



Responsible Products and Services



We care...

“Business travel is an ever-changing blend of many different components, each of which adds to the greater good of a trip, or travel program. Our Business to Business for Employees (B2B4E) approach is not only designed to ensure that our customers’ travelers get an employee-grade experience when they are on the move, but that they also feel safe and secure while they do so, or attending corporate events – and this has been front-of-mind as we adapted to the new normal, providing new products and services during the pandemic. It has helped us continue to receive excellent satisfaction scores and allows us to continue to serve our clients’ changing needs during this period of uncertainty for the sector, and beyond.

We are noticing a significant increase in desire for solutions to help our customers better manage their own CSR performance, with requests ranging from topics such as the environmental impact of business travel, traveler wellbeing, and diversity & inclusion. We remain committed to further embedding environmental and social considerations into our product offering, whether it be equipping travel managers with CWT AnalytIQs (to help track the CO₂ emissions of every planned trip), providing consulting to help clients design employee-focused and reduced-emission travel programs, offering responsible events, and informing our customers of travel updates, safety and security alerts.

For us responsible business is not an initiative – it is our way of life.”

Patrick Andersen
Chief Commercial Officer





We care...

...to help our customers meet their environmental objectives

One of our key roles is to provide our clients with the right tools and services to help them measure, manage and report their emissions. Our analytical results help them build a more responsible travel program.

CWT remains committed to helping our clients reduce the environmental impact of their travel programs. Our efforts include:

Responsible travel consulting

In 2020, CWT Solutions Group developed a responsible travel consulting program to help companies look beyond compliance and cost management. This new ECO framework, which covers Employee Wellbeing, Climate Impact and Organizational Performance, lets clients design travel programs that enhance bottom line figures in social, environmental and financial fields.

By using the ECO framework, companies can use business travel to simultaneously engage and motivate their workforce, while reducing their environmental impact and managing costs more effectively.

Our consulting services have traditionally focused on ensuring compliance while lowering costs for our clients. However, this new ECO framework also ensures employee wellbeing and environmental considerations are key parts of our client's business travel decision-making process. Our aim is to help these companies find the sweet spot between these different and sometimes conflicting priorities within their travel programs, while providing them with a roadmap to achieve their travel ambitions.

In addition to developing proprietary tools for our clients to assess and improve the performance of their travel programs, while considering employee wellbeing and the environmental impact, CWT Solutions Group also partners with Atmosfair, an independent non-profit organization. They specialize in making business travel greener, with a highly accurate and granular methodology to calculate CO₂ emissions.

Emissions reporting

We know that reporting is crucial in order to measure and manage emissions and set meaningful targets. AnalytIQs, our business intelligence platform and reporting tool, analyzes CO₂ emissions and provides our clients with environmental data after their trips. This data can then be shared with our clients' travelers to help raise awareness and drive their future behaviors.

This post-trip reporting service enables clients to calculate carbon emissions for both air and rail travel, based on the individual traveler, their business unit (hierarchy) or country. The report metrics are based on methodology from the United Kingdom's Department for Environment Food & Rural Affairs. CWT can also offer annual emissions reporting through the CDP Supply Chain Program.

Messaging for travelers

Our Program Messenger tool can send customized messages to our client's travelers. These messages raise awareness about various environmental impact aspects of their travel purchasing decisions.

Responsible Meetings & Events

In 2018 CWT Meetings & Events attained the ISO 20121:2013 certification for Sustainable Events in Italy. This certification addresses all stages of an event's supply chain. It illustrates our ability to offer tailored sustainable meetings and events solutions to our clients, managing the social, economic and environmental impact of any event.

In 2020 CWT Meetings & Events was officially certified ISO 20121 Sustainable Event and Epidemic/Pandemic Risk Management, with two separate events in Italy gaining the official accreditation.



Responsible Products and Services

We care...

