



Human Resources and Human Rights

We live...



“Our community of employees makes CWT what it is. It is the responsibility of all of us to ensure we create and nurture a culture that promotes respect, safety, health and wellbeing for all regardless of their background, origins, gender, color, age or sexual orientation.

We strengthen our community and culture by strongly supporting human rights, diversity, equity, inclusion and ethical behavior, which is upheld by our Global Diversity, Equity and Inclusion Charter. At CWT, we come together to stand up for what’s right every day of

the year because it’s the right thing to do. Equally, we feel the same about contributing to protecting the world. This year, we were tested. Not only to protect the health and wellbeing of our employees, but also our clients and their traveling employees. We overcame many challenges during the COVID-19 pandemic and I am so proud of how we have all pulled together to support each other.”

Catherine Maguire-Vielle
Chief Human Resources Officer





We live...

...to promote diversity, equity and inclusion

We believe that an all-inclusive workforce, which celebrates diversity, equity and inclusion, contributes to our shared success and creates a workplace that thrives.

Diversity, equity and inclusion (DE&I) is core to how we conduct business. Our approach looks to foster respect and create a team spirit that embraces and leverages the multicultural essence of the company and provides equal opportunities to talented individuals. This is fundamental to the commitment we make to the human rights and labor principles of the UN Global Compact and the Universal Declaration of Human Rights (see [page 53](#) for more information).

Diversity and inclusion governance

In 2020, we reinforced our commitment to through our Global Diversity, Equity and Inclusion Taskforce. Sponsored by the Chief Human Resources Officer, the Taskforce leads programs and initiatives that foster an inclusive work environment rooted in our values. The Taskforce is made up of strong leaders from different regions and functions who are passionate about DE&I.

Our local DE&I committees also continued their work at a regional/country level, including hosting a variety of activities and events throughout the year – such as promoting celebrations around International Women’s Day.

Our policies

Our commitment to recognizing and respecting the diversity of our people and ideas is set out in our Code of Business Ethics and Conduct (‘the Code’, see [page 24](#) for more information). The Code outlines our zero-tolerance stance on subjecting employees or applicants to any form of harassment, intimidation, threats, coercion or discrimination as a result of having engaged in filing a complaint or assisting or participating in an investigation, compliance review, hearing or any other activity in relation to local laws.

Our Global Diversity, Equity and Inclusion (DE&I) Charter, which was published in December 2018, outlines what DE&I means to us and details our key objectives. Our Charter is informed by the UN Global Compact and the United Nations Women’s Empowerment Principles (see [page 34](#) for more information). The Charter is available in six languages on our [corporate website](#).

Beyond our policies, we encourage vigilance in preventing any inappropriate workplace conduct. Our employees are encouraged to promptly report (according to local laws and regulations) any inappropriate behavior to their manager, HR representative or our Ethics Helpline (see [page 25](#) for more information).

Promoting gender equality

At the end of 2020, 69% of our 15,000 employees were women, as well as 47% of all director-level roles and above and 43% of direct reports of our Executive Leadership Team.

In line with our commitment to gender equality, we fully endorse the United Nations Women’s Empowerment Principles, which outline seven steps businesses can take to promote gender equality in the workplace and in society. In addition to the Statement of Support from our CEO, the entire Executive Leadership Team has signed these principles including our Chairman of the Board, Rick Gage, thereby putting our values into action and demonstrating strong leadership support for advancing gender equality.





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We connect...

...to celebrate International Women's Day

We continued to celebrate women in the workplace globally on International Women's Day (IWD) in March 2020.

International Women's Day 2020's theme was 'Each for Equal' a call for individual contributions to gender equality. This has been a great opportunity to take our commitment to the United Nations' Women's Empowerment Principles (WEPs) a step further.

We invited our employees to sign the WEPs and take part in a contest:

- Tell us how you will further contribute to women empowerment/gender equality in your day-to-day activities.
- Participate in the contest for the function and country with the most signatories for the WEPs.

- Find innovative, inspiring pledges that could be selected by the Global Diversity, Equity and Inclusion (DE&I) Taskforce to become part of the DE&I program.
- Join the global celebrations by featuring your 'Each for Equal' selfie on the Global Diversity, Equity and Inclusion page.

On March 5, the Executive Leadership Team and our Board members joined the Minneapolis-based CWT and Carlson employees to celebrate IWD and to pledge for gender equality.





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We connect...

...to advance gender equality in our industry and beyond

As a prominent business within our industry, it's vital we show leadership by using our platform to promote Diversity, Equity and Inclusion (DE&I). In 2019 and 2020, we held several events to encourage dialogue on DE&I around the world.

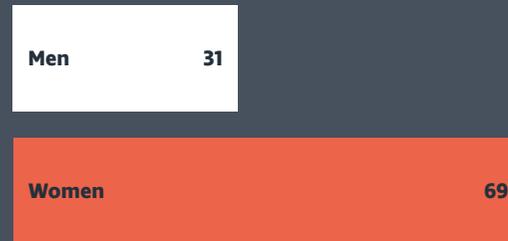
In Asia, our Asia Pacific (APAC) manager spoke on a panel to discuss DE&I in the workplace at an event themed 'Demographics, diversity and corporate destiny in Asia', hosted by The Economist.

In the United Kingdom, our Chief Technology Officer spoke on the importance of promoting diversity in IT at the Women in Telecoms and Technology Travel Trends evening in London.

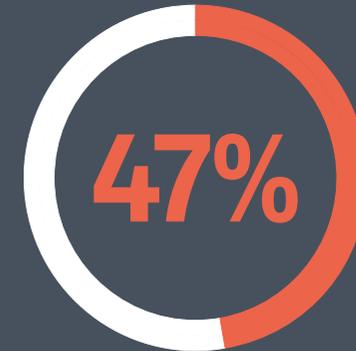
In the Netherlands, our Chief Legal Officer and General Counsel participated in the General Counsel Diversity & Inclusion Group comprised of heads of legal from several large multinational companies.

Gender representation (as of Q4 2020)

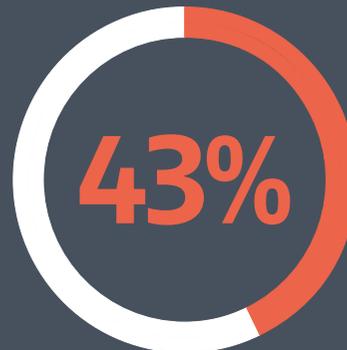
Total employee population (%)



Women at director level and above



Women direct reports of the Executive Leadership Team



Women on the Executive Leadership Team





We live...

...to eliminate all forms of discrimination

Respecting diverse ethnic and cultural backgrounds, genders, opinions, diversity of thoughts, colors of skin, sexual orientations, physical capabilities and talents is paramount to the way we operate.

This approach is reinforced through our commitment to equal employment opportunities, as well as fair treatment and consideration in our hiring and career advancement practices. At CWT, we are employed and promoted based on our abilities, achievements and experience, and in accordance with local laws.

Discrimination and harassment

Our Code of Business Ethics and Conduct holds everyone at CWT to the highest standards of conduct, and any behavior that constitutes discrimination or harassment is not tolerated at any level of the company. Each year we run a communications campaign to further promote our Code of Business Ethics and Conduct, which addresses anti-harassment and other key topics (see [page 33](#) for more information). Examples of several local activities to promote our Code of Business Ethics and Conduct across our business:

- **CWT Italy:** signed a local collective agreement, recommitting to tackling all instances of sexual harassment and violence in the workplace.

- **CWT India:** launched a comprehensive Discrimination and Harassment policy and provided timely refresher sessions to reiterate the message to existing employees and new hires.

Non-discrimination in recruitment

Our commitment to diversity – that company policies regarding non-discrimination, equal opportunity and recruitment by competency are to be respected – is embedded throughout the recruitment process. A diverse workforce is better able to innovate, connect with our customer base and ensure we continue to attract the best talent. Our Global Talent Acquisition team, supported by the Responsible Business team, organized non-discrimination training sessions for all CWT recruiters around the world. The objective of the training was to prevent and avoid discrimination in recruitment and to create awareness of discrimination relating to multiculturalism with hiring managers during the recruitment process. Following the training, a guide was created and made available to our global recruiters and new recruiters to ensure consistency in our approach.

