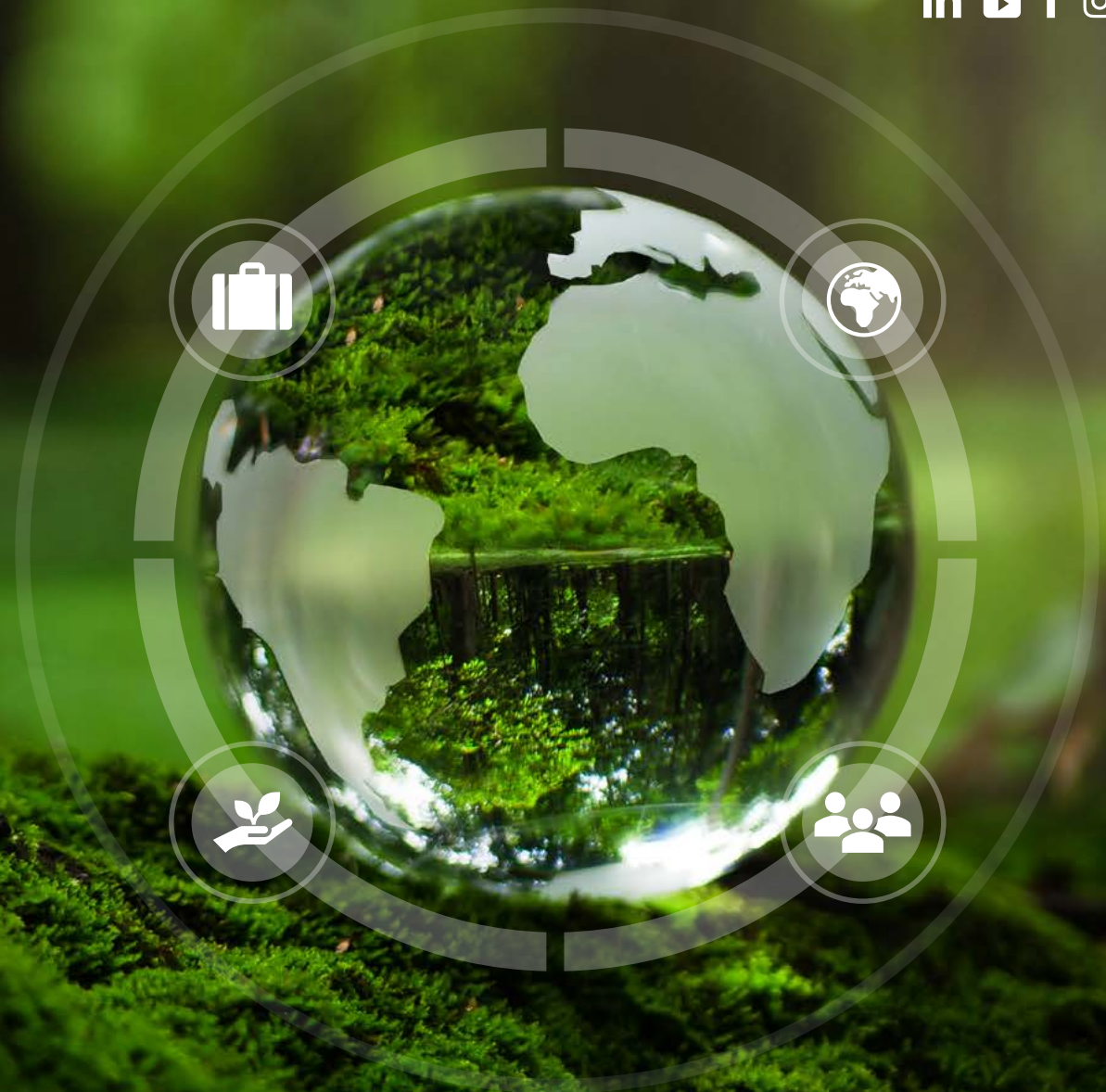# BCD travel

2024

Sustainability Report

Our 2024 Sustainability Report summarizes activities, achievements and progress against our key performance indicators covering the calendar year 2023. Our report includes information on how we're delivering on our sustainability strategy, our commitments to the United Nations Global Compact, Sustainable Development Goals and science-based targets. Our report has been prepared in accordance with the GRI Standards 2021. Please use this section guide to navigate our 2024 Sustainability Report.

Letter from our CEO

Stephan Baars
CEO

As I embarked upon my first year as CEO of BCD Travel, one thing quickly became clear to me. Our people care. They're committed to each other, our customers, the sustainability of our industry and the world around them. They see that the needs of each of these groups are changing – and they're supporting this shift to create a more sustainable future.

With the launch of our new Sustainability Framework in 2023 – which addresses how we can effect positive change with four stakeholder groups (our company, our people, our business partners and our customers) – we've been able to drive from intention to action. Our Sustainability Report addresses the actions we've taken with these groups over the past year to broaden our approach, influence perspectives and deepen our impact.

At BCD, accountability for a more sustainable future runs across all functions of our organization. Our sustainability team works closely with legal, product development, finance, procurement, human resources, diversity, equity & inclusion (DE&I) and many other teams to drive the progress we seek.

With this commitment to progress comes the responsibility to galvanize and empower our people to take meaningful actions that support our goals. Our people have responsibilities and roles outside of BCD. They're also citizens, consumers and family members who process information about sustainability-related issues in their personal lives. So, when we engage our colleagues in BCD's Sustainability Framework and the initiatives that we're undertaking, we do so with a "whole person" mindset of sensitivity, openness and opportunity.

To do this, it's key that we provide our people with useful, relevant information about sustainability challenges and opportunities within and beyond our industry. This communication has been a core focus for us over the past year.

Through awareness campaigns and community discussions, we help our people understand how they can change their impact on the environment and biodiversity. We also help them to create connections with their local communities through our global Making a Difference program, supported by the John & Marine van Vlissingen Foundation. We clearly define BCD's sustainability priorities as well as how we can collaborate with clients to create more sustainable travel programs. Creating this mindful movement, both within our organization and with our clients, is central to our approach.

In the broader global context, addressing the climate impact of business travel is vitally important, particularly given the corporate travel industry's close relationship with the aviation industry. For this reason, we've continued to work in partnership with our clients to help them integrate more sustainable practices into their programs, and to define what purposeful travel looks like for them.

We've made key developments to BCD's suite of sustainable travel solutions and continue to innovate through our consulting division Advito's Sustainable Collaboration practice. We've spent time with our clients to understand the implications of travel on people with different diversity dimensions and established best practices for making corporate travel more accessible, both digitally and while travelling.

Over the past year we've seen key legislative developments, such as the EU's Corporate Sustainability Reporting Directive (CSRD), that continue to inform sustainability governance, reporting and actions for BCD as an organization, and for our clients too. The developments in this landscape are pushing accountability, and ultimately progress, across critical material sustainability issues, from climate change to DE&I. It's expected that this legislation alone will impact tens of thousands of companies globally. At BCD our CSRD workgroup has continued in their analysis and planning to prepare us for these requirements.

With the global turbulence we continue to face geopolitically, financially and environmentally, supporting the wellbeing of our people has never been more important. We've supplemented the core components of our wellbeing program with resources on key areas for today's employee experience, like eco-anxiety and coping with stress, something that we don't take lightly.

We've also made meaningful strides in our DE&I program, integrating DE&I practices into our recruitment processes, continuing with multimedia education and awareness on topics like neurodiversity and allyship, as well as undertaking gender pay equity analysis globally.

As ever, we hold ourselves accountable to high standards and meticulously measure the impacts we achieve through our Sustainability Framework using external assessors. Our fourth consecutive EcoVadis platinum rating, global ISO 14001 and 45001 certification, SBTi-validated science-based target and alignment with the UN Sustainable Development Goals are all accomplishments I'm incredibly proud of.

As legislative requirements evolve and sustainability practices expand within our own and our clients' organizations, I look forward to continuing to drive positive action – and positive impact – for our industry, our clients and our people.

BCD Travel
At a glance

ABOUT BCD TRAVEL

AWARDS AND RECOGNITION

About BCD Travel

BCD Travel helps companies travel smart and achieve more. We drive program adoption, cost savings and talent retention through digital experiences that simplify business travel. Our 15,000+ dedicated team members service clients in 170+ countries as we shape a sustainable future for business travel. BCD's leading meetings and events management and global consultancy services complete our comprehensive suite of solutions for all aspects of corporate travel. In 2023, BCD achieved US$20.3 billion in sales.

BCD Travel was founded on Jan. 3, 2006, when BCD Group announced its decision to purchase TQ3 Travel Solutions Management Holding GmbH and a majority interest in The Travel Company. These two companies were combined with WorldTravel BTI under one ownership to form BCD Travel. The company formally began trading under its new brand on March 31, 2006. BCD Travel has its global headquarters in Utrecht and regional headquarters in Atlanta, London and Singapore.

Want to know more?
For more information, visit:

🌐 Our website www.bcdtravel.com

▶️ Our [YouTube channel](http://youtube)

🎙️ Our [Connections with BCD Travel podcast](http://podcast)

in Our [LinkedIn](http://linkedin)

Global and Europe HQ
Utrecht, Netherlands

Americas HQ
Atlanta, GA

Asia Pacific HQ
Singapore

Global travel services

Air

Hotels

Rental car

Rail

Ferry

After-hours

Account management

Relief staff

Traveler security

Meet and greet

Foreign currency

Passport / Visa

Ticket tracking

Disaster recovery

Consulting

Meetings and incentives

Our divisions

ADVITO

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

BCD meetings & events

BCD Meetings & Events are experts at creating experiences that connect organizations with the people that matter most. With 2,000+ passionate people servicing clients in 60+ countries around the world, we offer services across event design, brand experience, meetings management, production and content, venue search and sports travel and hospitality. At BCD M&E, we create human connection by uniting emotion and action to change behavior. With more than 35 years' of expertise spanning event design and strategic meetings management, our global network and custom solutions focus on fostering moments that engage and inspire action. Our passion behind the power of an experience shows in the fun we have while unleashing it. BCD Meetings & Events is a division of BCD Travel Group. For more information visit www.bcdme.com.

Our specialized solutions

Energy, Resources & Marine

We're bringing together corporate and crew travel expertise to make managing travel simpler. We tailor our technology and processes by traveler type, allowing our clients to manage all their traveler types within our platforms, while accounting for varied policies and ways of engagement. With BCD Travel, our clients get the industry's best technology on a single global platform that covers all travelers. And travelers get the information, tools and expert assistance they need to keep moving. It's complete journey management. For more information visit https://www.bcdtravel.com/energy-resources-marine/

Aerospace & Defense

BCD is the market leader in servicing Aerospace & Defense travel needs in over 100 countries. We service 25 of the top 100 A&D contractors – close to 40% of the sector client revenue. We deliver the industry's best technology on a single global platform that accommodates all traveler types, including non-profiled individuals. We bring together corporate and government contractor travel expertise to make managing travel simpler from start to finish. We're also the only agency that can provide a fully customized and progressive, compliant, globally integrated solution across travel, meetings, and consultancy though the Government Contractor Services Center of Excellence. This provides travel guidance and support to Expats, mission critical travel, compliance, audit, temporary duty assignments, deployments, recruiting & global mobility. For more information visit https://www.bcdtravel.com/aerospace-defense/

Media & Entertainment

For more than 40 years, leading artists, sporting teams, labels, media and production companies have trusted us with their travel. At BCD Media & Entertainment, we extend the high touch service of a boutique firm with the global scope, investments in innovation and creativity of one of the world's largest and most admired travel management companies. We provide a variety of flexible, tailored services specific to our clients' Media & Entertainment travel needs – 24 hours a day, 7 days a week. We don't just offer the services our customers expect, but those only a professional in this industry understands. We make the seemingly impossible, possible. For more information visit www.bcdtravel.com/media-entertainment/

Life Sciences

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

Awards and recognition

EcoVadis top rating for sustainability
(Platinum 2023 – 2022 – 2021 – 2020, Gold 2019 – 2018 – 2017 – 2016)

"Achievement in Sustainability – TMC"
(Business Travel Sustainability Awards Europe 2024)

"Achievement in Sustainability – TMC"
(Business Travel Sustainability Awards Americas 2024-2023)

UCB Sustainability Level A Partner
(UCB Supplier Recognition Program 2023 – 2021)

Most Admired Travel Management Company
(The Beat 2023 – 2022 – 2021 – 2020 – 2019 – 2018 – 2017)

Travel Partner of the Year – Large TMC
(Business Travel Awards Europe 2023)

Top 50 Inspiring Workplaces UK & Ireland
(Inspiring Workplaces 2024)

Top 25 Inspiring Workplaces Europe
(Inspiring Workplaces 2024)

Brazil receives 'Great Place to Work' certification
(GPTW – 2023)

Best flex-work employers
(Flexjobs – 2023 – 2020 – 2019 – 2018 – 2017 –2016 – 2015)

America's Best Midsize Employers
(Forbes 2024 – 2021 – 2020 – 2019 – 2017 – 2016 – 2015)
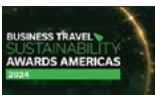
Women Impact Tech 100 List
(Women Impact Tech 2023 – 2022)

TripSource wins Gold Stevie® Award for Best Travel App & Mobile Website
(American Business Awards® – 2024 – 2023 – 2022 – 2021 – 2020 – 2019 – 2018)

"Achievement in Advancing Sustainability – Data and Reporting" (*Business Travel Sustainability Awards Europe 2024)*, Advito

"Achievement in Advancing Sustainability – Data and Reporting" *(Business Travel Sustainability Awards Americas 2024)*, Advito

READ MORE ABOUT OUR AWARDS

Industry recognition for our people

Advito's **Julien Etchanchu,** Senior Director, Sustainability, wins the "Sustainability Champion" Award *(Business Travel Sustainability Awards Europe 2023)*

Teri Miller, Executive Vice President, Global Client Team, named to GBTA's WINiT Top 50 Women in Travel *(WINiT by GBTA 2023)*

Alexandria Prejean Smith, Director, Marketing & Communications, named to GBTA's WINiT Top 50 Women in Travel *(WINiT by GBTA 2023)*

Sustainability at BCD Travel

MISSION, VISION AND VALUES

OUR BLUEPRINT FOR SUCCESS

SUSTAINABILITY GOVERNANCE

An ever-evolving landscape

Over the past year, we've seen key legislative developments like the EU's Corporate Sustainability Reporting Directive (CSRD), the Green Claims Directive and progression in mandatory sustainability reporting requirements in markets like the U.S., Australia and Singapore. These developments continue to change the landscape for sustainability performance measurement, accountability and disclosure.

Alongside these regulatory changes, the impact of the climate crisis on the day-to-day lives of many communities is more real.

We know that climate change and the emerging biodiversity crisis go hand in hand. While business travel sustainability initiatives have, until now, largely focused on reducing carbon emissions, the industry also needs to think about its role in addressing biodiversity loss. Travel is now being called on to think beyond carbon and consider the wider impact of flights and hotel stays on the natural world.

What our customers expect from BCD as their sustainable supplier of choice has evolved, too. Sustainability is now a strategic imperative for many of our clients. They need accurate, timely data to support CSRD requirements and innovative solutions that support purposeful travel and minimize their impact on the planet. They also want confidence in their travel partner to support the wellbeing of their people, while providing an equitable and inclusive experience for all their travelers.

This report outlines the progress we have made over the past year to ensure we keep pace with this ever-evolving landscape. Our sustainability commitments, the global sustainability standards we hold ourselves accountable to, and our collaborative approach to sustainability for our company, our people, our business partners and our customers, put us in a strong position to build a more sustainable future.

Olivia Ruggles-Brise
Vice President of Sustainability

A long history of sustainability best practices

Our focus on sustainability is underpinned by continual alignment and assessment for key sustainability frameworks, goals and standards.

Top 1% EcoVadis rating

Annual CDP submission for 12 years

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

UN Global Compact signatory since 2008

Supporting the UN's SDGs since 2017

Compliant with GRI sustainability reporting standards since 2016

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

> **BCD Travel has made impressive progress since their first assessment in 2011. Year after year, they strive to improve their performance and drive impact, establishing themselves as a global leader in sustainability. Their Platinum rating instills confidence in their clients that BCD is the right supplier to support their sustainability objectives.**

Customer success manager, EcoVadis

Mission, vision and values

Mission

Helping people and companies travel smart and achieve more

Vision

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

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

Our vision to be the most sustainable TMC frames the work we do in collaboration with our customers to build corporate travel programs for a sustainable future. It reflects our commitment to reducing our environmental impact, empowering local communities, supporting our people's wellbeing and integrating diversity, equity & inclusion (DE&I) throughout our employee lifecycle. It also means that when we partner with organizations across our value chain, we do so in a way that upholds sustainable and ethical business practices.

Living our values

BCD'S GUIDING PRINCIPLES

We seize every opportunity to live our values and strengthen our culture daily. Our actions translate the broad brushstrokes of our values into practical, day-to-day actions that have a positive impact on clients and colleagues.

Our values support our Sustainability Framework – and by living our values, we're able to take action for our company, people, business partners and customers for a more sustainable future.

Solve it together – Collaboration connects us. We challenge and improve together.

Act with purpose – We are purposeful in how we innovate and what we create.

Do what's right – We operate openly and foster transparency. Our word is our bond.

Give your best – Passion powers and inspires us. We love and believe in what we do.

Feed the future – We give ourselves and others the tools, skills, and creative freedom to grow and flourish.

"Feed the future" speaks directly to our passion for sustainability and our focus on the next, next generation. At BCD, sustainability is part of our DNA and touches everything we do. Our commitment to DE&I means we empower all our people to develop their confident self to the fullest. From ethical business practices, human rights initiatives and our environmental impact strategy to promoting employee development, sustainable business travel and traveler wellbeing – we're committed to doing good when we do business.

Our Blueprint for Success

Our Blueprint outlines our core areas of strategic focus and is supported by three pillars: engagement, productivity and growth.

We align our priority initiatives under these pillars to achieve both our clients' and BCD's own ambitious goals, as well as long-term success and sustainability for the future. To exceed our clients' expectations, we're delivering:

- Engaged employees (by nurturing and growing our people).

- Productive and efficient tools and processes (by automating and improving the technology and processes that allow our amazing people to shine).

- Sustainable growth (by expanding solutions to meet ever-evolving customer needs).

Sustainability influences all that we do and is woven throughout the Blueprint.

For each pillar, we've established specific priorities. These priorities are a timely response to the opportunities and challenges we anticipate. We're maintaining our investment in these areas and increasing it where it makes sense, to continue providing value-added solutions in the spirit of partnership, transparency and trust.

EXCEEDING CLIENT EXPECTATIONS

ENGAGEMENT   **PRODUCTIVITY**   **GROWTH**

LIVING OUR CORE VALUES

We've set sustainability priorities within these pillars to focus our approach and increase our impact, including:

- Fostering career growth for our people by providing education, resources and opportunities that support business strategy, leadership development and succession planning.

- Increasing organizational competence and leadership capacity to ensure a more diverse, equitable and inclusive workplace, enhance offerings to our customers and deepen the impact in our communities.

- Supporting our local communities through the Making a Difference program and employee volunteer opportunities.

- Supporting our Sustainability Framework through initiatives related to carbon emission reduction, governmental reporting and sustainability-related offerings.

Our commitment to sustainability means that every decision and action in support of these pillars is taken with a firm focus on creating a sustainable future for the next generation.

Our sustainability approach is rooted in four core principles

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

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

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

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

Putting sustainability at the center of our relationships

Building from our four core principles, BCD's Sustainability Framework aims to put sustainability at the center of our relationships with four key audiences, to best influence change across these groups. Our sustainability actions deliver significant benefits to our company, our people, our business partners and our customers, influencing progress across our networks.

Our customers

Lead the movement towards sustainable business travel, meetings and events

Our company

Increase our positive social impact, reduce our environmental impact

BCD's Sustainability Framework

Our business partners

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

Our people

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

Collaboration is central to our framework

Globally, we work in close collaboration with a diverse set of stakeholders to support our sustainability strategy development, goal setting and to push progress in our industry.

These stakeholder groups include:

- Customers and their travelers
- Travel industry associations
- Non-profit organizations
- Sustainability councils, associations and intergovernmental organizations (IGOs)
- BCD employees
- Suppliers, partners and vendors

Regular engagement is critical to our approach and our vision to be the most sustainable TMC. It ensures the strategic direction of our company and our Sustainability Framework reflect our customers' priorities, the requirements of our business, corporate travel industry and sustainability best practices and legislative requirements. This engagement is complemented by our local markets, which play an important role in forming relationships with local stakeholders.

We work within a continual process of engagement, using a variety of formats and digital platforms to reach our stakeholders.

This includes focus groups, social media, thought leadership pieces, workshops, event participation, formal research and the many interactions that take place between our people, partners and customers on a daily basis.

Industry engagement

We build strong relationships with industry trade associations that represent the interests of our customers and other stakeholders in the travel sector. We're an allied member of the Global Business Travel Association (GBTA) and work closely with GBTA associations throughout the U.S. and Europe and as they expand further into the Asia Pacific region. Employees from different company functions represent BCD Travel on several GBTA committees, both in the U.S. and Europe. These include:

- Sustainability committee
- Diversity, equity & inclusion committee
- GBTA foundation initiatives, including Women in Travel (WINiT) and the Ladders Mentorship Program
- Leadership council
- Regional advisory boards in Europe and Asia Pacific
- Aviation committee
- Risk committee
- Meetings and events committee
- Payment committee

We're active across local country chapters of GBTA and are regularly invited to speak at GBTA events. We're also members of other global and regional industry associations, such as the Institute of Travel Management (ITM), the Business Travel Association (BTA), the German Corporate Travel Association (VDR), as examples.

Sustainability engagement

Maintaining regular effective dialogue with sustainability IGOs, councils and workgroups means we continue to align our Sustainability Framework and initiatives with appropriate standards and developments.

United Nations Global Compact. We became a signatory back in 2008, and we continue to support the Ten Principles on human rights, labor standards, the environment and anti-corruption across our sphere of influence. Our membership has seen us submit our annual communication on progress to hold ourselves accountable, share information and promote transparency in sustainability progress. In 2023, two of our sustainability team members took part in their inaugural Climate Action Group. This cross-industry peer learning group incorporated collaborative workshops, guest speakers, discussions and assignments around critical topics, such as creating organization buy-in for climate action, the circular economy and stakeholder inclusion. Working with sustainability professionals across different sectors in this collaborative format helps us to broaden our perspective in how we address critical sustainability issues, as well as share our expertise with other organizations.

Global Sustainable Tourism Council (GSTC), an organization that establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria. Our membership includes regular dialogue and conference speaking to drive industry progress.

Sustainable Aviation Buyers Alliance (SABA) a membership-based initiative aimed at scaling the use of Sustainable Aviation Fuel (SAF). We were the first TMC to hold membership with the alliance. They're creating a standardized system that will allow companies to make credible, transparent claims about emission reductions from their support of SAF. SABA offers collective procurement of high-quality SAF at competitive prices and guidance that ensures the SAF purchased is truly sustainable. SABA is also integrated into the BCD Marketplace, allowing our clients to connect to SABA's SAF services.

albert sustainable suppliers list, which is designed to enhance sustainability in the media and entertainment industry. Like many sectors, media production carries a large carbon footprint. albert helps to define what the film and TV industry can do to create a sustainable society. As part of their sustainable suppliers list, we provide more sustainable solutions to our clients and support albert's objective to empower the industry to know how they can contribute to the change needed. We have also appointed sustainability ambassadors in this vertical to support our efforts.