...to help our clients design more sustainable travel programs through our ECO framework

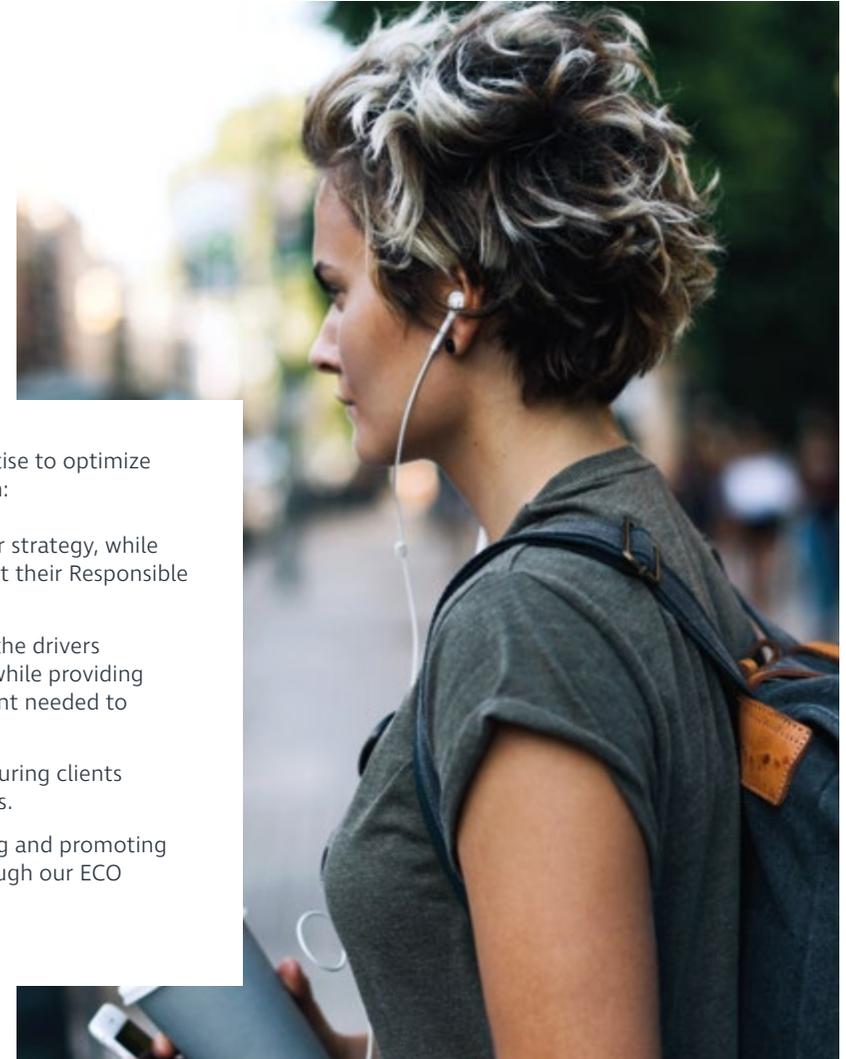
We seek to create an environmentally conscious culture through awareness raising activities and encouraging direct change through employee-led actions and initiatives.

Ethical, social and environmental responsibility represents a growing focus for companies across the world, with consumers and employees overwhelmingly choosing to partner with organizations that demonstrate a strong Responsible Business mindset. In turn, more of our clients are publicly committing to Responsible Business practices.

Companies can no longer ignore the environmental impact of their travel, which is one of the top drivers of carbon emissions in our industry. Responsible Travel Practice by CWT Solutions Group enables our customers to maximize their employee satisfaction, minimize their impact on the climate and drive their organizational goals.

CWT Solutions Group has the expertise to optimize responsible travel programs through:

- **Strategy:** helping clients set their strategy, while ensuring their travel policies meet their Responsible Business goals.
- **Data and insights:** determining the drivers of our clients' carbon footprint, while providing the benchmarks and measurement needed to address it.
- **Supply chain sustainability:** ensuring clients partner with sustainable suppliers.
- **Implementation:** communicating and promoting responsible travel programs through our ECO framework.





Responsible Products and Services

We live...

...to deliver products that ensure traveler wellbeing and safety

In an uncertain world, we protect our stakeholders by keeping them aware of risks, while reducing the stress associated with travel and ensuring the wellbeing of travelers.