Let's celebrate Black History Month, January 31, 2020

One of the goals of the US Diversity, Equity & Inclusion (DE&I) team is to raise awareness of the rich cultural diversity we have in the United States and at CWT. We also want to celebrate, recognize and honor diversity throughout the year by sharing articles and links to diversity sites, and by creating more formal DE&I campaigns.

Black History Month is an annual celebration of African-American men and women who have made significant contributions throughout history. The Black History Month 2020 theme, 'African Americans and the Vote' is in honor of the centennial anniversary of the Nineteenth Amendment (1920) granting women's suffrage and the 150th anniversary of the Fifteenth Amendment (1870) giving black men the right to vote.

As part of that celebration, we wanted to recognize outstanding black men and women, from history and present day, who have achieved so much despite the challenges they faced and made a difference to our lives today.



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Hong Kong

- **Promoting inclusive support schemes:** we have various inclusive support schemes in place such as offering marriage leave for newly married employees, maternity leave, paternity leave and gifts for employees with newborn babies. A breast-feeding room was also set up in the office.

India

- **Promoting female empowerment:** a platform for learning and development for women at work was launched through sessions conducted by senior female leaders in and outside of CWT. As part of International Women's Day 2020, for example, a certified workshop for 'Women's Self-Defense' and wellness program for Female Health Awareness were conducted.
- **Harassment policy:** an anti-sexual harassment policy is in place and open sessions are conducted to ensure employees have a collective understanding of the policy and its execution.
- **Cultural diversity:** we celebrate festivals of various races and religions to promote cultural diversity and bring harmony to the workplace.

Italy

- **Parental leave:** a local collective agreement was signed in which we added one additional day off work for employees in the event of illness of their child up to one year of age, going above and beyond the legal requirements.

Philippines

- **Pulmonary tuberculosis (PTB) and HIV/AIDS policies:** the purpose of these policies is to reduce the stigma attached to PTB and HIV/AIDS and to ensure the worker's rights against discrimination brought about by the diseases. In 2018, we partnered with a local agency to hold a talk to raise awareness of HIV/AIDS among colleagues. Part of our Annual Physical Exam covers the PTB examination for all employees, in partnership with our local agency.
- **Anti-Sexual Harassment policy:** the policy was drafted in compliance with a National Act declaring sexual harassment unlawful in employment, education and training environments, and for other purposes. The policy also covers our strict stance on discrimination in the workplace.

Singapore

- **Promoting inclusive support schemes:** we have various inclusive support schemes in place, such as offering newlywed leave, paternity leave and gifts for employees with newborn babies, as well as religious sensitivity procedures.
- **Celebrating cultural diversity:** we celebrate festivals of the various races and religions to bring harmony to the workplace and celebrate unity (this includes celebrations such as the Chinese New Year, Deepavali and Hari Raya).

United Kingdom

- **Celebrating cultural events:** the Canary Wharf office runs events throughout the year, including the celebration of Diwali.

United States

- **Gender pay equity:** our annual pay equity compliance training took place in 2019 in line with legislation for all United States-based people managers. In 2019, we also conducted a Pay Equity study based on gender and ethnicity. In 2020, this separate Gender Pay Equity course was embedded into our annual Affirmative Action course. In addition, we abide by all requirements as a Federal contractor and submit an EEO (Equal Employment Opportunity) report every year to the EEO Commission including detailed information on pay equity based on gender and minority.
- **Discrimination and harassment training:** a mandatory training course aimed at preventing discrimination and harassment was rolled out to over 3,800 colleagues in 2019 and should be offered globally to all managers and employees in 2021. The course supports our commitment to our values of integrity and caring by teaching colleagues on how to identify instances of harassment and discrimination, speak up and report claims.
- **Supporting military personnel:** in 2020, the San Antonio and Arlington offices collected special items for deployed women service members in honor of International Women's Day. The teams also supported virtual volunteer efforts year-round amidst the COVID-19 health crisis by donating masks, sending cards of support and creating paracord bracelets.



Take 15 minutes to understand unconscious bias

Fighting the bias

The first step to fighting unconscious bias – and therefore contributing to a more inclusive and collaborative workplace – is understanding it.

That's why we encourage all employees to take the 15-minute 'Understanding Unconscious Bias' training, now available in English, Spanish, French, German, Portuguese and Chinese.

In these challenging times, it's more important than ever for our teams to collaborate effectively. Tackling unconscious bias plays an important role in this goal, helping us to work together more closely so we can emerge from this global crisis in the strongest position possible.

Carlson Family Foundation statement about the death of George Floyd and the Change We Need, Minneapolis – June 3, 2020

Carlson, Inc. stands with its colleagues and community in Minneapolis in the call for justice and swift, meaningful change. We are heartbroken over the killing of George Floyd and deeply troubled by the pervasive injustice facing people of color every day. Carlson and its businesses are committed to listening to the voices of people of color, amplifying the call for systemic change and aggressively continuing our 80-plus-year global fight for social justice, human rights, and diversity and inclusion. We thank our customers, clients, colleagues and communities around the globe for joining us in taking meaningful steps today toward a more just and peaceful future.



We live...

...to prevent discrimination and harassment

We are committed to combating all discrimination and harassment in our workplace and beyond.



In our Asia Pacific (APAC) region, we launched a Workplace Discrimination and Harassment policy in 2019. The policy commits to maintaining a workplace that is safe and free from discrimination and harassment – where all employees are treated with courtesy, dignity and respect. The policy is available to all employees in APAC.

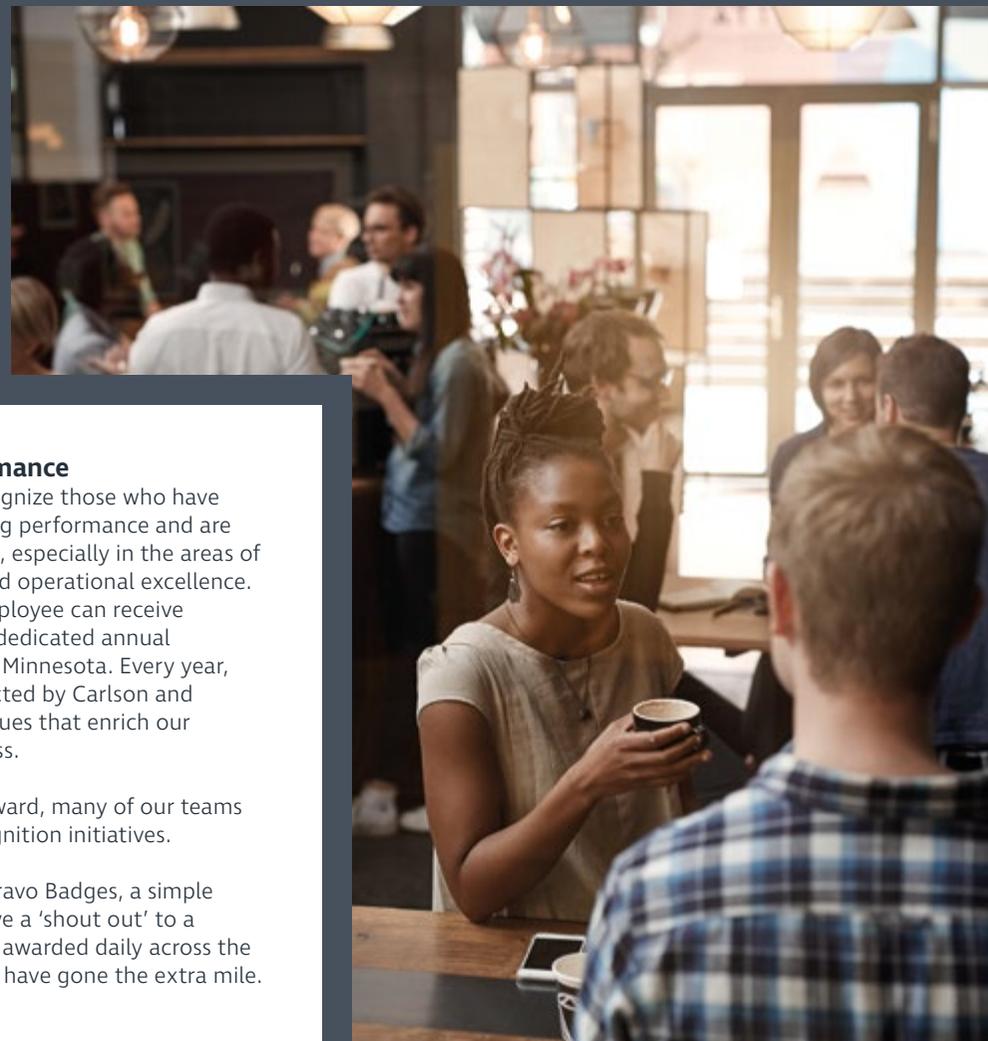


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We connect...