Sustainability governance

Overall responsibility for sustainability rests with the executive board. The sustainability core team, led by the vice president of sustainability, is responsible for defining our strategy, and long-term and annual objectives. This team ultimately reports to the senior vice president of sustainability, hotel solutions and managing director of Advito (our consultancy division). The team provides quarterly updates to the global executive team and the executive board.

Global sustainability team

The global sustainability team consists of the sustainability core team, as well as representatives from various functions, such as people & culture (HR), marketing, sales, program management, product planning & development, DE&I, Advito and BCD Meetings & Events.

This team advances standards of environmental, ethical and social business practices within our organization and industry. They help raise awareness on sustainability issues internally across the company and support our clients' own sustainability strategies and goals. This group also drives the integration of sustainability initiatives within their functions in support of BCD's Sustainability Framework. The team meet on a monthly basis, chaired by the director of sustainability. Regional teams support our sustainability initiatives at the local level.

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

Additional functional sustainability committees all reinforce our Sustainability Principles and support our Sustainability Framework. These include our environment, health & safety committee, human trafficking awareness committee, diversity, equity & inclusion regional councils and core workgroups, as well as our Making a Difference coordinators. Please refer to pages 74-75 of our governance, ethics and compliance section of the report for further details on our governance.

Our company

SOCIAL IMPACT

HUMAN TRAFFICKING AWARENESS

ENVIRONMENTAL IMPACT

Making a Difference project: **Techo, Colombia**

Increase our positive social impact, reduce our environmental impact

Social impact

Making a Difference for the next generation

In 2023, our Making a Difference program supported 37 projects around the world. Through Making a Difference, we empower our employees to ignite change in their communities by supporting local projects that directly benefit children. The range of projects we supported in 2023 – from education projects to emergency housing and support for children in foster care – helped us to continue to grow our social impact.

The mission of the John & Marine van Vlissingen Foundation is to improve the lives of people around the world, with an emphasis on helping children. BCD employees across the globe who are engaged in fundraising activities for small, targeted projects have the opportunity to submit their project to the John & Marine van Vlissingen Foundation for additional financial support. With the foundation's backing we can amplify their impact and drive even greater positive change.

Projects in the U.S.

Florida: Feeding NE Florida
Chicago (M&E): Cradles to Crayons
New Jersey: CASA Pop Up Shop
Raleigh (M&E): NC Inter-Faith Food Shuttle Camden Street Learning Garden, Me Fine Foundation
Memphis: Hope House Day Care

Projects in EMEA

Belgium: Bednet
France: REVES
Germany: MainLichtblick e.V. (M&E), Balu und Du
Israel: Kenafayim
Netherlands: Leergeld Nijmegen
Poland (M&E and Travel): Children's Home Association of Janusz Korczak name
Sweden (M&E and Travel): Min Stora Dag (My Big Day)
U.K.: REACH: Prevention, Education and Awareness, Revive Healthy Living Centre (M&E)

Projects in LATAM

Argentina: Tu Amigo Invisible en el Chaco, Escuela de vida Río Colorado
Brazil: Abrahipe, ONG PAZ, Crianca feliz e elhor preparada para o futuro
Colombia: Fundación Colombiana De Leucemia Y Linfoma, Techo
Costa Rica: Growing up Together, Proyecto Daniel, Proyecto Simirinak
Ecuador: CEIPAR, La Dolorosa Foundation
Guatemala: Hogar Marina Guirola
Honduras: Education with no barriers
Mexico: Aldeas Infantiles SOS México
Peru: Re-Creo
Venezuela: Musical Schools for Birongo / Kamarata's Cultural Center, Conectando Raices

Projects in APAC

Australia: Yalari - Educating Indigenous Youth
Hong Kong: Walk for Chalk
Singapore: Child at Street 11

Project highlights

♥ Abrahiphe

Abrahipe (Brazilian Association of Hippotherapy and Pet Therapy) is a small non-governmental organization located in Greater Sao Paulo, Brazil.

Its main purpose is to carry out social assistance services for children, young people and elderly people with disabilities, reduced mobility, limitations and special needs, without charging any fees to users (e.g., hippotherapy, pet (e.g., hippotherapy, pet therapy, music).

BCD supports Abrahiphe with regular activities like workshops and events.

♥ CASA Pop Up Shop

Court Appointed Special Advocates (CASA) are volunteers in the U.S. trained to work as advocates for children in their local community who have been removed from their homes due to abuse or neglect.

There are more than 900 CASA programs across the U.S. Each runs as its own independent non-profit.

BCD supports CASA in Passaic Country, New Jersey. We provide donations for the CASA Pop Up Shop. It provides children in the foster system a place to get all sorts of things they may need from clothes and toiletries, to backpacks and prom dresses.

♥ Techo

Techo is a youth led non-profit organization. They help people across Latin America and the Caribbean gain access to basic resources thanks to its one million volunteers.

To support this initiative, a group of 20 BCD employees in Colombia built an emergency house and installed a community rainwater collection and purification system. The emergency house we built went to Kerlly and her family. Kerlly is a shift nurse with an extremely low monthly salary. Her husband David has a disability that makes him unable to work. They also have four children to support.

♥ Yalari

Yalari is a non-profit organization in Australia that offers quality, secondary education scholarships at leading Australian boarding schools for Indigenous children from regional and remote communities.

The purpose of the scholarships is to create an educational opportunity for an Indigenous young person who would otherwise not receive quality education.

For the past three years, BCD has invested in the future of Indigenous children by sponsoring a recipient of the scholarship. We have been able to support a young woman to attend Abbotsleigh School in Sydney.

♥ The Rêves Association

The Rêves Association in France offers seriously ill children an enchanted break to forget their illness. By fulfilling their wildest dreams, the association allows them to escape from daily life and live unforgettable experiences that help them regain their confidence in the future.

The association collaborates with some sixty health establishments on the requests for rêves (or "dreams" in English) by children and adolescents.

We've supported the Rêves Association since 2013 by organizing and managing projects to raise funds, like flea markets, furniture sales and cake sales.

Supporting our communities

We continued to support and implement additional volunteering and fundraising opportunities across the globe. In this report, we've provided some highlights from the many great examples of this commitment over the past year.

KABOOM!

In May, we collaborated with Delta Airlines toward our shared goal of giving back to the community by building a KABOOM! Playground in Miami. KABOOM! worked with children in the community to design their dream playground and the Delta Airlines Global Sales and BCD teams brought it to life. The playground serves a community of 271 homes and hundreds of children. In addition, Delta Airlines and BCD donated another US$10,000 to the community for future playground equipment.

Refugee support

In Warsaw, Poland, our European team spent a day volunteering at a Ukrainian refugee center. They helped organize food, entertain children, serve meals and sort donations. We finished the day with a special award ceremony for the children's paintings, where the BCD team met some budding artists! This center, one of five in Warsaw, is run by Warsaw's City Hall and houses more than 250 people.

Community food banks

25 BCD volunteers contributed their time and enthusiasm to the Atlanta Community Food Bank in April last year. For over four hours, volunteers weighed, sorted and inspected food goods, packaged items and managed pallet jacks. By the end of the four-hour shift, we (along with other groups) processed 10,622 pounds of food – the equivalent of 8,852 meals. Thanks to co-worker donations, we also gave US$250, or the equivalent of 588 pounds of food.

The Pantry Appeal – U.K. BCD M&E company conference

BCD M&E chose Revive as their local charity in the U.K. Revive supports young people and their families who are in need of household products and food, as well as support for their health and wellbeing. In 2023 the charity faced unprecedented demand to help the most disadvantaged people secure food and to heat their homes.

Revive's Pantry Appeal helps local residents by distributing new and unwanted goods to those on a reduced income.

As part of the registration process for the U.K. BCD M&E company conference, every employee selected up to three household items from a defined list that they would bring to the conference for Revive.

BCD M&E volunteers sorted and packaged the donations, then had them delivered to Revive on the day of the conference.

> **"**
> **Right now, we have so many families that struggle with the cost-of-living crisis. Many of these are in work and/or are facing challenging personal circumstances. The donations that you have obtained will be targeted towards those that are in this position. On their behalf, we'd like to say a huge thank you to everyone that has donated to this cause. Thank you.**
>
> **Revive Pantry Appeal**

Human trafficking awareness

Human trafficking continues to be a huge issue that negatively impacts the lives of millions of people globally. Our commitment to taking action on this issue didn't falter in 2023.

As a travel management company, we're uniquely positioned to influence thousands of travelers by raising awareness of the signs of human trafficking. We also have an opportunity to educate our employees, partners and clients – working in collaboration to develop knowledge about human trafficking and exploitation in our industry and grow the role we can each play in addressing it.

Further defining our role is important as traffickers use air and rail travel to transport victims between cities and countries, and use hotels for trafficking or abusing victims.

If every traveler can recognize the signs of human trafficking and knows how to safely report a potential incident, we can take positive steps towards ending this exploitation.

The BCD human trafficking awareness committee

BCD's human trafficking awareness committee is made up of BCD employees across different regions and functions – from program management and sales to legal and sustainability. Launched in 2017, our mission remains clear: to raise awareness and educate on the issue.

To take action and grow our impact around the issue of human trafficking, our goals are to educate, engage and partner.

EDUCATE
Educate target groups about the importance of awareness of child trafficking and BCD's role

ENGAGE
Inform and engage key stakeholders on our awareness - related efforts

Goals

PARTNER
Collaborate with external stakeholders and other human trafficking awareness charities to raise awareness

Partnerships are central to BCD's education and awareness strategy

We formed a global partnership with ECPAT (known as PACT in the U.S.) in 2017 and with A21 in 2020. Our commitment to both ECPAT and A21 is to raise awareness through education and training with our employees, suppliers, partners and clients all over the world.

ECPAT

ECPAT is the leading international organization seeking to end children's commercial sexual exploitation through awareness, advocacy, policy and legislation. It has a membership of 125 civil society organizations in 104 countries.

It conducts research to better understand the problem and advocate for systemic and social changes to end the sexual exploitation of children. It works with governments, intergov-ernmental institutions, the private sector, civil society, the general public and the children themselves.

How we partner with them

The sexual exploitation of children in the context of travel and tourism (SECTT) has continued to thrive globally, with child sex offenders using the infrastructure of the industry, increasingly combined with online technologies, to commit their crimes.* This can change only if we actively take steps to fight this crime.

BCD is a signatory to ECPAT's Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code). The Code encourages members to provide educational tools and support initiatives to end sexual exploitation of children.

We undertake annual reporting to The Code which provides a framework for tracking progress, as well as supporting ECPAT through awareness and fundraising initiatives throughout the year.

We also promote PACT (by ECPAT-USA), a human trafficking awareness free online training developed specifically for travel professionals.

A21

A21 combats modern-day slavery by working to Reach, Recover and Restore lives. It reduces vulnerability, assist victims, and empowers survivors. The organization works in 19 locations across 14 countries globally.

A21 have many different education programs and initiatives, as well as 24/7 confidential hotlines, child advocacy centers, professional training, victim identification operations, legal aid representation and support.

It provides aftercare services from trauma-informed holistic support for survivors, emergency shelters, accommodation and relocation services and much more.

How we partner with them

We work closely with A21 on key initiatives including their Annual Walk For Freedom, fundraising projects and, in 2023, we supported a children-centered human trafficking education project in Cambodia through our Making a Difference program.

*Source: Sexual Exploitation Of Children In Travel and Tourism

Action and impact

Over the past year, we made great strides in our efforts to take action and grow our impact:

- Continued our support of National Human Trafficking Prevention Month by creating resources for BCD teams to spread awareness both within our organization and with clients.

- Expanded and raised the profile of our human trafficking awareness committee both internally and externally.

- Implemented ECPAT GBTA Europe fundraiser and flagship A21 fundraising initiative.

- Expanded our support of the A21 Walk For Freedom with campaigns and BCD volunteers.

- Achieved 94% completion to date on our 'Don't Look Away' human trafficking awareness training.

- Progressed with global partners ECPAT (including reporting to The Code) and A21.

- Supported A21 Cambodia human trafficking education project through Making a Difference.

At the 2023 Business Travel Awards Europe, BCD Travel won the Large TMC award for Travel Partner of the Year. The judges applauded BCD's ability to find synergy with our customers and to go the extra mile to create awareness and training around the issue of human trafficking. While many industry ESG efforts highlight traditional sustainability efforts, this commitment to the broader social and ethical impact illustrates ways that organizations can go above and beyond with their partnerships. Find out more here.

Open Water challenge

Last year, Claire Stephens, Vice President, Global Client Team and Chair of our human trafficking awareness committee, challenged her fear of open-water swimming to raise funds for A21's Cambodia human trafficking education project.

Claire's commitment to driving industry education to combat human trafficking has been unwavering in her six-year tenure with the committee. The open water swim from Lyme Regis to Charmouth – over two miles – was extremely challenging for a self-confessed non-swimmer, with a fear of choking in water.

Claire trained with a professional coach for months in the lead up to her swim. During this time, we shared regular diary entries on our internal communication platforms allowing BCD colleagues to follow her journey, continue to learn about human trafficking and support our fundraising.

> **This was about raising awareness for human trafficking. A couple of days before the swim, I met with a client who had read the blog on our website. She thanked me for educating her on a topic that she really wasn't that aware of. This meant everything to me because it was validation that I achieved exactly what I set out to achieve – awareness.**

Claire Stephens
Vice President, Global Client Team

BCD people showed unwavering support for A21 Walk For Freedom

BCD employees once again showed unwavering support for the A21 Walk of Freedom in 2023. This event is a day of global awareness and local action in the fight against human trafficking. Their aim is to reduce vulnerability locally by empowering neighbors, friends and communities to identify and report trafficking suspicions.

The impactful event took place on October 14. A21 reported that tens of thousands of people participated in more than 425 communities across over 56 countries, reaching nearly 800 million people through the media with awareness of human trafficking.

In support of our partnership with A21, BCD people took to the pavements across our regions. Here's what some of our colleagues had to say about their experience:

I had the opportunity to take part in the walk against modern slavery organized by A21 in Queretaro, Mexico. It was our first walk. My wife and seven-year old son accompanied me. Different from the Pride march, this was a more solemn and quiet march. Everybody walked in silence since most of them had a person or family member lost or missing. I will make sure I do my part and talk to others about the importance of paying attention to signs of abuse and slavery. **Paulo de la Torre, Regional Program Manager**

As a mom, kids being exploited is something that hits me hard. It's important for me to show support. On the day, I shared information about the topic and A21 and BCD's partnership with family and friends. **Gina Muñoz Islas, Account Executive & Sustainability Coordinator - Latin America**

The Advito Engage team decided to dedicate all our steps to A21 throughout our four-day visit to Athens. Collectively the group achieved 500,000 steps! We also held an informative session on knowing the signs of human trafficking and gave an update on what the human trafficking awareness committee had been working on this past year. **Julie Stuckey, Consultant, Advito**

Increasing education in Northern Cambodia with A21

In 2023, we supported a human trafficking education project in Cambodia through our Making a Difference program. The project focused on Northern Cambodia, near the border with Thailand, in communities with some of the highest levels of poverty in the country. Because of this, migration for work across the border into Thailand is common in these communities. Children are trafficked because they are unaware of the dangers and their families and communities don't know how to protect their children from this.

As part of the project, A21 ran prevention programs and provided resources in the most vulnerable communities in Cambodia. They educated parents and children on their rights and the potential risks of human trafficking and exploitation.

Resources included specially designed comic books with child-friendly narratives, shedding light on common trafficking trends and offering practical safety strategies for the community and online. They also provided report cards, which are especially valuable as they include the anti-human trafficking hotline number and A21's contact information, providing a direct line of support for those in need.

Through these concerted efforts, the project helps to prevent human trafficking before it occurs and equips communities with the knowledge and tools to safeguard their future.

Environmental impact

Environmental management system

Our environmental management system (EMS) has been a centerpiece of our sustainability commitment since 2016 and is certified to the ISO 14001:2015 standard across all our majority-owned operations. BCD's offices are audited on a three-year rolling cycle. This means that every office is subject to an on-site audit at least once during that period to maintain ISO certification.

The EMS allows each office to have specific goals for energy and waste reduction, reuse, and recycling. The system means we can monitor, document and improve the environmental impacts of our organization, as well as track our progress. We've set a KPI to maintain ISO 14001 certification in 100% of majority-owned countries.

Certification assures our clients, internal management and employees that our organization is measuring, documenting, and improving our operational environmental impact.

Waste management

As a digital travel services company, we don't manufacture materials or products that result in a significant waste for landfill. Still, we recognize the magnitude of the global waste crisis, its impact on the environment, human health and economies, and acknowledge our responsibility to reduce waste from our operations.

Therefore, as part of our EMS, we:

- Provide recycling facilities and promote waste reduction wherever possible.

- Promote minimizing the use of paper in all our offices, reuse and recycle all paper where possible and seek to buy recycled and recyclable paper products. We also promote paperless working both in our own operations and with our customers through digital platforms like our mobile app, which eliminates the need for printed itineraries and travel information.

- Responsibly handle IT equipment, recycling end-of-life items and donating reusable ones to charities through local schemes where possible.

- Encourage all employees to participate in annual global environmental initiatives, such as World Environment Day. The theme for World Environment Day 2023 was Solutions to Plastic Pollution. We created an internal and external communications campaign to provide tips for our employees, clients and the wider travel industry on ways to reduce single-use plastics and waste at home, at work and while traveling.

We've set a KPI to eliminate 100% of single-use plastics in our operations by 2030, as well as aim to improve our waste handling by reducing the total amount of waste in our global operations by 80% by 2030.
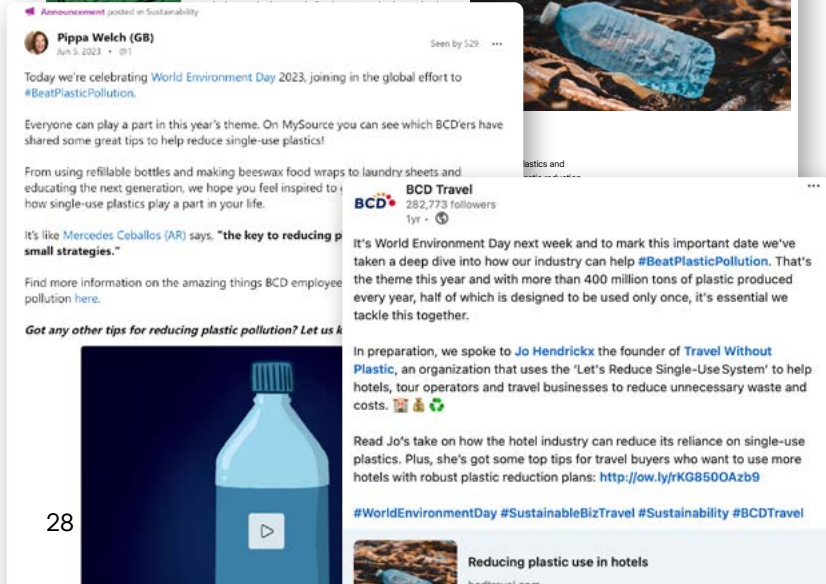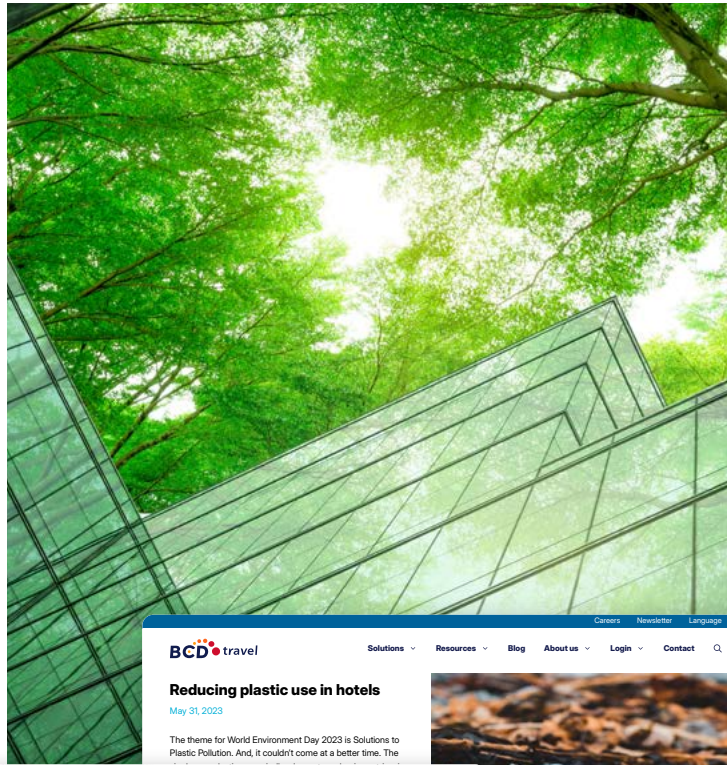
Carbon emissions

We measure our carbon footprint across Scope 1, Scope 2 and Scope 3 on an annual basis. Our Scope 1 emissions consist of gas consumed at our offices as well as fuel used in our leased vehicles and Scope 2 emissions are generated by electricity purchased across our global portfolio of offices and our U.S. based data center. For the first time in 2023 we have calculated our full Scope 3 emissions. This includes purchased goods and services, capital goods, business travel, employee commuting, home working and our Global Network.

BCD has a science-based target to reduce our absolute Scope 1 and 2 emissions by 35% by 2030 from a 2016 base year. We were the first global TMC to have our science-based target validated by the SBTi in 2022. We achieved a 74% reduction of Scope 1 and 2 emissions between 2016 and 2023.

Due to changes in our calculation methodology, it is not possible to directly compare Scope 1 emissions to previous years. However, the emissions associated with gas consumption at our offices has reduced 31% since 2022, 92% since 2019 and 93% since our baseline year of 2016.

Scope 2 emissions increased 22% since 2022, reflective of continued recovery from COVID-19 as well as the opening of a new service center in Sri Lanka, but have decreased 82% since 2019 and 79% since our baseline year of 2016.

Scope 3 accounts for 91% of our total carbon footprint, with the most significant categories being purchased goods and services (36%) and business travel (28%). We will be developing a Scope 3 target over the coming months.

One of our key strategies to reduce our carbon footprint is to invest in renewable electricity across our wholly-owned offices. Our aim is to be 100% renewable globally by 2030. We have started by focusing on Europe where in 2023 we were powered by 59% renewable electricity and expect over 78% of our electricity to be from renewable sources by the end of 2024.

In addition, we have taken significant steps to reduce the carbon impact of our U.S. data center, where emissions have decreased 56.69% in 2023 compared to 2016.

Every year our carbon emissions data goes through a third-party verification process. The data validation is outlined in our annual carbon verification statement.