In 2020, we continued to enhance the CWT travel app and other products in our portfolio. Many of these include effective reporting tools so travel managers can make informed decisions about safety, security, and wellbeing. Innovative examples include:

- **Safety and security alerts, powered by International SOS:** in collaboration with our long-term partner International SOS, we provide travel managers and security officers with email updates and notifications of disruptions and crises relating to destinations and travel plans. Safety and security alerts, within myCWT, makes travelers aware of key events that may affect their trip, so they are better prepared to manage or avoid disruptions. In 2020, we issued 10,035 alerts to inform travel managers and travelers of events that might impact them.

- **myCWT web and mobile app:** an oracle of on-the-go information and sends timely alerts on flight delays, cancellations and gate changes. This information is made as accessible as possible, across all devices – from web to mobile, offline and online. We aim to comply with best practices and standards defined in the Web Content Accessibility Guidelines 2.0 (WCAG), published by the World Wide Web Consortium (W3C). We also work with an independent agency to periodically assess and verify that the myCWT web and mobile app is user-friendly for everyone.
- **Direct access to an expert:** as well as the information and notifications above, the myCWT mobile app gives direct access to the expert advice of a CWT counselor.
- **Tracking people:** CWT AnalytIQs offers a safety and security feature that makes it easy for clients to track down travelers anytime, anywhere, even during disruptions. The tool allows travel managers and security officers to view travelers on a map, monitoring security and medical risks.

- **Crisis communications:** if a serious incident occurs involving known or potential injuries or fatalities, our 24-hour Service Center activates a crisis communication protocol. This procedure updates subscribers via email and SMS and enables us to report on all major incidents. In 2019, we activated the protocol following 16 incidents, mostly related to terror attacks and other emergencies affecting hotels and flights.
- **CWT Meetings & Events security services:** our integrated safety and security offering, powered by International SOS, provides clients with access to two tiers of security services. The first, Complimentary Core Services, offers medical and security destination briefings, safety and security checklists, and an online self-assessment tool. The second, Event Membership, provides 24/7 support and destination-relevant communications to clients as well as support or health event planning and medical advice.



Responsible Products and Services

To address this, CWT has developed an industry-first algorithm that identifies the specific triggers of travel-related stress and anxiety, and to measure its monetary and non-monetary impact on an organization. We believe this tool will become a standard within the travel industry and a pioneering way to reduce travel-related stress and positively influence employee productivity.

Improving through listening

We are committed to delivering exceptional experiences for all our customers. This is guided and informed by programs and initiatives that gather feedback, from which we can address any issues with our creativity and know-how.

When the COVID-19 pandemic hit in early 2020, it forced organizations to re-think the way they manage the health and safety of their employees and their travel program.

In 2020, we intensified our client engagement initiatives and these helped us understand the impact of the pandemic on our customer's priorities and what new expectations had emerged in this changed business climate. We conducted traveler and travel arranger surveys, reaching out to more than 10,000 participants. These were supported with additional one-on-one interviews and travel manager peer-to-peer group discussions. Many of our customers participated in these roundtable discussions about topics impacting their travel programs and their travelers, such as new Distribution Channels, or those specific to the pandemic, such as the digital health passport.

Throughout 2020, we launched new products and services into our portfolio. Many of these include effective reporting tools so travel managers can make informed decisions about safety, security, employee wellbeing, carbon impact and travel program enhancements. Examples of these innovative solutions include:

Return to travel dashboards

Launched a series of dashboards designed to make the job of monitoring and assessing the risk to travelers in a travel program during the COVID-19 pandemic easier. The easy to use dashboards provide up-to-date COVID-19 risk and travel restrictions information from multiple sources in one convenient location.

In addition to globally consolidated CWT booked travel data (updated near real-time), the dashboards incorporate data from external sources.



Hotel implementation of COVID-19 guidelines

Launched a new 'Enhanced Health Measures' label in our myCWT booking tools and several online booking tools. This data provides traveling employees with quick and easy access to specific hotel health and hygiene measures in place related to the prevention of COVID-19.

