - 8 Our business partners - pages 47 - 53 Our customers - pages 54 - 68
2-7	Employees	Our people - pages 32 - 46
2-8	Workers who are not employees	N/A

GRI Content Index

GRI STANDARD	DISCLOSURE	REFERENCE
3. Governance		
2-9	Governance structure and composition	Governance, ethics and compliance - page 70
2-10	Nomination and selection of the highest governance body	Governance, ethics and compliance - page 70
2-11	Chair of the highest governance body	Letter from our Global CEO - pages 3 - 4
2-12	Role of the highest governance body in overseeing the management of impacts	Governance, ethics and compliance - pages 70
2-13	Delegation of responsibility for managing impacts	Governance, ethics and compliance - pages 70 - 71
2-14	Role of the highest governance body in sustainability reporting	Governance, ethics and compliance - pages 70 - 71
2-15	Conflicts of interest	Governance, ethics and compliance - pages 72 - 73
2-16	Communication of critical concerns	Governance, ethics and compliance - pages 72 - 73
2-17	Collective knowledge of the highest governance body	Governance, ethics and compliance - pages 70 - 71
2-18	Evaluation of the performance of the highest governance body	Governance, ethics and compliance - pages 70 - 71
2-19	Remuneration policies	As a private company we do not report this information due to its confidentiality.
2-20	Process to determine remuneration	As a private company we do not report this information due to its confidentiality.
2-21	Annual total compensation ratio	As a private company we do not report this information due to its confidentiality.

GRI Content Index

GRI STANDARD	DISCLOSURE	REFERENCE
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Sustainability at BCD Travel - pages 10 - 16
2-23	Policy commitments	Letter from our Global CEO - pages 3 - 4 Governance, ethics and compliance - pages 72 - 75
2-24	Embedding policy commitments	Governance, ethics and compliance - pages 72 - 75 Our business partners - pages 49 - 50
2-25	Processes to remediate negative impacts	Governance, ethics and compliance - pages 49 - 51 Our business partners - page 50
2-26	Mechanisms for seeking advice and raising concerns	Governance, ethics and compliance - pages 72 - 73 Our business partners - page 50
2-27	Compliance with laws and regulations	Governance, ethics and compliance - pages 72 - 75 Our business partners - page 50
2-28	Membership associations	Sustainability at BCD Travel - page 18
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	Sustainability at BCD Travel - page 18
2-30	Collective bargaining agreements	Our people - page 46

GRI Content Index

GRI STANDARD	DISCLOSURE	REFERENCE
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Appendix - Materiality matrix - page 79
3-2	List of material topics	Appendix - Materiality matrix - page 79
3-3	Management of material topics	Appendix - Materiality matrix - page 79
GRI Topic Disclosures		
GRI 205: Anti-Corruption 2016		
205-1	Operations assessed for risks related to corruption	Governance, ethics and compliance - pages 72 - 73
205-2	Communication and training about anti-corruption policies and procedures	Governance, ethics and compliance - pages 72 - 73
205-3	Confirmed incidents of corruption and actions taken	As a private company we do not disclose this information publicly.
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	Our company - environment - pages 27 - 31
302-3	Energy intensity	Our company - environment - page 27 2023 Carbon Verification Statement
302-4	Reduction of energy consumption	Our company - environment - page 27
302-5	Reductions in energy requirements of products and services	Our customers - pages 55 - 62

GRI Content Index

GRI STANDARD	DISCLOSURE	REFERENCE
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Our company - environment - page 27
305-2	Energy indirect (Scope 2) GHG emissions	Our company - environment - page 27
305-3	Other indirect (Scope 3) GHG emissions	Our company - environment - page 27
305-4	GHG emissions intensity	2023 Carbon Verification Statement
305-5	Reduction of GHG emissions	Our company - environment - page 27
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Our business partners - pages 49 - 50 Appendix: Sustainability performance - page 77
308-2	Negative environmental impacts in the supply chain and actions taken	Our business partners - pages 49 - 50 Appendix: Sustainability performance - page 77
GRI 401: Employment 2016		
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	Our people - page 45
401-3	Parental leave	Our people - page 45
GRI 403: Occupational Health & Safety 2018		
403-1	Occupational health and safety management system	Our people - page 46
403-8	Workers covered by an occupational health and safety management system	Our people - page 46 Appendix: Sustainability performance - page 77

GRI Content Index

GRI STANDARD	DISCLOSURE	REFERENCE
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Our people - page 42 Appendix: Sustainability performance - page 77
404-2	Programs for upgrading employee skills and transition assistance programs	Our people - pages 41 - 42 Appendix: Sustainability performance - page 77
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	Our people - page 40
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Our business partners - pages 49 - 50 Appendix: Sustainability performance - page 78
414-2	Negative social impacts in the supply chain and actions taken	Our business partners - pages 49 - 50

AUDITOR VERIFICATION STATEMENT

Approach to assurance

alphacello™

Statement of independence, impartiality and competence

Alphacello Ltd/LLC 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.

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

Alphacello 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 & safety information, systems and processes, including the verification of greenhouse gas emissions data to GHG Protocol, and ISO 14064-Part 3 standards.

www.alphacello.com

Yours sincerely,

Mathew Byway
Director

BCD

**For information regarding
this report please contact:**

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