In 2023 we also submitted our 12th annual CDP Climate Change response – an assessment requested by our clients for environmental data and validation of our environmental processes and governance. CDP's assessment addresses governance, risks and opportunities, targets and performance, emissions methodology, data and breakdowns, energy, carbon verification, engagement and biodiversity. Through this complex annual evaluation process, we're supporting our clients' environmental supply chain initiatives, as well as helping them to progress in their own science-based targets and mitigate climate-related supply chain risk.
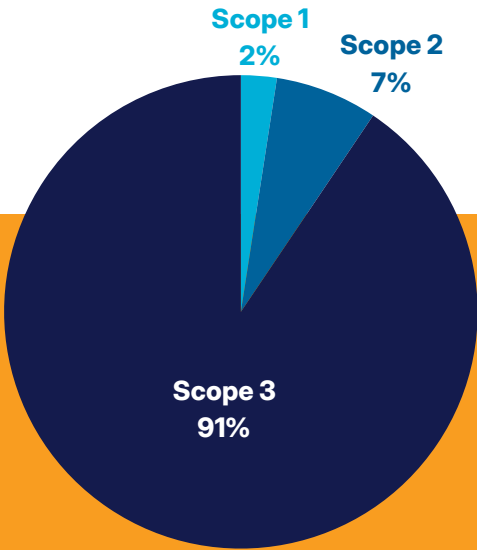
BCD Travel Scope 1,2,3 emissions 2023

Scope	Tons CO2e
Scope 1	769
Scope 2	2,204
Scope 3	28,548
Total	31,520

Scope 1
2%

Scope 2
7%

Scope 3
91%

Empowering our employees

Last year, we continued to promote environmental sustainability tips and initiatives via our internal communication platforms. Key campaigns included World Environment Day: Solutions to Plastic Pollution and our wellbeing eco-anxiety month.

Our collaborative and open approach to environmental impact discussions helps our people feel empowered to make changes in their personal and work environments, and to contribute to BCD's broader environmental goals.

We've also set a KPI to continue to engage employees in our environmental program and measure engagement to identify a baseline.

Staff travel, meetings and events

Our strategy includes reducing the environmental impact of internal travel, meetings, and events. In 2023, we continued tracking emissions and our review of BCD's travel policy to align with environmental targets and DE&I considerations.

We analyzed our global travel to identify carbon reduction opportunities, as well as the broader impact of travel – from noise pollution and water consumption to traveler wellbeing and productivity. This thorough analysis included identifying the most efficient routes, the best existing aircrafts, potential CO_2 savings on our frequent routes and opportunities to shift to high-speed rail. We also looked at opportunities for strengthening our hotel program by further understanding our preferred properties' sustainability measures, and considering less travel through a 'stay-or-go' framework.

We continued to integrate sustainability considerations into flagship internal meetings, including hosting our global leadership summit at a hotel powered entirely by renewable energy. We incorporated sustainability messaging into the communication platforms for internal meetings and events, highlighting sustainability initiatives around food waste, renewable energy and tips for more sustainable travel options.

CASE STUDY

BCD M&E keeping sustainability at the forefront of our meetings

We reinforced our sustainability commitment in the inaugural Supplier Event – SEROTONIN 2023. This event aimed to foster joyful collaborations within our teams and with partners and used the BCD M&E Toolkit to guide sustainable event planning. The Carbon Footprint Calculator helped us select Zurich as a destination by evaluating environmental impacts. Our Event Checklist facilitated the discovery and implementation of pre-event and ongoing sustainable measures.

Key sustainable actions included:

- More than 60% of the BCD M&E EMEA team opted for train travel, resulting in a significant CO2 avoidance.

- A paperless approach included sharing information exclusively through our event website.

- Wellbeing initiatives included a mindfulness calendar with daily awareness notes throughout October. On the main conference day, morning sport sessions – Yoga, TABATA and a running group – provided a healthy balance to full-day conferences with physical activity.

- A sustainable food and beverage concept featured vegetarian lunch menus and excluded beef for dinners.

- In Zurich, the strategically located hotel and conference venue near the airport and train station minimized the need for transfers, allowing attendees to walk.

CATEGORY	GOAL	WHERE	HOW	RESULT
Climate action	Avoid CO2	Travel	Train-accessible destinations	60% staff traveled by train
Climate action	Avoid CO2	Transfers	4/5 locations walkable	Minimized need for transfers
Climate action	Avoid CO2	F&B	Veg lunches, no beef dinners	CO2 reduction
Climate action	Avoid CO2, Support local economic	F&B	Regional, seasonal foods	Minimized food transport, local support
Climate action	Avoid CO2	Venue	Modern venue the circle	Green energy, renewable electricity
Climate action	Food waste reduction	Venue	Hyatt place	Collaboration with "too good to go"
Climate action	Avoid CO2	Venue	Dinner location albisgütli	Food waste to green energy conversion
Climate action	Communication	Conference	SEROTONIN platform	Go paperless
Climate action	Waste reduction	Conference	Minimal event material	Avoidance of single-use production
Climate action	Support local economic	Conference	Local stage design production	Reduction of transportation
Wellbeing	Education	Attendees	Sustainable travel tips	Avoid single-use plastic, CO2 reduction
Wellbeing	Awareness	Attendees	Mindfulness calendar	Positive mindset, stress reduction
Wellbeing	Awareness	Attendees	Share SEROTONIN selfie	Positive mindset
Wellbeing	Activity	Attendees	Sport sessions	Mental/physical activity balance

The results:

- Selecting Zurich enabled BCD M&E to avoid 63.5 tons of CO2 in travel emissions compared to other destinations.

- Incorporating 75% vegetarian options further preserved approximately 1.5 tons of CO2.

- A dedicated platform for raising awareness and fostering acceptance of sustainable practices.

Areas for improvement:

- Due to train delays, a significant group of our colleagues faced timing challenges.

- Striking a balance between sustainability and the needs of our participants will remain a priority in future event planning.

The KPIs

- Our survey (67% response rate) revealed that 94% of attendees enjoyed the event, with positive feedback received from both employees and partners.

- We could increase the internal understanding that the event was organized in a sustainable way by 10%.

- 96% of our partners actively support the sustainable measures implemented, highlighting a strong alignment with our commitment to environmentally friendly practices.

- 89% of our staff members also expressed support for these sustainable measures.

LEARN MORE: VIDEO

Total CO2 footprint (KG): 20,043
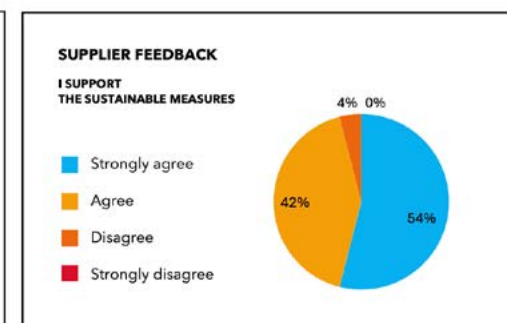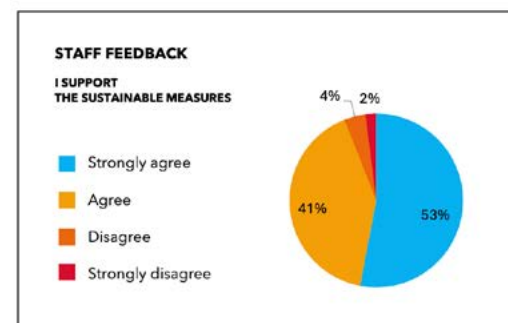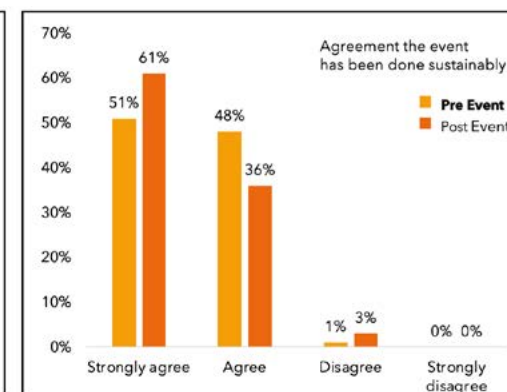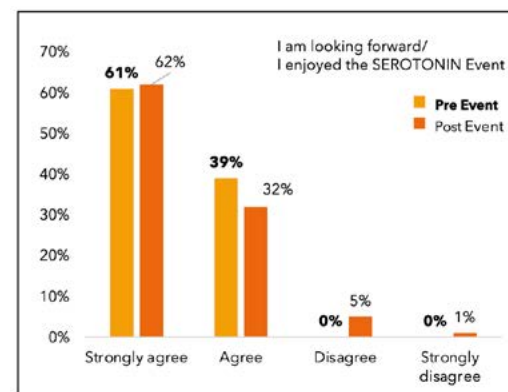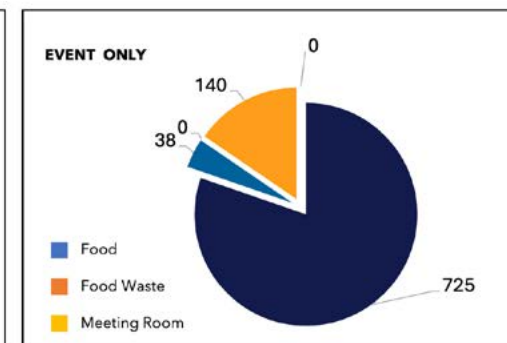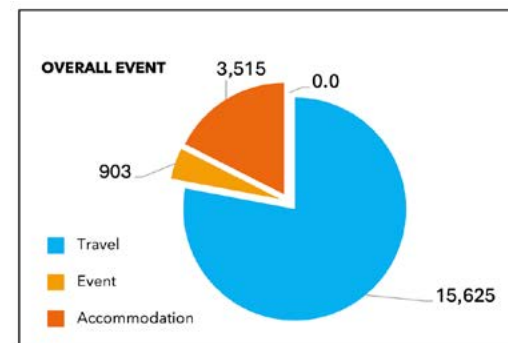
Our people

DIVERSITY, EQUITY & INCLUSION

THE EMPLOYEE JOURNEY AT BCD

EMPLOYEE WELLBEING

FREEDOM OF ASSOCIATION AND SOCIAL DIALOGUE

ISO 45001-CERTIFIED GLOBAL HEALTH AND SAFETY MANAGEMENT SYSTEM

BE *you* AT BCD

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

Diversity, equity & inclusion

Our commitment to diversity equity & inclusion (DE&I), Be You at BCD, means we celebrate the different voices, backgrounds and perspectives within our global workforce. We strive to create a respectful environment where everyone feels safe, welcome and valued. Central to our approach is a deliberate focus on enhancing DE&I at BCD, guided by our clear principles, framework and goals.

This year, we've been strengthening the data that informs our approach to conduct key analysis, such as our global gender pay gap and equity framework analysis. We've also implemented a number of measures in our recruitment processes, including a new DE&I-focused training program for our recruitment teams and hiring managers. Underpinning our DE&I initiatives is our multimedia employee education and awareness strategy, which we've expanded with more dynamic resources over the past year to address key topics like neurodiversity and gender equity and equality.

Principles, Framework and program management

Our Senior Vice President of Diversity, Equity & Inclusion, Yvette Bryant, continues to lead our DE&I initiatives. In her own words...

"

A focus on DE&I isn't only a social imperative, but also an important business strategy. By embedding DE&I throughout the fabric of our organization, we can drive sustainable change for our company, our people, our business partners and our customers. Our DE&I Principles and Framework guide our DE&I team and the entire organization, keeping our approach focused and impactful.

Yvette Bryant
Senior Vice President of Diversity, Equity & Inclusion

Our DE&I Principles align with our company values.

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

We treat everyone with respect, dignity and fairness.

We empower each person to develop their confident self to the fullest.

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

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

Solve it together

Collaboration connects us. We challenge and improve together.

Act with purpose

We are purposeful in how we innovate and what we create.

Do what's right

We operate openly and foster transparency. Our word is our bond.

Give your best

Passion powers and inspires us. We love and believe in what we do.

Feed the future

When we give ourselves and others the tools, skills and creative freedom to grow and flourish.

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

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

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

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

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

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

Global principles aligned to local plans

Workforce representation

Workplace inclusion

Equity

Marketplace

Suppliers

Awareness & continuous learning
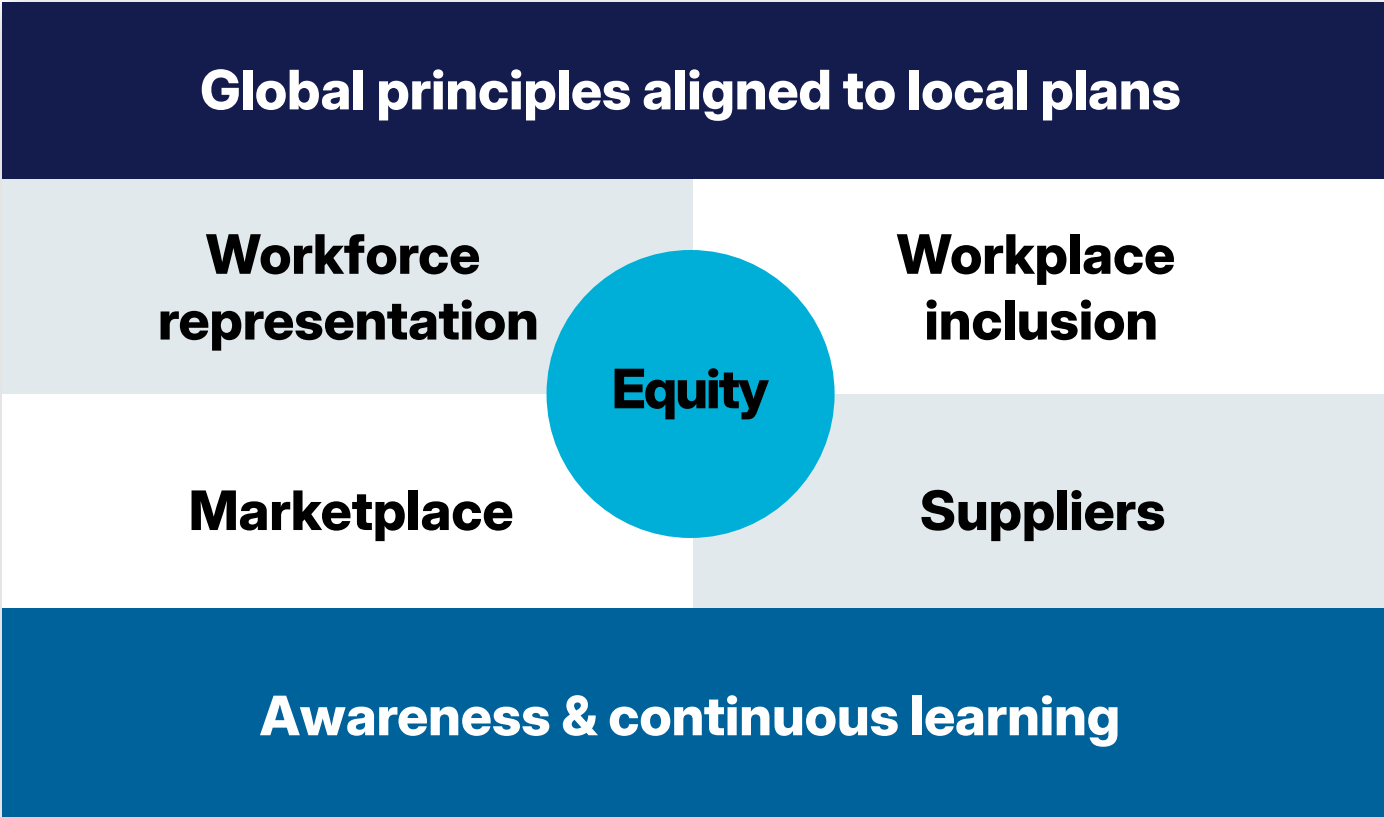
Regional councils

Our DE&I team integrated new council members, following an application process that ensures diverse voices are heard from across BCD Travel, BCD M&E and Advito. These passionate council members span every region, function and level in the company. Their focus is split across three core workgroups, including celebration and publishing, marketplace and suppliers, and representation and inclusion. Alongside this project-based work, they influence global DE&I strategies, set local and regional goals, as well as champion further education and progress, based on local insights.

Meet our current DE&I council members here.

> **"**
>
> **Being based in Atlanta, a melting-pot of ethnicities and cultures, has given me first-hand experience of the importance of DE&I. I joined the DE&I council in 2023 to help bring awareness and change. I recently co-hosted an allyship workshop, which made me appreciate the great work BCD has done making DE&I a priority for all employees. I'm optimistic about the direction we're heading.**

Atresa Carr
Senior Sales Manager, Sales Admin and DE&I council member

Cross-functional collaboration

Further cross-functional collaboration has been key for DE&I at BCD in the last year. This has seen DE&I leadership and councils working closely with marketing, product development, people and culture, employee experience, procurement, research and intelligence and many other BCD functions to drive progress towards our goals.

Employee experience team

Our employee experience team is integral to evolving engagement with our DE&I strategy across the organization. They designed and implemented ongoing DE&I education and awareness programs, including sessions on unconscious bias, promoting inclusion, cultural awareness, allyship and more.

A data-driven approach

Pay equity

Our commitment includes ensuring equity between employees of different genders and across other diversity dimensions. For BCD, intentionally cultivating a diverse workforce is just the first step. Providing equitable opportunities and treatment at every stage of an employee's experience with us is equally important.

Establishing a level playing field for all means we have to identify root causes and modify systemic policies and procedures to address gaps. A key element to this commitment is ensuring our pay practices are equitable across genders, race and other diversity dimensions.

In 2023, we undertook a gender pay equity analysis of our more than 14,000 employees globally. This included market-level reviews of compensation to identify pay gaps and the root cause for any pay inequities. Our HR system allows us to analyze data globally and address disparities. As a result, we're identifying and implementing targeted equity adjustments in line with business priorities. As standard practice, we will continue with ongoing data analysis to ensure gaps are identified, minimized and remediated.

We also report in line with local market legislation.

People Insights

We report gender statistics by region and job level, as well as race/ethnicity statistics in the U.S. to comply with the annual Equal Employment Opportunity (EEO).

We've built a new People Insights dashboard to continue reporting against more DE&I data elements in the coming years (in compliance with local laws). All people and culture teams and those who are vice president level or above have access to the dashboard, providing greater insight to our people. The data and analytics solution means easier access to globally consistent data sets. It also means greater transparency to influence regional and functional accountability and continued progress for DE&I at BCD.

2023 % gender by level		
Gender by level	Male %	Female %
All employees all levels	33	67
Vice president and above	43	57
Director and above	43	57
Manager and above	38	62

2023 % gender by region		
Gender split	Male %	Female %
APAC	57	43
EMEA	27	73
LATAM	36	64
UKIE	31	69
NORAM	21	79

2023 % race / ethnicity in the U.S.	
Race / ethnicity	% of U.S. employees
American Indian / Alaskan Native	0.36
Asian	3.65
Black or African American	9.60
Hispanic or Latino	8.77
Native Hawaiian or Other Pacific Island	0.31
Not applicable	4.55
Two or more Races	1.97
White	70.81

DE&I focus for recruitment

It's important for us to use training, partnerships and technology to reach a diverse pool of potential talent for our company and industry. That's why we've focused our initial efforts on representation and integrating DE&I into our recruitment processes.

Our Talent Acquisition team completed a nine-week blended learning program on DE&I within recruitment, focusing on inclusive hiring, unconscious bias, persuasion and influence and inclusive job descriptions. We rolled the program out across all regions incorporating a dynamic learning experience through group workshops, independent research and curated compulsory learning content.

We created an online hub that guides our hiring managers through DE&I within specific aspects of the recruitment process. It covers the starting process, promoting the position and the interview and selection process. It includes topics like why inclusive hiring is important, uncovering unconscious bias in interviews, as well as providing useful tools like gender decoders to remove gender-coded language from job adverts. The hub empowers our hiring managers with information and tools to create a culture for inclusive hiring.

We clearly state our commitment as a diverse employer on external career sites and align our vacancy postings with all relevant legislation. We use recruitment solutions like Circa in the U.S., which enable us to distribute our job openings through various job boards that service diverse communities, including a network of Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs).

Our enhanced recruitment system and initiatives help us to drive a better experience for candidates, recruiters and hiring managers, as well as serve as a tech enabler for DE&I in the recruitment process.

Partnerships to grow our diverse talent pool

Partnerships continue to be key to our approach for reaching and engaging diverse talent. Current partnerships include:

- Military Spouse Employment Partnership (MSEP) program.
- U.S. military fellowships through Hiring for Heroes.
- SENAC/ GERANDO FALCÕES apprenticeship program to connect with people from underserved/under-represented communities in Brazil.
- Thrive UK apprenticeship program with a careers hub to bring in new talent from socioeconomically diverse backgrounds.

We've also set a KPI to grow our recruitment partnerships by 40% to increase more diverse candidates for open positions in line with our workforce representation data.

Thrive UK

Thrive is a coffee shop and safe space where support workers and the young people they care for can meet, build relationships and access job search support. We began working with Thrive in 2022 and have since presented "Meet the Employer" sessions to groups of young people interested in the travel industry. As a result, we offered apprenticeship placements in our June 2023 intake of apprentices. *Check out what our Thrive Partnership Manager posted on LinkedIn about our approach.*

A culture based on engagement, education and awareness

Multimedia resource center

We continued to develop our DE&I resource center providing multimedia content on key topics (accessibility and disability inclusion, unconscious bias, neurodiversity etc.) to help employees live our DE&I principles daily. In the past year, we've integrated content and learning opportunities centered around gender equity and equality, allyship, neurodiversity and non-apparent disabilities and promoting inclusion. Accessible to all employees globally, our resource center supports different learning styles, combining book recommendations, podcasts, infographics, articles, videos and more.

Multicultural celebrations, events, news and conversations

We selected celebrations and events through our DE&I council to raise awareness of important cultural, historical, social and religious observances and activities. From Neurodiversity Week and Pride Month to Juneteenth – it's important that we mark the events that mean something to our people. Our communications include resources that allow our employees to learn more about the topic. And to make it easier for our people on the go, we've introduced QR codes to connect to app-based learning. We also use our corporate social platforms to encourage conversation and connection for each observance.

International Women's Day (IWD)

To take positive action and support the Inspire Inclusion theme of IWD, we delivered an internal webinar as part of our Stay in the Know series called International Women's Day: Traveler safety and bystander allyship. Carolyn Pearson, CEO of BCD marketplace partner Maiden Voyage, joined our session with BCD Travel's Jorge Mesa, Director Global Crisis Management. The session discussed the challenges and nuances women experience when traveling, and the importance of staying safe and being an active bystander and ally to those around us. We provided a host of training materials via LinkedIn Learning to support further education and allyship. We also created a Connections with BCD Travel podcast episode where we interviewed Carolyn and BCD DE&I council member Hazel Smith, to discuss everything from how business travel has changed for women in the last 50 years, regional and cultural differences to keep in mind and more.

Culture Cafes

As part of our DE&I journey, we aim to continue growing our global awareness and fostering inclusive daily experiences through initiatives like our Culture Cafes program. These sessions, delivered by our DE&I council members, aim to provide a safe space for open discussion and growth around topics central to DE&I. Over the past year we've covered inclusive and accessible internal meetings, how to be an ally, unconscious bias and cultural diversity.

Global Diversity Awareness Month

In October, we celebrated Global Diversity Awareness Month. As one of our cultural awareness activities, we asked our people to submit their favorite recipes. We had a great response that allowed us to create our global, digital Cooking with BCD cookbook.

Training starts at the top

Our training program for leadership teams incorporates **specific DE&I topics like accountability in DE&I, inclusive leadership, and other key topics.**

Tracking engagement progress

We continue to track our DE&I strategy impact through the analytics function of our third-party global employee engagement solution. Our management teams access relevant data in real time, helping us to easily spot trends through feedback and prioritize next steps for DE&I.