CWT Travel Essentials

Launched the CWT Travel Essentials site to help employees plan their trip effectively by providing preliminary information about restrictions and procedures of a country or certain states/provinces in one convenient location, according to their origin, destination, passport and travel dates. It is available via [myCWT web](#) and app and the [myCWT website](#).

Standard Trip Approval

Introduced a new trip approval service which is quick-to-deploy and easy-to-use, available consistently to employees across email, phone and messaging channels.

Messaging expansion

Continued to expand CWT's newest booking channel into new countries and onto new platforms. Employees can instantly chat with a CWT counselor through Microsoft Teams, Facebook Workplace, Facebook Messenger and myCWT web and mobile.

In 2021, we launched a new version of our CWT Listens survey to capture important feedback from travelers about their booking experience with CWT and introducing the Net Promoter Score.



Responsible Products and Services

We live... ...to organize sustainable events

Our clients' increasing awareness of, and demand for, sustainability is also reflected in the requests received by our Meetings & Events division. One example was a request from a customer to fully organize an environmentally responsible event. Held at the beginning of 2020, the event welcomed hundreds of participants.

To ensure we met the conditions required for a sustainable event, we worked with certified hotel brands that apply sustainable actions within their properties. As well as ensuring responsible catering, we even ensured the stage matched sustainable goals by carefully selecting a supplier that allowed us to rent metal structures used for previous events. This meant only needing to create customized fabrics for this one event.

Additional solutions and actions included:

- a water station to avoid bottled water (to create a 100% plastic-free event);
- QR codes for registration (to avoid the use of plastic lanyards);
- certified compostable cutlery and cups;
- an impact study on the efficiency of transfers which resulted in most attendees either walking to the event or using public transport; and
- an organized team-building activity which resulted in a donation to a foundation.

This highly successful event also produced multiple ideas and learnings to direct the future planning and delivery of more sustainable solutions for our clients.

During the COVID-19 pandemic, the CWT Meetings & Events (M&E) team quickly focused on enhancing their delivery of virtual events. The virtual events that were delivered in 2020 allowed participants to be fully immersed in the event, giving them the best experience possible. These solutions combined cost savings and the ability to communicate strategic information in an engaging and exciting format.

Our M&E team is also reframing their processes and policies, establishing on-site health and safety

protocols and pre-approved contingencies in case of new outbreaks of COVID-19. This has been achieved through leveraging our ISO 20121 Sustainable Event and Epidemic/Pandemic Risk Management certification.

As travel restrictions ease around the globe, many of our clients are keen to return to face-to-face meetings. To support that ambition, we have simplified the booking experience through our CWT easy meetings solution – a direct-booking platform for meeting rooms. It is a consistent, secure, and customizable solution to help organizations find and book their next meeting room within just a few minutes.





We live...

...to manage risk

Risk affects any industry and our sector is not immune to factors such as staff shortages, technical disruptions, terrorism, pandemics and natural disasters. However, we proactively manage travel risks to minimize their impact.

At CWT, we take a proactive and systematic approach to risk management. Initially, we look to identify, assess and prioritize potential areas of risk. Following that, we develop risk mitigation plans to both reduce the probability of that risk occurring and limit its impact should it develop. These plans are then formally integrated into a Business Continuity Plan which embeds risk management into CWT's daily organizational practices.

When the unexpected occurs, our 24/7/365 crisis management process helps us to respond and recover more quickly, helping minimize the impact of any crisis event.

Risk management governance

Our Crisis Management function is overseen by our Chief Technology Officer and our Chief Information Security Officer. Together, formal updates are provided to our Chief Executive Officer at regular intervals.

Additionally, our Global Risk and Security Steering Committee meets quarterly to discuss a broad range

of risks. A dedicated data governance oversight subcommittee also provides a consistent, efficient and harmonized oversight of CWT's global data governance policies and practices pertaining to data availability, usability, integrity and security.

Business Resiliency at CWT

Despite rigorous risk governance, the everyday management of risk is the responsibility of each and every employee of CWT. We therefore make it a priority that all our people understand and buy into the approach of risk preparedness, prioritization and rapid response. Our enterprise Business Resiliency program leads our business continuity, disaster recovery, and crisis management capabilities across our global organization.

