

Our Responsible Business Ambition for **2015**

# 15 Objectives for 2015



## Introduction

At CWT, Responsible Business is a business imperative. It is how we operate - with full attention to ethics, respect for our people and for the environment, while taking into account our customers' and other stakeholders' expectations. To evaluate the Responsible Business challenges facing the company, CWT has identified those issues which represent the most significant risks and opportunities for both the company and its stakeholders. This "materiality analysis," conducted in 2012, lays the groundwork for CWT's Responsible Business strategy. It takes into account current RB trends, regulatory issues, environmental and societal concerns, as well as input from customers, peer reports, industry and trade association studies, benchmarks and interviews with both internal and external stakeholders. Internationally accepted standards and practices have also been taken into account, including the ISO 26000 standard and the UN Global Compact Ten Principles.

Building up on this momentum, CWT has formalized its strategy into a set of 15 long-term commitments that embrace its key priorities in each of the Responsible Business domains. Progress will be measured and tracked based on 15 global objectives for 2015. In 2015, new objectives will be defined to take into account progress, achievements, as well as regulations and stakeholders' expectations.

Our Executive Team oversees Responsible Business issues, providing impetus, setting broad strategy and following progress through regular updates. The position of Head of Global Responsible Business reports to the Executive Vice President Global Human Resources, and works in partnership with experts in Responsible Business areas and representatives of the corporate functions and the three geographical regions. A Responsible Business governance, reflecting the company's matrix organization, manages Responsible Business programs and initiatives implementation, tracks progress and helps share best practices.



Clearly, this is not a commitment made only in words; it's a business imperative. Our customers, suppliers, business partners, communities and other stakeholders are increasingly making ethics and sustainability part of their decision making. They are looking for a partner with a strong and proven track record.



*Douglas Anderson  
President & CEO*

# Our Responsible Business Ambition for 2015

			Domains/ Key Priorities	15 Long-term Commitments	15 Objectives for 2015
			 Energy and Carbon Management	<b>7</b> Develop an environmentally responsible culture	Ensure full deployment of a Responsible Business training, including a module on environment
				<b>8</b> Measure our global carbon footprint	Measure the total Greenhouse Gas (GHG) emissions of the countries representing at least 70% of the company's overall revenue
				<b>9</b> Implement a global environmental strategy	Reduce by 10% the GHG emissions per employee vs 2012. Define a 2020 target in 2015
Domains/ Key Priorities	15 Long-term Commitments	15 Objectives for 2015			
 Business Ethics and Compliance  Privacy and Data Protection	<b>1</b> Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics and Conduct, and the UN Global Compact principles	All employees are periodically trained to our ethics and compliance policies	 Responsible Portfolio  Business Continuity	<b>10</b> Contribute to our clients' CSR/Responsible Business ambitions and promote sustainability/duty of care services	Offer an innovative suite of responsible products and services
	<b>2</b> Spread the word to our key stakeholders about our ethics and zero tolerance approach	Our set of global policies is fully deployed and their implementation monitored and regularly tested		<b>11</b> Ensure a robust Global Business Continuity management system	CWT to fulfill with the requirements of the best standards and norms in the domain such as ISO 22301
	<b>3</b> Maintain a secure business environment for a global data and privacy protection program	Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data.		<b>12</b> Establish a best-in-class crisis management approach	Become the reference in terms of crisis management in the travel industry
			 Corporate Community Involvement	<b>13</b> Care for the communities where we live and work, and contribute to their development through our skills and expertise	Deploy CWT's "glocal" approach and 3E* strategy worldwide  * Education, Emergency, Essential needs
 Diversity   Employee Engagement  Human Capital Development	<b>4</b> Leverage diversity as one of CWT's major assets	Further expand diversity and inclusion initiatives in all regions		 Global Responsible Business Governance	<b>14</b> Ensure progress transparency
	<b>5</b> Cultivate a highly engaged workforce	Reach the level of best performing companies	<b>15</b> Integrate Responsible Business into our activities		A network of RB Ambassadors and a Responsible Business handbook are fully deployed
	<b>6</b> Establish workforce readiness to deliver against future business needs	Ensure leading edge development planning to our talents worldwide			



## Ethics and Business Behavior

//

It all starts with integrity. We will succeed only if we do what we promise, do what is right, and we are open, transparent, and trustworthy.