Our employee engagement score for DE&I has increased from 58 to 63 placing us in the top 5% of companies – an achievement we're incredibly proud of.

We've also set a KPI to meet or exceed our eNPS DE&I score annually based on a 2022 baseline.

Thought leadership

We continue to be present in the marketplace as DE&I best practices develop, actively participating in discussion and thought leadership with industry peers, clients and partners. Notable achievements over the past year include our collaboration with Women in Travel to deliver a Neurodiversity in Travel online mini summit, client forum workshops like our MindMeld session 'All aboard Flight DEI2023: diversity, equity & inclusion in business travel' and industry event panel discussions, including addressing the intersection of DE&I and Sustainability at GBTA. We also post numerous articles via the BCD and Advito blogs.

A policy-driven approach

To meet the needs of our diverse workforce we have clear policies in place, including our Equal Opportunities Policy and DE&I Statement of Commitment. We communicate these documents and make them available across our organization, aligning with our full range of global policies that incorporate our standards and best practices, including our Code of Conduct; Supplier Code of Conduct, Harassment Policy; People & Culture (P&C) Policy; Environment, Health & Safety (EHS) Policy; U.K. Menopause Policy; Relatives and Personal Relationships Policy and Supplier Diversity Policy. We're also currently working on Transgender/Transitioning in the Workplace standard operating procedures.
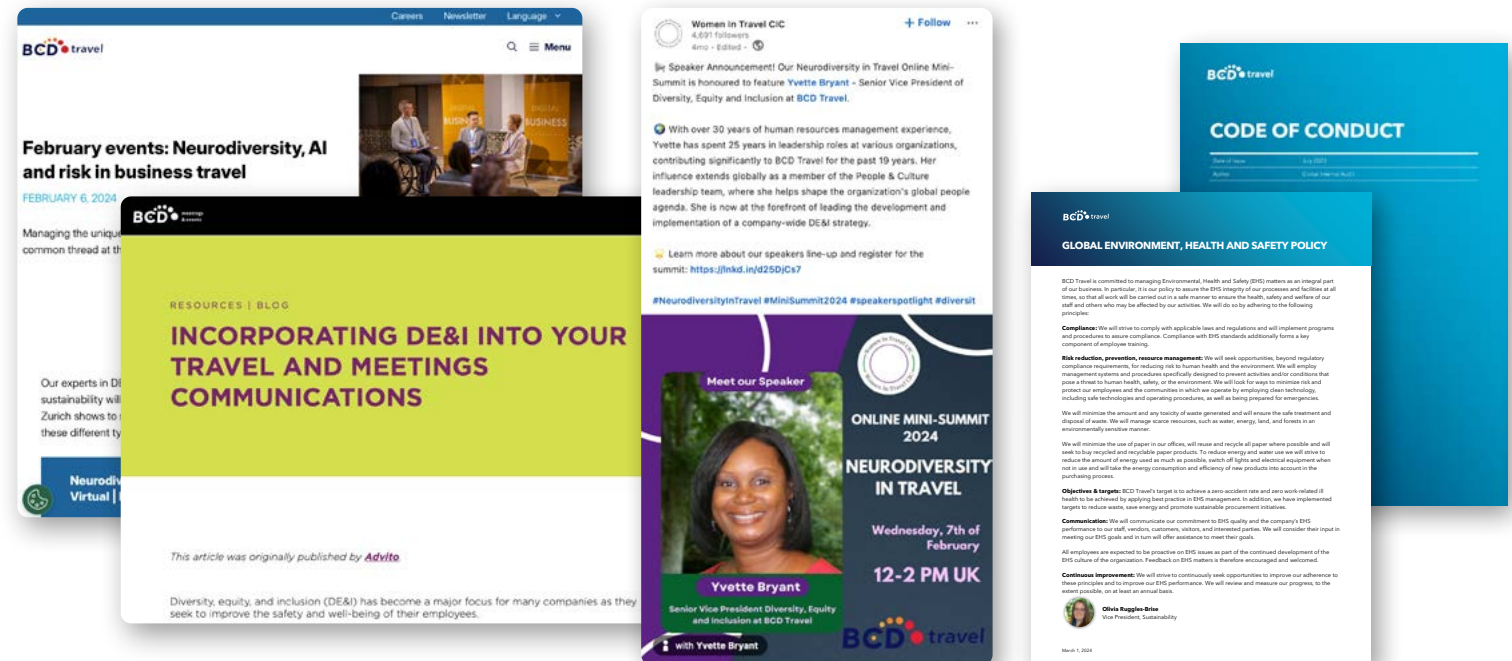
The employee journey at BCD

We make it clear to all new employees that personal growth, wellbeing, DE&I and sustainability are the cornerstones of their BCD journey. As part of their onboarding all employees receive an introduction to these topics and how they will form part of the overall experience at BCD.

The onboarding process is designed to suit office, virtual and hybrid working environments. Our onboarding includes a blend of digital guides, automated messages for the first 30 days, learning platforms and compliance training, as well as 1-to-1 contact time with each manager and role-specific training programs. We introduce new employees to BCD's culture, key topics like our vision, values and Blueprint for Success, as well as the tools to chart their growth and development.

Creating global connections from the start

We know that creating meaningful connections with peers across the globe is important. That's why we welcome new employees with an onboarding buddy system and Welcome to Life at BCD sessions to network with other new joiners.

We also invite new employees to join peer conversations on our employee socials platforms, connect them with BCD's social media, as well as video content from BCD employees to keep them in the loop on what's happening at BCD.

Learning and development

We want all our employees to be confident that they have the knowledge and skills to perform and thrive in their work today and in the future – we want them to become their most **confident self.** We have continued with our longstanding commitment to developing our people, as indicated by the below global training numbers.

Global training completions

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

Career conversations

Every employee at BCD will take part in our 'career conversations' process with their manager. These valuable two-way conversations are opportunities to give and receive feedback, track progress, celebrate successes and set goals.

The framework we provide means that these conversations aren't a one off, but continue throughout the year and, as things change, goals are adapted accordingly. We provide our people with a range of training and guidance on how to manage this process effectively.

We've also set a KPI to increase the percentage of employees who have completed an annual career conversation to 100% by 2030.

Guided by our employee experience team, BCD employees can access a wide range of resources and technology to continue their development.

Whatever our peoples' preference for learning and growing, whether it's visual, via collaboration, reading, listening, self-paced, in teams, or through on-the-job experience, there are resources for everyone.

We have continued to focus on:

- **Self-paced learning options** – Knowledge Hub, our global online learning management system, allows employees to use a vast array of content and resources to support their knowledge development. The homepage is updated monthly to provide Top Picks, Resource Library Content, Quick Links, Goals, Training Records and News. They can also discover expert-led videos and courses through LinkedIn Learning related to their field and interests, with personalized recommendations and access via the app. We create LinkedIn Learning Challenges and spotlight specific courses on a particular topic or one that's popular among their peers. Other resources include our Learning Collections, Performance Review resources and e-newsletters for insight on all new learning and development opportunities.

- **Leaders and managers** – We provide a suite of options for our managers and leaders to continue to thrive throughout their career at BCD. From virtual exchange sessions with BCD peers to workshops, longer self-directed group learning courses and toolkits, we provide resources to support our leaders at all stages of their managerial development.

- **Talent development programs** – We focus on talent retention and development of our next generation of leaders through our Challenge program. This five-month intensive program stretches managers in their current role, while improving their leadership skills and global network across BCD functions and regions. 68 people graduated from our program in 2023.

- **Listen and Be Inspired interviews** – We created a series of inspiring recorded discussions featuring senior leaders across BCD sharing their passion and knowledge on a range of topics. From *Growing DE&I in our DNA* with Paul Barry, Country Manager, Brazil to *Unlock your Courage Potential* with our CEO Stephan Baars.

In one of our internal *Listen and Be Inspired* sessions **Lisa McKenzie,** Senior Vice President of Global Sales, shared the importance of career conversations, the impact that they have had on her career to date, how to get the most out of them and why meaningful goal setting is key for both the individual and the organization.
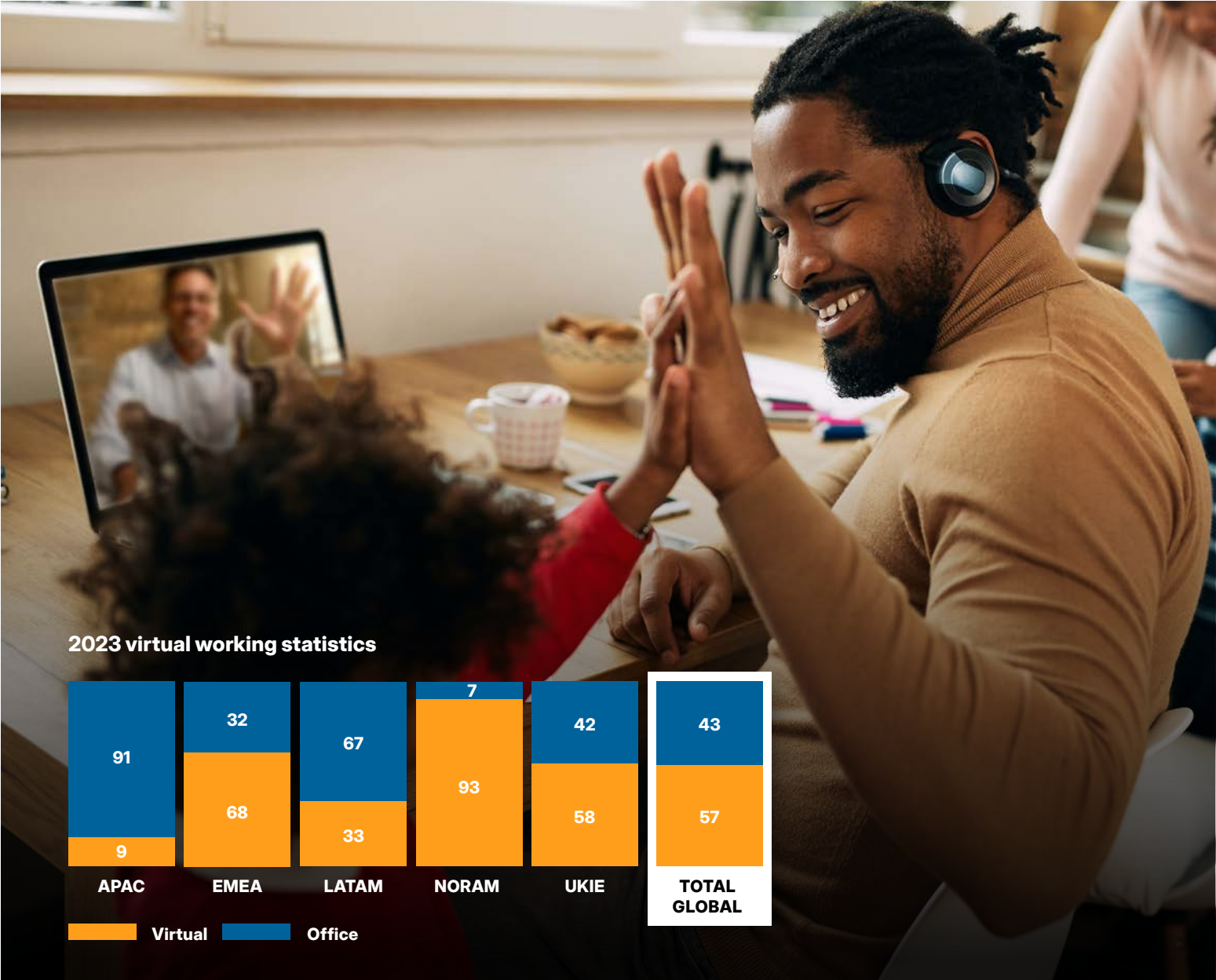
Integrating our Work From Anywhere policy

It's important to provide a working environment that supports a healthy work-life balance, flexibility and the wellbeing of our people. Our approach includes the relevant global technology and policies to connect our people and help them work efficiently around the globe. It also means that whether they're working remote, hybrid or in the office, our culture supports strong relationships with peers and customers (see our latest virtual working statistics outlined).

Our flexible work policies support working from home and shared parental leave, helping employees manage priorities that lie outside of work; it's core to our wellbeing approach.

We bring flexibility that helps our people manage daily stresses of modern family life, regardless of composition and family status.

This year we officially introduced a Work From Anywhere (WFA) policy. Our employees now have the opportunity to choose where they work for up to 60 days per calendar year. The development and implementation of our new global policy means employees across approximately 50 BCD markets can visit family or friends abroad or check off a must-see destination from their travel wish list to experience a new culture while they work. WFA allows us to add yet another element to our increasing virtual workforce.

2023 virtual working statistics

	APAC	EMEA	LATAM	NORAM	UKIE	TOTAL GLOBAL
Office	91	32	67	7	42	43
Virtual	9	68	33	93	58	57

Legend: Virtual (orange), Office (blue)

Employee benefits

Our benefits initiatives support the wellbeing of our people, as well as celebrate their contribution to our success. BCD provides access to a comprehensive benefit program, from shared parental leave and competitive pension programs to gym membership discounts, employee assistance programs and medical insurance. Our benefits program supports our employees across the globe, while incorporating local initiatives to meet market requirements. We continue to spotlight benefits, so that our people know how to easily access them.

COE: Celebrating 2023 winners in Cancun, MX

Employee engagement

Shoutouts – We encourage our employees to say "Thanks" to a co-worker through our employee appreciation program, Shoutouts. Through our global, digital platform employees can send a message in real-time, and align it with BCD's values. They can also make an official Circle of Excellence (COE) nomination.

Circle of Excellence (COE) – This is part of BCD Shoutouts. Throughout the year, employees can recognize colleagues who go above and beyond in bringing our core values to life by submitting 80+ word nominations through the Shoutouts platform or app. Once a year, winners are selected by a committee of previous winners.

Share Your Journey – We encourage our global employees to share memories of their time at BCD, through our Share Your Journey initiative. People can share moments that have marked their journey, career highlights, get togethers or their personal development journey at BCD via our corporate social platform.

Global employee engagement platform – Each month our engagement platform sends a short survey to all our employees so that they can have their say on how our organization continues to improve. The data collected is anonymous, and questions cover topics critical to our culture, such as DE&I, health and wellbeing, as well as company values and managerial communication and support. BCD employees can access their own dashboard to see trends on what they're most and least satisfied with, based on data from their responses. BCD managers, DE&I and people and culture teams use feedback data and analytics to understand trends and implement improvements.

Multi-channel engagement and support strategy – The engagement needs of our increasing virtual workforce continues to evolve. Our strategy for engagement crosses multiple channels from webinars and townhalls, to apps, podcasts, videos, corporate social platforms and more. We also continue to integrate regional mental health first aiders and employee assistance programs to confidentially support employees who need to talk or are seeking help. These spaces offer guidance for BCD employees who are experiencing mental health challenges.

Employee wellbeing

Our employee wellbeing strategy focuses on making key resources available to our global BCD employees, giving them the tools to manage their wellbeing in both office and virtual working environments. Core components of Wellbeing at BCD include:

Wellbeing at BCD hub and Knowledge Hub

Both platforms provide on-demand resources and content to support emotional, physical, social and working-from-home wellbeing.

Wellbeing @ BCD Community

Through our corporate social platform, Viva Engage, this is a place to share tips and discuss wellbeing topics for BCD colleagues.

Wellbeing Connect

Live, peer-to-peer, virtual events where employees come together to build awareness and share techniques on how to manage different wellbeing topics.

Well-Balanced

A monthly e-newsletter focusing on a wellbeing topic, with resources and activities for all.

Wellbeing activity

Daily wellbeing activities supporting a particular focus area each month.

Wellbeing journeys

BCD colleagues share their wellbeing journeys/stories with their peers.

Over the past year, our employee experience team continued to integrate meaningful wellbeing initiatives through these channels, from a 'music for wellbeing' playlist and training for managers to hold wellbeing conversations, to sessions on preventing burnout and tips for better sleep.
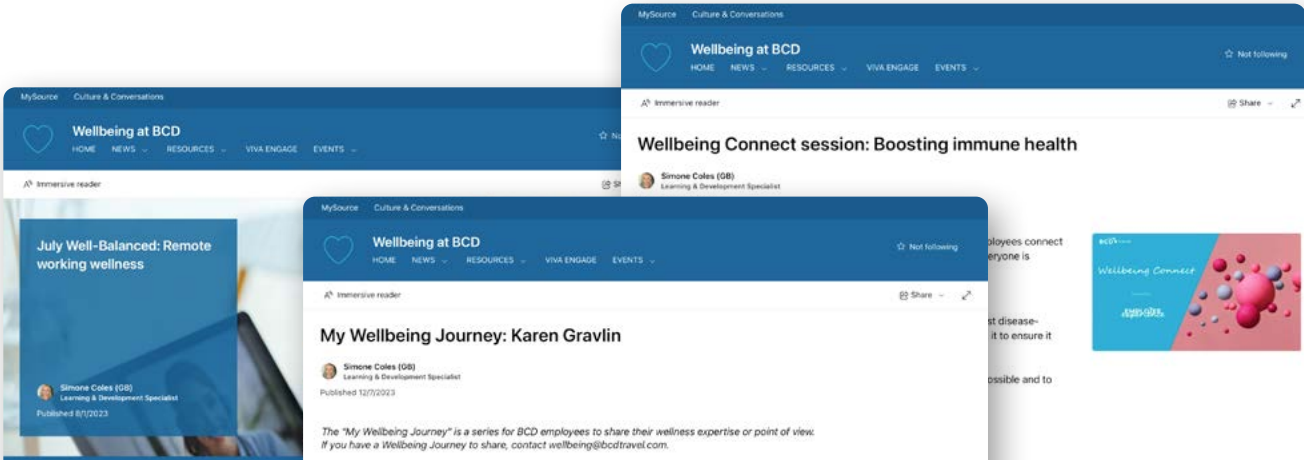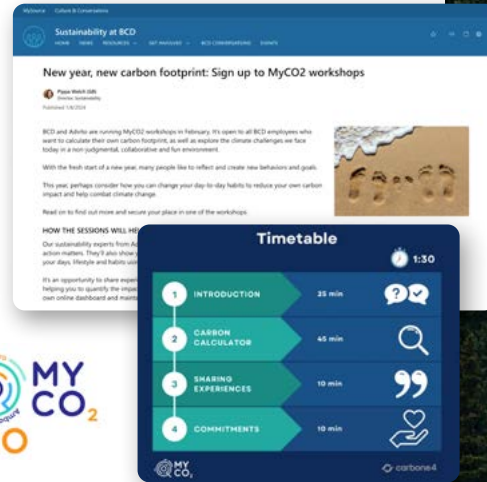
Addressing eco-anxiety

When it comes to environmental sustainability, we recognize our responsibility to address this issue in a sensitive way. We design all employee engagement messaging around sustainability to empower employees to take action rather than making them feel overwhelmed or guilty.

Using these principles, we implemented a month-long wellbeing campaign addressing eco-anxiety. This included tips on how to use the environment to help employees feel balanced, practical guidance for how to cope with eco-anxiety and access to useful resources from wellbeing experts. We ran wellbeing sessions that allowed employees to discuss their concerns, share ideas for how to live an eco-friendlier life and connect with global colleagues on this topic.

Using Carbone 4's platform, we also ran workshops with our employees guiding them through a tool to calculate their own personal carbon footprint by breaking down their days, lifestyle and habits. We used the sessions to explore the climate challenges we face today in a non-judgmental, collaborative and fun environment, as well as helping them feel empowered that their action matters. The sessions provided a great opportunity to share experiences with other participants about low-carbon actions.

Launching our wellbeing promoter team

To help our wellbeing resources reach our global teams, we launched our wellbeing promoter team. This group is kept up-to-date with monthly updates on wellbeing news, where to locate all our global content, and information on new global initiatives. These ambassadors promote our wellbeing resources among their colleagues in their function/region. This helps us to achieve our goal of greater emotional, physical, social, and working-from-home wellbeing.

New relaxation zone

We launched Take Time to Relax, our new relaxation zone in Wellbeing at BCD on our intranet. The resource promotes employees taking regular movement away from their desks, as well as providing short stretching videos and affirmations. Employees can also sign up for bi-weekly live stretching classes.

Freedom of association and social dialogue

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

The EWC was created in 2008 to act as a platform for information and consultation to support BCD Travel's business activities in the European Economic Area. Currently, 18% of our employees are covered by collective bargaining agreements. The EWC contributes to the preparation and transparency of transnational projects and promotes evaluating how employees may be significantly impacted by business decisions.

In 2023 there were monthly virtual EWC meetings, providing an opportunity to facilitate social dialogue, strengthen cohesion and further develop the spirit of cooperation between management, employees and their representatives.

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

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

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

ISO 45001-certified global health and safety management system

Our health and safety management system (HSMS) is ISO 45001:2018 certified and acts as a framework for ensuring that all our majority-owned operations are compliant with the highest standard of health and safety management. First implemented in 2017, our ISO 45001 certification across all our majority-owned offices demonstrates our commitment to the health, safety and wellbeing of our employees, reducing workplace risks and creating better, safer working conditions. It also ensures that BCD aligns with all relevant local health and safety regulations in all countries where we operate.

BCD's offices are audited on a three-year rolling cycle. This means that every office will be subject to an on-site audit at least once during that period to maintain ISO certification. We've set a KPI to maintain ISO 45001 certification in 100% of majority-owned countries.

A new environment, health and safety training course was created for inclusion in annual compliance training in 2024.
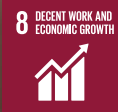
Our business partners

SUPPLIER DIVERSITY

SUPPLIER ASSESSMENT AND COMPLIANCE

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

Supplier diversity

As part of our diversity, equity & inclusion (DE&I) program, we focus on the diversity of our suppliers and partners. We recognize the importance of supplier diversity and its contribution to successful partnerships with our clients and our communities. Our goal is to support the use of supplier-diversified business enterprises as vendors of quality products, services and competitive prices, who demonstrate responsible business practices based on ethical and social criteria. Our DE&I strategy also includes our Supplier Diversity Policy, which articulates our key principles and commitment to promoting and increasing diversity in our supply chain.

Diverse supplier reporting

In the U.S., we track our use of diverse suppliers and provide reporting to our customers. Our spend with these suppliers for 2023 was 11.71% of our total U.S. supplier spend. This includes women-owned (WBE), minority-owned (MBE), veteran-owned (VBE), disadvantaged (DBE) and small business enterprises (SBE).

We work with a third-party diverse vendor classification solution to better identify, classify and measure our diverse supplier spend. This ensures we're capturing the true scope of diversity within our supply chain.

Diversity classification definitions

There are over six million diverse suppliers, holding over five million certifications globally from 400+ trusted sources. This third-party database represents U.S. suppliers actively listed in federal, state, city and county directories. The third-party uses the following range of diversity classification definitions:

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

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

Expanding our approach

Our partnerships provide a focus for DE&I within our value chain across different regions. For example, in 2023, Rennies BCD South Africa achieved runner-up in the 'Top Empowered Company: Enterprise and Supplier Development of the Year Award'.

The prestigious Top Empowerment Awards honor organizations in South Africa that demonstrate an outstanding commitment to empowerment and transformation by contributing to the growth and sustainability of black-owned businesses, especially smaller black women-owned enterprises, and emerging businesses within the travel sector.

Enterprise Development (ED) and Supplier Development (SD) are one of the three priority elements of the Broad-Based Black Economic Empowerment (B-BBEE) Scorecard. The aim is to strengthen local procurement, enhance local supplier development programs and increase financial support towards black entities.