...to attract, recognize and reward

The talent of our employees is key to our success. Accordingly, we offer recognition incentives that show our appreciation.



Recruitment and onboarding

As a responsible employer, we employ on equal and fair grounds as outlined in our approach to non-discrimination in recruitment (see [page 36](#) for more information).

Our Global Talent Acquisition strategy seeks to select the best candidates to match the needs of our business, by finding top performing and diverse talent that aligns with our core values. We educate and train our staff in the selection process so that they are able to assess potential candidates effectively. We also ensure that new employees have the tools and skills required to do their job effectively through a clear onboarding process.

Recognizing strong performance

The Carlson Fellows Awards recognize those who have demonstrated consistently strong performance and are role models for our organization, especially in the areas of customer experience, growth and operational excellence. It's the highest honor a CWT employee can receive and winners are celebrated at a dedicated annual award ceremony in Minneapolis, Minnesota. Every year, outstanding colleagues are selected by Carlson and CWT leadership for living the values that enrich our culture and drive business success.

In addition to this group-wide award, many of our teams hold their own awards and recognition initiatives.

We also use peer-to-peer Buzz Bravo Badges, a simple and visible way for anyone to give a 'shout out' to a colleague. Dozens of badges are awarded daily across the organization for employees who have gone the extra mile.



We care...

...to help our people grow and thrive

Our success depends on honing the skills, capabilities and passion of our people. To bring out their best, and to respond to the changing needs of customers and travelers, we continuously invest in learning and development.



Learning and development

Our overarching aim is to provide learning opportunities that support individual and organizational growth, and achieving this comes from connecting what we do with our corporate values. We apply the 70/20/10 learning model principles to our learning programs, in which 70% of learning is achieved by on-the-job exposure, 20% is derived from mentoring or coaching, and 10% is from attending our face-to-face or virtual learning opportunities. We believe this approach enables our people to gain greater insight into the skills needed to carry out their work and refine them.

Each employee has access to My Learning, our global learning management system. From here, they can gain access to online training courses, topic-specific videos, and toolkits that provide support to those in leadership roles. Additionally, it is via this portal that employees register to attend webinars and classroom courses. We believe self-driven learning is key to empowering our employees and making learning engaging.

Although 2020 presented challenges due to the pandemic, we made 1,319 training sessions available, comprising 910 virtual sessions and 409 instructor-led sessions. These accounted for just over 52,000 learning hours.

The following gives a summary of the main training sessions that were provided in 2020.



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High Impact Teams

This program provides senior team leaders with insights into their own Myers Briggs Type Indicator, followed by leadership principles that strengthen the cohesiveness of a team and make it more impactful. It also encourages the giving and receiving of candid feedback.

The learning roadmap for 2020 focused on developing the skills gained from the workshops by providing the leaders with specific activities to carry out with their teams.

Code of Business Ethics and Conduct

Each year, our employees are required to undertake learning modules that support the company's Code of Conduct. In 2020, we launched this course as four separate modules, each one focusing on a specific topic that falls under the Business Ethics and Conduct category. It was offered in 15 different languages to embrace the global reach of our workforce.

Annual Security Awareness

Data protection and security are of paramount importance. To ensure our employees are up-to-date with the latest policies and practices, they are required to complete this mandatory learning module. It is offered in eight languages and provides instruction on our risk and security policies, data privacy and best practices, which are in place to protect data belonging to CWT, our customers and travelers.

Leading Customers with Confidence

We continuously train our travel counselors to ensure they are leading our customers with confidence. A new counselor platform and modular training sessions are delivered regularly to ensure best practices are refreshed to give our customers an unforgettable service experience. Most courses are available in English, French, Italian, German and Spanish.

Performance development

Ongoing performance development matters for all our people and we expect our three formal milestones (goal setting, mid-year review and year-end review) to be punctuated by regular conversations between managers and employees, to discuss goals, achievements and barriers. This helps keep feedback timely, so that challenges are discussed and milestones are celebrated as they happen and the formal discussions do not come as a surprise, or as a purely administrative task, but are a natural framing to those ongoing conversations. We call this approach Everyday Performance Development.

All of our functions consistently follow and use the same performance review process and platform, and we have worked to keep the process simple and effective. Guides, toolkits and e-learning training modules support managers, and their teams have clarity on the expectations of them at every step of the performance development journey.

Strategic talent planning

With constantly changing roles and skills requirements for our industry, it is important to ensure that employee development and future talent identification are the center of our overall talent management strategy. We installed a Quarterly Talent dialogue (Strategic Talent Planning) to further strengthen our talent pipeline and to identify career development opportunities for our high potential members of staff across several key roles and areas of the business.

We provide safe travel for our employees

As a global travel business, the safety of our traveling employees is vitally important. We work in partnership with International SOS, a leading provider of emergency medical, travel and security assistance worldwide, to offer extended medical and safety/security protection to employees whenever and wherever they travel – whether internationally for business or for personal reasons. International SOS services include a mobile app that provides country guides, safety/security information, as well as the latest medical advice before and during their journeys. An automated Program Messenger for all of our international travelers directs them to download the International SOS app before traveling and instructs how to use it when on the road.





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We connect...

...to encourage two-way dialogue

We actively listen to our people and act on their feedback.



Buzz: Our online employee community

Our award-winning social intranet site, Buzz, was widely used by our colleagues in 2020. Analytics show that more than a third of employees are active on Buzz on a daily basis. This consistent engagement reflects the vibrancy of the community, which has transformed the way global teams collaborate and converse across borders, time zones and functions.

Members of the community can choose to share or collaborate through a number of different channels, including blogs, discussion threads, videos and groups. This year also saw the launch of a specific group for our ever-growing homeworker community to collaborate and share best practice. The most popular feature is the discussion threads, which are used by teams across the business to gather feedback and engage in dialogue covering a wide range of business topics.

Continuous dialogue

Before the pandemic, senior leaders used to meet and engage with employees around the world regularly, in town hall meetings, informal 'lunch and listen' gatherings and coffee chats, and online huddles. During the pandemic we held regular Webex meetings, often cross-functional, to keep teams updated and motivated.

'Talk About Anything'

To ensure senior leaders keep in touch with the pulse of employees during the pandemic, we introduced 'Talk About Anything' sessions. Executive Leadership Team members would invite randomly selected colleagues to an informal video chat. There was no pre-work nor set agenda. Participants were asked to simply come with a question or topic to talk about, and executives were there to listen and answer questions. In addition, during the pandemic, leaders have increased the frequency of impromptu 'check-ins' with employees and team virtual social activities to strengthen personal ties during these challenging times.

Pulse Surveys

To check the heartbeat of employee opinion throughout the year, we have historically run Pulse Surveys. Employees, spanning a broad range of grades, levels, countries and functions, answer questions on topics including strategy, employee engagement, performance development, empowerment and accountability, enablement, our culture, learning and development, workplace and work-life balance. We also use open-text questions relating to workplace, culture and engagement to enable us to better understand what is on people's minds on a day-to-day basis.



We care...

