# BCD travel

2022

# SUSTAINABILITY
# UPDATE

## Report navigation

Our 2022 Sustainability Update summarizes activities, achievements and progress against our key performance indicators covering the calendar year 2021. It aligns with our full 2021 Sustainability Report, where we've provided more detailed information about how we're delivering on our sustainability strategy, our commitments to the United Nations Global Compact, and Sustainable Development Goals. Our report has been prepared in accordance with the GRI Standards: Core option. Please use the following section guide to navigate our 2022 Sustainability Update.

❯ **INTRODUCTION**

❯ **GOVERNANCE, ETHICS AND COMPLIANCE**

❯ **WORKPLACE PRACTICES**

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For more information on our sustainability initiatives, visit our website.

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# Introduction

**In this section:**

- ❯ **LETTER FROM OUR EXECUTIVES**
- ❯ **ABOUT BCD TRAVEL**
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# Letter from our Executives

The uncertainty the world faced in 2020 rolled into 2021, as COVID-19 continued to affect nations, businesses and individuals alike. Being a business travel stakeholder in 2021 required clear-eyed realism, as we watched restrictions on travel loosen, tighten and loosen again in countries around the world. But we leaned into our innate capacity resilience, taking the challenges we – and our clients – faced as an extraordinary opportunity for evolution and an unprecedented chance to drive sustainable change.

In 2021, we focused on exceeding rapidly shifting expectations for sustainability within newly vulnerable global supply chains. As business travel began to return, we also continued to innovate in partnership with customers in establishing new parameters for sustainable travel programs. And we looked inward as well, creating opportunities to elevate our employees' experience within BCD – with a particular focus on further raising D&I awareness and embedding D&I into our systems and policies.

## Changing expectations

The disruption presented by COVID-19, climate change and other world events in 2021 has encouraged companies to think critically about plotting a course for sustainable business travel in the future.

As a result, what our clients expect of BCD, and the sustainable value that we bring as part of their supply chain, has continued to change. Global summits like COP26 are also setting a clearer pathway to reduce the impact of climate change – and clarifying the role that BCD and others in our industry play in this effort.

Across industries, our clients have called for more active contributions from their supplier partners to their commitment to diversity, equity and inclusion, environmental impact, carbon reduction and business ethics. The strong foundations that BCD has laid across our six sustainability Focus Areas meant that we were more than ready for these greater expectations.

As we grow, we have an obligation to ourselves, our clients and our communities to do so sustainably. We've consistently demonstrated our commitment through our alignment with the UN Global Compact and Sustainable Development Goals, the Global Reporting Initiative and ISO 26000. In 2020, we became the first global travel management company to join the Science Based Targets Initiative (SBTi).

**For the second year in a row we earned a Platinum rating from EcoVadis, the world's largest and most trusted provider of independent sustainability ratings.**

The Platinum rating confirms our outstanding sustainability performance, validated best practices, and provides transparency and risk mitigation. It also places BCD in the top 1% of the 90,000+ companies currently assessed by EcoVadis.

## Building sustainable travel programs

In a survey of 101 travel buyers conducted in November by BCD's Research & Intelligence team, almost 70% reported an increased interest in sustainability from their company's senior leadership. In 2021, we continued to develop solutions to enable clients to better integrate sustainable best practices into their travel programs, using innovative practices so that they meet their sustainability targets.

For many clients, environmental concerns remain firmly top of mind. From achieving ISO certification for Advito's proprietary carbon emissions methodology initially piloted in 2020, to launching a new practice designed to help customers take advantage of high-speed rail, we're helping them optimize spend, reduce carbon emissions, and increase traveler productivity and satisfaction. At the same time, we're focused on encouraging companies to think more broadly – and helping them expand their travel program sustainability conversation to include social and governance aspects. We remain committed to being at the forefront of what a sustainable travel program looks like for our clients.

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## Elevating our employee experience

As the pandemic shook the foundations of people's lives both personally and professionally, companies across all industries saw their workforces reassess what they prioritize in and around work. When it comes to the experience of our employees and what it means to be part of our organization, we're committed to finding opportunities to continue supporting our people as they navigate the impact of COVID-19.

We knew that it would never be a case of 'returning to normal'; the needs of our global workforce have fundamentally shifted. From piloting new features of our engagement platform to wellbeing initiatives and leadership learning forums – we implemented measures that support this evolution and enhance the employee experience at BCD. Our unwavering focus on employee experience helps us retain the best talent to bring continued innovation to our clients.

We also made a point to bring broader sustainability initiatives closer to our employees – giving them confidence that BCD will always make the right choices for a sustainable future. In 2021, in partnership with Delta Air Lines, we signed the first-ever sustainable aviation fuel (SAF) agreement for a travel management company. The premier agreement helps address emissions from our employee travel and bolsters the future of sustainability in the travel industry.

## Diversity & Inclusion (D&I)

How we enable an experience that supports diversity, equity and inclusion for our people was once again a priority for BCD in 2021. We made key developments to our Be You at BCD program, including the appointment of a Senior Vice President, Diversity & Inclusion, who brings a wealth of expertise to our D&I framework and regional D&I councils.

This leadership position is tasked with building on our significant investment in 2021 in multimodal education – including live and on-demand awareness sessions, employee-generated intranet content and cultural connection opportunities – to further address the integration of our D&I principles into the full spectrum of workplace processes, from talent acquisition to employee retention. We know that there is always more to be done to truly embed a culture with diversity, equity and inclusion at its heart. Our global leadership team is committed to actively participating in the ongoing creation of an environment that nurtures different voices, backgrounds and perspectives.

## Our commitment has never faltered

As demonstrated throughout this report, our commitment to sustainability across our global company has never faltered. Since our decision in 2007 to formally embed our sustainability principles into the way we do business, the evolution of our global sustainability management system has been significant. We've been leaders in governance, ethics and compliance, workplace practices, how to best manage environmental impact, sustainable procurement, service performance and charity and community support.

Together with our clients, partners and industry peers, we've faced two years of unprecedented challenges to global business travel. But that adversity has only sharpened our focus on the future. We're extremely proud of what we've achieved and what we've continued to build on. As we build back for the future of corporate travel, we will do so in a way that broadly, positively impacts the wellbeing of generations to come.
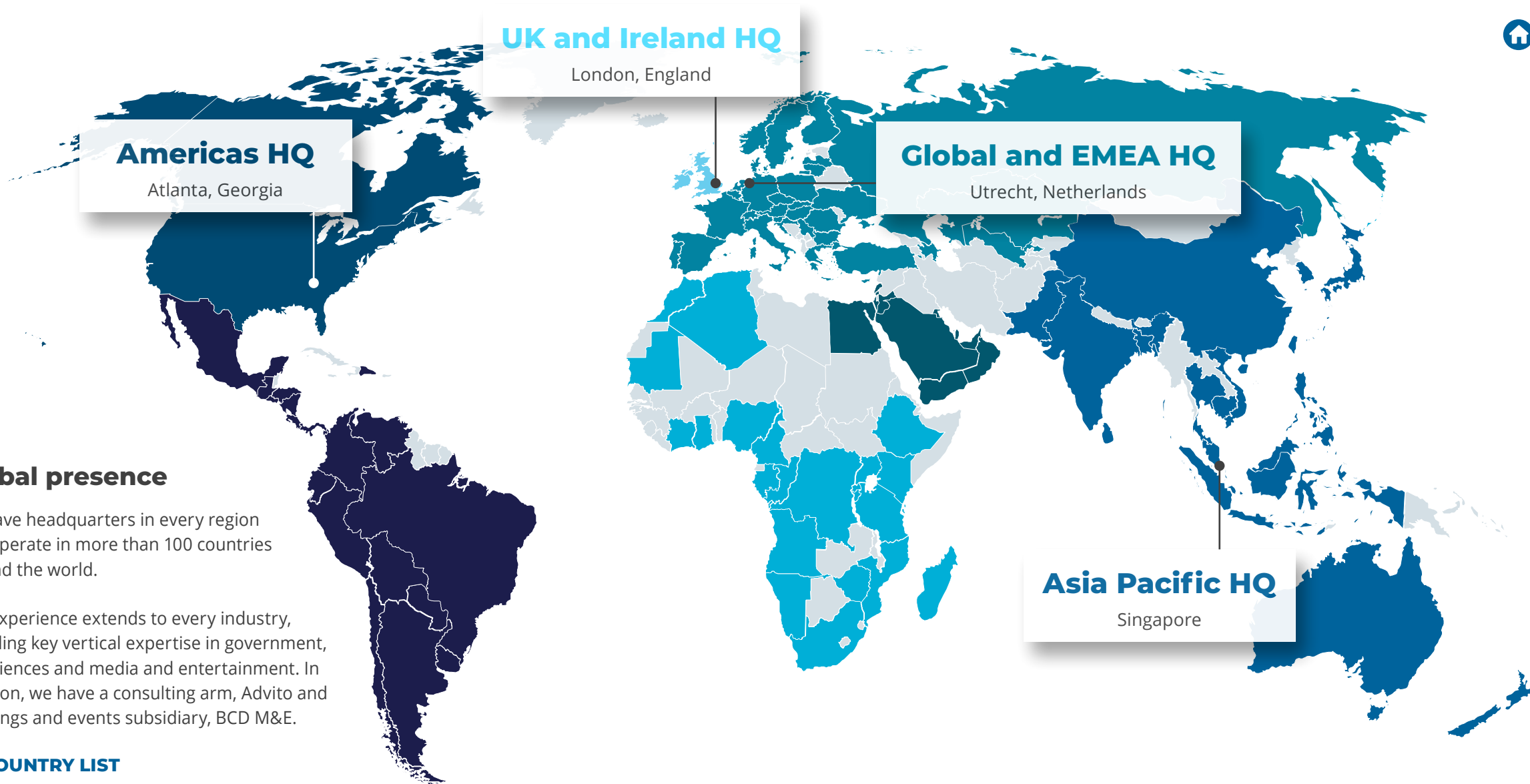
**JOHN SNYDER**
President and CEO

**KATHY JACKSON**
Vice President, Executive
Chair of Sustainability

## 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 more than 100 countries with a global client retention rate of 98%, the highest in the industry. For more information, visit www.bcdtravel.com.

**UK and Ireland HQ**
London, England

**Americas HQ**
Atlanta, Georgia

**Global and EMEA HQ**
Utrecht, Netherlands

**Asia Pacific HQ**
Singapore

## Global presence

We have headquarters in every region and operate in more than 100 countries around the world.

Our experience extends to every industry, including key vertical expertise in government, life sciences and media and entertainment. In addition, we have a consulting arm, Advito and meetings and events subsidiary, BCD M&E.

**❯ COUNTRY LIST**

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## Blueprint for Success



Our mission, vision and values support our Blueprint and have been crucial to our ability to flex, pivot and grow as a company and as individuals during challenging times. We live our values and strengthen our culture every day. Our values enable our commitment to sustainability by giving our employees clear ethical and behavioral guidelines on how they can support our environmental, social and financial responsibilities.

## Sustainability at BCD Travel – our six Focus Areas

We have an obligation to ourselves, our clients and our communities to grow sustainably. We ethically manage our environmental, social and financial responsibilities to ensure our ongoing business success – without limiting options for future generations. And as we reinforce our commitment to sustainability, we're partnering with clients to help them build their own sustainable travel program initiatives.

Our global sustainability management system incorporates six Focus Areas, including governance, ethics and compliance; workplace practices; environment; sustainable procurement; service performance and charity and community support. For each of these Focus Areas we have established long-term commitments as well as annual objectives – they set the framework for our continued improvement.

Our commitment to Diversity & Inclusion touches each of these Focus Areas, enabling us to celebrate and nurture different voices, backgrounds and perspectives in our workforce – so that each individual can Be You at BCD.