A successful enterprise development and supplier development program depends on:

- Transparency and collaboration between the company and its suppliers

- Reducing and streamlining procurement processes

- Tailored long-term support and commitment to growth

Rennies BCD is certified in South Africa to Level 1 B-BBEE. Our B-BBEE initiatives encompass four of the five pillars contained in the codes: management control, skills development, enterprise and supplier development and socio-economic development (the fifth is ownership).

Our affiliate program in the U.S. also incorporates some organizations that are classified as diverse suppliers, further broadening our partnerships with SME/minority-owned businesses.

We're now focusing on a phased expansion of our capabilities to capture, track, and measure diverse supplier spend in markets outside of the U.S.

Supplier diversity in meetings and events

Lack of a recognized consistent measurement standard continues to be a challenge for measuring supplier diversity for meetings and events. We know that minimal available funding for small organizations to pay for diverse certification can also be a challenge for accurate reporting and supplier selection.

To help remedy this, BCD M&E surveyed our non-hotel categories (over 250 suppliers including destination management, AV/production, ground transportation companies, attendee engagement, creative services, merchandise, team building, congress brokers, and more). Based on their self-reported identification, we defined and measured entities in terms of diversity.

In 2023, 39% of BCD M&E suppliers (non-hotel) are considered diversified. Of BCD M&E's total global spend (based on 2023 reporting), 29% sits with our diversified non-hotel partners.

In North America, we made significant progress in our ability to track diverse supplier spend from immediate suppliers and downstream supply chains for third-party vendors, despite the recognized challenges. We also continue to consider "certifications vs. classifications" while evaluating diverse supplier spend for BCD M&E and our customers.

Supplier assessment and compliance

We've undertaken several measures to continue to develop supply chain due diligence in line with evolving legislation and value chain expectations.

Supplier Code of Conduct development

A core cross-functional team reviewed and updated our Supplier Code of Conduct to ensure it continues to be fit for purpose. Key changes included more robust language and expectations around labor standards, human rights, ethical business practices and environmental protection. The key requirements outlined in our Supplier Code of Conduct include:

Ethical business practices – including corruption and bribery, business integrity, conflict of interest, money laundering, fair compensation and anti-trust and trade sanctions.

Privacy and security – including personal data processing.

Human rights – including child labor, freely chosen employment, wages and benefits, working hours, health and safety, diversity and inclusion and freedom of association.

Environmental protection – including legal compliance, reduction of waste and measurement of carbon emissions.

Reporting violations/monitoring activities – including our non-compliance reporting process and anonymous SpeakUp System and the right to request additional information from suppliers regarding compliance efforts (including self-assessment questions, on-site third-party audits, etc.).

We expect our suppliers and business partners to regard this Supplier Code of Conduct as a total supply chain initiative and to adhere to the same ethical principles outlined therein. As a minimum, we expect our suppliers to promote the principles of our Supplier Code of Conduct within their own supply chains and to conduct their business activities in full compliance with applicable laws and regulations.

We continue to increase the number of global suppliers who have signed our Supplier Code of Conduct – currently 97% have signed the Code. It also forms part of our agreement with each partner in the BCD global network. We have a KPI to maintain the percentage of targeted suppliers that have signed our Supplier Code of Conduct to > 90%.

We recognize and endorse the practice of operating in an ethically, socially and environmentally responsible manner. Our Supplier Code of Conduct clearly outlines our ethical business practices and is aligned with the International Labor Organization's (ILO) conventions, the Ten Principles of the UN Global Compact (UNGC) and the Sustainable Development Goals (SDGs).

While we understand that the general intention behind these standards may be implemented differently in different countries, in keeping with local laws and customs, it is our intent to support and advance those principles within our company and entities controlled by it.

Non-compliance reporting and SpeakUp system

We have a compliance email account where suppliers can report any potential violations of these standards to BCD. The account is monitored by BCD's heads of legal and internal audit. As a last resort, suppliers can report through the third-party SpeakUp System, an interactive voice response phone and web-based service, which is available in multiple languages. Reports can be made anonymously where allowed under local law.

Assessment and monitoring

It's key for us to assess supplier risk in the areas of environment, business ethics, labor standards, human rights and modern slavery, as well as their participation in the United Nations Global Compact. We undertake this assessment of our supply chain through desktop analysis on an annual basis.

We work with our global partner network to encourage their own sustainability initiatives. Some of our key partners have participated in an independent assessment by EcoVadis, a global business sustainability ratings provider, to measure their sustainability performance.

Since 2016, EcoVadis has carried out over 60 assessments and many of our partners have achieved a Bronze or Silver rating. The assessment centers around critical sustainability topics, including sustainable procurement and ethics, labor standards and human rights and the environment.

*In 2023 we changed our monitoring and data collection methodology so data cannot be directly compared to previous years.

In addition, 100% of our top 35 suppliers (based on annual spend) have been assessed against Supplier Code of Conduct requirements.

This year we have also set a KPI to undertake sustainability due diligence assessments of > 90% of targeted suppliers by 2030.

In support of broadening our sustainable procurement expertise, 100% of our global strategic sourcing team obtained a certificate of completion in a sustainable procurement training course. This will also form one of our targets for 2024.

Security risk assessments

Our risk management team reviewed more than 71% of our top 35 suppliers for information security compliance and processed a total of over 500 requests for security risk assessment (SRA).*

The information security risk management team ensures the continual assessment and management of risk to products and services deployed and used in support of our business objectives. This minimizes potential impact from unexpected events and protects organizational assets. An 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.

Developing our supply chain assessment processes

As supplier due diligence and sustainability reporting legislation continues to evolve, we've been evaluating our supply chain management and assessment processes to ensure we remain compliant and to reinforce our commitment to sustainability across our value chain.

Incorporating stakeholder representation from multiple functions, including sustainability and legal, our taskforce continued in their evaluation and selection of a digital platform to expand our supply chain monitoring capabilities. This new process will allow us to:

- Remain compliant with new supplier due diligence laws, such as the Supply Chain Due Diligence Act (LkSG) that became law on January 1, 2023 in Germany, as well as any future sustainability legislative requirements. Establishing the new process is being undertaken alongside continued review of legislation requirements and gap analysis.

- Expand and enhance sustainability due diligence and monitoring processes across our global partner network.

- Cover a broader spectrum of Environmental, Social and Governance (ESG) topics in supply chain assessment, from waste and energy management to diversity, equity & inclusion and bribery and corruption.

- Improve engagement with suppliers on sustainability topics.

- Align all reporting with recognized standards, for example ESRS and GRI, as well as legal reporting like CSRD.

- Support supply chain decarbonization efforts.

Our customers

SUSTAINABLE COLLABORATION PRACTICE

WE CONTINUE TO INNOVATE

IMPACTFUL COLLABORATION AND ADVOCACY

TRAVEL RISK MANAGEMENT

| 5 GENDER EQUALITY | 10 REDUCED INEQUALITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS |

Lead the movement towards sustainable business travel, meetings and events

Due to increasing regulative pressure from legislation such as the EU's Corporate Sustainability Reporting Directive (CSRD), companies are increasingly incorporating travel managers and business travel into their sustainability strategies and targets. We guide travel managers through this transition with a suite of leading solutions to meet these evolving expectations.

Travelers are increasingly conscious of the impact of their trip on both the environment and the local community, and are factoring this impact into their travel decisions and experience.

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

Key product developments in support of this movement include: emissions reporting through DecisionSource; integrating air CO2 emissions estimates at the point of sale; bringing more sustainability services and technologies into the BCD Marketplace, such as GATE4, Thrust Carbon and goodcarbon;

and developing services to support our clients with CSRD legislation. Our innovative product suite helps clients measure, track and report their business travel sustainability impacts.

By focusing on the fundamentals of making business travel more sustainable, we enable clients to **contribute** to initiatives that reduce their impact, **inform** their travelers of more sustainable options and **manage** the sustainability impact of their program.
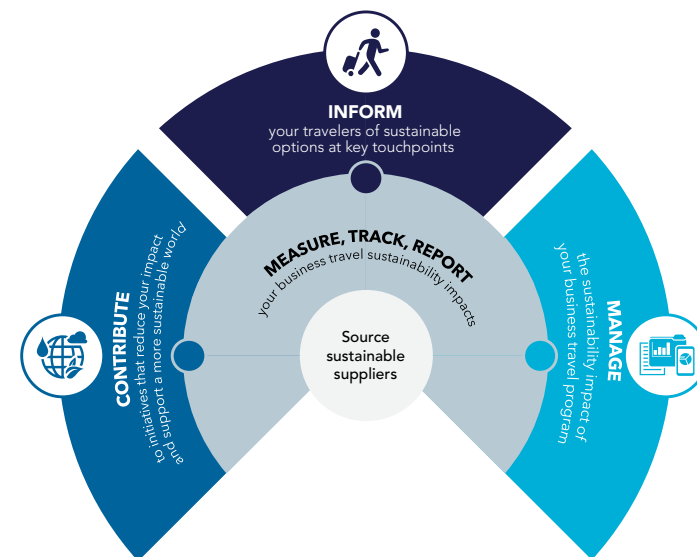
Creating connections for our clients

We continue to help our clients navigate how to best implement sustainable business travel strategies through our Connections with BCD Travel podcast.

Connections is an ongoing conversation on the digital transformation of corporate travel, what it means to the travel program, and how travel buyers can take control and drive change. Key sustainability conversations over the past year with our hosts Miriam Moscovici, Vice President, Product Planning and Intelligence and Chad Lemon Senior Manager, Product Marketing have included:

Sustainability: It's more than being green, it's in our DNA, with Olivia Ruggles-Brise, Vice President of Sustainability.

HOT TAKE: Advito's Sustainable Collaboration Practice with Erin Singleton, Senior Director, Marketing.

Digital accessibility: Weaving DE&I into travel technology, with Yvette Bryant, Senior Vice President DE&I, Hannah Kahn, Senior Director, Product Marketing, and Yanell Guillen, Advito Consultant.

Women in business travel: What you need to think about, with Carolyn Peterson, CEO of BCD marketplace partner Maiden Voyage, and Hazel Smith, BCD DE&I council member

Celebrating Neurodiversity Week with Yvette Bryant as well as Robert Shen and Sandra Kaspar from United Airlines.
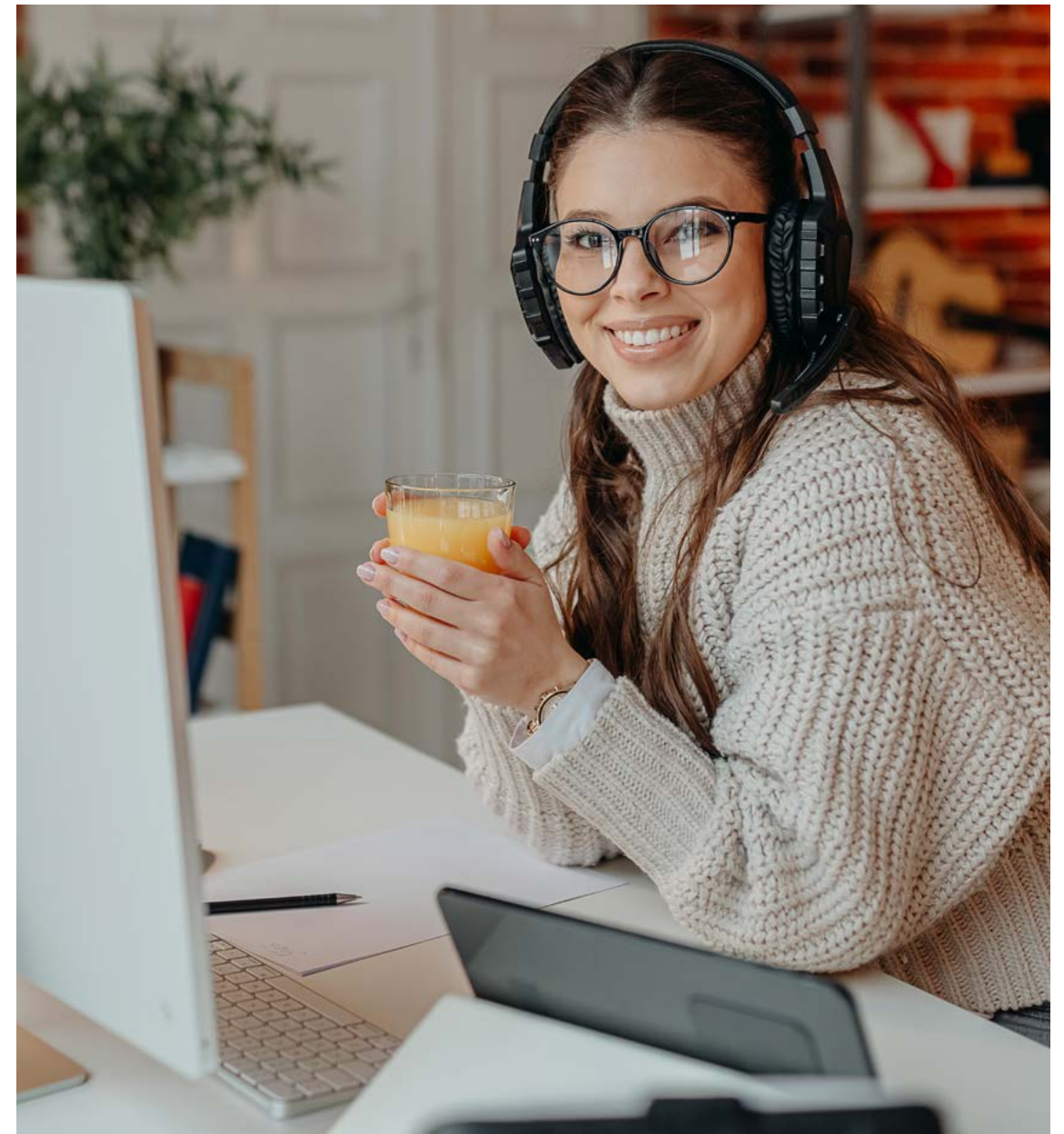
Sustainable Collaboration practice

In today's business travel landscape, sustainability is not just a passing trend. The travel function can and should be a leader in setting and achieving organizational sustainability goals. For clients who want a more strategic approach for their sustainable corporate travel, our consulting division Advito helps them reduce their travel program's environmental footprint, drive savings and increase traveler satisfaction. Our holistic approach goes beyond simply monitoring carbon emissions. A data-driven strategy from Advito helps clients set and achieve sustainability goals. Our consultants, technology and practices align with the latest science-based recommendations and sustainability legislation. Our offering has three main pillars:

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

Strategy & Recommendations
to decrease client CO2 emissions for all travel categories

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

We bring ISO-certified accuracy to emissions data

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

GATE4 is the only ISO 14000-certified methodology designed for business travel. ISO 14000 is the world's most widely recognized environmental management standard. Our clients can include our emissions reporting figures in their annual financial reports as recognized carbon calculations and use them to create science-based sustainability targets.

The methodology powers our GATE4 Insights dashboard and incorporates factors that aren't included in standard reporting. For example, it includes country-level electricity mix, carbon intensity, passenger to freight ratios, aircraft type, radiative forcing, hotel eco-labels, amenities and more. Our solution allows our customers to contribute to organizational sustainability initiatives, as well as help their travelers make the right decisions and travel more responsibly.

Using GATE4, customers can:

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

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

ADVITO

Additional services

Going beyond our three main pillars, we offer additional services as part of our Sustainable Collaboration practice to meet our clients' requirements. From supplier sourcing engagements and strategies to reduce travel carbon emissions, to sustainable travel policies and employee wellness strategies, our practices support a wide range of company stakeholders as sustainability becomes a business imperative. Examples include:

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

We continue to innovate

As sustainability requirements for corporate travel expand, we continue to guide our clients with thought leadership in this space. We bring new opportunities to integrate impactful sustainability initiatives into managed travel, supporting our clients' sustainable travel and wider company ESG goals. In the past year we've developed:

Sustainability Benchmarking – Our clients' extensive use of our GATE4 methodology powered a sustainability benchmarking report.

The tool allows clients to compare their progress with their peers across 15 KPIs, such as emissions per air segment, usage of fuel-efficient aircraft, rail vs. air market share, and room nights at eco-certified properties.

The benchmarks allow clients to identify areas where they are excelling or falling behind.

Expanded partnership with TripKicks to display GATE4 data for air, hotel and rail searches – Advito has partnered with travel technology company and BCD Marketplace partner Tripkicks to develop a solution that provides accurate air, hotel, and rail emissions calculations at the point of sale in Concur Travel. The solution leverages Tripkicks' integration with the SAP Concur Online Booking Tool to display GATE4 carbon emissions figures on the search results pages. The partnership enables travel managers to educate travelers and influence their booking behavior in real-time and empowers travelers to make sustainable choices. The tool also highlights how efficient their choice is compared to average performance on that route.

BCD

Partnership with eco.mio to power sustainable decision-making – Advito has partnered with eco.mio to integrate GATE4 emissions data into eco.mio's gamification platform. The goal is to highlight the most sustainable choices for business travelers searching for air travel in several online booking tools. This partnership leverages eco.mio's robust integration capabilities and engaging gamification interface alongside Advito's ISO-certified methodology, allowing travel managers to optimize air travel booking patterns in real-time and incentivize employees to opt for more sustainable travel choices.

Integration with SAP Concur Solutions as an app center partner – GATE4 Insights, the dashboard powered by Advito's GATE4 methodology, is available in the SAP Concur App Center. Our API connection means client data can seamlessly flow from SAP Concur solutions directly into Advito's analytics suite. With GATE4 Insights, our clients can meet their short- and long-term sustainability goals by measuring and reducing emissions.

MyCO2 workshop certification – To help our clients' employees understand the impact of their daily lives on the environment, several of our consultants are certified to deliver the MyCO2 training module. This robust workshop helps individuals calculate their own carbon footprint, as well as learn how to make changes in several different areas of their lives outside of travel to reduce their impact on the environment. The participants leave the workshop with access to an online tool to view their carbon footprint, update it year over year and set their own targets.

Enhanced diversity, equity & inclusion (DE&I) offerings – As part of our holistic approach to building sustainable business travel programs, Advito's Engage team integrates DE&I across their suite of marketing and communications services. DE&I-focused Engage projects begin with a strategy development workshop to delve into the client's company culture, perceptions, target audiences, communication channels and program objectives. The team also conducts policy reviews and revisions, providing recommendations and guides for a more accessible traveler experience. They audit all communication assets to ensure they are digitally accessible with features like alternative text, appropriate color contrast and closed captioning for videos.
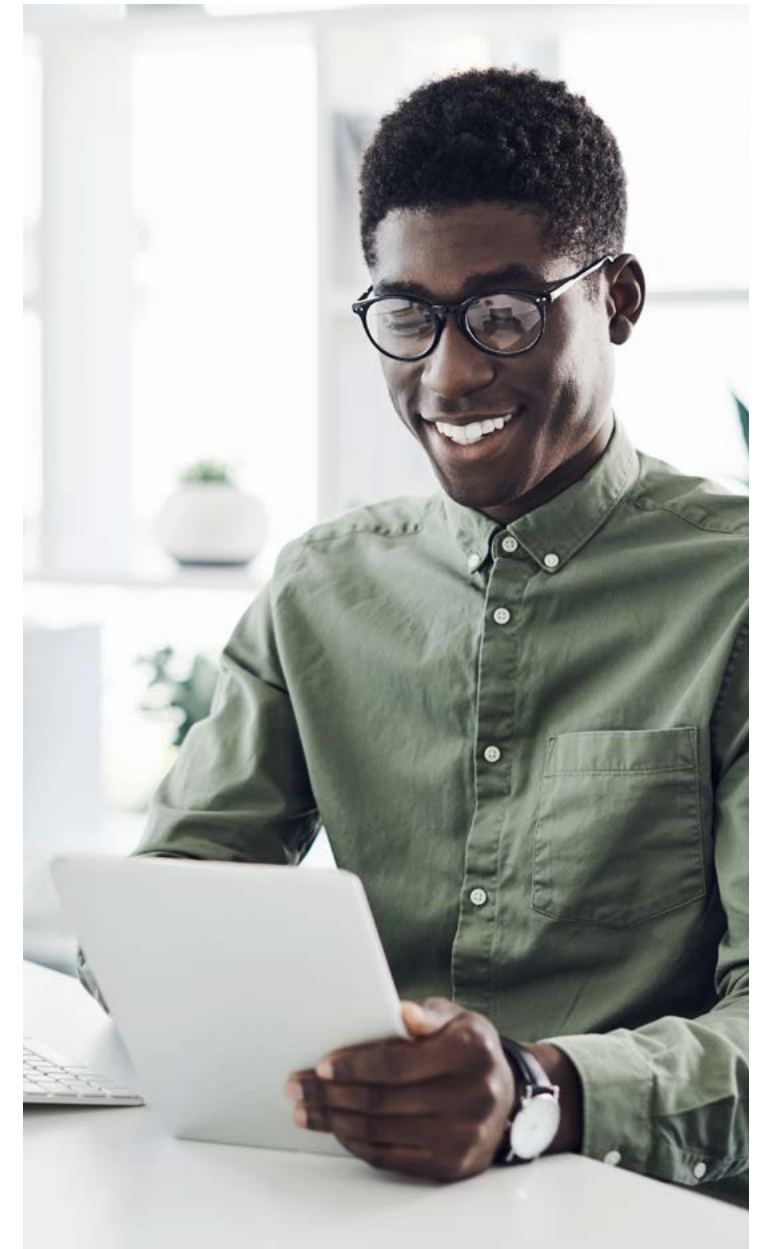
DE&I best practices for travel and meetings programs

As an industry, we're experiencing increased interest, dialogue and action in designing travel programs that incorporate DE&I best practices. To create inclusive travel programs, we must consider the needs of all travelers. When we design, build and communicate with these best practices in mind, everyone benefits.

Partnerships

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

Traveler experience

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

Ongoing improvement

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

Why digital accessibility is important and what we're doing about it

In today's highly digital world, it's critical to consider whether traveler-facing communication channels are accessible to everyone in an organization.

Many people face barriers to accessing digital communications, such as those with disabilities, non-native speakers, and those with limited technology skills. However, these accessibility concerns are often overlooked and can lead to lower traveler engagement within corporate travel programs.

We take digital accessibility seriously and are committed to creating an accessible travel experience through our digital solutions.

Knowing that this is both a responsibility and an opportunity, it is a continued focus for our product development teams. To support digital accessibility for our clients and their travelers, we:

- Launched a new feature that opens TripSource to an even wider range of users. Now, on the desktop version, travelers can easily access an AI-driven accessibility tool that supports users with visual, auditory, physical and speech needs.
- Include information on how our TripSource online platform and mobile app meets travelers' accessibility needs within the FAQ section of our website.