In 2020, we performed our biennial risk assessment. This identified and prioritized risks such as natural disaster exposure and business continuity impact, as well as health and safety at work. In 2021, we are restructuring our continuity plans to align with the organization's strategy to service travelers from language clusters.

Our Business Continuity Plan (BCP) helps to ensure that any disruption to our day-to-day operations is minimized. Our BCP methodology is designed to ensure an effective and efficient response to any unplanned disruptions, whenever and wherever they occur. Any global BCP activations are logged and monitored and a detailed review is documented in our proprietary online business continuity database. We then publish metrics analyzing BCP activations annually to identify vulnerability trends, responding to these by implementing corrective actions. In 2020, we delayed publishing due to pandemic response with most staff working remotely and fewer activations.

CWT offices are required to update their location's BCP documentation twice per year, while performing two annual drills to test the effectiveness of their BCP. Carried out by regional owners, the drills cover fire-based scenarios and an additional drill chosen by the BCP Steering Committee. Due to the pandemic response, which saw most employees working from home, we reduced this to one BCP update and canceled the fire-based scenario drills.

Client-dedicated service coverage drills are also performed and these are supplemented with BCP owners, new hires, operations managers and backup owners being required to complete internally-developed training annually.

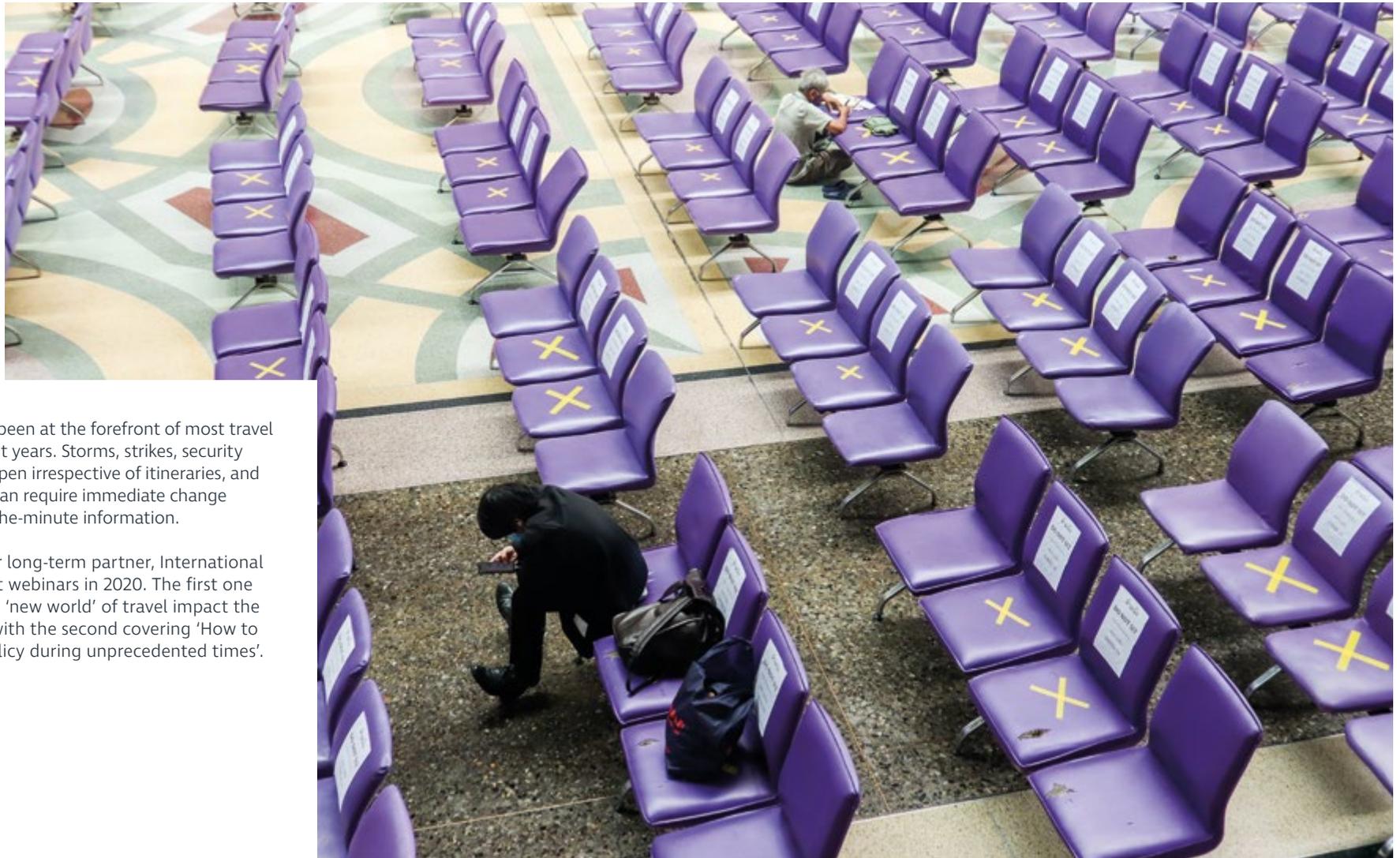
CWT's Disaster Recovery program ensures that our core systems and IT capabilities are highly available, and CWT tests its enterprise disaster recovery plans annually. Our Business Resiliency program coordinates disaster recovery testing, partnering with key internal resources and third-party vendors to ensure that adequate technology recovery capabilities are in place.