Focus Areas

- Governance, Ethics and Compliance
- Workplace Practices
- Environment
- Sustainable Procurement
- Service Performance
- Charity and Community Support

# We align with the latest best practices

**Top 1% EcoVadis rating**

**CDP disclosure platform**

**Science Based Targets initiative**

**UN Global Compact signatory since 2008**

**Supporting the UN's SDGs since 2017**

> " At BCD Travel, we have a long history of being the first to sign up to leading sustainability frameworks and aligning our commitments to these best practices. In seeking out and maintaining a thought leadership position in sustainability management, **we continue to evolve with the needs of our business, our planet and global socio-economic development.**
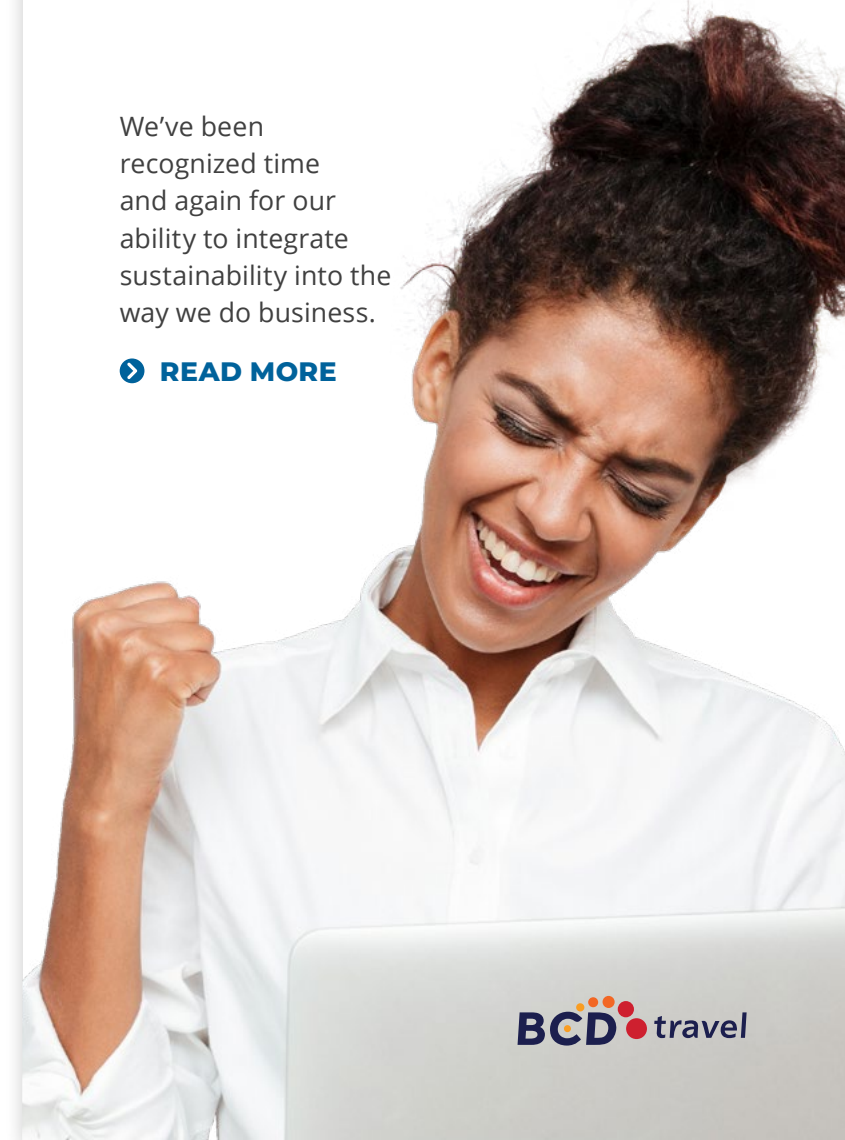
**SHARON DIRKS**
Senior Director, Sustainability

**LINK TO 2021 SUSTAINABILITY REPORT**

We've been recognized time and again for our ability to integrate sustainability into the way we do business.

**READ MORE**

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# Governance,
# Ethics and Compliance

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

**In this section:**

❯ **CORPORATE GOVERNANCE DEVELOPMENTS**

❯ **INTEGRATING DIVERSITY & INCLUSION (D&I) GOVERNANCE**

❯ **RESPONSIBLE AND SUSTAINABLE BUSINESS PRACTICES**

❯ **PROTECTING OUR EMPLOYEES, CLIENTS AND PARTNERS**

❯ **INFORMATION SECURITY RISK MANAGEMENT**

| 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS |

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## Corporate governance developments

Over the last few years, we've seen an increase in focus on what it means to be a sustainable organization, further heightened by the impact of COVID-19 and other world events. Having the right governance in place to enable sustainability across all functions of an organization is now essential to working successfully with an ever-growing range of stakeholders – from potential and current employees and clients, to suppliers, SMEs, business partners and the wider community and society.

We believe that maintaining our high level of corporate governance helps reinforce our reputation as a trusted partner for these stakeholders. We are committed to responsible business practices, setting high ethical standards and embracing corporate governance best practices.

Sustainability and its influence over how organizations conduct business continues to grow. Our governance structure and processes mean that we are agile enough to support this growth.

Part of this evolution is ensuring we anticipate and align our global governance and sustainability management system with the latest governance, ethics and compliance legislation. The disruption caused by the pandemic saw us double down on this commitment – ensuring we remain ambassadors for business ethics across industries during this turbulent time.

We continue to monitor legislative regulations to ensure alignment with the EU Whistleblowing Protection Directive. Our analysis will include identifying whether any adjustments need to be made to BCD's Non-Compliance Reporting policy when the directive becomes law throughout all EU countries.

We have also been assessing the impact of the new EU Corporate Sustainability Reporting Directive (CSRD) legislation on our sustainability management system and governance structure. The directive aims to expand the scope of reporting requirements, drive consistency in reporting across organizations and ultimately achieve a quality reporting framework that allows for much more transparency. This new legislation is fully aligned with the evolution of BCD's sustainability program and we will continue our assessments and resultant actions throughout 2022.

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# Integrating Diversity & Inclusion (D&I) governance

Priorities within sustainability have evolved and we have a history of helping guide and shape those changes. One such change is the essential integration of D&I into global corporate structures. Countless global events in 2020 and 2021 emphasized the need for immediate action for diversity, equity and inclusion. As a result, D&I has become an essential component of our company strategy and corporate governance.

We have expanded our team to ensure we're delivering the appropriate level of resources and expertise to drive meaningful leadership, focus and decision making in this area. This included the appointment of our Senior Vice President, Diversity & Inclusion as a wholly dedicated position to D&I who reports to the Executive Committee. We also established regional D&I councils across the scope of our business.

Our Senior Vice President, Diversity & Inclusion has had a career spanning almost 30 years in HR and talent acquisition, and over 17 years tenure at BCD, bringing a wealth of immeasurable insights for the role to which she was appointed in 2021. Our D&I team have already made significant achievements across education and awareness and continue to strengthen D&I for the entire employee life cycle.

# Responsible and sustainable business practices

Our employees are expected to behave with integrity at all times. This expectation is set right from the start of their career with BCD. We guide them towards accountability for ethical business conduct through corporate policies, employee training and engagement, and transparent, stakeholder-focused reporting.

**Additionally, to promote good governance throughout the business travel sector value chain, we use our scale, market position and trusted relationships to encourage the ethical behavior of our partners.**

The upheaval caused by COVID-19 in 2020 and 2021 provided increased risk and opportunity for unethical behavior across sectors. Amongst this disruption, it has never been more important to continue to uphold our commitment to responsible and sustainable business practices. As a result, we implemented a number of initiatives that reinforce our role as a trusted advisor in the corporate travel industry.

**94% of all global employees completed our Code of Conduct, Non-Compliance Reporting and SpeakUp training.** Our training continues to set clear expectations for our employees on their behavior as representatives of BCD, as well as empowering them to use the official safe spaces we provide for reporting any non-compliance.

**We updated our Supplier Code of Conduct** to include a clause outlining how suppliers can report any potential violations of the Code, committed either by their own employees or representatives, or by any of BCD's employees or representatives. Our objective is to make it easier for any potential misconduct to be reported by having a clearer process in place across our supply chain, increasing any necessary investigations and accountability for adherence to the Code. This change also aligns with the requirements outlined in the new EU Whistleblowing Protection Directive.

**We started the review process of all Code of Conduct training modules** in preparation for transitioning from bi-annual to annual Code of Conduct compliance training in 2022. Updating the training and increasing the frequency ensures we continue to clearly communicate our ethical conduct expectations and their importance to the way we do business.

**We maintained ISO 14001:2015, ISO 45001:2018, ISO 27001:2013 and ISO 9001:2015 ISO certifications.** By applying these standards and undertaking audits for these leading frameworks, we can identify, measure, control and improve our core business processes. We are now certified to ISO 14001:2015 and ISO 45001:2018 for 100% of our wholly owned operations, further demonstrating our commitment to environmentally sustainable business practices and protecting the health and safety of our employees.

**We achieved our second EcoVadis Platinum rating** covering 30 owned countries, including a full assessment of our environment, labor and human rights, ethics and sustainable procurement practices and procedures. Scoring Platinum puts us in the top 1% of all suppliers assessed for the second year in a row. The assessment reinforces our standing to our clients, suppliers and employees as a trusted global organization that uses validated best practices, operates with transparency and supports risk mitigation.

**>95%**

of all employees completed security awareness training for the seventh consecutive year

**108**

client assessment questionnaires completed

**98**

RFI/RFP questionnaires answered

**17,600**

security related questions answered

**56**

applications assessed

**21,000+**

assets monitored

**55**

application campaigns with over 60,000 entitlements reviewed

**611+ billion**

logs collected and correlated

**24x7x365**

monitoring for potential threats

## Protecting our employees, clients and partners

During 2021 we continued to 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.

Despite the COVID-19 pandemic, the requirements and challenges for data protection and information security 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.

From completing our seventh year of employee security awareness training, to conducting many client security assessments and monitoring potential threats 24x7x365 – 2021 saw BCD continue with our robust security procedures in support of our employee, client and partner requirements and in alignment with all appropriate legislation.

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# Information security risk management

Risk management supports BCD's business operations in identifying, assessing and mitigating risks within business processes, applications and information technology systems. Our key achievements for 2021 included:

- ✓ Undertaking a successful NIST 800-171 audit and Cloud Vendor Assessment

- ✓ Achieving our final and approved GDS Security Standard

- ✓ Conducting the regular review and audit of Identity and Access Management (IAM) functions and policy compliance

- ✓ Successfully launching our consolidated compliance program to streamline ten external audits and 28 country compliance initiatives

- ✓ Expanding our security governance to include a program support function in support of operational processes

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Business governance, ethics and compliance** | Further develop our governance, compliance and ethics programs to cover global operations. Demonstrate transparency and leadership to all stakeholders. | Review and update all Code of Conduct training modules for inclusion in 2021 staff mandatory compliance training.<br><br>Monitor legislative regulations to implement the EU Whistleblowing Protection Directive. Identify whether any adjustments need to be made to the Non-Compliance Reporting policy. | All Code of Conduct training modules could not be reviewed and updated due to COVID-19 and the impact on resources.<br><br>Monitored the legislative regulations to implement the EU Whistleblowing Protection Directive. No adjustments to the Non-Compliance Reporting policy were identified. | Review and update remaining Code of Conduct training modules for inclusion in 2022 staff mandatory compliance training.<br><br>Continue to monitor legislative regulations to implement the EU Whistleblowing Protection Directive. Identify whether any adjustments need to be made to the Non-Compliance Reporting policy when the Directive becomes law throughout EU countries. |
| **IT governance and data protection** | Continue to protect 100% of corporate and customer data and information from loss, manipulation, unauthorized access and falsification, by complying with legal provisions and by adopting international security standards such as ISO 27000 series and PCI – DSS into global security standards. | Aggregate and manage risk at an enterprise level. Renewal and additional certification – NIST 800-171 Audit and SSP maintenance.<br><br>GDS Security improvement – access management, incident response and triage. | Successful NIST 800-171 audit and cloud vendor assessment.<br><br>Finalized and approved GDS security standard. | GDS audit based on GDS security standards and access governance.<br><br>Deliver TISAX VDA level 2 certification for BCD Travel and level 3 certification for BCD Meetings & Events. |
| **Sustainability governance** | Continue to improve sustainability performance throughout all areas of our business. | Re-certify 100% of locations to the ISO 14001:2015 and 45001:2018 standards.<br><br>Maintain EcoVadis Platinum rating. | Environment, health and safety management system reviews were carried out in all ISO certified locations to ensure continual improvement and compliance with the standard.<br><br>Achieved a 2% score increase in the EcoVadis Platinum rating level covering 30 owned markets. | Maintain ISO 14001:2015 and 45001:2018 certifications and the EcoVadis Platinum rating in all owned markets. |

**LINK TO 2021 SUSTAINABILITY REPORT**

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# Workplace Practices

Our company's future depends on the quality, performance and commitment of our workforce. A talented, healthy and engaged employee population drives performance and powers innovation, making it imperative that we continue to attract, develop, motivate and retain employees.

**In this section:**

❯ **ENHANCING OUR EMPLOYEE EXPERIENCE**

❯ **EMPLOYEE WELLBEING**

❯ **DIVERSITY & INCLUSION**

# EMPLOYEE experience

## Enhancing our employee experience

This last year has seen continued change within our industry, as well as the wider economic, societal and corporate landscape on a global scale. These challenges have revealed significant opportunities in how we enhance our employee experience.

As we move through this transformative time for our industry, it is more critical than ever to support the wellbeing of our employees. This is something we have continued to focus on throughout 2021, with key initiatives such as our Wellbeing at BCD platform and employee experience resources delivered in a variety of engaging formats.

We've also been more formally integrating our Diversity & Inclusion (D&I) strategy into our global sustainability program, with the appointment of our Senior Vice President, Diversity & Inclusion as well as four regional councils and our employee experience team.

We see our ongoing commitment to advancing D&I within our company as a critical part of our success. Growing our range of D&I initiatives is not only the right thing to do for our employees – it's good business, too. Research shows time and again that companies who intentionally focus on growing a diverse and inclusive workforce outperform those who do not. With our **BE** *you* **AT BCD** initiatives our aim is to ensure our employees feel welcomed, valued and respected, and that our clients continue to benefit from diverse perspectives and an inclusive culture.

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**The Confident Self Journey**

Our goal is to help all our employees become their most Confident Self. The Confident Self Journey embraces the idea that we should never stop developing and growing. Development doesn't take place overnight; it's a journey in which each and every BCD employee is engaged. We won't magically become our Confident Self from taking one class or participating in a single learning activity.

Personal development includes exposure to new infor-mation, ideas and skills, as well as the application and practice of that skill over time. The Confident Self Journey is the road our employees take to develop new skills and abilities, reach new goals and become capable and confident.