...to create a safe and secure place to work

We are committed to maintaining the highest standards of safety and employee protection. As a signatory of the UN Global Compact, we endeavor to adhere to its Ten Principles, including supporting and respecting the protection of internationally proclaimed Human Rights, and providing safe and healthy working conditions.

Health and safety governance

Our Global Health and Safety Charter ensures we conduct our business in accordance with applicable health and safety laws and regulations in the jurisdictions in which we operate, and provide a working environment that will contribute to the wellbeing of employees, clients, suppliers and contractors. While our commitment to health and safety is global, we have regional Environmental, Health and Safety Managers to cover our European, Middle Eastern and African operations. In addition, each country is responsible for implementing and maintaining health and safety policies and procedures that ensure compliance with local legislation and the Global Health and Safety Charter.

Some examples include:

- **Canada:** has a Health and Safety Committee comprised of management and employee representatives to ensure each location complies with provincial requirements.
- **Chile:** has a Health and Safety Committee responsible for raising awareness of safety issues, as well as identifying and dealing with workplace risks.
- **Estonia:** has an offer of regular medical check-ups provided by the European Society of Medicine Medical Center. Every employee undergoes a health check-up every three years, or annually if recommended by a doctor.

- **France:** has a Health and Safety Committee for each division, covering 100% of the workforce.
- **India:** has a process to extend various benefits to employees via employee medical insurance plans (including family members) to cover them in case of any unfortunate incidents at work or otherwise.
- **Italy:** has a Safety Representative in each location, nominated by the workforce.
- **Sweden:** has a Safety Officer that is selected by the union in each location.
- **United Kingdom and Ireland:** have implemented an Occupational Health & Safety Management System, as a move towards a harmonized EMEA-wide system.

A copy of our Global Health and Safety Charter and our Code of Business Ethics and Conduct, which cover our commitment to health and safety, can be downloaded from our [corporate website](#).

Workplace 3.0

Our Global Real Estate team has developed Workplace 3.0, a program that optimizes our office spaces in line with our digital difference strategy. The overall objective is to create spaces that bring people together and bring out their best, using technology to harmonize the employee experience.

Workplace 3.0 provides employees with a workplace experience that is able to cater to their needs while remaining financially and environmentally efficient. Policies and processes that guide this include:

- Work from home rules to improve work-life balance while reducing the environmental impact of traveling into the office.



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- Systems that allow employees to book workspaces and meeting rooms. This enables employees to move around the office and secure space without occupying more space than required.
- Construction contractors are requested to provide health and safety reports to ensure all individuals on our sites are receiving due care and attention when it comes to their health and wellbeing.

In 2019, the following Workplace 3.0 concepts were rolled out within our regional operations:

- **Minneapolis:** after a utilization study to assess how well space is used in the building, we remodeled and downscaled the workplace by 25,000 square feet, aligned it more clearly to our brand and updated it with more collaborative break-out spaces. The work included replacing LED lighting and installing more energy efficient AC equipment and light sensors. A wellness room was also incorporated as well as height adjustable desks with acoustic panels to mask sound and enable our colleagues to work more effectively.
- **Paris:** we optimized our workplace by reducing the number of floors CWT occupies and redesigning our spaces to better represent our culture and the way we need to work together. This included installing flexible desks, conference room facilities, as well as cloud-booking technology (see [page 64](#) for more information).

Global commitment, local implementation: A Culture that cares

Each country and office is responsible for implementing and maintaining its own health and safety policies and procedures, and for training their teams in the most locally-appropriate ways. Here are some of the regional highlights:

- **Repetitive strain injury (RSI):** local teams have mechanisms in place to identify, support and rehabilitate anyone affected by RSI. From ergonomic office furniture to enabling employees to work from home, we deploy systems that ensure our people are able to work efficiently and effectively. For example, in Canada, an ergonomic guide helps people set up and use equipment in ways that prevent RSI, while in the United Kingdom and Ireland our display screen equipment assessors review self-assessments and assist individual needs. In Germany, Mexico, the Netherlands, Belgium and Luxembourg we offer ergonomic furniture and regular ergonomics guidance. We also offer occupational healthcare services and training in Finland.
- **Stress management:** our teams around the world are working on ways to combat stress in the workplace. In our Belgium, Luxembourg and Sweden offices, 'chill rooms' are set up for employees to take time away from their desks, while our United Kingdom and Ireland offices have their own stress and wellbeing policy. In Germany at the Düsseldorf FSC, massages are offered once a week. In Italy, regular stress management and prevention assessments take place. In Spain, employees are entitled to 50% discount for various gyms and health providers. In the Netherlands, HR initiated 'clear your mind' tools to reduce levels of stress hormones via a desk bike and sit ball. This way employees can combine a healthy life style during the working day by exercising.
- **Noise reduction:** as an office-based company, it is important that our employees work under conditions that enable them to complete their day-to-day tasks in a quiet and peaceful environment. For example, in Belgium, separation boards were installed between benches and investment was made in noise reduction materials for wall insulation to keep noise to a minimum. The Netherlands has also invested in noise reduction materials to keep noise to a minimum so employees can work under pleasant conditions.

Employee Assistance programs (EAPs)

Our EAPs offer a range of services including information, advice, assessment, counseling and prevention and treatment for issues faced by employees that prevent them from being able to perform their best at work. The scope of services addresses the primary sources of stress for employees in the workplace, covering everything from fatigue and burnout to addiction, family and personal issues, and life circumstances. Examples of the EAPs include:

- **Australia:** provides counseling support for employees covering personal and work-related issues, legal assistance, family plans, money management services, nutritional advice and various other guidance to support employees.
- **Canada:** offers a voluntary, confidential counseling and information service for employees, and HR posts monthly features covering a range of health, wellbeing and work-life balance topics.
- **France:** provides telephone support, face-to-face consultations and confidential advice for employees throughout the year.
- **Germany and Austria:** offers life coaching and home care for elders and children in case of need, as well as additional services.
- **Switzerland:** supports colleagues through telephone support and face-to-face counseling with trained professionals to help employees work through difficulties.
- **United Kingdom and Ireland:** covers counseling, legal, medical and personal tax advice.
- **United States:** provides free, confidential support for employees and their families whenever they need it, 24/7. It is not only for counseling, but also for work-related issues, finding child/elder care, budgeting money, career development, legal information services and much more.



We care...

...through committing to workplace wellbeing



We foster a culture that cares, putting in place measures to promote work-life balance and employee wellbeing for all employees.

In 2020, we created a global 'Welcome to Wellbeing & Disability' space on our online internal Buzz communication platform. This space promotes awareness of physical and mental wellbeing for all employees, including what it means to work with a disability at CWT, and the many support mechanisms available to our people. The focus is on grassroots stories and information to ensure people with or without disabilities are well informed about this important aspect of diversity, equity and inclusion and equipped to work.

Content on our Wellbeing & Disability (Official) page:

- Living with stories – including personal stories our colleagues have bravely shared with us.
- Wellbeing and Disability blogs and 'Wellness Wednesday' posts.
- Thought leadership articles.
- A People Manager resource page.

'Wellness Wednesday' blogs: Keeping our employees healthy and safe

Throughout 2020 and 2021, every other Wednesday, our Executive Leadership Team and others share blogs to help employees stay well both individually and collectively.

While we are familiar with viruses like the common cold and the flu, COVID-19 was new and presented a situation that none of us could have imagined a year ago. With our lives disrupted from quarantine measures and new routines shaping our day-to-day activities, it is important that we pay extra attention to our overall wellness and that of others.

We kicked off our first Wellness Wednesday blog by focusing on mental health.

Looking after our mental health

Paying close attention to our mental health is just one aspect of overall wellness. It affects how we think, feel, and act and determines how we handle stress, relate to others, and make choices.