If we all understand that, everything else will fall into place.

//

*Douglas Anderson,  
President & CEO*

1  
2  
3

Through internal ethics & compliance programs and policies, as well as external advocacy by joining internationally-recognized initiatives, CWT seeks to ensure the company consistently conducts business in an ethical way.

## Commitments and 2015 Objectives

# Key Priorities: Business Ethics and Compliance Privacy and Data Protection

## Our Long-term Commitments

**1** Strategically address compliance and ethics worldwide: conduct our business in line with our values, our Code of Business Ethics & Conduct, and the UN Global Compact principles.

**2** Spread the word to our key stakeholders about our ethics and zero tolerance approach.

**3** Maintain a secure business environment for a global data and privacy protection program.

## Our 2015 Objectives

*All employees are periodically trained to our ethics and compliance policies.*

*Our set of global policies is fully deployed and their implementation monitored and regularly tested.*

*Further develop a global program to ensure consistency despite different and varying local legal requirements to protect personal data.*



WE SUPPORT

**ANTI-CORRUPTION**



## Human Resources and Human Rights

## Key Priorities: Diversity, Employee Engagement, Human Capital Development

4  
5  
6

“

CWT’s cultural diversity is anchored in one of the things that our employees do best: respecting each other. This strong sense of mutual respect is a key characteristic of CWT. We embrace all nationalities, cultures and styles. Our strong sense of mutual respect combined with the international nature of CWT makes cultural diversity a true asset.

”

*Jean-Luc Duchemin,  
EVP, Global Human Resources*

### Commitments and 2015 Objectives

### Our Long-term Commitments

**4** Leverage diversity as one of CWT’s major assets

**5** Cultivate a highly engaged workforce

**6** Establish workforce readiness to deliver against future business needs

### Our 2015 Objectives

*Further expand diversity and inclusion initiatives in all regions.*

*Reach the level of best performing companies.*

*Ensure leading edge development planning to our talents worldwide.*





## Environment

As a company, our environmental responsibility is two-fold: to reduce the environmental impact of our own activities, and to enable our customers to better evaluate, manage and reduce the impact of their business travel.

# 7 8 9

The objective of CWT's Carbon Management Project is to broadly structure and deploy our company's goals for reducing our greenhouse gas emissions.

## Commitments and 2015 Objectives

## Key Priorities: Energy and Carbon Management

### Our Long-term Commitments

**7** Develop an environmentally responsible culture

**8** Measure our global carbon footprint

**9** Implement a global environmental strategy

### Our 2015 Objectives

*Ensure full deployment of a Responsible Business training, including a module on environment.*

*Measure the total Greenhouse Gas (GHG) emissions of the countries representing at least 70% of the company's overall revenue.*

*Reduce by 10% the GHG emissions per employee vs 2012. Define a 2020 target in 2015.*



WE SUPPORT  
**ENVIRONMENT**



## Responsible Products and Services

CWT creates and provides products and solutions that enable our clients to increase traveler productivity and well being as well as integrate environmental impact into their decision making, among other things.

# 10 11 12

CWT's Business Continuity Plan ensures ongoing service, consistency and recoverability during disruptions/critical events impacting our operations.