In support of this, our employee experience team continue to integrate a dynamic range of development opportunities for our employees throughout all stages of their career with BCD, from initial onboarding to leadership growth. Key initiatives include recommended LinkedIn Learning pathways, Leader EXchange sessions and our global learning and development platform Knowledge Hub. Monthly tailored Employee Experience Insights also provide useful information, tips and guidance to help our employees navigate through life experiences, both personal and professional.
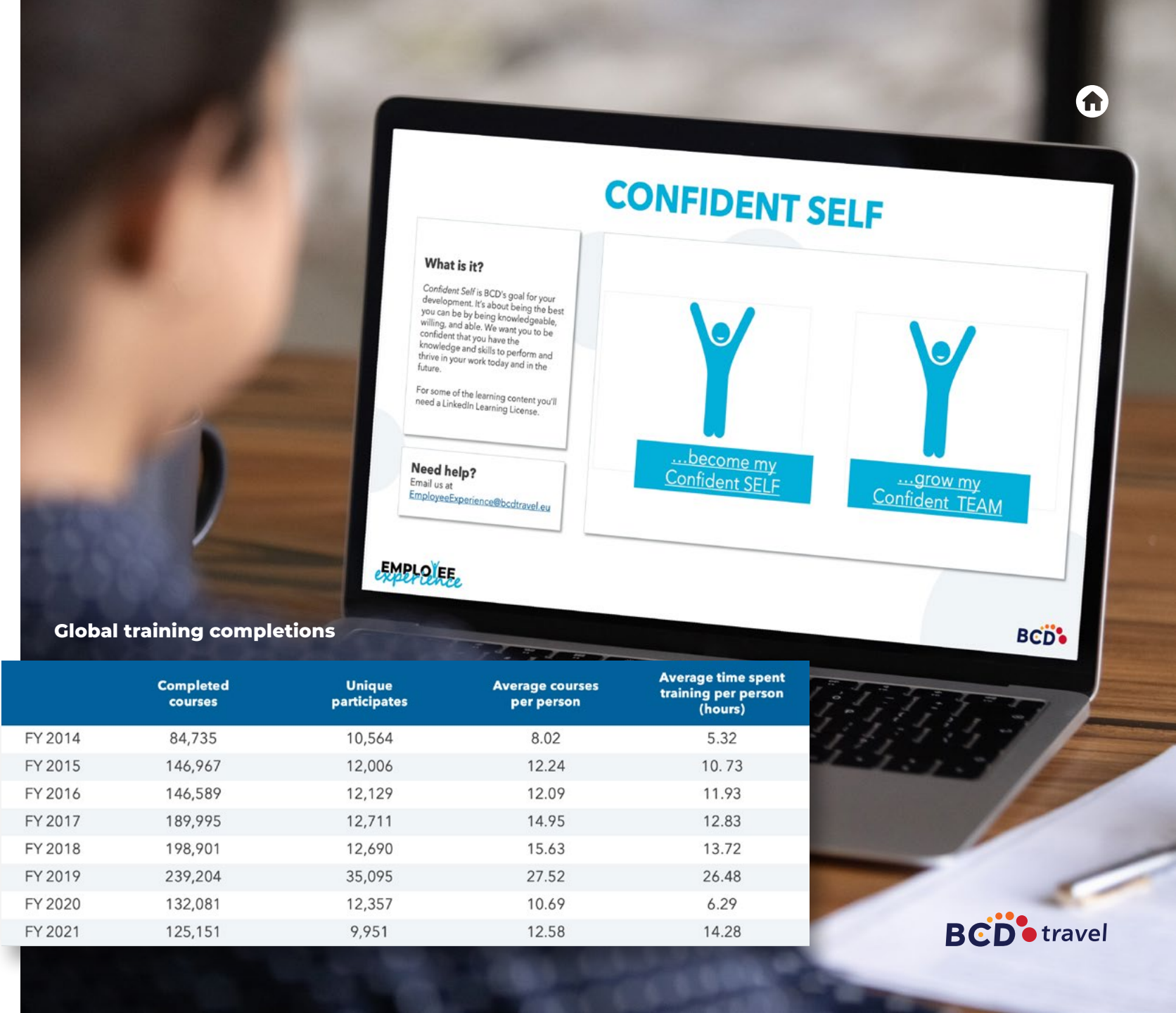
**Global training completions**

| | Completed courses | Unique participates | Average courses per person | Average time spent training per person (hours) |
|---|---|---|---|---|
| FY 2014 | 84,735 | 10,564 | 8.02 | 5.32 |
| FY 2015 | 146,967 | 12,006 | 12.24 | 10. 73 |
| FY 2016 | 146,589 | 12,129 | 12.09 | 11.93 |
| FY 2017 | 189,995 | 12,711 | 14.95 | 12.83 |
| FY 2018 | 198,901 | 12,690 | 15.63 | 13.72 |
| FY 2019 | 239,204 | 35,095 | 27.52 | 26.48 |
| FY 2020 | 132,081 | 12,357 | 10.69 | 6.29 |
| FY 2021 | 125,151 | 9,951 | 12.58 | 14.28 |

## Workplace flexibility

We have won numerous awards that recognize the strength of our remote working culture, which is designed to give our employees flexibility to balance work and life. 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 Travel. 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.

In the diagram to right we have provided current work from home percentages across the regions.

**NORAM**
**83.26%**

**EMEA**
**41.42%**

**UKIE**
**43.43%**

**LATAM**
**17.8%**

**APAC**
**11.44%**

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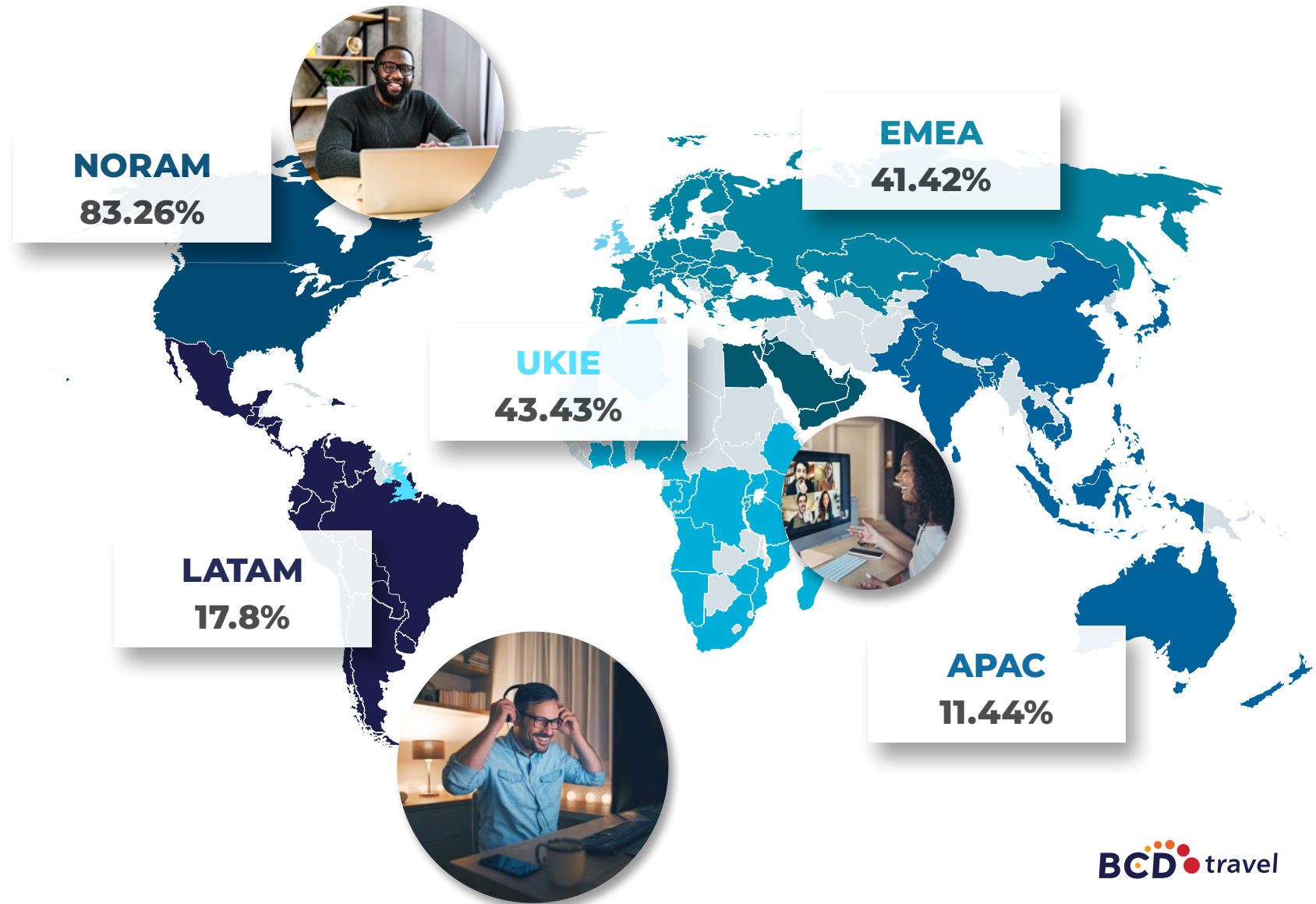
**Examples of the strategies and tips we provide to our employees:**

- ✓ Walking to good health
- ✓ World Mental Health Day
- ✓ Mindful awe exercises
- ✓ Self-care and why it's important
- ✓ How to overcome virtual fatigue
- ✓ Working from home toolkit
- ✓ Understanding and avoiding burnout
- ✓ Home office sustainability guidelines

## Employee wellbeing

It's critical to our business that our people are supported as we continue to move through disruption, transformation and uncertainty together. Our Wellbeing at BCD platform provides BCD employees with strategies and tips from our wellbeing experts across five key areas: emotional wellbeing, physical wellbeing, social wellbeing, working from home and coping with COVID-19.

Our platform encourages employees to interact with these articles and share them with their colleagues, providing them with the opportunity to share their own wellbeing story, should they choose.

We have also implemented 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 experiencing mental health challenges.

Our focus on employee experience is supported by our approach to their wellbeing and mental health. Our global employee engagement platform includes an anonymous monthly survey to understand how our people are feeling across a range of core areas, including their health and wellbeing. When our people are engaged and at their best they thrive, so this kind of data analysis is key to our mental health and wellbeing strategies.

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## Diversity & Inclusion

We encourage our employees to Be You at BCD and to make BCD a safe, inclusive space where all our people can flourish and where our diversity makes us stronger. Below we outline just some of the ways we're translating our principles into action.

**D&I program management –** We appointed our Senior Vice President, Diversity & Inclusion to help guide our program forward and drive a growing range of initiatives aimed at strengthening D&I in our DNA.

**Effective policies –** Our D&I program incorporates several policies outlining our standards and best practices including, our Global Equal Opportunities Policy, Code of Conduct, Global HR Policy, Global Harassment Policy and Employee Handbooks. As a direct result of some feedback from our employee engagement platform, in 2021 we also launched a new policy in the UK and Ireland to reflect the growing interest for more information and support around menopause. We want everyone to understand what menopause is and to be able to talk about it openly, without embarrassment. But that is only one example – our People & Culture teams across the globe are reviewing and updating workplace policies to ensure they promote diversity, equity and inclusion.

"

**Through Be You at BCD we are committed to improving the systems, policies and awareness available to BCD employees to promote a culture of diversity, equity and inclusion – it's fundamental to the way we run our business. It not only enhances our employees' experiences, it brings diverse opinions and creativity to our clients too. We want to make sure that our differences continue to be celebrated and drive innovation across our organization. We invite our employees, clients and partners to walk this journey with us in spirit and in action – together we can help everyone Be You at BCD.**

**YVETTE BRYANT**
Senior Vice President, Diversity & Inclusion

**D&I framework –** As our D&I strategy evolves, we're focusing our efforts on workforce representation, workplace inclusion, marketplace and suppliers.

**D&I global councils across four regions –** Our people bring D&I to life. Composed of employees from every region, function and level in the company, our D&I councils provide recommendations for global D&I strategies, set local and regional goals based on our global strategy and champion education in their region and markets. Their aim is to celebrate and nurture different voices, backgrounds and perspectives in our workforce.

**Employee experience team –** This team works closely with our Senior Vice President, Diversity & Inclusion to design and implement a complete D&I awareness program, including sessions on unconscious bias, promoting inclusion, cultural awareness, allyship and more.

# BE *you* AT BCD

**Be You at BCD platform –** We launched our Be You at BCD platform where employees can raise their awareness about different cultures across the world and important celebrations such as Pride Month, Juneteenth and International Women's Day. Our platform encourages employees to like, bookmark, and comment on these articles with their colleagues.

**Cultural connections program –** Our program allows participants around the globe to take part in video chat sessions to connect, share and learn from their colleagues.

**Commitment to strengthening D&I across the entire employee life cycle –** Our Senior Vice President, Diversity & Inclusion is working with our People & Culture and leadership teams globally to ensure that D&I principles are incorporated into various workplace processes from talent acquisition to employee retention.

**Think tank group –** This group performs research and advocacy for how we contribute to our clients' D&I goals for their corporate travel and meetings programs.

### Meet our D&I council

Our D&I councils are a group of diverse and passionate employees from across the regions in which BCD operates. We're pleased to highlight and introduce you to some of them and hear why they have a passion for D&I.