- Include an option on our support form that specifically addresses accessibility.
- Are actively working towards the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG) compliance standards for our desktop applications.
- Support the four principles (perceivable, operable, understandable and robust) that underpin the WCAG. This includes optimizing accessibility for people with disabilities through features like dark mode functionality in our mobile app, reducing distractions, eye strain and blue light exposure (perceivable); designing solutions that can be used on smart devices or online via the Internet using compatible browsers (operable); supporting simple, efficient and intuitive user experiences (understandable); and evolving our solutions with the latest development of smart technologies (robust).
- Integrate options for gender identifiers across our platforms (profile management, agent booking and mobile app) giving travelers the option to select "X" as Undisclosed and "Y" as Unspecified, "M" as Male and "F" as Female. This information automatically prepopulates for all online and offline bookings, eliminating the need for travelers to disclose on every contact. Agents use the information stored within the traveler profile to tailor and

Last year we added Maiden Voyage to the BCD Marketplace. The solution provides inclusive travel safety e-learning to travelers with specific modules on those with diverse risk profiles, including women, LGBTQIA+ and persons with disabilities, and those traveling to ethnically or culturally diverse regions. Developed by industry experts, modules include hotel safety, how to prepare for an upcoming trip, how to stay safe when moving around in the air and on the ground, maintaining physical health and wellbeing, how to stay safe at social and business events, and personal safety when out and about. All content adheres to the latest accessibility guidelines.

personalize the trip, for example, equipment requests, meet and greet assistance, traveling support assistants, accessible hotel requirements, etc.

- Continually integrate new languages into TripSource, ensuring enhanced accessibility and seamless localization of our product. We now offer nine languages across the platform, including the mobile app, the website and all direct-to-traveler messaging.

Sustainable meetings and events

Last year, BCD Meetings & Events (BCD M&E) continued to help our clients navigate their sustainable meetings and events programs and integrate best practices that help them meet their goals.

In June, we held a Sustainability Breakfast and Round Table, to coincide with The Meeting Show (London-based events conference), bringing together suppliers, partners and clients to discuss current sustainability trends, with a focus on food waste.

Sustainability was also a featured module at our biannual client forum in April, attended by a number of clients across different industries. The session was so popular with attendees that in November, we launched an inaugural client focus group on sustainability.

A number of clients (with roles specifically relating to sustainability) attended our focus group, again representing a cross-section of industries. We discussed and debated a range of topics and created an action plan for future meetings.

Sustainability Toolkit

Our Sustainability Toolkit helps our clients to integrate sustainability into their meetings and events via our ISO-certified Carbon Calculator, powered by GATE4, our Venue Scorecard and Event Planning Checklist. Over the past year we've made the following developments:

Maturity Model

We benchmark our global strategic clients on the status of their program using our Maturity Model. Sustainability, DE&I and wellness are three of the 16 categories considered as part of the review. Our 2023 data indicates that the majority of our clients are still in the 'Development' stage for Sustainability, DE&I and wellness in their programs. We're working with these clients to share best practices and inform them on developments to help them move toward 'Performing' and then 'Leading' programs.

Venue Scorecard

We launched an automated version of our Venue Sustainability Checklist and Scorecard using our online sourcing tool VenueSearch. Implementation of this tool involves a bespoke consultation workshop to understand our client's sustainability goals, prioritized from a menu of 40+ options.

Every venue proposed is then measured against their chosen criteria, helping us to push more sustainable venues and continuously support our clients' sustainability goals.

Since its launch in the second half of 2023, we have seen the Venue Scorecard influence our customers to choose the venue that best meets their sustainability criteria more than 97% of the time, over and above other venues*.

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

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

1. Do you have sustainability credentials such as an ISO accreditation, carbon neutral construction or LEED certification?

2. Do you conduct due diligence to ensure that forced labor, human trafficking and slavery do not exist within your organization or supply chain?

3. Do you have policies in place to limit the use of single-use plastics? Including straws, single-use bottles, etc.

4. Do you have a workforce diversity and inclusion policy?

5. As a standard, do you reduce food waste through donations, composting, or other measures?

6. Is your venue well serviced by public transport options?

7. Is your electricity provided by sustainable energy suppliers or renewable sources?

8. Do you have a comprehensive waste management policy in place?

9. Are your standard banquet menus based on locally available, in-season ingredients?

10. Do guest rooms implement energy-saving lighting, climate control and smart water management?

Robust research and reporting are foundational to our approach

Last year we generated three reports to provide our clients, travelers and other industry stakeholders with valuable information to help them address some of the key challenges in building more sustainable business travel programs.

Sustainability in Business Travel report

In 2023, we surveyed more than 100 travel buyers and almost 1,800 business travelers to gauge the importance of environmental sustainability in business travel and published our findings in the Sustainability in Business Travel report. The report explores travel programs from the perspective of sustainability, looking at the current priorities, challenges, opportunities and needs of travel buyers and travelers. The following areas were outlined in the report:

- ✓ **Sustainable travel program**
- ✓ **Stakeholders' and suppliers' sustainability efforts**
- ✓ **Communication about sustainable travel**
- ✓ **Sustainable travel options encouraged by employers**
- ✓ **Sustainable traveler behavior**
- ✓ **Companies' sustainability practices**
- ✓ **Sustainable travel in 2024**
- ✓ **Legislation**

Key findings:

BCD researchers uncovered significant gaps in levels of knowledge, action and commitment when it comes to sustainability in business travel. While 82% of companies have sustainability goals in place, only 45% have targets for sustainable business travel. Furthermore, only 20% of business travelers are aware of their company's sustainable travel goals. More than half of the travel buyers we talked to felt sustainable travel options cost too much. Buyers also pointed to challenges like traveler education, a lack of standard measurement approaches and definitions, and having the right tools, e.g., online booking tools supporting carbon budgets.

According to our research, half of companies encourage sustainable travel, but only a third promote sustainable options at the point of booking. Reducing travel volumes and traveling by train instead of plane are the top two options promoted by travel buyers. They often also promote taking direct flights instead of connecting flights, combining several trips in one, and limiting the number of employees on the same trip. Travelers mentioned sharing ground transportation and choosing economy class over business class as frequent recommendations by their companies.

Travelers' lack of knowledge of their company's sustainability agenda is a consequence of weak communication from both internal sustainability teams and travel departments.

There's also a pronounced regional split in the way travelers approach sustainability: North America is behind Europe, Middle East, Africa and Asia Pacific when it comes to their awareness of the topic. Traveler behavior on the road differs too, as do the sustainable practices promoted by employers.

To fill in the existing gaps, companies need to incorporate sustainability into all internal processes. Employers will benefit from updating travel policies with sustainability in mind, boosting traveler communication and increasing employee engagement with the sustainable travel program, doing this consistently and on a global scale.

WANT TO READ MORE?

In 2023, we also regularly shared insights on our social channels and BCD blog to guide our clients in addressing sustainability. Our influence in the industry helps current and future BCD employees know that a career in corporate travel can make a positive impact on how we're tackling the climate crisis.

BCD M&E Global Insights Sustainability Guide

BCD M&E produced a sustainability guide that outlined 2023's global sustainability trends and best practices for meetings and events. The report provides insight on what clients are looking for and how agencies can lead the way in helping businesses to adopt a more holistic approach to sustainability. It outlines where each region is today when it comes to sustainability best practices, how principles are being applied to programs at all maturity levels and how we can collectively move the needle forward to make a positive impact in the meetings and events space.

WANT TO READ MORE?
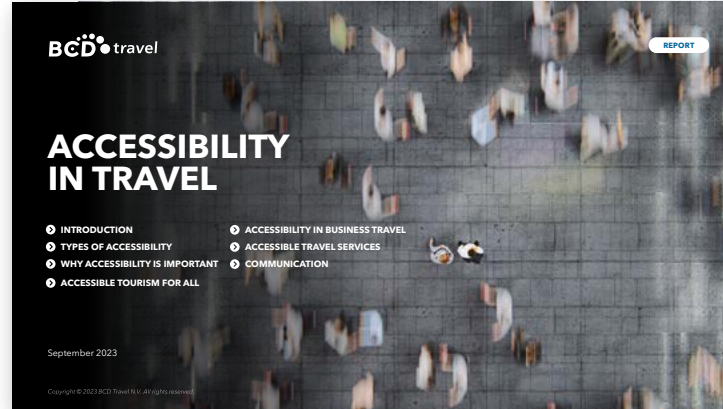
Accessibility in Travel report

Travel can be stressful for everyone, but travelers with disabilities have more reasons to be worried about how smooth it will go. On a trip, they can experience a wide range of difficulties and barriers due to the way that services and environments are designed. Accessibility to communications, facilities, products and services for all should be a central part of any sustainable travel policy.

In this report, we address the different types of accessibility, why accessibility is important and the ISO Standard 21902 Accessible tourism for all. We also specifically focus on accessibility in business travel, including data on the main accessibility challenges, accessible travel services across different travel suppliers and the importance of tailoring communication for employees with various disabilities.

WANT TO READ MORE?
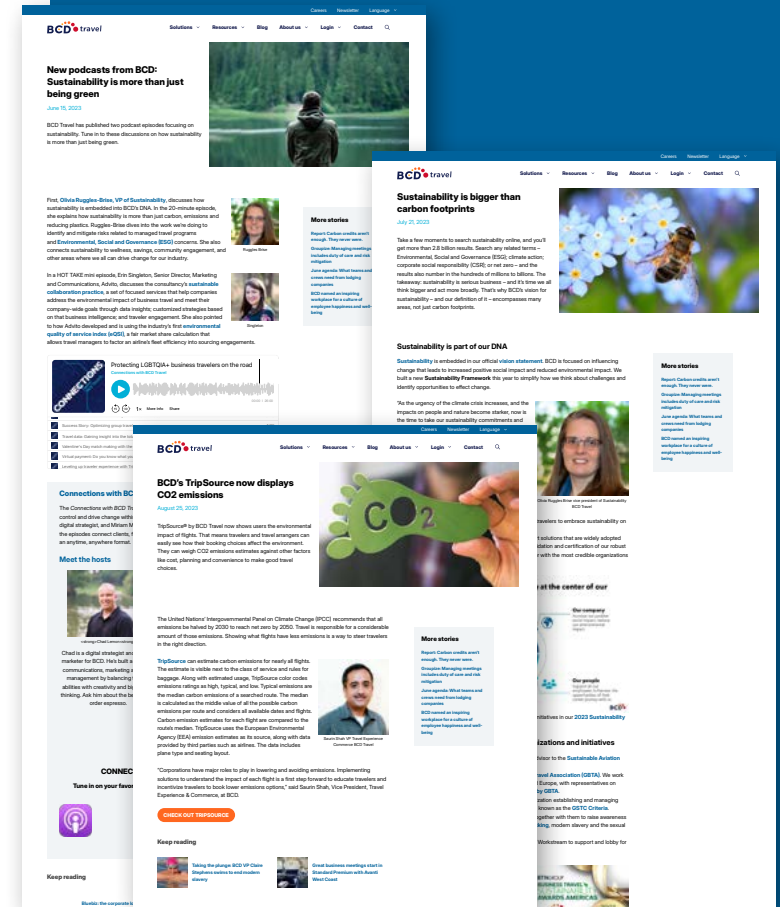
Impactful collaboration and advocacy

We strongly believe that business travel – with its wide networks, corporate purchasing power and ability to engage individual travelers – can play an important role in ensuring a sustainable future for our planet. But sustainable change requires engagement, a new way of thinking, commitment and action.

That's why regular dialogue and advocacy within key industry and sustainability networks and events is critical to our approach in guiding our customers.

Highlights from our speaking engagements include:

Olivier Benoit, Senior Vice President, Advito
We Can't Rely on Sustainable Aviation Fuel to Decarbonize the Industry, Global Business Travel Association

Julien Etchanchu, Senior Director, Sustainability
We Must Not Do the Same Thing Better – We Must Find a New Model, Nordic Business Travel Summit

Amélie Losanes, Management Consultant, Sustainable Collaboration
Debunking Common Sustainability Myths webinar, Global Voices in Sustainable Travel & Meetings

Matt Patterson, Senior Director, Program Management
It's Time for Action: Steps to Build a Sustainable Travel Program, SAP Concur Fusion

Olivia Ruggles-Brise, Vice President of Sustainability, *Net Zero Travel & Tourism,* Sustainability Live Net Zero

Julien Etchanchu

Amélie Losanes

Matt Patterson
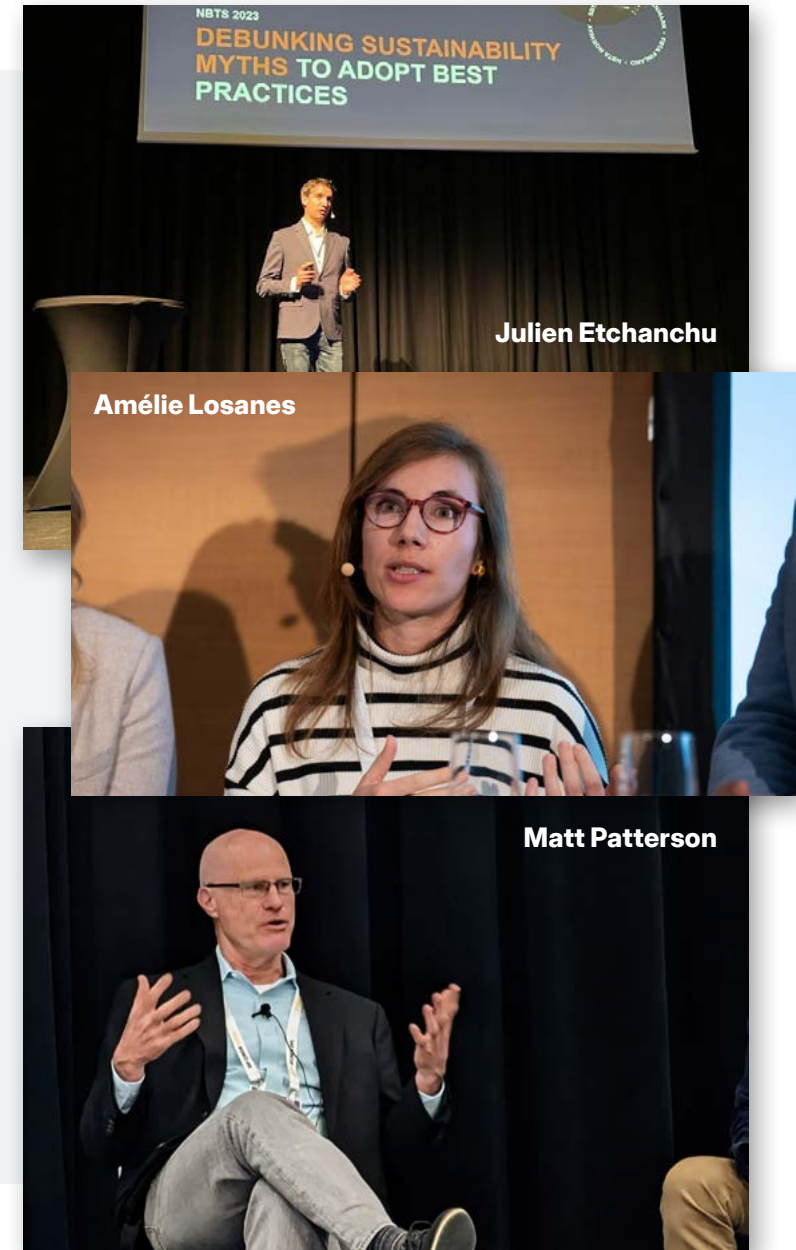
Memberships and associations

Global Sustainable Tourism Council (GSTC) – an organization that establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria. Our membership includes regular dialogue and conference speaking to drive industry progress.

Sustainable Aviation Buyers Alliance (SABA) – a membership-based initiative aimed at scaling the use of Sustainable Aviation Fuel (SAF). We were the first TMC to hold membership with the alliance. They're creating a standardized system that will allow companies to make credible, transparent claims about emission reductions from their support of SAF. SABA offers collective procurement of high-quality SAF at competitive prices and guidance that ensures the SAF purchased is truly sustainable. SABA is also integrated into the BCD Marketplace, allowing our clients to connect to SABA's SAF services.

United Nations Global Compact – We became a signatory back in 2008. Our membership has seen us submit our annual communication on progress to hold ourselves accountable, share information and promote transparency in sustainability progress.

In 2023, two of our sustainability team members took part in their inaugural Climate Action Group. This cross-industry peer learning group incorporated collaborative workshops, guest speakers, discussions and assignments around critical topics, such as creating organization buy-in for climate action, the circular economy and stakeholder inclusion. Working with sustainability professionals across different sectors in this collaborative format helps us to broaden our perspective in how we address critical sustainability issues, as well as share our expertise with other organizations.

Global Business Travel Association sustainability councils, working groups and committees across regions – GBTA focuses on raising awareness and educating GBTA members on the challenges ahead and are helping guide the industry toward a more sustainable future for business travel. They're also increasing collaboration and engagement across all levels of the industry.

We also provide input to the GBTA diversity, equity & inclusion committee and work with air and hotel partners to promote DE&I awareness at industry events, such as GBTA panels.

GBTA WINiT's Top Women in Travel has named a number of BCD leaders as award winners in the past year,

including Teri Miller (Executive Vice President, Global Client Team) who was recognized in the Follow Her Legends and Mentors award category and Alexandria Prejean Smith (Director, Marketing and Communications) who was named a Rising Female Leader.

albert sustainable suppliers list – which is designed to enhance sustainability in the media and entertainment industry. Like many sectors, media production carries a large carbon footprint. albert helps to define what the film and TV industry can do to create a sustainable society. As part of their sustainable suppliers list, we provide more sustainable solutions to our clients and support albert's objective to empower the industry to know how they can contribute to the change needed. We have also appointed sustainability ambassadors in this vertical to support our efforts.

Travel risk management

BCD's global crisis management (GCM) team aims to be the most trusted advisor for travel risk management, helping companies keep their travelers safe. We do this via:

- 24/7 monitoring
- Incident reporting
- Impact Alerts
- Traveler Security Program Assessments

Global crisis management (GCM) is dedicated to identifying incidents that might affect our business travelers globally. We provide coverage 24 hours, 365 days a year, with team members placed around the world.

We're always available to provide internal teams support and guidance, and answer questions about our services in travel risk management (TRM).

To better support the increasing importance of traveler safety and security, we've grown our GCM team. Not only has our team expanded, but additional members have been certified by the Institute of Occupational Safety and Health (IOSH) in "Safety, Health, and Security for the Mobile Worker."

Traveler Security Program Assessment

The Traveler Security Program Assessment provided through our consulting division Advito, is designed to help organizations align with ISO 31030: 2021 (Travel risk management – Guidance for organizations). Based on leading security research and top-tier programs, our team of experts can assess an organization's current program state in 11 key areas, with their core stakeholders in a one-day onsite discovery session. After carefully assessing feedback, we review the relevant gaps and advise on changes for improvement, suggest best practices and introduce necessary initiatives to ensure the organization's travel risk management

program develops and aligns with ISO 31030. A personalized assessment report thoroughly documents findings, evaluation and recommendations and is provided as a permanent reference.

We also expanded the TRM services offered by our consulting division, Advito, to include:

Travel Risk Management Policy Development

In conjunction with the Travel Program Security Assessment (TSPA), we provide consulting services to help organizations develop a customized stand-alone TRM policy that is fully aligned with the ISO 31030:2021 Trave Risk Management – Guidance for Organizations. We revise their TRM policy with the organization's corporate culture and objectives in mind to ensure the policy illustrates the importance of employee safety.

RFP Support for Travel Risk Management Sourcing

We also offer RFP support for TRM sourcing to assist our clients in launching RFPs for third-party assistance providers. The service secures the most favorable supplier(s), optimizing support for the organization's travel risk program, savings and overall value. This approach also aligns with the program's safety and security goals.

Industry collaboration

As travel risk management continues to rise up the priorities of corporate travel programs across regions, industry collaboration and thought leadership are key to our approach in helping clients navigate this growing challenge.

Active membership on industry boards and committees

Director of GCM Jorge Mesa continues as co-chair of the GBTA Europe risk committee, as well as a member of the GBTA Europe advisory board. Jorge led the GBTA's TRM suppliers project, and BCD is also listed on the GBTA TRM capabilities matrix. Additionally, he is a member of the Spanish Translation Task Force/STTF representing UNE for ISO 31030 translation.

Christine Connolley, Senior Program Manager, GCM is a member of the GBTA U.S. risk committee. Three team members are also part of the National Standard Bodies (NSB) in Risk Management, including the Standards Council of Canada/SCC, American National Standards Institute/ANSI, British Standards Institution/BSI and the Spanish Association for Standardization/UNE. Members also volunteer on the International Organization for Standardization/ISO committee TC262 – Risk Management.

Industry events

Active participation in industry events remains a focus for GCM. Notable discussions from the past year include Navigating LGBTQ+ Travel Safely, Christine Connolley, Senior Program Manager, GCM speaking at GBTA and Hotel Safety, Jorge Mesa, Director of GCM speaking at GBTA Hamburg.
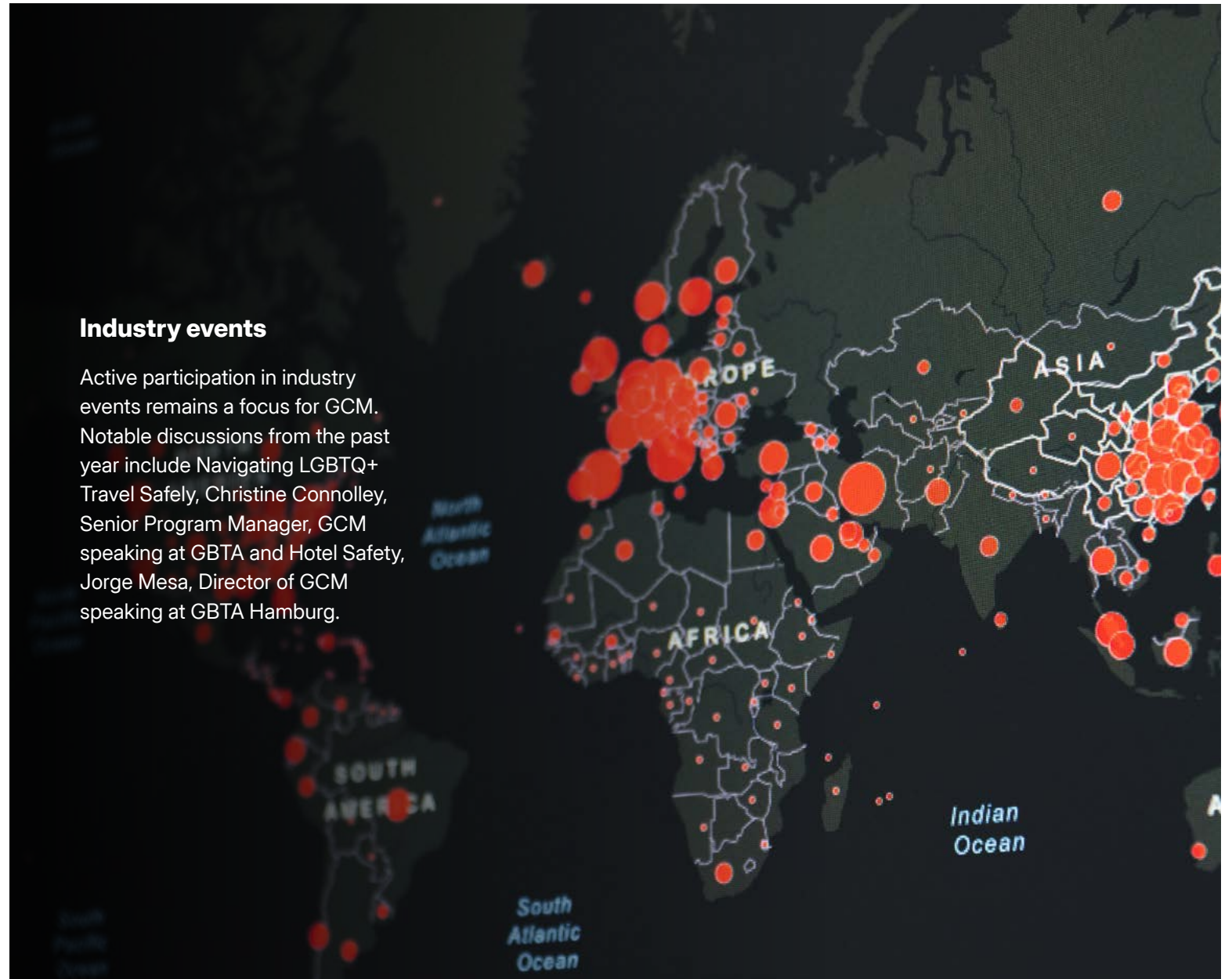
Governance, ethics and compliance

GOVERNANCE STRUCTURE

BUSINESS ETHICS

RISK MANAGEMENT

INFORMATION SECURITY

Governance structure

Executive board

The executive board drive corporate decisions, including setting our company's vision, direction and high-level strategy; appointing top leaders; defining company values and culture; and managing our external reputation.