Similar to taking active steps to impact our physical health, there are also many practical tools to improve our mental health and increase resiliency. There are also ways everyone can support the mental health of friends, family,

work colleagues and our customers. Here are a few tips recommended by the World Health Organization (WHO) and the efforts we're taking at CWT during these uncertain times:

- **Stay informed.** Follow trusted news channels and keep up-to-date with the latest news from WHO on social media. In 2020 we created the Stay Connected Buzz site, and our President & CEO has hosted regular all-employee town halls as a way for employees to stay informed about our company.
- **Social contact is important.** If your movements are restricted, keep in regular contact with people close to you by phone and online channels. For example, some employees have used team meetings to talk about what's been positive about quarantining or shared selfies to stay in touch.
- **Help others.** If you are able to, offer support to people in your community who may need it. Acts of giving and kindness can help improve your mental wellbeing by creating positive feelings and a sense of reward.
- **Visit the WHO website for many more helpful tips about mental health.** Also, feel free to share your mental health tips so we can all help each other.



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Celebrating World Mental Health Day

October 10, 2020 was World Mental Health Day – an important opportunity to raise awareness around mental health, as well as a reminder to connect with our colleagues and check in on each other’s wellbeing more regularly.

We took advantage of World Mental Health Day to launch our ‘Here with an ear’ initiative. The act of listening is one of the simplest and most effective ways to help colleagues who are having difficulties. Sometimes we just need to have a friendly chat or let off a bit of steam. The initiative allowed employees to add a special ‘Here with an ear’ photo frame to their Buzz profile picture to let colleagues know that they’re there if they want to talk.

We have also supported the mental wellbeing of our employees in a number of other ways. For example, in France in 2019, our ‘Quality of life at work action plan’ offered a variety of measures to improve work-life balance. This included implementing a ‘listening cell’ where employees could seek professional support and a contact address for collaborators to ask questions or make any sensitive situations known in confidence. Also during 2019, in Shanghai and India, we held Workplace Yoga to bring increased productivity, reduced stress, and overall wellness to local employees, and in Germany, we organized a health day in our Eschborn offices. In Belgium and Luxembourg we provided fresh fruit and bike facilities, and in the Netherlands we offered a shuttle bus in winter to local train stations to keep employees safe.

- **Healthy living:** we expanded our compensation offer related to health at our Estonia offices, with sports clubs and swimming pool membership tickets reimbursed to support healthy behavior.
- **Work-life balance:** we introduced a pilot in North America in 2018 that offered a series of flexible work options called ‘Flexing 4U’, based on feedback from our people and the needs of our customers. The focus of the program is to offer flexible work including flexible hours, locations, schedules

and teams in consideration of changing requirements and expectations of our colleagues.

Training and awareness

Although we take a global approach to health and safety governance, training is managed at a local level to focus on local priorities.

Here are some of the training activities:

- **Benelux:** annual training takes place for health and safety advisors, including refresher training for first aid.
- **Canada:** as part of the onboarding process, all employees are provided with emergency and evacuation procedures. Additionally, building management requires all employees to participate in an annual fire drill.
- **Italy:** all employees take part in the annual health & safety training program (e-learning course) as well as refresher training for fire wardens and first aid roles.
- **Philippines:** annual fire and earthquake drills take place for both sites in Manila that involve all employees.
- **United Kingdom and Ireland:** the content of the ‘Health, safety, security & environment’ welcome presentation was reviewed and expanded to further enhance the information provided to new starters. A program of refresher training was delivered across all key roles as part of the implementation of the new health and safety management system.

We not only uphold individual human rights across all our operations but expect the same from each of our business partners. This means, in part, that we all respect the regulations relating to the number of working hours and fair wages for those who work on our behalf. We do not tolerate the use of child or forced labor, human trafficking, or any action that lacks integrity, meaning we do not condone and will never knowingly facilitate adult or child sex tourism.

We take all reasonable steps to eradicate any such practices globally and never knowingly do business with a supplier or any other business partner involved in these areas.

In the same spirit, we are committed to combating modern-day slavery through developing proactive measures to educate employees and encourage our partners and the broader business community to take a stand against human trafficking.

Ensuring fair labor practices

CWT, as a signatory of the UN Global Compact, is committed to respecting the principles related to human rights and labor, and to the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization. We uphold individual human rights in all of our operations, and we expect the same from all our business partners. We strive to promote equal opportunities for all, regardless of ethnic and cultural backgrounds, age, color of skin, gender, sexual orientation or disability.





Human Resources and Human Rights

The role of the Vice President of Global Employee & Labor Relations builds on an already extensive framework of practices in this domain. In addition to complying with local and international labor laws in the countries where we operate, we have collective agreements in many countries where we go further than the law actually requires. This is evidence of our commitment to care and dialogue between the company and our employees, and to show enlightened leadership in addressing labor standards wherever we operate.

Beyond this, we strive to protect our employees' personal data and information in line with the requirements set out in the General Data Protection Regulation. This includes delivering employee notices in local languages to inform them about how their personal data is stored. We have a dedicated working group to deal with this topic for Human Resources and a rigorous process to manage and improve how we handle all employee information. This group is also available to employees for any queries they may have.

In accordance with our Code of Business Ethics and Conduct, employees are encouraged to report (according to local laws and regulations) inappropriate labor-related conduct to their manager, their HR representative and/or our Ethics Helpline (see [page 25](#) for more information). We strictly prohibit retaliation against anyone who makes a report in good faith and/or which contributes to an investigation into a possible violation of law.

Working conditions

We adopt the global principles of decent working conditions set by the United Nations Global Compact (UNGC) and International Labour Organization (ILO). As with our wider approach to human resources and human rights, we target our impact at a local level, complying with all country labor laws and regulations, and focusing on the issues pertinent to the region.



Working from home

'Wellness Wednesday' dedicated to Working from home

For many of us, our work-life turned upside down in March 2020, very abruptly. From spending the majority of days working from a CWT office, to working from home every single day has been a big change to adapt to.

We recognize that this has been a huge shift, and while many enjoy our new ways of working, it definitely takes some time getting used to. This is why we focused on wellness while working from home.

CWT Charter for Working from Home

This Charter, published in 2020, has a very clear and simple goal: to make life a little bit easier and more comfortable for everyone while we work from home.

It has been created in collaboration with employees and covers three main themes: wellbeing, self-care and work-life balance.

Collective bargaining arrangements

We respect the rights of our employees to join labor unions, workers' councils or other collective bargaining organizations. This is enshrined in the commitment we make to the freedom of association as set out by the International Labour Organization, and as a signatory to the UN Global Compact.

The CWT European Works Council (EWC), the official body for information and consultation, represents all CWT employees in the European Union. In compliance with European legislation, the EWC represents the interests of employees at a European level in dialogue with CWT's European Management team. Although the United Kingdom has left the EU under the 'Brexit' negotiations, and consequently should have left our EWC as well, we have reached an agreement with the EWC to retain the country in scope at least until the end of the current mandate which will expire in Q4 2022.

On a quarterly basis, EWC members are consulted by CWT management on the progress of the business and any significant decision that is likely to affect employees at a transnational level. The EWC is committed to informing its members about advances made and collectively identifying priorities moving forward. For example, topics include the economic and financial situation of the company, jobs and employment situation and development, proposed transnational changes in the organization, health and safety, and training.

EWC members can have a two-day training session every year to hand over their responsibilities. A dedicated intranet page was also launched to simplify information-sharing, support transparency of communications and help promote EWC actions in the various member countries.

As a leader in the travel industry, we encourage our employees and HR leaders to be active in the Travel Industry Associations at a national level in their countries, when possible or appropriate.



Human Resources and Human Rights

We live...

...to reward healthy living and reduce workplace stress



Our Singapore office promotes health excellence by empowering all employees to take ownership of their health. To facilitate this, a dedicated Workplace Health program promotes efforts to encourage employees to stay healthy by eating well and exercising regularly. As part of the program, all travel consultants, staff and support positions are given a financial incentive for their efforts to stay healthy.

Our teams around the world are working on ways to prevent stress and to promote ways to manage it. For example, United Kingdom and Ireland offices organized an event around International Stress Awareness Week. The 2019 theme of the week was 'Resilience – the power to succeed' which aimed to raise awareness of stress prevention and the importance of knowing where to go for advice. A document shared on our social intranet provided tips to avoid and reduce stress as well as a direct link to the countries' specific helplines.