**❯ READ MORE**

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## Measuring our impact

From data collection to qualitative feedback from our employees, we have several mechanisms in place that allow us to assess the effectiveness of our D&I strategy, initiatives and programs at regular intervals.
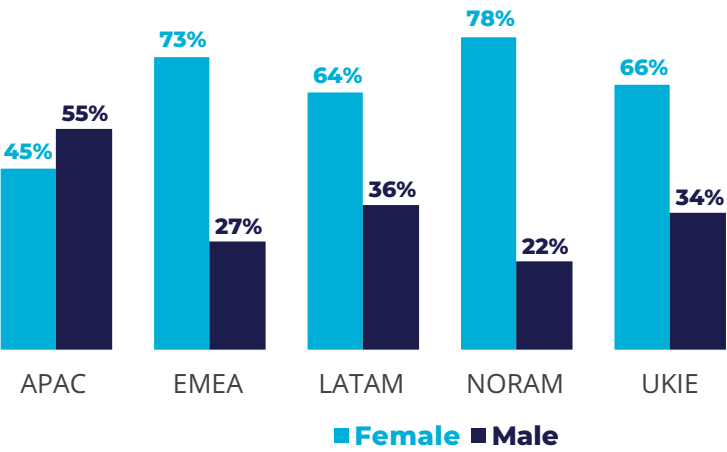
We report internally on diversity statistics where legal and possible to do so. For example, our reporting on gender across all levels of our organization continues to inform our approach, processes and initiatives. We've also invested in a new HR solution that will allow us to track diversity metrics across a broader spectrum. We can more easily access globally consistent data sets, allowing our senior management team and Senior Vice President, Diversity & 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're exploring capabilities for gathering additional diversity dimensions globally.

Our third-party employee engagement platform includes a layer of D&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 D&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 D&I.
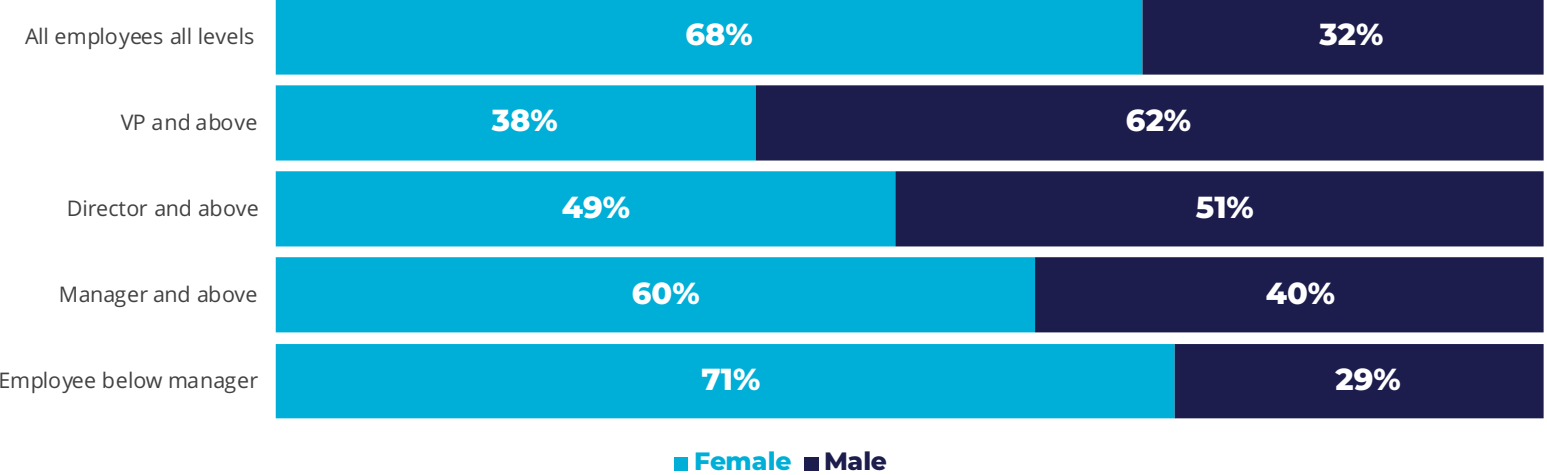
Our group education and awareness sessions and Culture Café discussions also provide safe spaces where all employees can talk openly about any challenges they're facing and provide feedback on our initiatives.

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

### Gender split



| Region | Female | Male |
|--------|--------|------|
| APAC | 45% | 55% |
| EMEA | 73% | 27% |
| LATAM | 64% | 36% |
| NORAM | 78% | 22% |
| UKIE | 66% | 34% |

### Gender by level



| Level | Female | Male |
|-------|--------|------|
| All employees all levels | 68% | 32% |
| VP and above | 38% | 62% |
| Director and above | 49% | 51% |
| Manager and above | 60% | 40% |
| Employee below manager | 71% | 29% |

**BCD** travel

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Employee experience** | Foster a high-performance inclusive culture that develops talent and allows it to excel in our organization.<br><br>Build on employee experience initiatives to enrich our peoples' work environment and put them on a clear path to professional growth. | Enhance the employee/manager relationship across 100% of the organization to regain strength in an engaged workforce post-COVID-19.<br><br>Use eNPS as measurement of progress. | Improved the employee/manager relationship across the organization by 39% compared the 2019 eNPS baseline. | Change the area of focus to employee experience to provide our people with more opportunities to grow.<br><br>Complete talent cycle review on all director and above roles. |
| **Health and safety** | Focus on providing our employees with a safe and healthy work environment.<br><br>Work with our people to find the work-life fit that's best for them, creating a flexible workplace that serves the requirements of both the company and the individual. | Update ISO 45001 management system to include local COVID-19 legal requirements. Re-certify 100% of wholly owned locations.<br><br>Continue to support all employees working from home with wellbeing initiatives under three key pillars: Emotional, Physical and Social through regular articles, videos and training resources. Professional assistance, if required, will be provided through the employee assistance program. | Reviewed and updated the health and safety management system to include COVID-19 requirements.<br><br>Carried out virtual and document audits in lieu of onsite audits due to COVID-19 restrictions to maintain ISO 45001 certification in 100% of wholly owned locations.<br><br>Provided employee wellbeing initiatives through regular information, training resources and guidance on emotional, physical and social topics and coping with the COVID-19 pandemic. | Review and update the global health and safety policy and management system manual.<br><br>Enhance the employee experience offerings and increase viewership of content on intranet platform MySource by 50% to support better take-up of wellbeing initiatives and priorities. Refresh the Wellbeing platform, replacing the COVID-19 pillar with the All Things Well!? pillar and launch a Monthly Update on Wellbeing. |

**LINK TO 2021 SUSTAINABILITY REPORT**

**BCD** travel

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Employee engagement experience** | Build an engaged workforce that generates ideas and innovations and encourages stronger performance so that we may better serve our customers.<br><br>Create a culture that inspires, motivates, and rewards people for their performance. | Meet or exceed 2019 eNPS score at all levels—company-wide, team and individual leader. | Increased the eNPS score by 39% compared to the 2019 eNPS baseline. | Continue to meet or exceed 2021 eNPS benchmark at all levels of the organization.<br><br>Honor nominated staff members who demonstrate outstanding achievement in support of BCD Travel's core values as part of our Circle of Excellence program. |
| **Human rights** | Respect and proactively support the human rights of our employees. | Implement our D&I program across 100% of wholly owned locations.<br><br>Continue to build on D&I education and awareness with specific focus on three areas: cultural awareness and intelligence, embracing diversity and promoting inclusion.<br><br>Highlight gender diversity by nominating a female employee for the annual Women of Distinction award.<br><br>Increase support for ECPAT and A21. Create awareness for human trafficking through regular internal and external communication campaigns. | Implemented our D&I program within 100% of wholly owned locations and delivered five education sessions to audiences throughout the company. Published monthly educational articles and held the first D&I Celebration month in October.<br><br>Presented the Women of Distinction Award to a female employee on International Women's Day, March 8th.<br><br>99% of all employees have completed human trafficking awareness training. | Close 20% of workplace gaps identifed in our D&I workplace review gap analysis.<br><br>Continue to drive a growing range of D&I initiatives to help us equip employees, managers and leaders to live our D&I principles daily.<br><br>Continue to drive awareness both internally and externally with clients. Identify external working groups for continued industry influence. |

**BCD travel**

# Environment

We're committed to supporting a healthy and sustainable environment by establishing policies and programs that specifically address how we conduct business in a safe, environmentally-sound manner while following relevant legislation and regulations.

**In this section:**

- **INNOVATION IN ENVIRONMENTAL MANAGEMENT**
- **ENVIRONMENTAL IMPACT STRATEGY**
- **MEASURING PROGRESS**
- **SCIENCE BASED TARGETS INITIATIVE (SBTI)**
- **SUSTAINABLE OPERATIONS**
- **CARBON FOOTPRINT**
- **GREEN DATA CENTERS**
- **ENVIRONMENTAL AWARENESS**

## Innovation in environmental management

With the significant increase of natural disasters over the last few years, the impact of climate change has gained more attention than ever before from the media, governments and institutions across the world. How the corporate travel industry addresses its part in this impact is not a new question. BCD Travel has taken key steps to managing our environmental impact over the last five years. Starting with the implementation of our global environment, health and safety management system in 2017, we have already been able to make great strides in this area. Now is the time to build on this solid foundation.

Our role as trusted advisor to our clients and in the wider travel industry extends to environmental thought leadership. We acknowledge that there is much more that the industry can do; being visible about our approach in the marketplace is essential to driving the progress we seek in environmental practices. From being the first travel management company to sign up to the Science Based Targets initiative (SBTi), to Advito's innovative Sustainable Collaboration™ consultancy services, we continue to push boundaries in environmental management both within our organization and for our clients.

Driving environmental awareness and innovation is a core part of our approach. The appointment of our Vice President, Executive Chair Sustainability as one of the executives on the Global Business Travel Association (GBTA) Sustainability Leadership Council demonstrates the significant role BCD plays in climate action.

**Our aim is always to collaborate with key industry partners to uncover trends and best practices that bring about positive change for the next generation.**

# Environmental impact strategy

Our environmental impact strategy focuses on the three core components of our materiality analysis.

**Resource consumption and waste:** This includes paper consumption and water usage as well as waste generation.

**Energy use:** The highest contribution to our energy use is electricity. Our electricity consumption is measured both in our office locations and our owned data centers.

**$CO_2$ emissions:** We use the Greenhouse Gas Protocol (GHGP) standard to measure and report on Scope 1, Scope 2 and significant Scope 3 emissions.

**BCD** travel
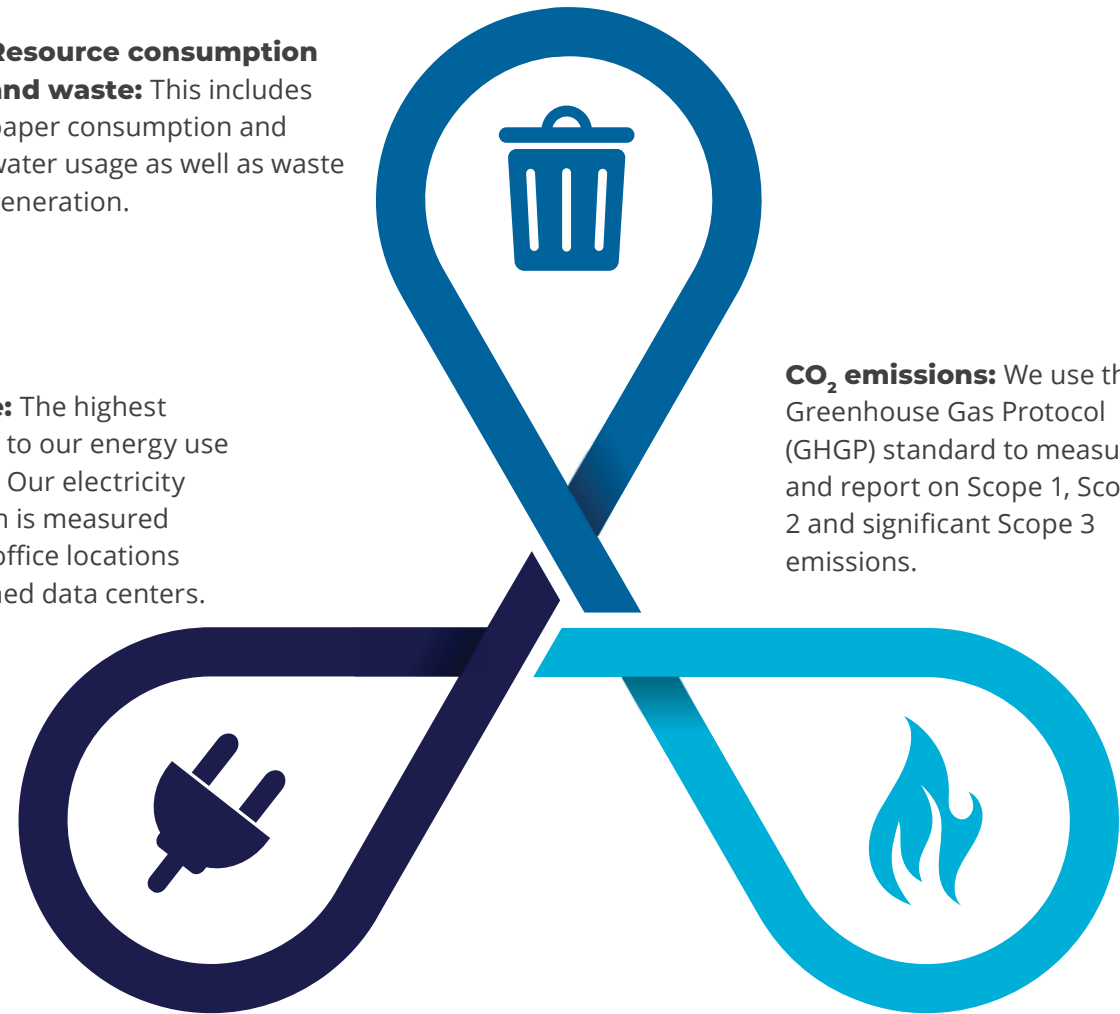
# Measuring progress

Measuring our environmental performance is key. We have implemented several mechanisms that allow us to track our progress, including measuring and reporting on our carbon footprint annually. Our global environmental management system is aligned with the following initiatives.