Our global executive team (GET)

The GET drive strategic and operational decisions, including managing talent; prioritizing investments; determining our customers/segments; setting corporate policies; and budgeting, developing and launching products.

Stephan Baars
Global
Chief Executive Officer

Cees Batenburg
Global
Chief Financial Officer

Mike Janssen
Global
Chief Commercial Officer

Craig Bailey
President,
Americas

Michèle Lawley
President,
Europe

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

Jorge Cruz
EVP, Global Sales
& Marketing

Yannis Karmis
SVP, Product Planning
& Development

Christian Dahl
SVP, People
& Culture

Russ Howell
EVP, Technology,
Shared Services
& Infrastructure

Bruce Morgan
President,
BCD Meetings
& Events

Teri Miller
EVP, Global
Client Team

Rose Stratford
EVP, Global
Supplier Relations

Jennifer Townsend Walley
SVP, Customer Success
& Corporate Strategy

Sustainability governance

Overall responsibility for sustainability rests with the executive board. The sustainability core team, led by the vice president of sustainability, is responsible for defining our strategy, and long-term and annual objectives. This team ultimately reports to the senior vice president of sustainability, hotel solutions and managing director of Advito (our consultancy division). The team provides quarterly updates to the global executive team and the executive board.

Global sustainability team

The global sustainability team consists of the sustainability core team, as well as representatives from various functions, such as people & culture (HR), marketing, sales, program management, product planning & development, DE&I, legal, Advito and BCD Meetings & Events.

This team advances standards of environmental, ethical and social business practices within our organization and industry. They help raise awareness on sustainability issues internally across the company and support our clients' own sustainability strategies and goals. This group also drives the integration of sustainability initiatives within their functions in support of BCD's Sustainability Framework. The team meet on a monthly basis, chaired by the director of sustainability. Regional teams support our sustainability initiatives at the local level.

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

The group guides how we support our clients in creating more sustainable travel programs with leading sustainability products and services, and in alignment with evolving sustainability legislation.

Environment, health & safety committee

The senior director of sustainability is responsible for monitoring our global environment, health and safety (EHS) management system, aligning quarterly with EHS coordinators in our majority-owned countries and facilitating external ISO audits. The senior director of sustainability reports to the vice president of sustainability.

The global network of local EHS coordinators ensures that all management system requirements are met in all office locations in their countries. BCD's offices are audited on a three-year rolling cycle. This means that every office is subject to an on-site audit at least once during that period to maintain ISO certification. The senior director of sustainability also works closely with the EHS coordinators to improve data accuracy in support of reporting and legislative requirements.

Diversity, equity & inclusion

DE&I is integrated into BCD's company strategy, corporate governance and Sustainability Framework. Our senior vice president of diversity, equity & inclusion is responsible for defining and implementing BCD's internal DE&I strategy, program and initiatives. She reports to our senior vice president, people & culture, who reports directly to our CEO. She holds semiannual meetings with the executive board to discuss our DE&I strategy and progress against our goals.

Our senior vice president of diversity, equity & inclusion also works closely with the people and culture leadership team, who serve as a steering committee for DE&I initiatives.

Our senior vice president of diversity, equity & inclusion manages DE&I councils across three regions (Asia Pacific, the Americas and Europe) and three core workgroups: celebration and publishing, marketplace and suppliers, and representation and inclusion. Composed of employees from every region, function and level in the company, our councils provide recommendations for global DE&I strategies, set local and regional goals and champion education in their region and markets.

Our senior vice president of diversity, equity & inclusion and councils hold regular meetings with functional stakeholders to facilitate DE&I initiative integration and alignment. Key functions for collaboration that drives progress toward our goals include marketing, product development, people and culture, employee experience, procurement and research and intelligence.

Human trafficking awareness committee

BCD's human trafficking awareness committee is a volunteer team made up of BCD employees across different regions and functions – from program management and sales to legal and sustainability. The committee has a clear mission to raise awareness and educate on the issue of human trafficking. All efforts are aimed at eradicating human trafficking and the sexual exploitation of children. The executive vice president, global client team is the executive sponsor of the human trafficking awareness committee; their role is to ensure the team and its initiatives get visibility and support at the executive level and across our organization.

The committee sets goals to:

📖 **Educate** – Educate target groups about the importance of awareness of child trafficking and BCD's role

💬 **Engage** – Inform and engage key stakeholders on our awareness-related efforts

🤝 **Partner** – Collaborate with external stakeholders and other human trafficking awareness charities to raise awareness

Partnerships are central to the committee's approach. BCD's partnership with ECPAT began in 2017 and with A21 in 2020. BCD is a signatory to ECPAT's Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (The Code). The Code encourages members to provide educational tools and support initiatives to end sexual exploitation of children. We undertake annual reporting to The Code, which provides a framework for tracking progress. We also work closely with A21 on key initiatives including their Annual Walk For Freedom and other fundraising projects, as well as a human trafficking education project in Cambodia.

Making a Difference coordinators

Together with our founders, through the John & Marine van Vlissingen Foundation, our Making a Difference program gives BCD employees ("coordinators") the opportunity to submit applications that support local charities with fundraising activities for small, targeted projects that directly benefit children in their communities. Projects receive funding from the John & Marine van Vlissingen Foundation.

We supported 37 charitable projects across the globe in 2023. Each coordinator manages the relationship with the non-profit, the application process and any additional employee volunteering and fundraising activities related to their specific project. We held meetings for the global Making a Difference coordinator team throughout 2023 to discuss projects, increase engagement and grow the program. These meetings were chaired by the director of sustainability.
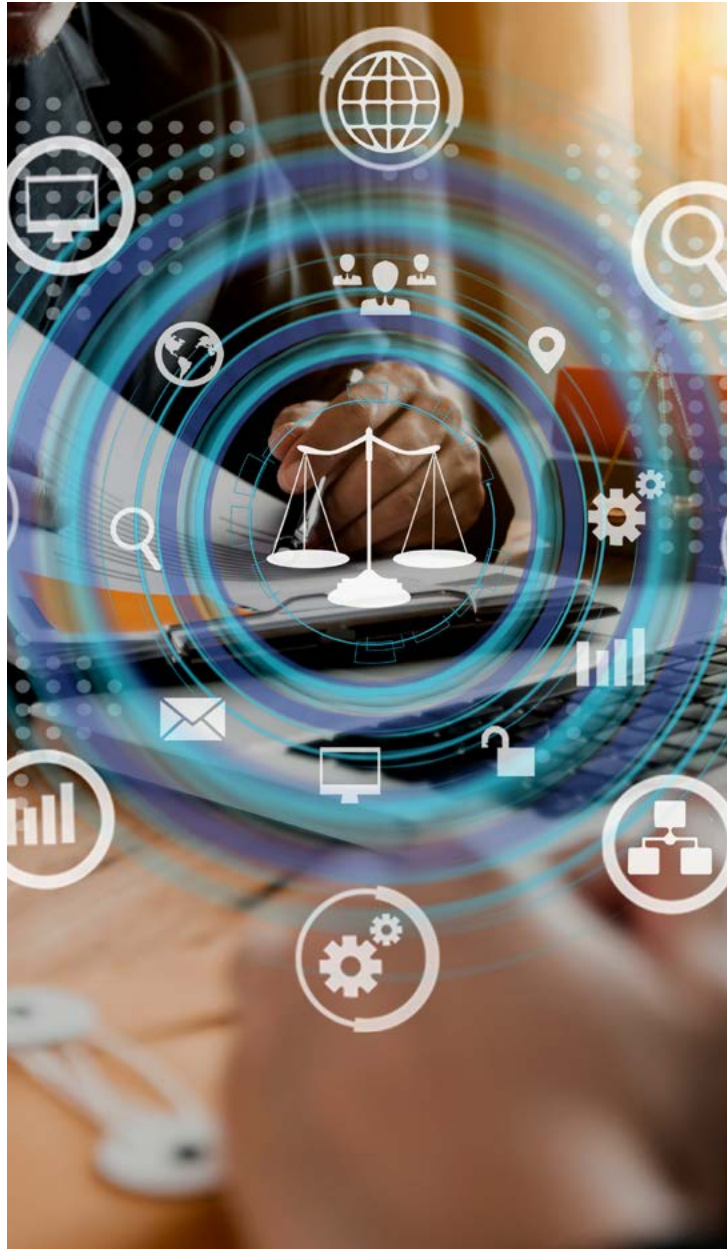
Business ethics

Ethics committee

The ethics committee comprises of the global CFO, SVP internal audit, SVP global legal and a representative of the BCD group supervisory board responsible for compliance.

Bribery and corruption controls

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

Stakeholder engagement

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

Responsible sales

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

Human rights

We practice due diligence to guard against human rights violations and have expanded existing corporate policies to set clearer expectations. These include our Code of Conduct; Supplier Code of Conduct; Harassment Policy; People & Culture Policy; Environment, Health & Safety (EHS) Policy; Equal Opportunities Policy; Diversity, Equity & Inclusion Statement of Commitment; Menopause Policy and our Annual Modern Slavery Act Statement published each year in support of the UK and Ireland Modern Slavery Act 2015.

Within these policies, we've integrated our commitment to respecting human dignity and the rights of individuals in each and every market where we operate and throughout our supply chain.

As examples, topics covered include:

- Zero-tolerance of modern slavery and human trafficking (including forced, compulsory and child labor).

- Compliance with all applicable legislation in every market we operate in.

- Principles of non-discrimination, professional equity and equal opportunities throughout all stages of the employee life cycle.

- Commitment to ensuring the health, safety and welfare of our staff, including safe working conditions and reasonable working hours.

- Competitive pay and benefits practices.

- Efforts to support our people's wellbeing and work-life balance.

- Safeguarding measures available to staff with acute needs.

- Guidelines on non-compliance, available reporting channels and the investigation process.

- Freedom of association.

All BCD policies align with the Ten Principles of the UN Global Compact (UNGC) and the International Labor Organization's (ILO) conventions. BCD was the first TMC signatory of the UNGC (in 2008) and we continue to support the Principles across our sphere of influence. We also undertake an annual EcoVadis audit, which includes assessment of our human rights practices and labor standards, amongst other key criteria.

Commitment to human trafficking awareness and prevention

We're also committed to raising awareness on the issue of human trafficking through education and training with our employees, suppliers, partners and clients all over the world. In support of this, we formed a global partnership with ECPAT in 2017 and with A21 in 2020.

ECPAT is the leading international organization seeking to end children's commercial sexual exploitation through awareness, advocacy, policy, and legislation. It has a membership of 125 civil society organizations in 104 countries.

A21 combats modern-day slavery by working to "Reach, Recover and Restore" lives. It operates in 14 countries to reduce vulnerability, assist victims, and empower survivors.

A human trafficking awareness course is also included in our annual mandatory compliance training program, made available to all employees through our global learning system, Knowledge Hub.

Code of Conduct and compliance

Our Code of Conduct applies to all BCD Travel employees, members of the executive board and global executive team, consultants and other agents when they represent or act on behalf of BCD Travel. It outlines our company's policies and expectations for:

- Practicing good citizenship, including support for human rights

- Preventing corruption

- Promoting a positive and safe work environment

- Ensuring transparency in our disclosures

- Avoiding conflicts of interest

- Protecting sensitive information

- Properly using company assets

- Complying with all laws in all countries where we operate

- Competing fairly

- Considering sustainable practices in our business dealings

Our systems and procedures ensure that our commitment to anti-corruption is steadfast. Our stance is clearly stated within our Global Legal Group Policy, which has been made available to all employees across the globe via applicable communication channels.

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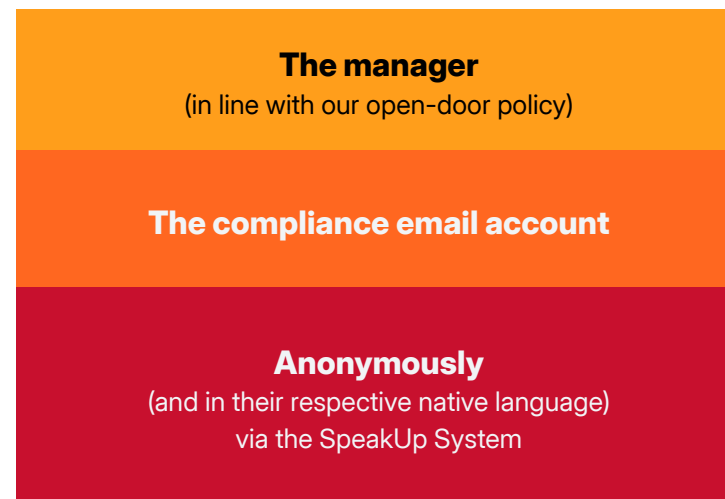
A strong message against corruption is included in the Code of Conduct. Our Non-Compliance Reporting Policy provides guidelines on bringing any potential misconduct to management's attention. Anti-corruption issues may be larger in some markets than others, so we encourage local initiatives to help employees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

All employees are required to participate in Code of Conduct training that provides specific training on identifying corruption and how to report non-compliance with the Code. This training is part of our annual mandatory compliance training.

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

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

Every employee can raise ethical concerns via all available communication channels:

The manager
(in line with our open-door policy)

The compliance email account

Anonymously
(and in their respective native language)
via the SpeakUp System

Supplier Code of Conduct

Our Supplier Code of Conduct outlines our expectations of the ethical standards we require from our suppliers and business partners. We expect our suppliers and business partners to regard this Supplier Code of Conduct as a total supply chain initiative and to adhere to the same ethical principles outlined therein. As a minimum, we expect our suppliers to promote the principles of our Supplier Code of Conduct within their own supply chains and to conduct their business activities in full compliance with applicable laws and regulations. We continue to increase the number of global suppliers who have signed our Supplier Code of Conduct. It also forms part of our agreement with each partner in the BCD global network.

Compliance with sanction laws

BCD Travel complies with sanctions laws where it operates and does business and has adopted internal guidelines and practices to ensure compliance, in particular with U.S., U.K. and EU sanctions laws. As part of this effort, our clients, vendors and global partner network contracts include a robust compliance clause.

Artificial intelligence

Technology like AI has the potential to help our people and our customers work smarter and faster. We've been leveraging AI for several years, typically behind the scenes at the data layer. We're now progressing a broad mix of AI projects to support agent efficiency, traveler satisfaction, data intelligence and our dedicated operations innovation lab.

There are many opportunities across these areas of managed travel, but testing is key. We won't take high-impact risks. Instead, we'll focus our initial efforts on low-risk/high-impact productivity gains.

In support of these enhancements, we're developing a full policy and governance structure to support the carefully considered deployment of AI in processes throughout the organization.

Risk management

BCD Travel's risk assessment process is the cornerstone of our governance framework. The global executive team has overall responsibility for monitoring, assessing and mitigating risks. Country leaders also play a relevant role in ensuring proper risk management in their respective countries.

BCD Travel's governance and enterprise risk management (ERM) structure is comprised of the executive board (global CEO, global CFO and global CCO) reporting to the supervisory board members about all ERM topics) and (b) global executive team (members of the executive board, regional/divisional presidents and global functional executives such as EVP global supplier relations, EVP global client team and EVP technology, shared services & infrastructure).

All operational management across all functions has responsibility for directly identifying, assessing, and mitigating risks. Operational management is supported by internal risk and compliance functions, such as information security, legal, finance, people & culture, performance & process solutions, internal audit and sustainability in identifying, assessing and mitigating risk. External risk and compliance experts are engaged to support as indicated.

The risk assessment process outlines our methods for capturing and analyzing risks within our business.

Risk assessments consider our organization-wide strategic, operational, compliance and reporting requirements, plus those requirements relating to our services, processes or functions, such as supply chain or regulatory compliance. BCD Travel has implemented several risk mitigation management systems and policies globally.

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

As part of our preparation for compliance with CSRD, we are undergoing a double materiality analysis including a financial materiality process to define our most material sustainability risks.

This includes assessment of both physical risks (acute – extreme weather and chronic – changing weather patterns) and transition risks (policy, regulatory and legal, technology, market, reputation). Each risk is categorized within a sustainability theme. We are using a scoring process to score each risk against parameters of magnitude and likelihood to determine its materiality. As part of this process, we're undergoing continual stakeholder engagement, analysis and approval across our internal audit and legal functions, as well as the executive board.

Information security

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

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

We continue to protect the integrity of our employees' personally identifiable information and customers' sensitive data, as well as the intellectual property that supports our business operations and service innovation. The requirements and challenges for data protection and information security remain high. As a result, we continuously monitor and improve initiatives in the areas of governance, compliance, cybersecurity, payment security, customer security and operations security, as well as new business and risk management.

In 2023, we completed our 11th year of employee security awareness training, conducted many client security assessments, monitored potential threats 24×7×365 and continued with our robust security procedures. We continue to support our employee, client and partner requirements and alignment with all appropriate legislation.

Key achievements from the past year include:

- 40% increase in applications added to 'access campaign' review, which determines if team members still require access to specific applications.

- Managed 40% increase in external DIIs (data incident investigations) from the business.

- Enabled USB blocking to assist on preventing data loss and reducing entry of malware.

- Deployed new security awareness training – available in 30 languages with 97% completed courses globally.

- Conducted seven security phishing campaigns – employee click rate 25% lower than industry benchmark.

- RFP/RFI/customer assessments to support sales and retention efforts:

  - Questions: +36% compared to 2022.

  - RFPs and assessments: +13% compared to 2022.

  - Contract reviews: +76% compared to 2022.

Education and awareness

Developing our training approach

To improve engagement, we changed our approach in 2023. Instead of multiple mandatory training modules (e.g., Code of Conduct, Data Privacy) with a total of 2.5 hours, we decided to enroll all staff in Q1 of each year with a targeted training completion of mid-December. Our approach has delivered the following benefits:

- Longer period to complete the mandatory training.

- Only 2-9 minutes per training module and 50 minutes in total.

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

- Better training impact with 6-10 different topics.

- Increased range of language translations (up to 34 languages).

The training modules included:

- Avoiding dangerous attachments and links

- Being smart with social media

- Email attack methods: credential compromise

- Mobile devices: common risks and threats

- Mobile devices: physical security fundamentals

- Perfecting passwords

- Phish finder: spotting warning signs

- Preventing credential compromise

- Remote working: reducing and recognizing risks

- Social engineering: emotional tactics

The high participation rate of 2023's training cycle (97%) proves that our new approach is well received by our global employees. We'll continue with this approach, but change the modules for 2024's training phase.

Cyber security awareness month (CAM)

The theme for CAM 2023 was #SecureOurWorld and included topics such as:

- Protecting your digital home
- The importance of strong passwords
- Why you need multi-factor authentication
- Introduction to CAM (why cybersecurity is important and the basics of cybersecurity)

In addition to these cyber-related posts, the information security team updated our intranet site to include more relevant information to the business about who the team includes and what each function does. This included more specific information about the governance, functional security and cybersecurity teams.

We conducted seven different campaigns to educate our employees on phishing. As part of this we launched "Think Before You Click!", a powerful and engaging training campaign that shows the very real dangers of phishing and teaches employees how to protect BCD Travel and themselves. As a next step, we incorporated some training games into our global learning platform to engage those staff members that love to learn this way.

Data privacy

We take our responsibility to protect the client, traveler and employee data that we hold very seriously. We manage that protection through an interdisciplinary approach to data privacy that includes a global data protection officer, IT security specialists and legal and privacy experts. Our dedicated data privacy team is part of BCD's global legal department and provides support by:

- Negotiating privacy provisions of agreements with customers, vendors, suppliers and others that BCD enters into agreements with that touch on personal data.
- Reviewing the privacy friendliness of BCD systems, tools and development projects.

- Forming part of the incident response team in the event personal data may be accessed inappropriately and helping stakeholders communicate with affected parties.
- Serving as the initial point of contact for individuals who have questions about how BCD handles their personal data.
- Working closely with many teams throughout the organization, including information security, global CDS operations and the people and culture team.
- Helping employees understand how we can best handle personal data for our employees, customers and business partners.
- Conducting DPIAs (data protection impact assessments).

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

We incorporated an introduction to our senior leadership team, as well as "Information Security By the Numbers," which provides information on the size and significant experience of our complete information security team.

67
Number of employees

147
Total # security certifications held by employees

Employees per region

APAC: 20
EMEA: 6
LATAM: 3
NORAM: 38

Appendices

KEY PERFORMANCE INDICATORS

SUSTAINABILITY PERFORMANCE

MATERIALITY

SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

GRI CONTENT INDEX

AUDITOR VERIFICATION STATEMENT

Key performance indicators

People			
Focus area	**Our commitment**	**Target**	**2023 performance against target**
Employee experience	Foster a high-performance inclusive culture that develops talent to excel in our organization.	Increase the percentage of employees who have completed an annual career conversation to 100% by 2030.	99.8% of employees completed a career conversation in 2023.
Employee engagement	Build an engaged workforce that generates ideas, innovations and stronger performance to better serve our customers.	Continously meet or exceed past year average eNPS score annually.	Increased the eNPS score by seven points to 56 in 2023 compared to 2022.
Health and safety	Improve employee health and safety by reducing workplace risks and creating better, safer working conditions.	Maintain ISO 45001 certification in 100% of majority-owned countries.	Maintained ISO 45001 certification in 100% of majority-owned countries in 2023.
DE&I	Continue growing DE&I initiatives to help us equip employees, managers and leaders to live our DE&I Principles daily.	Grow our recruitment partnerships by 40% to increase more diverse candidates for open positions in line with our workforce representation data.	Strengthened partnerships to grow diverse candidate pools (e.g., Military Spouse Employment Partnership (MSEP), U.S. military fellowships, Thrive UK, Circa, etc.)
		Increase leadership accountability for identifying and working to close representation gaps.	Sourced an appropriate leadership course to better identify representation gaps and to determine best strategies to close those gaps over time.
		Meet or exceed our eNPS DE&I score annually based on a 2022 baseline.	Increased our employee engagement score for DE&I from 58 at the end of 2022 to 63 in 2023.
Human trafficking	Raise awareness with our employees, travelers and partners about human trafficking and child exploitation, and the role they can play in addressing it.	Increase the percentage of employees who have completed annual human trafficking awareness training to 100% by 2030.	94% of employees completed human trafficking awareness training in 2023.