We connect...

...to combat human trafficking and slavery

The travel industry has the opportunity to counter the activities of human traffickers. We are in a unique position to make a difference through our employees and travelers, and we team up with partners to combat this pressing issue.

It is a sad truth that human trafficking and slavery depends in part on using the travel industry. Our sector can get caught up unwittingly in the traffickers' use of air and sea travel, hotels and even international events to facilitate their illegal activity. In addition to violating human rights with appalling consequences, trafficking poses a safety and security risk to our bona fide travelers. To combat this worldwide challenge, Carlson and CWT are actively raising awareness, engaging employees, partnering with others externally, and integrating the issue as part of our Responsible Business focus.

Our policies and procedures

In response to the United Kingdom Modern Slavery Act (2015), we published a global statement on anti-slavery and human trafficking that was updated in 2020. It is available to download on our [corporate website](#) and covers some of the actions we have taken to fight against slavery and human trafficking in our operations. It states clearly that:

- we oppose all forms of slavery and human trafficking – without exception;
- we commit to taking steps to influence our business partners and supply chains to take the same uncompromising stance; and
- we actively support the Ten Principles of the UN Global Compact focusing on the core areas of human rights, labor, the environment and anti-corruption as well as the International Labour Organization's Fundamental Principles and Rights at Work. We report annually on progress against these principles. In accordance with our commitment, and in order to comply with the United Kingdom Modern Slavery Act, we include specific language in our Responsible Supplier Code to prevent the use of any forms of modern slavery in our supply chains (see [page 27](#) for more information).

Global Anti-Human Trafficking Taskforce

In 2020, we reinforced our commitment to this fight through policies, increased awareness and education, and closer collaboration with stakeholders and public leadership.

Carlson's Head of Government and Community Affairs currently co-leads the Global Anti-Human Trafficking Taskforce with our Vice President of Global Responsible Business and Diversity & Inclusion. The Taskforce is sponsored by the Chief Human Resources Officer and the Chief Legal Officer and includes CWT representatives from all regions and key functions (see [page 14](#) for more information).

Partnering to combat human trafficking

The work against human trafficking will not be won by fighting alone. As with much of our Responsible Business work (and our commitment to the UN Sustainable Development Goal 16 – see [page 19](#) for more information), we count on partnerships to make a targeted, scalable impact. Working alongside Carlson and the Carlson Family Foundation (see [page 82](#) for more information), some of the most prominent partnerships in this area include:

World Childhood Foundation

Carlson's commitment to protecting at-risk children dates back to 1999 when the Carlson Family Foundation accepted an invitation from Her Royal Majesty Queen Silvia of Sweden to become a co-founder of the World Childhood Foundation. This organization supports projects in 17 countries that are focused on preventing abuse and exploitation of children, including trafficking. Carlson and Carlson Family Foundation representatives provide leadership on various World Childhood Foundation boards, including those in Sweden, Brazil and the United States. Our Chief Legal Officer is on the Board of World Childhood USA.



Human Resources and Human Rights

To commemorate the 20th Anniversary of Childhood in 2019, we initiated a number of awareness and fundraising programs, internally and externally. This included a global campaign from RoomIt pledging to contribute US\$1 for each hotel booking made during the month of August, up to US\$100,000. RoomIt achieved this milestone through the support of 650 participating clients and the campaign included 2.7 million messages to CWT travelers about the work of Childhood.

In 2021, CWT participated in the Go Blue for Childhood USA campaign. Our employees published photos of themselves wearing something blue to recognize the National Child Abuse Prevention month of April and the efforts of Childhood USA in ending child sexual abuse. Thanks to 180 participants this campaign resulted in nearly US\$13,000 in combined employee donations and matched grants from the Carlson Family Foundation.

ECPAT

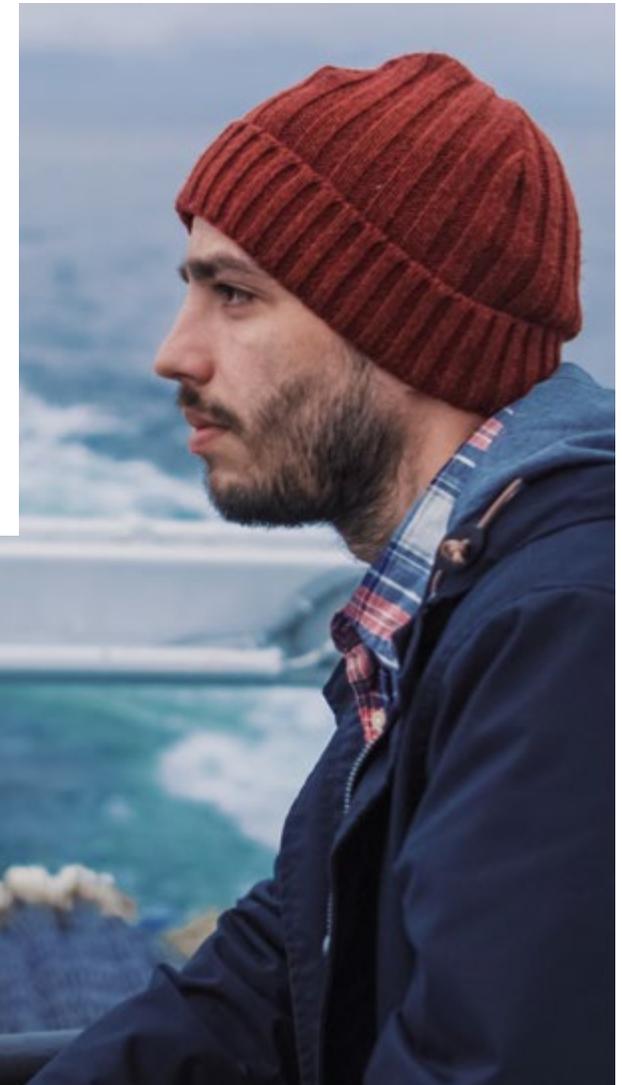
For more than 15 years, Carlson has supported ECPAT, a non-profit organization working to protect children from trafficking, sexual exploitation and online abuse. In 2004, Carlson was the first North American travel and hospitality company to sign ECPAT's Tourism Code of Conduct to Protect Children. With contributions to its global study on sexual exploitation of children in travel and tourism and funding from the Carlson Family Foundation for its sector-wide training on these issues, the partnership is delivering change beyond our own business. Carlson's Head of Government and Community Affairs sits on the board of ECPAT-USA.

Of course, trafficking needs to be identified before it can be stopped. To this end, in 2019 we provided expert guidance to ECPAT-USA to develop new e-learning training for travel, events and meetings professionals to recognize danger signs and take action. We then incorporated this training into our internal Learning Management System and offered it in four languages to all CWT employees.

In 2020, we hosted ECPAT Philippines in the Manila office so employees could learn about programs in the region and funding support was presented by the Carlson Family Foundation.

- In February, we made a donation on behalf of all attendees of CWT's Customer Leadership Summit 2020. Former Carlson Chair and CEO, Marilyn Carlson Nelson, presented the gift through a moving video message.
- Carlson Family Foundation grants funded ECPAT International and ECPAT-USA to support private sector engagement, policy advocacy, operations, and regional projects and programs.

We also offer the ECPAT Anti-Human Trafficking Training in four languages on the My Learning platform.





Human Resources and Human Rights

We connect...

...to speak up

We are passionate about raising the profile of an issue that should have particular resonance in our industry, which can become an innocent partner through our daily business of arranging travel.

Our senior leaders spoke at multiple events in 2019 and 2020. Highlights included a human trafficking workshop led by our Chief Legal Officer during a first-of-its-kind workshop hosted by INTERPOL. Joined by leaders from the tech, finance, travel and hospitality industries, this session focused on transportation trends and threats related to human trafficking.

Our President and Chief Operating Officer is on the Board of the Global Partnership to End Violence Against Children, a unique collaboration established by the United Nations to achieve this Sustainable Development Goal by 2030. In 2020, the Carlson Family Foundation provided funding to support their work around three main priorities: country engagement, keeping children safe to learn, and protecting them from online risks.