Our annual consolidated carbon footprint is externally verified and is published in an annual carbon verification statement.

**⊙ VIEW**



BCD TRAVEL CARBON VERIFICATION STATEMENT 2021

**Our initiatives**

- **ISO 14001:2015**
- **The United Nations Global Compact**
  Principles 7, 8 and 9
- **The Sustainable Development Goals (SDGs)**
  SDG 13 – Climate Action
- **The Global Reporting Initiative (GRI)**
  Standards 101, 102, 103 and 300
- **The Science Based Targets Initiative (SBTi)**
- **CDP Climate Action response**

We also engage with external parties to validate our annual environmental reporting:

- ISO 14001 certification audits in 100% of our wholly owned operations
- ISO 14064-3 – carbon footprint reduction
- EcoVadis – Platinum rating in 2020 and 2021
- CDP response for 10 years

**Our SBTi target challenges us to work even harder to reduce our environmental footprint, while actively engaging with our suppliers and customers to reduce CO$_2$ emissions through our supply chain.**

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## Science Based Targets initiative

Over the last few years, we have seen a significant increase in the need for clarity around setting impactful environmental goals at the organizational level that will enable lasting positive change. With more than 2000 companies working with the Science Based Targets initiative (SBTi) globally, they aim to lead the way to a zero-carbon economy, boost innovation and drive sustainable growth. The SBTi provide companies with a clearly defined path to reduce emissions in line with the Paris Agreement goals.

Initiatives like the SBTi have led to many global corporate organizations setting ambitious science-based targets – BCD Travel is no different. Building on our industry leadership in environmental management, we were the first travel management company to join the SBTi in early 2020.

We submitted our carbon reduction target to reduce our absolute scope 1 and 2 emissions by 35% by 2030 from a 2016 base year in December 2021. We expect validation in Q2 2022.

This new goal challenges us to work even harder to reduce our environmental footprint, while actively engaging with our suppliers and customers to reduce CO$_2$ emissions through our supply chain.

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# Sustainable operations

Our global operations have revealed a significant opportunity to reduce our global footprint – with 63% of our footprint attributable to our offices and data centers. As a result, we built our strategy around operational carbon reduction as an area of key control and impact. Our approach has always included setting ambitious goals to improve our environmental performance. In doing so, we continue to influence our peers and environmental best practices in and beyond our industry.

We have been transitioning to a circular and low-carbon economy, focusing on minimizing GHG emissions, reducing our waste, consuming less water and increasing our usage of renewable electricity. At the same time, we've been able to reduce operational costs as well as business risk for our clients and partners.

We continue to monitor our Scope 1, 2 and 3 emissions to track progress against our goals. This includes the verification of our consolidated carbon footprint by a third party each year to ensure accuracy.

Due to the impact of the pandemic, our reporting includes 2020 environmental figures only. Our $CO_2$ emissions (for all scopes) were 82.36% less than 2019. As part of our environmental objectives for 2022, we're reviewing our baseline to ensure it accurately reflects the 'new normal' following COVID-19.
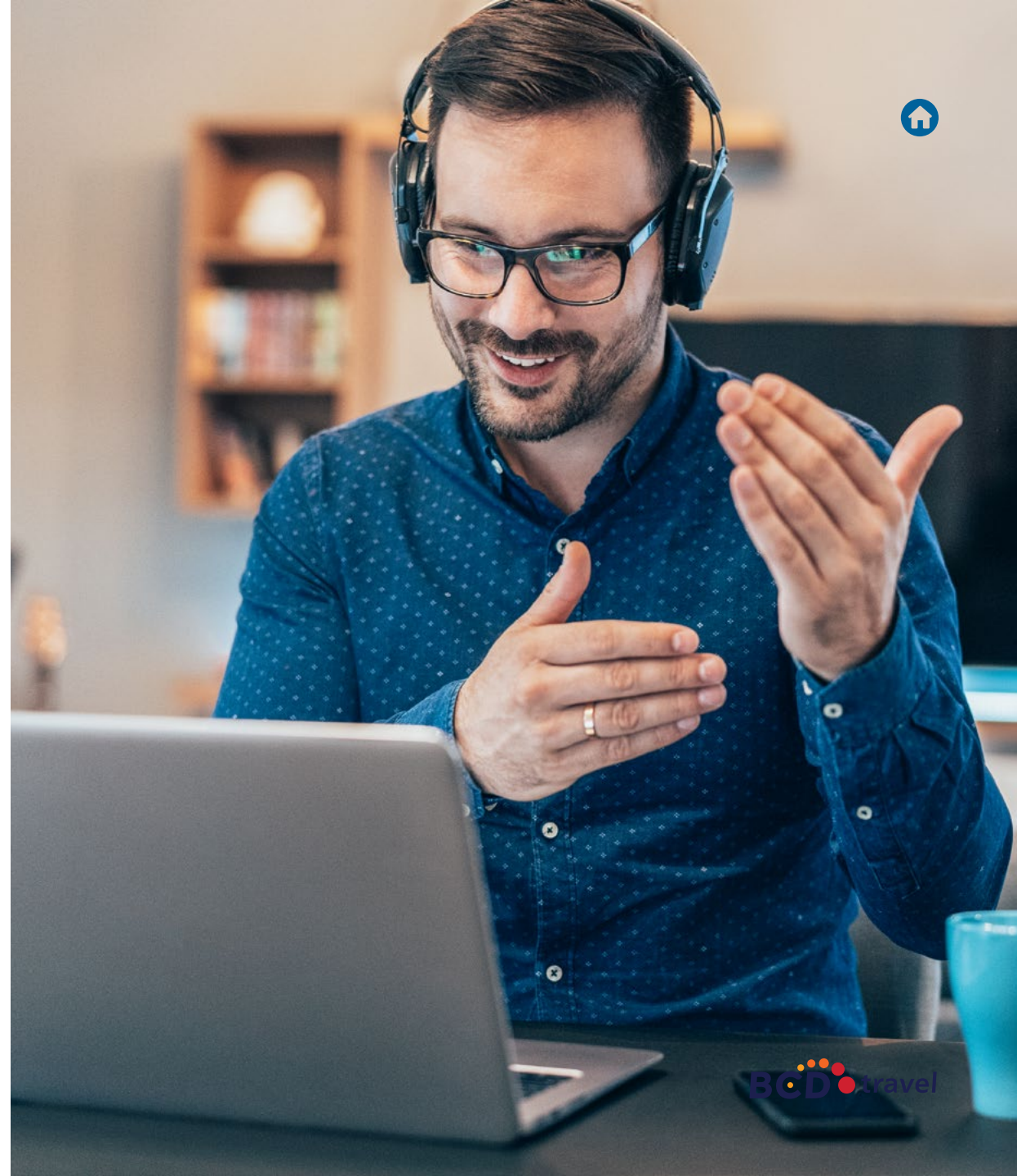
**2020 global staff travel emissions = 1,745t/CO2e***

**% of green electricity used in our offices globally = 39%**

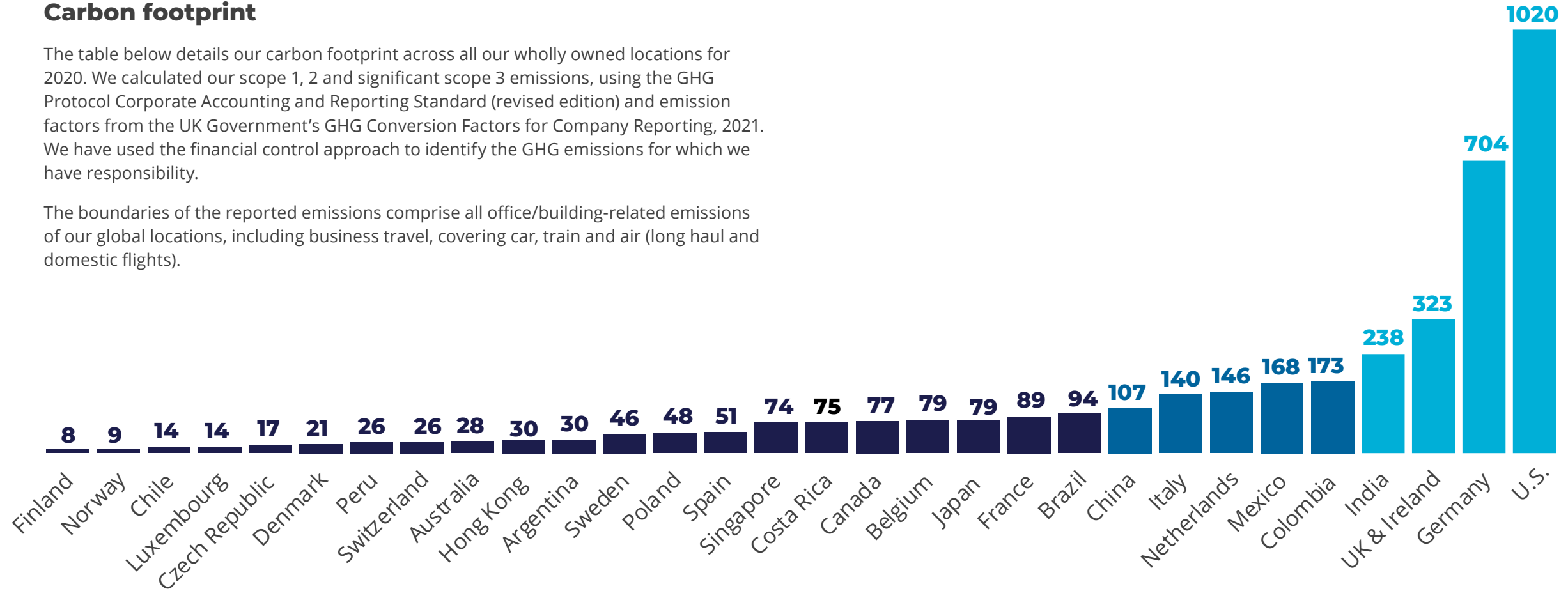*significantly reduced to due to the effects of COVID-19

# Carbon footprint

The table below details our carbon footprint across all our wholly owned locations for 2020. We calculated our scope 1, 2 and significant scope 3 emissions, using the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting, 2021. We have used the financial control approach to identify the GHG emissions for which we have responsibility.

The boundaries of the reported emissions comprise all office/building-related emissions of our global locations, including business travel, covering car, train and air (long haul and domestic flights).

| Location | Value |
| --- | --- |
| Finland | 8 |
| Norway | 9 |
| Chile | 14 |
| Luxembourg | 14 |
| Czech Republic | 17 |
| Denmark | 21 |
| Peru | 26 |
| Switzerland | 26 |
| Australia | 28 |
| Hong Kong | 30 |
| Argentina | 30 |
| Sweden | 46 |
| Poland | 48 |
| Spain | 51 |
| Singapore | 74 |
| Costa Rica | 75 |
| Canada | 77 |
| Belgium | 79 |
| Japan | 79 |
| France | 89 |
| Brazil | 94 |
| China | 107 |
| Italy | 140 |
| Netherlands | 146 |
| Mexico | 168 |
| Colombia | 173 |
| India | 238 |
| UK & Ireland | 323 |
| Germany | 704 |
| U.S. | 1020 |