Key performance indicators

Environment			
Focus area	**Our commitment**	**Target**	**2023 performance against target**
Energy reduction	Reduce our operational energy performance and carbon emissions.	Reduce our absolute Scope 1 and 2 emissions by 35% by 2030 from a 2016 base year.	No emission reduction was achieved due to the inclusion of emissions from fuel combustion related to leased vehicles in our Scope 1 calculation. Prior years calculations only included emissions from combustion of gas.
Renewable energy	Transition to renewable energy sources to reduce our carbon footprint and contribute to a more sustainable future.	Transition to 100% renewable energy sources within our majority-owned countries by 2030.	Started the transition to renewable energy sources in our European office locations. 59% of electricity in these locations is now from renewable sources.
Waste reduction	Minimize the amount of waste generated and ensure the safe treatment and disposal of waste.	Aim to improve waste handling by reducing the total amount of waste in our global operations by 80% by 2030.	Evaluated the opportunities available to improve waste handling and reduce waste in our leased office locations.
		Eliminate 100% of single-use plastics throughout our global operations by 2030.	Updated our EHS management system to include tracking of single-use plastics from 2024.
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.	Maintain ISO 14001 certification in 100% of majority-owned countries.	Maintained ISO 14001 certification in 100% of majority-owned countries.

Key performance indicators

Environment			
Focus area	**Our commitment**	**Target**	**2023 performance against target**
Environmental awareness	Promote environmental awareness at locations worldwide; concentrating on reducing our biggest environmental impacts.	Continue to engage employees in our environmental program; measure engagement to identify a baseline.	115 employees participated in Carbone 4 workshops, which provided education on more sustainable habits to reduce personal emissions, as well as access to an emissions calculation tool. Achieved 14,321 page views within the sustainability section of our intranet and 265 posts, 76,000 reads and over 1,500 likes in our Viva Engage (employee social network) sustainability community. This is our first year of measurement, which will enable us to set a baseline for future year-on-year measurement. ISO 14001-certified environment, health and safety management system in place in 100% of majority-owned countries, driving local environmental engagement and awareness.
Environmental services & advocacy	To promote sustainable business travel solutions to clients and the wider business travel community.	Continuously improve our core sustainability products.	Added emissions at the point of sale in TripSource, produced new sustainability toolkit for BCD client-facing employees, sustainability conversations with clients.
		Increase media coverage of sustainability topics.	Increased Advito Sustainable Collaboration practice sales by 45% in 2023 compared to 2022. Participated in 20 sustainability speaking engagements. Achieved a total of 437,041 impressions across sustainability-related social media posts. Achieved an average engagement rate of 5.96 for all LinkedIn posts. This is our first year of measurement, which will enable us to set a baseline for future year-on-year measurement.

Key performance indicators

Business partners			
Focus area	**Our commitment**	**Target**	**2023 performance against target**
Supplier compliance	Ensure all partners and suppliers demonstrate responsible business practices. Align suppliers' social, ethical and environmental responsibilities with our own goals and objectives.	Maintain the percentage of targeted suppliers that have signed our Supplier Code of Conduct to > 90%.	97% of targeted suppliers have signed our Supplier Code of Conduct.
		Undertake sustainability due diligence assessment of > 90% of targeted suppliers by 2030.	100% of the top 35 suppliers based on annual spend were assessed in 2023.
			Project initiated to have a supplier due diligence platform in place by early 2025.
Sustainable procurement	Increase awareness of sustainability issues (environmental, ethical and social considerations) within global procurement and sourcing processes.	100% of the global strategic sourcing team members to participate in annual sustainable procurement online education or training.	100% of the global strategic sourcing team participated in a certified sustainable procurement training course in 2023.

Key performance indicators

Governance, ethics and compliance

Focus area	Our commitment	Target	2023 performance against target
Governance, ethics and compliance	Further develop our governance, ethics, and compliance programs to cover global operations; demonstrate transparency and leadership to all stakeholders.	Increase the percentage of employees who have completed annual Code of Conduct training to 100% by 2030.	98% of all employees completed Code of Conduct training in 2023.
IT Governance & 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.	Increase the percentage of employees who have completed annual information security awareness training to 100% by 2030.	97% of all employees completed information security awareness training in 2023.
		Increase the percentage of employees who have completed annual data privacy training to 100% by 2030.	97% of all employees completed data privacy training in 2023.

Sustainability performance

People	2023	2022	2021
Number of employees (majority-owned markets)	14,591	12,870	10,756
Percentage of eligible employees that completed an annual Career Conversation	99.8%	99.7%	N/A[1]
Employees covered by a collective bargaining agreement	18%	19%	23%
Number of training hours per employee	22.66	20.67	14.28
Women at all levels	67%	68%	69%
Women in management roles (director and above)	57%	55%	49%
Employees working from home	58%	59%	48%
Percentage of majority-owned countries covered by ISO 45001 certification	100%	100%	100%
Human trafficking awareness training completion rate	94%	99%	99%

[1] No Career Conversations were carried out during 2021 due to the COVID-19 pandemic.

Governance, ethics and compliance	2023	2022	2021
Percentage of majority-owned countries covered by our compliance program	100%	100%	100%
Code of Conduct, Non-Compliance Reporting and SpeakUp training completion rate	98%	96%	94%
Data privacy training completion rate	97%	97%	95%
Information security awareness training completion rate	97%	96%	93%
EcoVadis rating covering all majority-owned markets	Platinum	Platinum	Platinum

Environment	2023	2022	2021
Percentage of majority-owned countries covered by ISO 14001 certification	100%	100%	100%
Scope 1 GHG emissions (tCO2e)[1]	769	120	140
Scope 2 GHG emissions (tCO2e)	2,204	1,807	1,775
Scope 3 GHG emissions (tCO2e)[2]	28,548	N/A	N/A
Scope 3.6 GHG emissions (tCO2e) (business travel)[3]	8,870	3,628	1,179
Intensity measurement - tons of CO2e per FTE[4]	0.79	0.43	0.28
Total GHG emissions (tCO2e)[5]	31,520	5,555	3,052
Renewable energy[6]	59%	N/A	N/A

[1] In 2023 we updated our calculation methodology to include emissions from fuel combustion related to leased vehicles in our Scope 1 calculation. Prior years' calculations only included emissions from combustion of gas. Emissions from combustion of gas in 2023 totalled 83 tCO2e.
[2] We calculated full Scope 3 emissions for the first time in 2023.
[3] Prior to 2023 we published only Scope 3 emissions related to business travel and this data is provided here for comparison purposes. In 2023 we updated our calculation methodology to include Radiative Forcing.
[4] The 2023 figure includes all Scope 3 categories whereas prior years only include Scope 3.6.
[5] In 2023 we updated our calculation methodology to include all Scope 3 categories.
[6] Renewable energy: This percentage covers our European offices.
Note: All numbers are rounded.

Business partners	2023	2022	2021
Suppliers that have signed the Supplier Code of Conduct	97%	89%	88%
Suppliers that have been assessed against Supplier Code of Conduct requirements	100%[1]	100%[2]	100%
Global procurement staff trained on sustainable procurement topics	100%	100%	-

[1] Based on annual spend of the top 35 suppliers.
[2] Based on annual spend of the top 30 suppliers.

Materiality

BCD Travel's materiality assessment underpins 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 stakeholders.

BCD's material topics have been identified as:

Environmental	Social	Governance
• GHG emissions • Waste and recycling	• Talent acquisition, retention and employee engagement • Diversity, equity & inclusion • Traveler duty of care • Workplace practices • Human rights and anti-slavery	• Governance, ethics and compliance • Information security and data protection • Business continuity • Innovation – tools and solutions • Sustainable travel services

The materiality assessment process has highlighted the following themes:

- There has been a general convergence among external stakeholders and BCD Travel employees concerning the relative importance of the various issues assessed.
- There is a significant importance to being involved in every aspect of sustainable development including the environment, human rights, relations with local host communities and governance.
- We have an important role to play in building and promoting sustainable business travel.
- We have a responsibility to reduce carbon in our operations and improve our employees' knowledge of sustainability principles.

Stakeholder engagement

Our materiality assessment was last updated in 2022. Following an initial review of topics relevant to our company, stakeholders and industry, we facilitated a stakeholder consultation exercise with representation from the following groups:

- Shareholders
- Clients
- Direct suppliers
- Indirect suppliers
- NGOs and communities
- Employees
- Global executive team (GET)

The consultation process included a survey followed by in-depth interviews. We are undergoing the double materiality assessment as part of our preparation for compliance with the Corporate Sustainability Reporting Directive (CSRD). The results of this materiality assessment will form the basis of our future sustainability reporting.

Sustainable Development Goals (SDGs) alignment

SDG	Relevant targets	BCD alignment
1 – No Poverty	**1.1** By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day. **1.2** By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.	Through our annual Making a Difference program, we support small, targeted community projects around the world which directly benefit children in our local communities. For example, our team volunteers with Techo, a youth-led non-profit organization. They help people across Latin America and the Caribbean gain access to basic resources. To support this initiative, a group of 20 BCD employees in Colombia built an emergency house and installed a community rainwater collection and purification system. BCD employees also contributed their time and enthusiasm to the Atlanta Community Food Bank, weighing, sorting, and packaging food items.
3 – Good health and wellbeing	**3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.	We promote health and wellbeing among our colleagues, by providing health insurance, wellness programs and mental health support. Through our Wellbeing Connect engagement sessions, our Wellbeing at BCD platform, and social sites like Viva Engage, we encourage BCD employees to prioritize their emotional, physical, social, and working-from-home wellbeing. Ensuring the safety and wellness of travelers is also core to how we work with customers.
4 – Quality education	**4.1** By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes. **4.2** By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.	Through our annual Making a Difference program, we support community education projects around the world. Examples of these projects include an Education with No Barriers initiative in Honduras, a Musical School program in Venezuela and Yalari, an Australian project focusing on educating indigenous youth.

SDG	Relevant targets	BCD alignment
5 – gender equality	**5.1** End all forms of discrimination against all women and girls everywhere. **5.2** Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.	Our Be You at BCD diversity, equity & inclusion (DE&I) program underpins our commitment to gender equality. Our resource center and awareness sessions engage employees on the importance of gender equity and equality. Currently, 67% of our workforce is women and 57% of our management roles are filled by women. We partner with ECPAT and A21 to raise awareness and combat human trafficking. As part of that effort, we make training available to our staff and, on request, to clients. To date, we achieved 94% completion on our 'Don't Look Away' human trafficking awareness training.
8 – decent work and economic growth	**8.1** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. **8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. **8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training. **8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. **8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.	We employ over 15,000 individuals across the world. We uphold best practices in labor rights, training and development and have a company-wide program for developing new managers. Through our human trafficking awareness committee, we drive partnerships and awareness to combat modern slavery. Our employees can participate in collective bargaining agreements, local Works Council and the European Works Council (EWC) meetings.

SDG	Relevant targets	BCD alignment
10 – reduced inequalities	**10.2** By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. **10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. **10.4** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.	Through our Be You at BCD program we have a strong focus on DE&I. Currently, 67% of our workforce are women, and we have robust practices in place to eliminate discrimination in our recruitment policies. As a largely virtual company, we can offer more opportunities to groups underrepresented in traditional bricks-and-mortar industries. We are engaged in partnerships such as Military Spouse Employment Partnership (MSEP) program and are listed as a Women Impact Tech (WIT) honoree for 2022 and 2023 for our efforts in advancing career equity for women in the technology space.
12 – responsible consumption and production	**12.3** By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses. **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. **12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. **12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.	We publish an annual Sustainability Report, which includes our energy consumption and carbon emissions data. Through our Supplier Code of Conduct we ensure that our suppliers have appropriate environmental and social policies. We drive awareness and understanding of sustainability through our intranet, global campaigns and blog posts. We recognize the magnitude of the global waste crisis, its impact on the environment, human health and economies, and acknowledge our responsibility to reduce waste from our operations. As part of our environmental management system we have numerous initiatives in place to reduce our waste, from providing recycling facilities to recycling end-of-life IT items and donating reusable equipment to charities where possible. We have also set targets around eliminating single-use plastics in our global operations.
13 – climate action	**13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	We've committed to a science-based target to reduce our absolute Scope 1 and 2 emissions by 35% by 2030 from a 2016 base year. Our environmental management system (EMS) is certified to the ISO 14001:2015 standard across all our majority-owned operations. We submit annually to the CDP. We've received annual platinum ratings from EcoVadis since 2019. We work with clients to raise awareness of the climate impact of business travel and how they can reduce emissions generated by their business travel programs.

SDG	Relevant targets	BCD alignment
16 – peace justice and strong institutions	**16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children. **16.5** Substantially reduce corruption and bribery in all their forms.	We have robust bribery and corruption policies, and our human trafficking awareness committee supports raising awareness on human trafficking and child labor across our employees and customers. Our partnerships with ECPAT and A21 guide our work to educate on the signs of human trafficking and participate in fundraising activities.
17 – partnerships for the goals	**17.16** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries. **17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.	We have many partnerships with NGOs, associations, clients and suppliers to deliver our sustainability objectives, as well as partnerships with A21 and ECPAT to combat human trafficking. Individuals across BCD Travel proactively engage in industry associations, such as GBTA, ITM and VDR. We partner with suppliers such as Delta Airlines to deliver annual community activities. BCD Travel is also a member of the Global Sustainable Tourism Council.

GRI content index

Statement of use BCD Travel has reported in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023.

GRI 1 used	GRI 1: Foundation 2021		
GRI standard	**Disclosure**	**Description, location, or omission explanation**	**Omission**
GRI 2: General Disclosures 2021			
1. The organization and its reporting practices			
2-1	Organizational details	About BCD Travel - page 6	
2-2	Entities included in the organization's sustainability reporting	About BCD Travel - pages 6-8	
2-3	Reporting period, frequency and contact point	Page 2, back cover	
2-4	Restatements of information	There have been no restatements of information provided in previous reports.	
2-5	External assurance	Auditor Verfication Statement - page 104	
2. Activities and workers			
2-6	Activities, value chain and other business relationships	BCD Travel at a glance - pages 6-10 Our business partners - pages 49-54 Our customers - pages 57-69	
2-7	Employees	Our people - pages 34-49	
2-8	Workers who are not employees	We classify workers who are not employees as contingent workers. They are not direct employees and make up less than 1% of our global workforce.	Not applicable
3. Governance			
2-9	Governance structure and composition	Governance, ethics, and compliance - page 73	
2-10	Nomination and selection of the highest governance body	Governance, ethics, and compliance - page 73	
2-11	Chair of the highest governance body	Letter from our CEO - pages 3-4 Governance, ethics, and compliance - page 73	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance, ethics, and compliance - page 73	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 2: General Disclosures 2021			
3. Governance			
2-13	Delegation of responsibility for managing impacts	Governance, ethics and compliance - pages 73-75	
2-14	Role of the highest governance body in sustainability reporting	Governance, ethics and compliance - pages 73-75	
2-15	Conflicts of interest	Governance, ethics and compliance - page 76	
2-16	Communication of critical concerns	Governance, ethics and compliance - pages 76-78	
2-17	Collective knowledge of the highest governance body	Governance, ethics and compliance - pages 73-75	
2-18	Evaluation of the performance of the highest governance body	Governance, ethics and compliance - pages 73-75	
2-19	Remuneration policies	We are a privately owned company and do not publicly disclose remuneration information.	Confidentiality constraints
2-20	Process to determine remuneration	We are a privately owned company and do not publicly disclose remuneration information.	Confidentiality constraints
2-21	Annual total compensation ratio	We are a privately owned company and do not publicly disclose remuneration information.	Confidentiality constraints
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	Sustainability at BCD Travel - pages 12-19	
2-23	Policy commitments	Letter from our CEO - pages 3-4 Governance, ethics and compliance - pages 76-79	
2-24	Embedding policy commitments	Governance, ethics and compliance - pages 76-79 Our business partners - pages 53-55	
2-25	Processes to remediate negative impacts	Our business partners - pages 53-55	
2-26	Mechanisms for seeking advice and raising concerns	Governance, ethics and compliance - pages 76-79 Our business partners- pages 53-54	
2-27	Compliance with laws and regulations	Our business partners - pages 53-54 Governance, ethics and compliance - pages 76-82	
2-28	Membership associations	Sustainability at BCD Travel - pages 17-18	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 2: General Disclosures 2021			
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	Sustainability at BCD Travel - pages 17-18	
2-30	Collective bargaining agreements	Our people - page 49	
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Appendices - Materiality - page 90	
3-2	List of Material Topics	Appendices - Materiality - page 90	
Energy			
3-3	Management of material topics	Our company - Environmental impact - pages 28-29	
GRI 302 : Energy 2016			
302-1	Energy consumption within the organization	Our company - Environmental impact - pages 28-32 Appendices - Sustainability performance - page 89 We collect energy data annually across our majority-owned countries. In 2023 our global energy consumption was 16,637 MWh.	
302-2	Energy consumption outside the organization	We currently do not have data on energy consumption outside our organization.	Information unavailable/ incomplete
302-3	Energy intensity	We calculate energy intensity based on the number of FTEs. In 2023 the energy intensity metric per FTE was 1.14.	
302-4	Reduction of energy consumption	Our company - Environmental impact - pages 28-32 Appendices - Sustainability performance - page 89	
302-5	Reductions in energy requirements of products and services	Our company - Environmental impact - pages 31-32 Our customers - pages 57-61 Appendices - Sustainability performance - page 89	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 302 : Energy 2016			
Emissions			
3-3	Management of material topics	Our company - Environmental impact - page 29 Sustainability at BCD Travel - pages 12-19	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Our company - Environmental impact - page 29 Appendices - Sustainability performance - page 89	
305-2	Energy indirect (Scope 2) emissions	Our company - Environmental impact - page 29 Appendices - Sustainability performance - page 89	
305-3	Other indirect (Scope 3) GHG emissions	Our company - Environmental impact - page 29 Appendices - Sustainability performance - page 89	
305-4	GHG emissions intensity	Appendices - Sustainability performance - page 89	
305-5	Reduction of GHG emissions	Our company - Environmental impact - page 29	
Waste			
3-3	Management of material topics	Our company - Environmental impact - page 28	
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Our company- Environmental impact - page 28	
306-2	Management of significant waste-related impacts	Our company- Environmental impact - page 28	
306-3	Waste generated	We currently do not have data on our waste across our global operations. We intend to gather data in the future: we have a KPI to reduce the total amount of waste in our global operations by 80% by 2030 and to eliminate 100% of single-use plastics throughout our global operations by 2030.	Information unavailable/ incomplete
306-4	Waste diverted from disposal	We currently do not have data on our waste across our global operations. We intend to gather data in the future: we have a KPI to reduce the total amount of waste in our global operations by 80% by 2030 and to eliminate 100% of single-use plastics throughout our global operations by 2030.	Information unavailable/ incomplete

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 306: Waste 2020			
306-5	Waste directed to disposal	We currently do not have data on our waste across our global operations. We intend to gather data in the future: we have a KPI to reduce the total amount of waste in our global operations by 80% by 2030 and to eliminate 100% of single-use plastics throughout our global operations by 2030.	Information unavailable/ incomplete
Talent acquisition, retention and employee engagement			
3-3	Management of material topics	Our people - pages 33-49	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	We are a privately owned company and do not disclose this information for confidentiality reasons.	Confidentiality contstraints
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our people - page 46	
401-3	Parental leave	Our people - page 46	
GRI 402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	Our people - page 49 This is also included in our global People & Culture Policy, employee handbooks and employee contracts.	
GRI 403: Occupational Health and Safety 2018			
403-2	Hazard identification, risk assesment, and incident investigation	Our people - page 49	
403-3	Occupational health services	Our people - page 49	
403-4	Worker participation, consultation, and communication on occupational health safety	Our people - pages 42, 49	
403-5	Worker training on occupational health and safety	Our people - page 49	
403-6	Promotion of worker health	Our people - page 47	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 403: Occupational Health and Safety 2018			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We are a services company so we do not have significant occupational health and safety impacts that are linked to our clients, partners, or suppliers.	Not applicable
403-8	Workers covered by an occupational health and safety management system	Our people - page 49 Appendices - Sustainability performance - page 89	
403-9	Work-related injuries	As a services company we have very low risk of work-related injuries. We track work-related injuries in our global HR system but we do not disclose this information publicly.	Confidentiality constraints
403-10	Work related ill health	Our people - pages 47-48	
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Our people - page 43 Appendices - Sustainability performance - page 89	
404-2	Programs for upgrading employee skills and transition assistance programs	Our people - pages 43-44 Appendices - Sustainability performance - page 89	
404-3	Percentage of employees receiving regular performance and career development reviews	Our people - page 44 Appendices - Sustainability performance - page 89	
Diversity, equity & inclusion			
3-3	Management of material topics	Our people - Diversity, equity & inclusion - pages 34-42	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Our people - page 39 Governance, ethics and compliance - page 73	
405-2	Ratio of basic salary and remuneration of women to men	We currently do not publicly disclose this data, but we've undergone a global pay equity analysis to identify pay gaps and the causes of pay inequities. Refer to page 38 for more information.	Information unavailable/ incomplete

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Incidents of discrimination are reported through our SpeakUp system and other channels in line with the Non-Compliance Reporting policy/process. Any reported incidents are passed on to the respective person(s) for mitigation and remedial action. We are a privately owned company and do not disclose this information for confidentiality reasons.	Confidentiality constraints
Human rights and anti-slavery			
3-3	Management of material topics	Our company - Human trafficking awareness - pages 24-27	
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our people - page 49	
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	We are at low risk of incidents of child labor in our own operations. We train our people to be alert to child labor and human trafficking activity and to report concerns using appropriate channels. We expect our suppliers to conduct business in an ethical and legal manner and in line with our Supplier Code of Conduct.	
GRI 409: Forced or Complulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We are at low risk of incidents of child labor in our own operations. We train our people to be alert to child labor and human trafficking activity and to report concerns using appropriate channels. We expect our suppliers to conduct business in an ethical and legal manner and in line with our Supplier Code of Conduct.	
Traveler duty of care			
3-3	Management of material topics	Our customers - page 70	
GRI 416:			
416-1	Assesment of the health and safety impacts of products and service categories	Our customers - page 70	
Governance, ethics and compliance			
3-3	Management of material topics	Governance, ethics and compliance - pages 73-82	

GRI content index

GRI standard	Disclosure	Description, location, or omission explanation	Omission
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	We are a privately owned company and do not disclose this information publicly for confidentiality reasons.	Confidentiality constraints
201-2	Financial implications and other risks and opportunities due to climate change	As a private company we do not report this information due to its confidentiality.	Confidentiality constraints
201-3	Defined benefit plan obligations and other retirement plans	Our people - page 46	
201-4	Financial assistance received from government	No governmental financial assistance was received in 2023.	
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Governance, ethics and compliance - pages 76-78	
205-2	Communication and training about anti-corruption policies and procedures	Governance, ethics and compliance - pages 77-78	
205-3	Confirmed incidents of corruption and actions taken	We are a privately owned company and do not disclose this information publicly for confidentiality reasons.	Confidentiality constraints
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We are a privately owned company and do not disclose this information publicly for confidentiality reasons.	Confidentiality constraints

Auditor verification statement

Approach to assurance

Statement of independence, impartiality and competence

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

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

Alphacello has a Code of Ethics implemented within our business to maintain high ethical standards amongst staff in our day-to-day business activities. Our verification team has over 20 years' combined experience in conducting assurance over environmental, social, ethical and health & safety information, systems and processes, including the verification of greenhouse gas emissions data to GHG Protocol, and ISO 14064-Part 3 standards.

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Director

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