Global Rights for Women (GRW) globalrightsforwomen.org

With a worldwide reach from its base in Minnesota, this organization has quickly become the leading voice in the global movement to end violence against women and girls. To commemorate this national month, in 2020, we hosted GRW Founder and CEO, Cheryl Thomas, to present at Carlson HQ about its programming and vision to realize a world in which women are guaranteed their human rights to equality and freedom from violence. Through funding from the Carlson Family Foundation, they are expanding their



resources in the United Kingdom, increasing services for victims in India, monitoring law enforcement in Colombia, and exploring partnership opportunities in Costa Rica.

Nomi Network nominetwork.org

Continuing our longstanding relationship, in 2020, CWT colleagues joined with Nomi leaders in India to learn first-hand about Nomi's work to provide economic and job skills training opportunities that empower and protect women from human trafficking in India and Cambodia. Additionally, the Carlson Family Foundation provided funding to expand their existing workforce development programs in three states in India, launch their United States domestic program, and expand the reach of their new digital training app.

Odanadi odanadi.org

Founded in India in 1984 by recognized anti-trafficking experts, Odanadi is known internationally for its work on four key issue areas: rescue, rehabilitation, advocacy, and awareness. With a past guest visit and an Employee Choice Grant, we were proud to continue our partnership. The Carlson Family Foundation also continued its support in 2020. As COVID-19 increased economic devastation in villages, the need is now even greater for Odanadi, which has rescued more than 6,500 women and children from prostitution, child labor, modern day slavery, child marriage, and poverty.

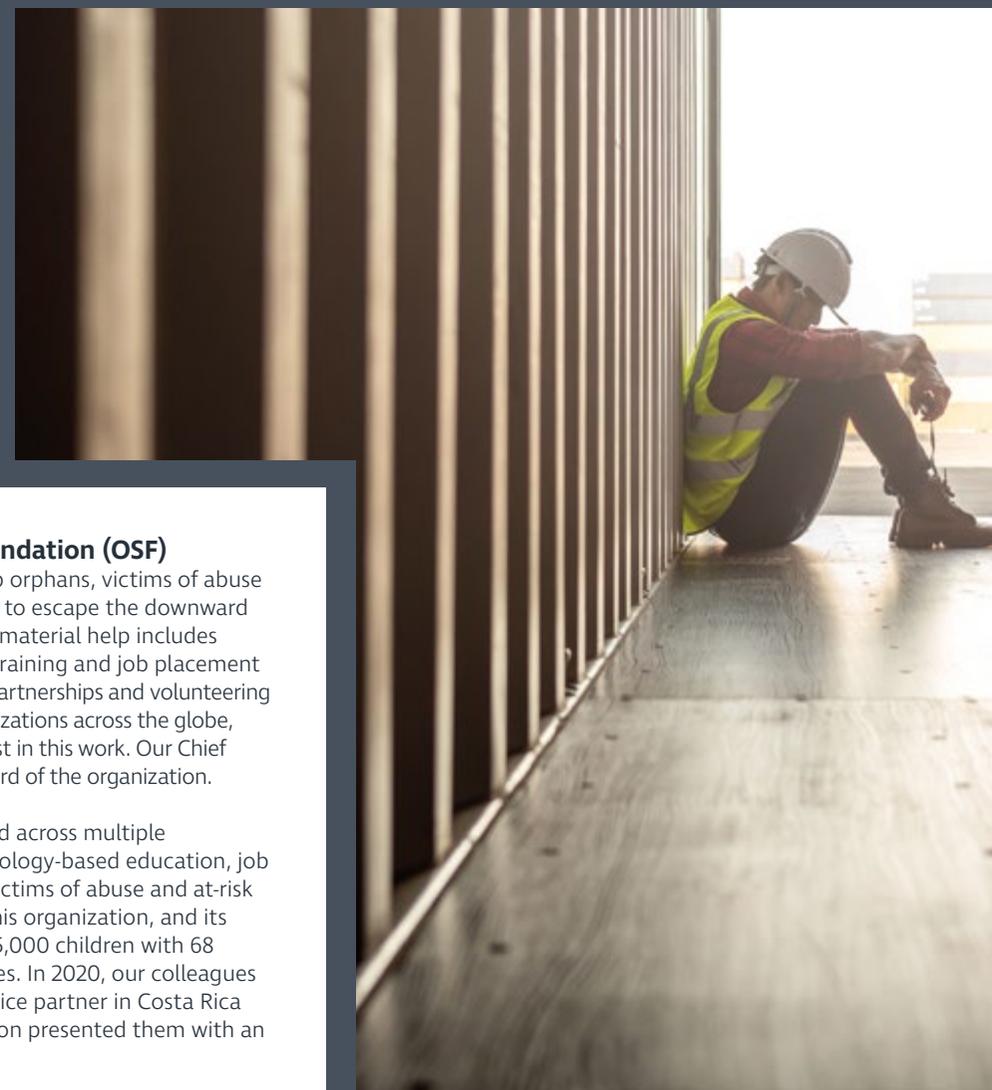


Human Resources and Human Rights

We connect...

...to uphold human rights principles

We pledge to uphold human rights, inside and outside our company. This is enshrined in the commitments we make to the UN Global Compact, the International Labour Organization and the Universal Declaration of Human Rights.



Thorn

In keeping with our own digital strategy, we know that digital tools have a crucial role to play. We work closely with Thorn, a builder of technology to defend children from sexual abuse. The organization develops and provides tools to law enforcement to rescue sex trafficking victims and arrest perpetrators. To read more about the Hackathon please see the 'We live' box on [page 56](#).

Since 2012, Thorn has partnered with tech companies, law enforcement, and NGOs to identify more than 10,000 child victims. Our partnership with Thorn continued into 2020, and they also received funding from the Carlson Family Foundation to expand Spotlight, their sex trafficking investigation tool that is used by more than 77 agencies and 200 investigators in Minnesota alone.

The Orphaned Starfish Foundation (OSF)

OSF works in 29 countries to help orphans, victims of abuse and trafficking, and at-risk youth to escape the downward spiral of abuse and poverty. This material help includes computer-based education, job training and job placement assistance. We are growing local partnerships and volunteering with several OSF-supported organizations across the globe, and our employees donate to assist in this work. Our Chief Technology Officer sits on the board of the organization.

For several years, we've partnered across multiple continents to help provide technology-based education, job training and job placement for victims of abuse and at-risk youth. Our commitment helps this organization, and its local partners serve more than 15,000 children with 68 technology centers in 29 countries. In 2020, our colleagues donated personal items to a service partner in Costa Rica and the Carlson Family Foundation presented them with an



Human Resources and Human Rights

Employee Choice Grant. Our OSF Board member and CWT Chief Technology Officer announced a donation of more than 350 computers and devices to help close the digital divide and better connect students impacted by the COVID-19 pandemic, and CWT Brazil employees donated food and hygiene kits to help ensure basic needs are being met during these difficult times.

Awareness and education

Raising awareness and education about human trafficking and slavery is crucial. In 2019 and 2020, we continued our partnership with ECPAT International to launch digital anti-trafficking ads on the myCWT portal, aiming to encourage travelers to look for and report signs of sexual abuse and trafficking (see [page 56](#) for more information). Throughout the year, we displayed more than 580,000 of these impressions for travelers on myCWT.

We offer ECPAT training to our employees, enabling them to recognize the signs of human trafficking and sexual exploitation and know how to address it. We also keep the issue front of mind by periodically sharing additional information, stories, and tools from our NGO partners through our internal communications platforms.