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# Green data centers

To reduce our data centers' 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
- ✓ 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 have been able to achieve a significant reduction in operating costs and data center space, as well as decreasing electricity consumption by 54.8% between 2016 and 2021.
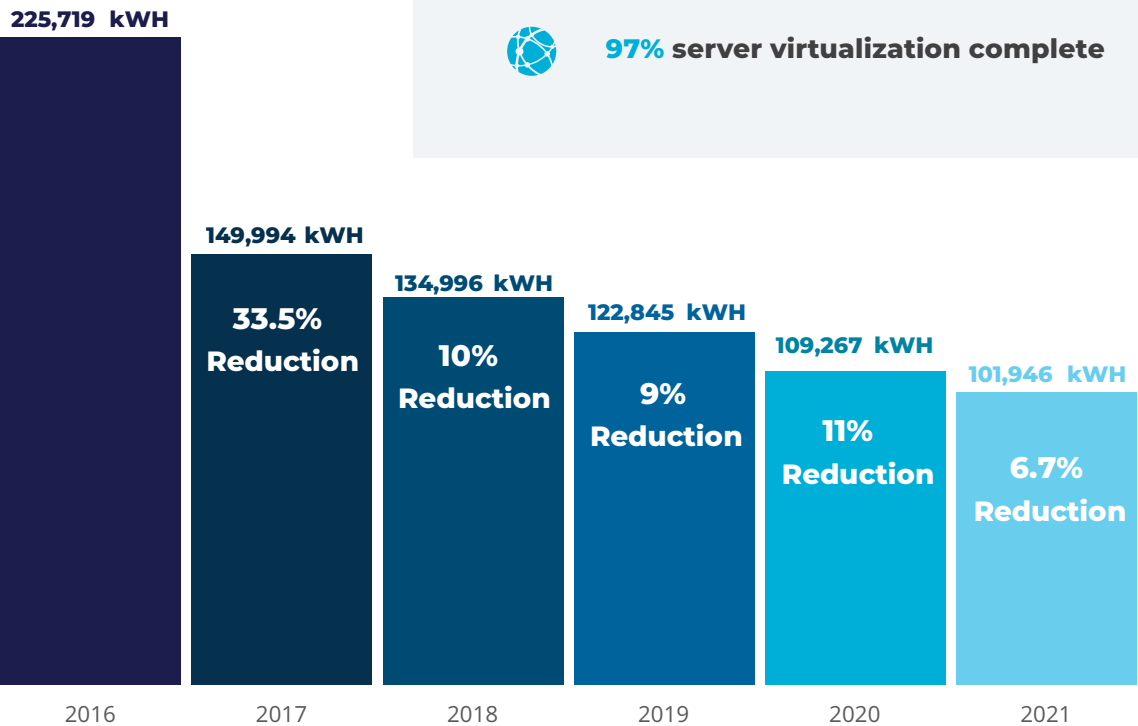
**Carbon footprint 2021: 184.39 t/CO2e**

**ISO 14001:2015 certified**

**97% server virtualization complete**

| Year | Consumption | Reduction |
|------|-------------|-----------|
| 2016 | 225,719 kWH | |
| 2017 | 149,994 kWH | 33.5% Reduction |
| 2018 | 134,996 kWH | 10% Reduction |
| 2019 | 122,845 kWH | 9% Reduction |
| 2020 | 109,267 kWH | 11% Reduction |
| 2021 | 101,946 kWH | 6.7% Reduction |

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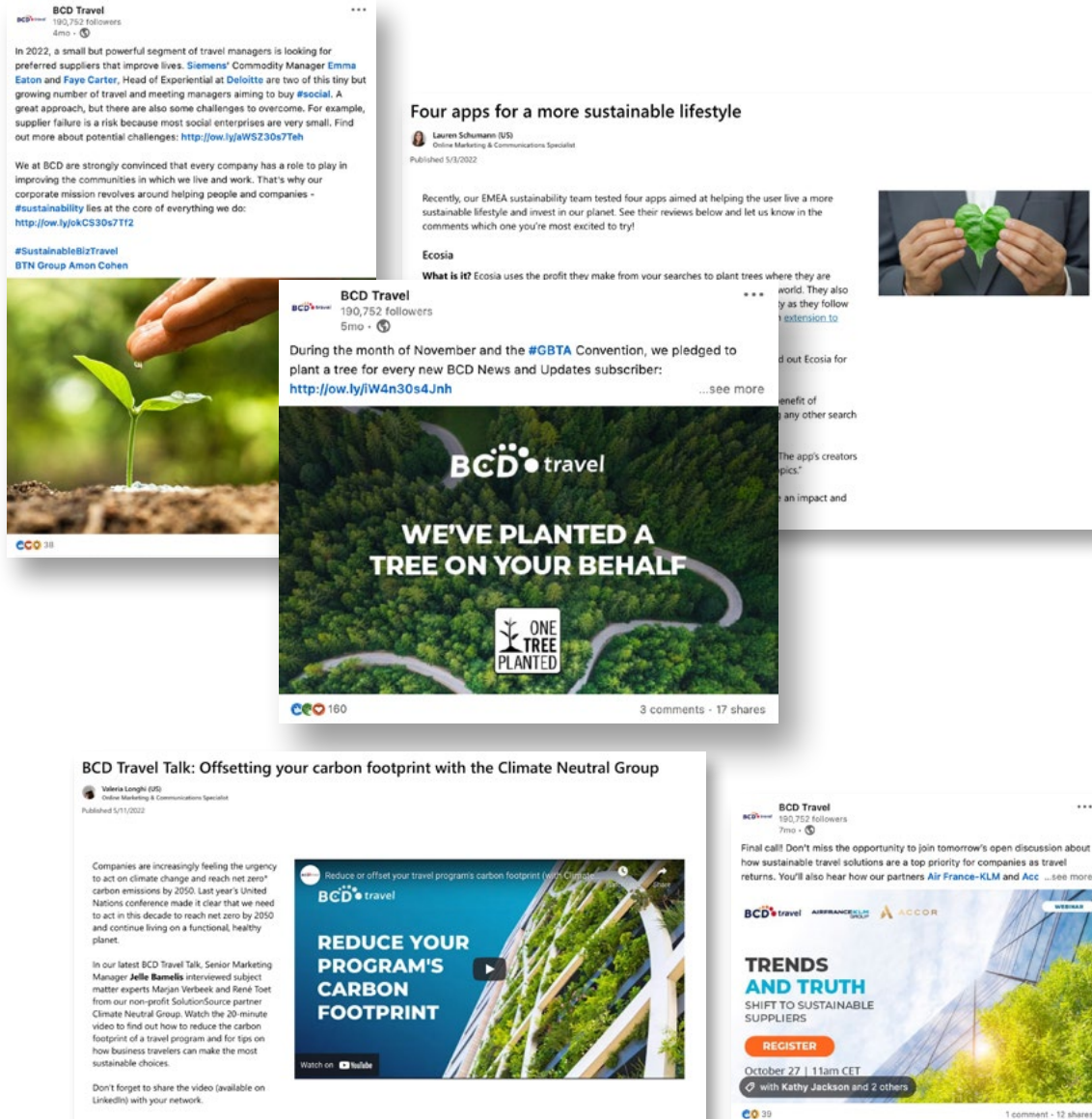
# Environmental awareness

As ambassadors of leading environmental practices, we continue to increase environmental awareness amongst our employees. Education and awareness 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 Travel and we continue to attract and retain leading talent.

That's why, as part of our sustainability management system – and a key criterion for maintaining our ISO certifications – we have implemented an end-to-end sustainability education and awareness strategy. This spans reporting, internal communication campaigns and policy awareness to mandatory training, social media campaigns, blog posts and leading sustainability consultancy services for our clients.

Through internal communication channels, we encourage all employees to participate in annual global environmental initiatives such as Earth Hour, Earth Day and World Environment Day. As the pandemic unfolded and the landscape of our global workforce changed, we knew we needed to change the way we engaged with our employees on our environmental initiatives to support virtual working. That's why we created our global Sustainability at BCD intranet hub.

Through this platform we regularly share tips with 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. We create educational videos, collating ideas from BCD employees all around the world to inspire their colleagues, as well as recommendations on the latest environmental apps. Our people can like, comment on and share these posts, so they feel part of a community that is having a positive impact on the environment globally.

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Energy reduction** | Reduce our operational energy performance and carbon emissions by 35% by 2030.<br><br>Reduce the carbon footprint and energy usage requirements in our owned data centers. | Reduce carbon emissions by 5% compared to 2019 figures (2021 will not be used due to the COVID-19 pandemic and its effects on the travel industry).<br><br>Carry out a global real estate review; implement targets to increase the use of renewable energy throughout our wholly owned office locations. | We saw a reduction of our 2020 carbon footprint by 82.36% due to the effects of the COVID-19 pandemic on work and travel.<br><br>Due to the COVID-19 pandemic we were not able to carry out the planned real estate review in 2021. | Review our baseline to ensure it accurately reflects the 'new normal'. Review all offices and data centers from an energy performance perspective as we gradually return to the office.<br><br>Carry out a global real estate review; implement targets to increase the use of renewable energy throughout our wholly owned office locations. |
| **ISO 14001 certification** | Establish policies and programs that specifically outline how we conduct business in a safe, environmentally sound manner in accordance with relevant legislation and regulations. | Re-certify 100% of locations to the ISO 14001:2015/ISO 45001:2018 standard.<br><br>Work with at least five interested parties and stakeholders to investigate ways we can work together to share best practices and improve our environmental, health and safety management system. | Environmental, health and safety management system reviews were carried out in all ISO 14001:2015/ISO 45001:2018 certified locations to ensure continual improvement and compliance with the standard.<br><br>Worked with clients, partners, suppliers and industry associations to share best practices and improve our environmental, health and safety management system. | Extend our ISO 14001:2015/ISO 45001:2018 management system to include disclosures on our climate risks as well as opportunities to ensure adherence to increasing legislation and reporting requirements. |
| **Environmental awareness** | Promote environmental awareness at our physical locations and for virtual workers worldwide, concentrating on reducing our biggest environmental impacts.<br><br>Achieve 100% of our science-based targets by 2030. | Continue to engage employees in our environmental program; measure engagement to identify a baseline.<br><br>Reduce the use of single-use plastics by 100% throughout our global operations.<br><br>Implement and submit our defined goals to the Science Based Targets initiative (SBTi) for approval. | Improved employee engagement on environmental topics though global activities for Earth Day, World Environment Day and local initiatives thoughout the year.<br><br>Educated 100% of the Management Board on the SBTi. Received agreement on the targets set and the roadmap defined to achieve them.<br><br>Submitted our SBTi target for vertification in December 2021. | Educate 100% of our staff and other stakeholders on our SBTi targets and the initiatives put in place to achieve them.<br><br>Continue to influence environmental improvements in the industry through key initiatives. |

**LINK TO 2021 SUSTAINABILITY REPORT**

**BCD** travel

# Sustainable Procurement

We strive to build sustainable and mutually rewarding partnerships with our supply chain while contributing to our business sustainability and that of the people and planet.

**In this section:**

❯ **SUPPLIER COMPLIANCE**

❯ **SUPPLIER ASSESSMENTS**

❯ **SUPPLIER DIVERSITY**

| 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS |

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**BCD seeks business relationships that are built on trust, respect and shared values. We only select suppliers who meet our business and commercial requirements and who demonstrate responsible business practices based on ethical, environmental and social criteria.**

As new sustainability legislation is implemented, and stakeholder requirements evolve across the supply chain, the importance of integrating sustainability best practices across global procurement processes continues to increase.

Our expectations of the standards we require from our suppliers and partners are outlined in our Supplier Code of Conduct. Ethically conducting business and abiding by all legal and regulatory requirements are important components of this shared commitment.

At the same time, we continue to be a sustainable member of our clients' supply chains, supporting their sustainable procurement strategies by applying third-party audited best practices. This is demonstrated by our second EcoVadis Platinum rating, ISO 14001 and ISO 45001 certification in 100% of our wholly owned operations, as well as our annual CDP assessment and SBTi targets. We recognize our responsibility to add sustainable value both up and down the supply chain and reinforce our commitment to help change the procurement landscape.

## Supplier compliance

We continue to increase the number of global suppliers who have signed our Supplier Code of Conduct, a document that clearly outlines our ethical business practices and is aligned with the United Nations Global Compact. The Supplier Code of Conduct also forms part of our agreement with each partner in the BCD global network. We encourage our suppliers to promote our shared values of sustainable procurement within their own supply chain. Our long-term commitment is to ensure that all partners and suppliers align their sustainability objectives with our own.

We ensure our Supplier Code of Conduct is aligned with the latest ethical business legislation. For example, in 2021 we included an additional clause outlining how suppliers can report any potential violations of the Code, committed either by their own employees or representatives, or by any of BCD Travel's employees or representatives. This amendment ensures compliance with the new EU Whistleblowing Protection Directive.

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# Supplier assessments

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

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. In 2021 we assessed 100% of our top 30 suppliers on extended criteria.

Our key partners participate in an independent assessment by EcoVadis, the world's most trusted business sustainability ratings provider, to measure their sustainability performance. From 2016 onwards over 60 assessments were carried out by EcoVadis. 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 assessed have achieved a Bronze or Silver rating.

## Information 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. In 2021, a total of 191 requests for SRA were reviewed and processed by the risk management team.

**More than 90% of our top 30 suppliers were reviewed** for information security compliance.

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## Supplier diversity

When it comes to promoting equal opportunities in sustainable procurement, we know we can't stand still. The impact of COVID-19 has allowed us to pause and refocus our commitment to sustainable, diverse and inclusive procurement.

**We're committed to identifying, selecting and developing diverse suppliers, and recognize the importance of supplier diversity and its contribution to the success of our client partnerships.**

Our goal is to support the use of supplier-diversified business enterprises as vendors of quality products, services and competitive prices. We aim to select and work with socially responsible and like-minded suppliers who engage in responsible business practices. For BCD, supporting diversity and equality across our supply chain is an ever-evolving practice – but one that we're determined to get right.

## Tracking diverse suppliers

In the United States we track the use of diverse suppliers and provide reporting to our customers as required. Today we work with diverse suppliers, including organizations classified as Women-Owned Business Enterprises (WBE), Minority-Owned Business Enterprises (MBE), Veteran-Owned Business Enterprises (VET) and Small Business Enterprises (SBE).