Responsible Products and Services

We live...

...to keep client travelers safe, in partnership with International SOS



Safety and security have been at the forefront of most travel managers' minds in recent years. Storms, strikes, security incidents and viruses happen irrespective of itineraries, and even the best laid plans can require immediate change based on reliable, up-to-the-minute information.

In collaboration with our long-term partner, International SOS, we hosted two joint webinars in 2020. The first one focused on 'How will the 'new world' of travel impact the employee experience?' with the second covering 'How to revise your travel risk policy during unprecedented times'.



Our milestones at a glance



2015

- Completed an ISO 22301 gap analysis and action plan.
- Refreshed our Business Continuity Plan (BCP) Awareness Training module which was rolled out to all our employees worldwide as mandatory training.
- Activated a crisis drill with the Corporate Crisis team. 889 participants were involved in the training program, with a 97% pass rate.

2016

- 100% of new hires received training for BCP awareness. BCP owners, operations managers and backup owners underwent dedicated training.
- A new crisis management scenario was added to our BCP.
- A 157 Site Risk Assessment campaign took place.

2018

- Carlson and CWT, in partnership with ECPAT International, launched digital anti-trafficking ads on the browser version of myCWT to encourage traveler vigilance and the reporting of suspected sexual abuse and trafficking.
- Launched safety and security alerts the myCWT mobile app to ensure travelers receive updates while traveling.
- Implemented an Enterprise Business Resiliency program to align enterprise business continuity, disaster recovery, and crisis management strategies.
- CWT Meetings & Events Italy attained ISO 20121:2013 certification for Sustainable Events, which addresses the social, economic and environmental impact of any event during all stages of the supply chain.

2017

- Worked with International SOS to launch our infographic on Top 10 tips for Safe Travel – a guide to help travelers prepare and stay safe.
- BCP process was improved by creating an office information database – a more effective way to share, validate and provide information updates.
- A Site Risk Assessment campaign was performed by our 19 largest global partners to identify prominent risks and plans.

2019

- Launched Travel Manager Advocacy Boards and The Traveler Community to encourage two-way dialogue between CWT and our customers.
- Raised additional awareness on anti-human trafficking through customer communications via our myCWT portal.
- Delivered a bi-annual Business Impact Analysis refresh.

2020

- Launched a Responsible Travel Consulting framework to help customers design more environmentally and socially responsible travel programs.
- Identified ECO ambassadors across regions and business functions to support and endorse our responsible consulting practices.
- Conducted enterprise Risk Assessment.
- CWT Meetings & Events was officially certified ISO 20121 Sustainable Event and Epidemic/Pandemic Risk Management in Italy.