Commitments and 2015 Objectives

## Key Priorities: Responsible Portfolio Business Continuity

### Our Long-term Commitments

**10** Contribute to our clients' CSR/ Responsible Business ambitions and promote sustainability / duty of care services

**11** Ensure a robust Global Business Continuity management system

**12** Establish a best-in-class crisis management approach

### Our 2015 Objectives

*Offer an innovative suite of responsible products and services.*

*CWT to fulfill with the requirements of the best standards and norms in the domain such as ISO 22301.*

*Become the reference in terms of crisis management in the travel industry.*



## Community Involvement

As part of our commitment to act as a responsible corporate citizen worldwide, CWT is actively involved in supporting the local communities where we do business. Our commitment comes to life through a variety of local initiatives to encourage and empower our people to support meaningful local community programs

# 13

Commitment and 2015 Objective

## Key Priority: Corporate Community Involvement

### Our Long-term Commitment

**13** Care for the communities where we live and work, and contribute to their development through our skills and expertise

### Our 2015 Objective

*Deploy CWT's "glocal" approach and 3E\* strategy worldwide.*

\* Education, Emergency, Essential needs

Operating in an ever changing environment, we need to approach new challenges with creativity, resourcefulness and agility to provide innovative solutions in travel services. We believe that committing in the communities where we operate encourages a long-term, mutually beneficial relationship. Thanks to our skills and expertise, we can contribute to:

- ▶ community empowerment and local economic development
- ▶ better understand a changing world, adapting our practices to best serve our clients worldwide





## Responsible Business Governance

//

Our objective is to instill Responsible Business behavior at the core of our day-to-day activities and to transition to a structured, comprehensive approach company-wide.

//

*Françoise Grumberg,  
Senior Director Global Responsible Business*

# 15 14

Commitments and 2015 Objectives

## Key Priority: Global Responsible Business Governance

### Our Long-term Commitments

**14** Ensure progress  
transparency

**15** Integrate Responsible  
Business into our  
activities

### Our 2015 Objectives

*Monitor and report our  
progress on an annual  
basis as from 2013.*

*A network of RB  
Ambassadors and a  
Responsible Business  
handbook are fully  
deployed.*

Steps we have taken to fulfill our ambition include:

- ▣ Establishing a Global Responsible Business function to bring together our many existing efforts worldwide into a comprehensive global strategy;
- ▣ Becoming a signatory to the UN Global Compact;
- ▣ Integrating Responsible Business with CWT's strategy, reflecting that our Executive Team considers this a business imperative.

# CWT Core Values



## Customer Care

Putting the needs of clients first and striving to continuously provide an outstanding level of service.



## Commitment to Excellence

Continuously seeking higher levels of performance.



## Cultural Diversity

Fostering respect and a team spirit in the workplace, embracing and leveraging the multicultural essence of the company, and providing equal opportunities to talented individuals.



## Reliability

Being a dependable and trustworthy business partner, committed to offering industry-leading products and services.



## Entrepreneurial Spirit

Approaching new challenges with creativity, resourcefulness and agility, reacting quickly and effectively to provide innovative solutions.



## Integrity

Building productive, longstanding relationships by being truthful and promoting open communication.



In September 2012, CWT became a signatory to the United Nations Global Compact, thereby signifying our support of the Ten Principles related to human rights, labor, environment and anti-corruption. The UN Global Compact constitutes an extension of our ongoing Responsible Business efforts, initiatives and goals.

Joining the Global Compact strengthens our commitment to Responsible Business. It deepens and reaffirms our belief in operating in a way that nurtures respect, dignity and sustainability. The Ten Principles will become an integral part of our strategy, culture and day-to-day activities.

## UN Global Compact Ten Principles

### HUMAN RIGHTS

- ▶ **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- ▶ **Principle 2:** make sure that they are not complicit in human rights abuses.

### LABOR

- ▶ **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- ▶ **Principle 4:** the elimination of all forms of forced and compulsory labor;
- ▶ **Principle 5:** the effective abolition of child labor; and
- ▶ **Principle 6:** the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

- ▶ **Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- ▶ **Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- ▶ **Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

- ▶ **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

CWT, Global Responsible Business  
31, rue du Colonel Pierre Avia 75015 Paris France

[www.carlsonwagonlit.com](http://www.carlsonwagonlit.com)

Contact us:  
[responsiblebusiness@carlsonwagonlit.com](mailto:responsiblebusiness@carlsonwagonlit.com)