## As part of our 2022 D&I roadmap we're further strengthening our partnerships and classification process to grow a diverse supply chain, actively improving our use of diverse suppliers.

### Refocusing our policy and goals

A strong supplier D&I program needs to have clear policies at its base. That's why we are creating a new supplier diversity policy with a renewed commitment, broader integration across our global organization, clearer standards and stakeholder expectations. In tandem, we're establishing new supplier D&I processes that will allow us to more effectively implement change, track progress and expand supplier development and engagement.

## Integrating diversity into meeting and events strategies

Supporting D&I in the supply chain has gained additional focus for meeting and event (M&E) planning in recent years. Now more than ever, we are aware of the impact our roles can have on creating equal opportunities for minority-owned business and our responsibility to act.

We continue to work with our clients to identify sustainable and D&I suppliers within M&E, and implement D&I scorecards to measure success. Future opportunities to support diverse supplier strategies include integrating D&I classification into sourcing strategies, helping our clients identify new opportunities or minority-owned businesses they may already be working with.

We know that the lack of funding for small organizations to pay for diverse certification can also be a barrier. This results in the need for diverse supply chain levels of both certified and non-certified organizations to be tracked. D&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 D&I within their wider M&E strategy and analytics.

## Using a global approach

Our approach to supplier D&I extends across our global footprint. BCD is certified in South Africa to Level 1 BBBEE. Our mission is twofold: to create opportunity in the workplace and support the growth of small enterprises. The BBBEE initiatives in place focus mainly on three pillars contained in the codes: skills development, enterprise and supplier development and socio-economic development. BCD also has a proud history of working with suppliers that support Indigenous Australians, including Qantas and Virgin Australia who both have well-established Indigenous employment programs.

Since 2016 we have supported our partners through the EcoVadis assessment process which includes D&I components as part of the labor standards and human rights section. Additionally, some organizations in our U.S. affiliate program are classified as diverse suppliers – further expanding BCD's reach with SME/minority businesses. These partnerships drive D&I standards, initiatives and processes across our organization.

**BCD** travel

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Supplier compliance** | Ensure all partners and suppliers demonstrate responsible business practices. Align suppliers' social, ethical and environmental responsibilities with our own goals and objectives. | Extend supplier assessment criteria, focusing on the top 30 suppliers based on annual spend. Create a supplier dashboard to better visualize supplier sustainability performance. | Extended the supplier assessment criteria of the top 30 suppliers based on annual spend to ascertain compliance with sustainabiity requirements. | Source a new company to provide supplier diversity certifications of our existing supplier base. Review quarterly reports starting from Q2/2022. |
| **Sustainable procurement** | Increase awareness of sustainability issues (environmental, ethical and social considerations) within global procurement and sourcing processes. | Incorporate supplier Diversity & Inclusion principles in the Global Procurement and Strategic Sourcing policy.<br><br>All members of the Global Procurement team to participate in further sustainable procurement online training. | Updated the Global Procurement and Strategic Sourcing policy to include supplier Diversity & Inclusion guidelines.<br><br>No sustainable procurement training was completed due to COVID-19 related resource issues. | All members of the Global Strategic Sourcing team to participate in further sustainable procurement online education or training. |
| **Data protection in the supply chain** | Continue to develop controls to protect the integrity of the data we hold and to demonstrate compliance to ISO 27001, PCI DSS, SOC 2 and global data protection regulations. | Continue the assessment/reassessment of 96 -100% of products, services and suppliers. | Assessed/reassessed >96% of products and services in collaboration with internal stakeholders. Ensured security compliance with supplier agreements, alignment with security standards and controls for secure deployment, maintenance and use of supplier products and services within the orgnization. | Through the Digital Security Program (DSP), identify and report on supplier products and services within the supply chain life cycle.<br><br>Assessment/reassessment of 98 - 100% of products, services and suppliers.<br><br>Expand risk governance activities for remediation of risks. |

**▶ LINK TO 2021 SUSTAINABILITY REPORT**

**BCD travel**

# Service Performance

Our commitment to delivering optimal service, products and solutions to help our customers improve their travel program's environmental and social impacts remains paramount. We recognize that customers judge their experience with BCD Travel in terms of cost, duty of care and service performance. Now more than ever, they also measure value by how closely our innovative solutions meet their shifting business travel and sustainability requirements.

**In this section:**

❯ **LEADERSHIP IN SUSTAINABILITY BEST PRACTICES**

❯ **ADVITO**

❯ **SUSTAINABLE MEETINGS & EVENTS**

❯ **TRAVELER DUTY OF CARE**

## BCD Travel as a trusted advisor on sustainability best practices

Our role is that of trusted advisor to our clients and in the travel industry. As part of our approach, we bring innovation to sustainability best practices. In 2021 our global sustainability management system has seen us continue to manage our impact on climate change, drive governance, ethics and compliance across our sphere of influence and ensure Diversity & Inclusion practices are implemented throughout our organization. We also continue to provide support to 44 community projects and our three human trafficking partners globally, despite the impact of COVID-19.

We know that the sustainability improvements that both BCD and our clients seek can only happen with change across our industry. Being an active participant in the conversation around sustainability is essential to driving this progress.

We take the role collaboration plays in sustainability to heart. Partnering with our customers, suppliers and other key stakeholders to enable change is an essential component of our sustainability program. We also work across BCD Travel, BCD Meetings & Events (BCD M&E) and Advito to drive our shared commitment to build a better future. Sustainability is a core, foundational focus for us – one that we must work toward together.

**Partnering with our customers, suppliers and other key stakeholders to enable change is an essential component of our sustainability program.**

# Highlights in our sustainability awareness and innovation activities

**Our Vice President, Executive Chair Sustainability continued with her position as Vice Chair of the GBTA Sustainability Committee for the second year.** We also extended our influence further with an Advito sustainability leader joining the GBTA Sustainability Committee in 2021. Most recently, our Vice President, Executive Chair Sustainability was announced as one of the sustainability executives on the GBTA Sustainability Leadership Council.

**Our sustainability team regularly present at industry events.** They share the latest in sustainability best practices and identify how sustainability can be integrated across the full spectrum of travel management services.

**We work closely with suppliers** across the travel industry to promote environmental best practices. For example, in May 2021 Delta Air Lines and BCD signed the first ever sustainable aviation fuel (SAF) agreement between an airline and a travel management company. The Sustainable Aviation Fuel Program offers companies like ours the opportunity to contribute to the usage and development of SAF. We can purchase SAF, which is made wholly from waste and residue of raw materials.

We fund the SAF price premium over conventional fuel, and by increasing use of and demand for SAF, we help decrease the aviation industry's reliance on conventional jet fuel and reduce carbon emissions. The purchase is certified by ISCC (International Sustainability & Carbon Certification).

Our consulting arm, Advito, are also building partnerships with offsetting and contribution companies to provide concrete recommendations and solutions to clients looking for the very best offsetting solutions.

**The Global Sustainable Tourism Council (GSTC)** requested that one of Advito's sustainability experts take on an educational role as part of their education and awareness courses. This position will incorporate teaching a cohort of sustainability students to further promote environmental best practices across our industry in a think tank format.

**Our commitment to sustainability has seen us continue to develop our digital travel services** to help our clients meet their travel management sustainability goals. We are capturing crucial data elements across every step of our clients' travel activity to power our analytics, reporting, post-booking service capabilities and dashboards. We help our clients with actionable insights across their program, delivering carbon reporting for air, hotel and rail via our reporting platform DecisionSource®.

We also provide carbon offsetting solutions from our certified SolutionSource® third-party technology partners.

We help travelers make informed sustainable decisions at the point of sale through intuitive, tailored messaging, clear visual callouts and filters in both the online and agent-led booking tools. Our solutions make it easier for travelers to make the right choices when booking travel. Across all phases of a trip, we push timely intelligent messages to the traveler through our award-winning mobile application, TripSource®, to give them relevant and program-approved actions that remove friction from their trip, while still supporting program goals.

With the continued impact of COVID-19 on the traveler experience, the wellbeing of travelers has also never been more important. We offer a suite of solutions to drive a positive impact on employees' overall health, wellbeing and travel experience – and they help our clients retain the best talent too.

Our clients can also benefit from Advito's leading sustainability practice. They continue to push the boundaries on what it means to implement a sustainable travel program, from ISO certified carbon reporting to best in class sustainability traveler engagement campaigns.

# ADVITO

Over the past year, Advito has significantly expanded their sustainability practice that leverages all areas of their expertise, including data integration, analytics and visualizations, traveler engagement, supplier sourcing and spend management.

Advito's focus on sustainable travel doesn't just mean protecting the environment and addressing climate change, it also covers the social and governance elements of sustainability. To drive meaningful action, it's key to integrate sustainability into everything from the travel policy to the employee wellbeing and duty of care strategies. This is an especially important factor as we move into a gradual recovery from the effects of the COVID-19 pandemic.

## Sustainable Collaboration™

With more employees working from home, virtual collaboration is a viable alternative to business travel. With the right framework in place, reducing travel demand is one of the most important opportunities for companies working to increase sustainability, savings and employee satisfaction. In today's business environment, hybrid meetings and events (a mix of live and virtual components) are the norm, addressing both health and safety concerns related to the pandemic and the growing demand to build sustainable connections.

Advito's holistic approach tackles the problem from all angles by using advanced business intelligence to examine carbon emissions and providing what-if scenario modeling. This helps travel managers to understand the impacts of eliminating some travel and shifting share to more sustainable options when employees do head out on the road. By encouraging more sustainable forms of collaboration, clients can reduce or redirect 4-10% of their travel spend and significantly reduce $CO_2$ emissions.

## Advito's ISO-certified methodology – GATE4

To reduce travel demand and overall emissions, robust and accurate reporting is necessary for a data-driven strategy. Advito's sustainability experts spent 18 months reviewing and evaluating different reporting methods to create a proprietary methodology to calculate business travel emissions – GATE4. GATE4 stands for Global Analytics for Travel Emissions, and the "4" represents the four categories where the methodology can be applied – air, hotel, rail and car.

GATE4 takes into account multiple factors not included in standard emissions reporting, like aircraft type, person to freight ratio, radiative forcing, hotel eco-labels and amenities, country-level electricity mix and carbon intensity, as well as individual rail operators' sustainability initiatives. GATE4 is certified under the ISO 14000 (14064 and 14065) series – the world's most widely recognized environmental management standard. This means GATE4 emissions figures can be included in annual financial reporting as recognized carbon calculations and can be used to create science-based sustainability targets.

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### Data-driven recommendations

Advito's experts use the insights from these emissions figures to create customized recommendations for clients, helping them reduce overall travel and make better decisions, like selecting the most sustainable routes and suppliers when they do have to get out on the road.

Advito's advanced analytics measure progress toward sustainability goals, including emissions trends, supplier sustainability score and rankings and scenario modeling to measure the impact of better travel decisions.

The GATE4 methodology also powers Advito's Meetings & Events Sustainability Calculator. The tool is designed to help meeting planners not only take into account the traditional factors that contribute to a meeting's environmental impact (like food, giveaways, etc.), but also to consider key components like where the attendees are coming from and how they are getting there. Advito's calculator helps meeting planners determine which levers they can adjust to reduce the overall impact of their event.

### Industry-leading traveler engagement

Advito's clients can inform and educate their employees and build organizational norms around sustainable business travel with traveler engagement. Using the data, Advito creates communications designed to keep travelers engaged in achieving sustainability goals, whether that's through merchandising strategies to shift share to more sustainable suppliers or educating travelers on policy changes.

## Advito develops specific messaging tailored to their clients' sustainability goals, driving smarter collaboration and eco-friendly decision-making.

### Employee wellbeing

As sustainability continued to be integrated into travel management it became increasingly important for companies to refocus on how and when they were supporting employee wellbeing – and whether this was being considered as part of the wider sustainability strategy.

As a result, Advito has been building wellbeing strategies for their clients that monitor traveler wellbeing as well as practical plans for improvements. Their holistic approach uses the Traveler Wellbeing dashboard and innovative behavioral economics strategies, marketing techniques and technology optimization to create a frictionless digital experience for travelers in support of their wellbeing.

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## Sustainable meetings and events

In 2021 BCD M&E's Global Sustainability Team developed sustainability best practices for both their sustainability program and the service offerings available to clients.

The team further streamlined their approach to drive consistency across regions, supported by the appointment of a Global Sustainability Coordinator. Key achievements included:

✓ **The Venue Evaluation** solution, which includes a series of sustainability criteria to rank venues as part of the sourcing process and incorporate metrics into the event contract

✓ **The Event Scorecard** solution, which includes extensive measures that can reduce the impact of an event. These can be adopted for an individual event or a wider meeting program

✓ **The Meetings Management Maturity Model** is used to benchmark program performance. BCD M&E enhanced this model with new wellness, Diversity & Inclusion and sustainability criteria

✓ **The Guide to Sustainability in Meetings & Events** was published to provide key insights on sustainability in our industry, as well as ideas to reduce carbon emissions, food waste, plastics and paper. The guide outlines areas of the event to prioritize, who's getting it right and actionable steps to take within each business area

# Traveler duty of care

Our Global Crisis Management team is a 24/7 resource, helping companies keep their travelers safe. Throughout 2021 we continued to consciously serve our clients with our objective in mind to help companies keep their travelers safe. We continued toward our aim to be the most trusted advisor for travel risk management.