Our colleagues joined this fight in every geographic region by hosting local NGOs and business partners for informational sessions about the issue. These included events in the United Kingdom, India, Poland, Egypt, France, the Philippines, Costa Rica, and the United States, and featured past partners as well as learning sessions for groups new to our networks. In India, for instance, we forged vital connections to help protect women and children by holding an awareness-raising event with Kranti School in our Mumbai office. In the United Kingdom, we hosted Odanadi,

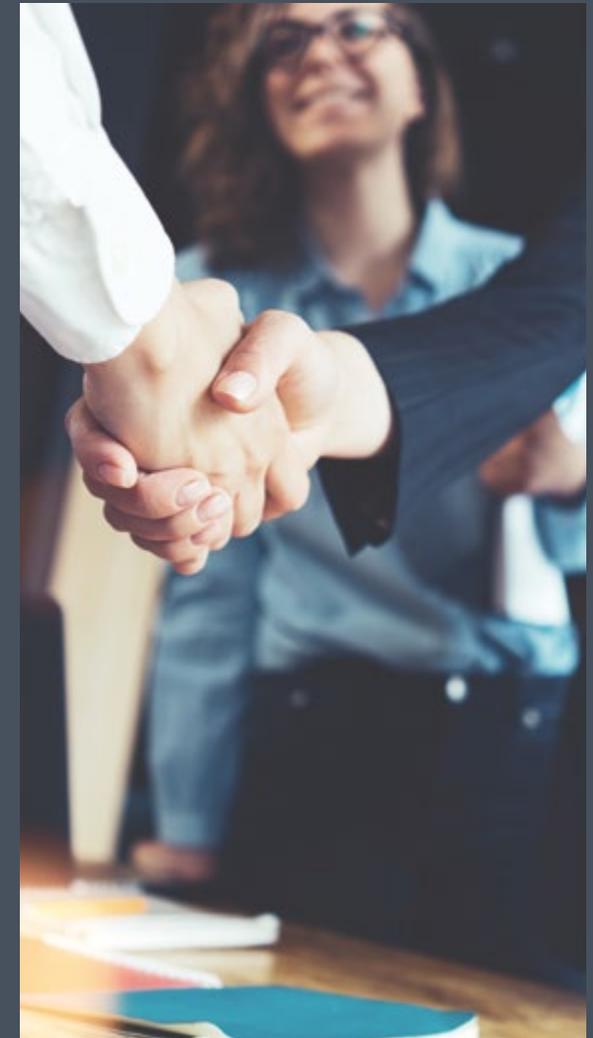
a South Indian NGO, at our Canary Wharf office. In France, we participated at a conference organized by the American Chamber of Commerce to promote our fight against sex exploitation of children and stakeholder dialogue.

Collaboration with stakeholders

As well as partnering with leading organizations, our teams collaborate with key stakeholder groups. For instance, in 2019, CWT co-founded a global human trafficking taskforce within the World Travel and Tourism Council (WTTC). With development funding from the Carlson Family Foundation, this taskforce of travel industry members will focus on prevention, protection, action and support, with the goal of preventing trafficking and providing a forum for collective action across the sector.

We also joined Carlson, WTTC, ECPAT and other leaders in 2019 in the Independent Experts Group on Child Protection in Travel and Tourism. As well as sharing information and comparing models across countries, this group also led the global launch of the 'Don't Look Away' reporting platform. This three-year project involves 16 members of the ECPAT network, co-funded by the EU, and aims to promote new ways to combat the sexual exploitation of children.

Throughout 2019, our Legal & Compliance team partnered with Trust Law which provides pro-bono legal advice to not-for-profit organizations that fight modern slavery and human trafficking, among other things, around the world. Our employees also raised significant funds to support our partner non-profit organizations, such as through our annual community giving campaign in the United States, and other fundraisers across the globe.





We live...

...to shed light on the issues



Supported by the World Childhood Foundation and the Oak Foundation, with additional support from the Carlson Family Foundation, The Economist Intelligence Unit (EIU) has developed a benchmarking index to cast a spotlight on how 60 countries are addressing sexual violence against children. This report leverages key findings from the index model, which was published in May 2019, as part of a broader exploration of the barriers to progress in fighting sexual violence against children, while highlighting strategies that have proven effective. See more at: outoftheshadows.global

Developed by The EIU, the benchmark will help to measure progress toward reaching UN Sustainable Development Goal target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children.

World Childhood Foundation (USA and Brazil)

- In June 2020, CWT Chief Legal Officer and General Counsel, Lauren Aste, was appointed Board Chair of World Childhood Foundation USA.
- The Carlson Family Foundation also provided funding to support global and local initiatives in 2020, such as the Survivor Testimony Program and Brazil's Growing up Without Violence project, which aims to spread high-quality information and methods to combat sexual violence against children and adolescents.



Human Resources and Human Rights

We live...

...to develop digital solutions to stop trafficking

Just as digital technology brings threats from trafficking, it must also be harnessed to defend against it. In 2019, our Chief Technology Officer partnered with Carlson and local corporations to develop a Thorn 'Hackathon' at the Carlson headquarters in Minnesota. With funding support from Carlson Family Foundation, this summit of many of the region's most skilled technologists and computer engineers was created to find effective solutions to keep children safe.



Raising awareness of child exploitation

For a considerable time now, CWT has taken a leadership position on eliminating human trafficking.

Carlson and CWT, in partnership with ECPAT International (a network of organizations working to end the sexual exploitation of children), launched digital anti-trafficking ads on myCWT in 2018. These raised awareness of sexual abuse and trafficking, with the campaign having a clear call to action: report it. Throughout April 2019 alone, the campaign was shown more than 250,000 times to our travelers and the campaign continued throughout 2020.

In 2019, RoomIt by CWT also launched its first global campaign in support of the World Childhood Foundation, an agency working to prevent and address sexual abuse, exploitation and violence against children. The campaign brought together 650 CWT clients, each donating US\$1 for every hotel booking made globally during the month of August, up to a limit of US\$100,000. Amazingly, we were able to nearly double that figure, resulting in the charity giving special thanks to RoomIt for its contribution during one of its galas.



Our milestones at a glance

2015

- We went live with our new HR tool, HR Connect, and opened two of the three new CWT HR Service Centers, one in the Philippines and another in Costa Rica.
- We published our Global Health and Safety Charter which serves as an umbrella policy to local policies and procedures and complements our Code of Business Ethics and Conduct.
- Organized four first aid training sessions in partnership with the French Red Cross for employees in our Paris office following terrorist attacks in the city.

2016

- Transitioned to an innovative new learning management system 'My Learning'.
- Moved to Pulse Surveys as a regular approach to gathering feedback by targeting specific topics and employees more frequently throughout the year.
- Launched two new career websites (one internal, one external) to complete our set of integrated recruitment tools.
- Non-discrimination training for all CWT employees was initiated.

2018

- Published our vision, objectives and principles in a Global Diversity and Inclusion Charter, and organized diversity and inclusion events including a diversity and inclusion week.
- All employees were granted access to unconscious bias training materials.
- The Carlson Board Chair and our President & Chief Executive Officer, together with the entire CWT Executive Leadership Team, signed the UN Women's Empowerment Principles on International Women's Day.

2017

- In Asia Pacific, creation of a group of Chief Millennial Officers.
- Launched our social intranet, Buzz, to over 18,000 CWT users across 50 countries.
- Published externally a global statement on Anti-Slavery and Human Trafficking.
- CWT teams took the 'Walk the World Together' challenge in support of ECPAT International, a non-profit organization working to protect children from trafficking, sexual exploitation and online abuse.

2019

- Refreshed our global public Modern Slavery Statement.
- Held quarterly Diversity, Equity & Inclusion and Fight Against Human Trafficking global Taskforces.
- Organized regular diversity and inclusion celebrations.
- Continued to partner with global leaders and local stakeholders to fight human trafficking.
- Co-founded a global human trafficking taskforce within the World Travel and Tourism Council.

2020

- Launched programs to take care of our employees health and wellness in the context of the COVID-19 pandemic outbreak.
- Published a Charter for Working from Home to make life a little bit easier and more comfortable for everyone while we work from home.
- Promoted celebrations around diversity and inclusion such as International Women's Day.
- Updated global statement on Anti-Slavery and Human Trafficking.
- Further reinforced our commitment to fight against human trafficking through closer collaboration with stakeholders.
- Promoted employee wellbeing and work-life balance through initiatives like 'Wellbeing and Disability' and 'Here with an ear'.