We emphasize the importance of travel risk management with thought leadership, honing our expertise through continuous learning and certifications.

### Being active thought leaders

With the release of ISO 31030:2021 Travel risk management - Guidance for organizations in 2021, BCD's Traveler Security Program Assessment (TSPA) helps our clients align their travel risk management program with the global standard introduced by the International Organization for Standardization. We published a series of nine short educational videos detailing the newly released ISO 31030 to drive further education and awareness on this important global standard.

**In 2021 our travel risk management experts saw a 40% increase in demand to participate in presentations and webinars on topics related to travel risk management.**

This included both internal and client educational forums, various webinars and BCD's annual client event MindMeld. Topics included 2021 risk outlook, duty of care and digital health passes. We continued to support clients who had completed our TSPA with follow up guidance as they worked to enhance their travel risk management programs.

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. The team director is also the co-chair of the Global Business Travel Association Europe Risk Committee and regularly participates in international forums.

Most members of the Global Crisis Management team have 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. The training courses included risk assessments, developing and implementing briefings, building organizational directives, incident management and action planning.



Additionally, Global Crisis Management collaborated with BCD's Research and Innovation team to create several infographics on traveler safety and digital health passes in support of our customers getting back to travel.

| FOCUS AREA | LONG-TERM COMMITMENT | 2021 OBJECTIVE | 2021 RESULTS | 2022 OBJECTIVE |
|---|---|---|---|---|
| **Products and services** | Deliver innovative services, products and performance value to our clients; improve travel program environmental and social impacts. | Provide auditing services to clients to assess their duty of care initiatives and identify potential gaps.<br><br>Support clients with health and security provider RFP services. As business travel resumes post-COVID-19, companies are seeking third-party assisstance to keep them and their traveling employees safe. | Continued to support our clients in evaluating their travel risk management program through the Traveler Security Program Assessment to identify areas of strength and opportunities for growth. | Ongoing awareness of ISO 31030:2021 with BCD experts to support and assess client travel risk management programs.<br><br>Offering continued promotion and education in travel risk management through videos, presentations and workshops.<br><br>Team members continue to volunteer on global committees for continuous education and collaboration around travel risk management. |
| **Fast, high-quality data** | Provide enhanced quality data to our travelers. | Expand our data quality metrics to include:<br><br>• Quality goals in each category<br><br>• Highlight areas where goal was not met<br><br>• Indicate improvement or steps required to meet customer expectations | Established measurement to highlight where quality goals fell below the threshold.<br><br>Implemented enhancements to the quality checks.<br><br>Collaborated with business owners on opportunities to reduce client data errors. | Create an automated process to chase late data delivery and data corrections.<br><br>• This will include three automated attempts and a subsequent escalation process<br><br>• We expect this will reduce manual work for at least 1.5 resources<br><br>Create dynamic process for customer's preferred hotel augmentation. Improve the quality of the augmented properties. |
| **Client satisfaction and stakeholder engagement** | Empower travelers to make smart choices through effective engagement strategies. | Move the satisfaction measurement process into the 'point of experience' and refine the scope of our listening stations. | Continued with the development with our point of experience measurement processes. | Continue to create point of experience satisfaction measures across different service channels. |

**◆ LINK TO 2021 SUSTAINABILITY REPORT**

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# Charity and Community Support

Helping others and giving back reflect our company values and are integral to our sustainability program. We support our employees in their own efforts to support local community charities through companywide charitable initiatives like Making a Difference and our partnership with organizations to end child trafficking and exploitation. Our commitment to these causes in more than 100 countries continues to make a difference in the lives of others in the communities in which we work and live.

**In this section:**

❯ **MAKING A DIFFERENCE**

❯ **HUMAN TRAFFICKING**

❯ **WE'RE PROUD OF OUR PARTNERSHIPS**

| 1 NO POVERTY | 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES |

In the photo: **Hogar Madre Anna Vitiello** project in Guatemala

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## Projects in U.S.

Memphis: Hope House
Atlanta: Atlanta Children Shelter
Chicago: Cradles to Crayons (M&E),
Chicago Student Run
Raleigh: NC Inter-Faith Food Shuttle (M&E)
Camden Street Learning Garden, Me Fine (M&E)
Dallas: CASA Parade of Playhouses
Kansas: Synergy Services
**New Jersey: CASA Pop Up Shop**
South Carolina: Food trucks,
Flicks and FUN-draising
U.S.: Project Citizen -
Student-Led Fundraising
Initiative

## Projects in LATAM

Argentina: Tu Amigo Invisible en el Chaco
**Brazil: Núcleo São Jeronimo**
Colombia: Funasa
Costa Rica: Simirinak, Proyecto Daniel
Ecuador: Fundacion Ceipar, Albergue
La Dolorosa
**Guatemala: Hogar Madre Anna
Vitiello,** Hogar Marina Guirola
Mexico: Aldeas Infantiles
Peru: Recreo
Venezuela: Rural Musical
Schools

## Projects in EMEA

Belgium: Bednet, Take-off
Denmark: Kuul, Julehjaelpen
Finland: Project Liv
France: Reves
**Germany:** Weraheim Babyklappe
Stuttgart, Balu and Du, **MainLichtblick e.V.
(M&E)**
Israel: Kenyfayim
Luxembourg: Autismus Verein Trier e.V.
Netherlands: Stichting Lotje (M&E), Free School
Under the Bridge
**Poland: Children's Home Association
of Janusz Korczak (M&E)**
Sweden: Min Stora Dag (M&E)
Switzerland: Mathilde Escher Stiftung
UK: Big tiny steps, A smile for a child
Uganda: Elgeyo Marakwet
Foundation

## Global project

The Potter's Village

## Projects in APAC

BCD Travel Singapore: Pertapis Children's Home
**BCD Travel Hong Kong: Chi Heng Foundation**

# Making a Difference – community projects across the world

The John and Marine van Vlissingen BCD Family Foundation is a non-profit organization whose mission is to improve the lives of people around the world, with an emphasis on helping children.

Together with our shareholders, John and Marine van Vlissingen, we supported 44 charitable projects worldwide through the Making a Difference program in 2021. From mentoring programs for underprivileged children, to helping children with life-threatening illnesses and supporting orphanages and school projects, employees around the globe take part in fundraising activities to support these small, targeted projects which directly benefit children in our communities.

Projects also receive funding from the John and Marine van Vlissingen BCD Family Foundation.

Despite the challenges brought about by COVID-19, our continued commitment to these projects is testament to how the culture of giving back is instilled across our global organization.

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# Human trafficking

The Global Human Trafficking Committee represent BCD in partnering with leading anti-modern slavery partners including A21, Anti-Slavery International and ECPAT. Our mission is to create internal and external awareness of human trafficking by educating on the vulnerabilities, such as low self-esteem or homelessness, signs to look for and where to report if human trafficking is suspected.

According to the United Nations Office on Drugs and Crime enforcement (UNODC), as a result of COVID-19 measures this crime may have been driven further underground. The UNODC also emphasize the potential limitations on the ability of state authorities and non-governmental organizations to provide essential services to the victims of human trafficking*.

**As COVID-19 unfolded, BCD knew it was important to continue with our objective to drive education and awareness about modern-day slavery. Throughout the pandemic our commitment hasn't stopped.**

In November 2021 we launched our BCD Global Human Trafficking Committee intranet hub – a key step in our education and awareness plan. The hub is split into sections that address why we participate, any current news, tools available to clients and employees, our key partnerships and how employees can get involved.

**Our why –** As an extension of our training, this part of the hub helps our global employees understand how the travel industry is uniquely positioned to drive education and awareness, as traffickers use air travel and hotels to support their crimes. It also introduces the committee, so employees know who to contact for further action and advocacy.

**Tools our employees and clients can use –** This includes presentations, resource links to our partners A21, Anti-Slavery International and ECPAT and infographics to drive awareness for our clients.

**Get involved –** This section guides BCD employees on the part they can play in helping to raise awareness, including any upcoming events for their calendar.

**News –** Employees can get the latest news from our committee and partners such as the A21 Walk for Freedom and our participation in the END IT Movement with ECPAT-USA.

By launching this hub, we continue to engage our employees with the important work we're doing in this area. Other key achievements include:

- ✓ We partnered with ECPAT and A21 to deliver training globally, further increasing awareness of the issue. 99% of global employees have either completed or are in progress with the training
- ✓ We rebranded our project with an update on both internal and external marketing materials to ensure they remain impactful
- ✓ We continued our support of key events including Human Trafficking Awareness Day, National Human Trafficking Prevention Month in the U.S., the End It Movement with ECPAT and A21's Walk to Freedom

*Reference to the UNODC HTMSS Thematic Brief on COVID-19 https://www.unodc.org/documents/Advocacy-Section/HTMSS_Thematic_Brief_on_COVID-19.pdf

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## We're proud of our partnerships

Our relationships with our partners are essential to our work to help combat modern-day slavery. We invite our employees, clients and suppliers to find out more about what they can do too.

ECPAT is the leading international organization seeking to end children's commercial sexual exploitation through awareness, advocacy, policy and legislation.

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.

Anti-Slavery International was founded in 1839 and is the oldest international human rights organization in the world.

# Sustainability Reporting

**In this section:**

- **SUSTAINABILITY PERFORMANCE**
- **MATERIALITY MATRIX**
- **GRI CONTENT INDEX**

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# Sustainability Performance

| Governance, Ethics and Compliance | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---|---|---|---|---|---|
| Number of countries covered by compliance program | 30 | 30 | 30 | 27 | 25 | 24 |
| Code of Conduct, Non-Compliance Reporting and SpeakUp training completion rate | 94% | - | 99% | 98% | 97% | 96% |
| Data privacy training completion rate | 95% | 97% | 97% | 90% | - | - |
| Information security awareness training completion rate | 93% | 94% | 97% | 90% | - | - |
| Number of countries covered by ISO 14001/45001 certification | 30 | 29 | 29 | 27 | 25 | 24 |
| EcoVadis rating covering all wholly owned markets | Platinum | Platinum | Gold | Gold | Gold | Gold |

| Workplace Practices | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---|---|---|---|---|---|
| Number of employees (wholly owned markets) | 10,756 | 11,110 | 13,495 | 13,160 | 12,275 | 11,959 |
| Employees covered by a collective bargaining agreement | 23% | 25% | 23% | 25% | 28% | 30% |
| Number of training hours per employee | 14.28 | 6.29 | 26.48 | 13.72 | 12.83 | 11.93 |
| Women at all levels | 69% | 70% | 69% | 70% | 70% | 70% |
| Women in management roles (Director and above) | 49% | 50% | 50% | 50% | 51% | 47% |
| Employees working from home | 48% | 41% | 35.3% | 32% | 31% | 30% |
| Locations accredited to ISO 45001 | 100% | 99% | 99% | 66% | 58% | 26% |
| Human trafficking awareness training completion rate | 99%[1] | - | 92% | - | - | - |

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

# Sustainability Performance

| Environment | 2020[1] | 2019 | 2018 | 2017 | 2016 (Baseline) |
|---|---|---|---|---|---|
| Locations accredited to ISO 14001 | 100% | 99% | 66% | 58% | 26% |
| Total energy consumption (MWh) | 0.514 | 2.988 | 3.067 | 3.215 | 3.013 |
| Green electricity | 39% | 36% | 24% | 20% | 17% |
| Scope 1 GHG emissions (tCO2e) | 214 | 1,086 | 1,018 | 1,224 | 1,183 |
| Scope 2 GHG emissions (tCO2e) | 2,174 | 12,034 | 11,221 | 11,357 | 10,646 |
| Scope 3 GHG emissions (tCO2e) | 1,745 | 6,981 | 7,202 | 6,689 | 7,886 |
| Intensity measurement 'Tonnes of CO2e per FTE' (based on number of full-time employees)[2] | 0.37 | 1.55 | 1.48 | 1.43 | 1.52 |
| Single-use plastic reduction[3] | 86% | 86% | 37% | 21% | 0% |

[1]Environmental reporting covers the calendar year 2020. 2021 data for some performance indicators is not available due to organizational impacts from COVID-19 and therefore not included here. [2]We have used tonnes of CO2e per FTE as an intensity metric to normalize the data and provide a useful comparative performance indicator. [3]Single-use plastics: no change due to office closures during the COVID-19 pandemic.

| Sustainable Procurement | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---|---|---|---|---|---|
| Suppliers that have signed the Supplier Code of Conduct | 88% | 88% | 88% | 88% | 85% | 85% |
| Suppliers that have been assessed against Supplier Code of Conduct requirements[1] | 100% | - | 42% | 72% | 40% | 22% |
| Global Procurement staff trained on sustainable procurement topics | - | - | 100% | 100% | 85% | 85% |
| Number of partner assessments using EcoVadis[2] | 6 | 3 | 10 | 11 | 7 | 24 |

[1]Focused on the top 30 suppliers based on annual spend. [2]Suppliers assessed per year.

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## Materiality matrix

Our 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.

❯ **VIEW**

## GRI Content Index

BCD Travel's 2021 Sustainability Report relies upon guidance issued by the Global Reporting Initiative (GRI sustainability reporting framework). This report has been prepared in accordance with the GRI Standards: Core option. The determination of which GRI aspects are material to our business is a direct result of our core issues assessment. This formal process includes ongoing feedback from internal and external stakeholders.

❯ **VIEW**

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