



# Human Resources and Human Rights

## We think ...

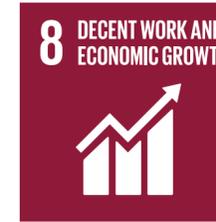
**“In a business as diverse and global as ours, our values unite us. Whatever the geography or business function, the same four values are omnipresent, from personal development plans to the way we interact on our social intranet.”**

Catherine Maguire-Vielle, Executive Vice President  
& Chief Human Resources Officer



## We act ...

... to enable employees to be **100% themselves at work**



**When people are free to be 100% themselves at work, they give 100% of their potential. CWT strives to create an environment that promotes diversity, inclusion and equal opportunities for all regardless of ethnical and cultural backgrounds, age, gender, sexual orientation or disability.**

Diversity and inclusion are central to how CWT and our employees conduct business every day. Our approach focuses on fostering respect and a team spirit in the workplace, embracing and leveraging the multicultural essence of the company and providing equal opportunities to talented individuals. 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.

**We have a workforce of around 18,000 employees.**

### Diversity and inclusion governance

In 2017, we reinforced our commitment to diversity and inclusion by creating a multi-national and multi-disciplinary taskforce under the leadership of the Vice President for Global Responsible Business. Sponsored by the EVP & Chief Human Resources Officer and the EVP & Chief Customer Officer, the role of the taskforce is to lead 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 diversity and inclusion.

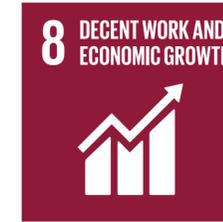
Our Code of Business Ethics and Conduct underlines our commitment to recognizing and respecting the diversity and inclusion of people and ideas, to ensure and promote equal opportunity. It outlines our zero tolerance stance on subjecting employees or applicants to any form of harassment, intimidation, threats, coercion or discrimination because they have engaged in filing a complaint, assisted or participated in an investigation, compliance review, hearing or any other activity in relation to local laws.

We encourage vigilance in monitoring any inappropriate workplace conduct and our employees are encouraged to report (according to local laws and regulations) any inappropriate behavior to their manager, their HR representative or our Ethics Helpline promptly (see [page 19](#)).



## We act ...

### ... to promote **diversity and inclusion** at global and local levels



**CWT promotes non-discrimination through various global and local initiatives. Our diversity and inclusion efforts take into account the cultural diversity and legal and regulatory frameworks of the different countries where we operate.**

#### **Our stance on discrimination and harassment**

As stated in our Code of Conduct, everyone at CWT is held to the highest standards of conduct, and any behavior that constitutes discrimination or harassment will not be tolerated at any level of the company. Our Legal and Compliance team therefore runs campaigns on anti-harassment – as was done in 2017 – on our social intranet. The campaign includes information on how to report workplace harassment.

#### **Non-discrimination in recruitment**

Our commitment to diversity is reflected in our recruitment processes, which outlines that company policies regarding non-discrimination, equal opportunity and recruitment by competency are respected. A diverse workforce is better able to innovate, connect with our customer base, and ensure that we continue to attract the best talent.

In the US, we actively monitor the diversity of our hiring and set goals annually that are reviewed at the highest local levels to monitor our progress through Affirmative Action Planning. We also partner with external agencies that share our focus on diverse hiring and placement. In Canada, we have specific language in our job postings offering accommodation to individuals with disabilities throughout the recruitment and onboarding process.

#### **Gender equality**

By taking concrete actions to further reinforce gender equality, we will make CWT even more competitive, meet our Responsible Business commitments, provide greater economic and social opportunities for both women and men, and foster sustainable development in the countries where we operate.

Ensuring we put in place measures to promote wage equality in the workplace is also an important focus for us. We monitor our approach at a country and regional level in accordance with local laws and regulations. Annual Gender Pay Gap reporting requirement in the UK, for example, gives further impetus for businesses such as CWT to take a careful and objective look at the progress being made in leveling the gender playing field – this is something we welcome.

By the end of 2017, nearly 68% of our 18,000 employees were women (compared to 72% in 2016). Women also accounted for 22% of our Executive Leadership Team (33% in the first quarter of 2018) and 47% of all director-level roles and above.

#### **We live ...**

**... to support the UN Women's Empowerment Principles**  
To step up our commitment to gender equality, our Carlson Board Chair and our President and Chief Executive Officer, and the entire CWT Executive Leadership Team signed the UN Women's Empowerment Principles on International Women's Day in 2018.

The UN Women's Empowerment Principles outline seven steps that businesses can take to promote gender equality in the workplace and in society. In signing them, our leaders are putting our values in action and demonstrating strong support for advancing equality between women and men.



At our Paris Head Office, CWT participates in a mentoring program for women organized by the Women’s Committee of the American Chamber of Commerce in Paris (AmCham), of which CWT is an active member. The primary purpose of this program is to help women advance in their careers by providing them with a mentor whose company is a member of AmCham.

**We live ...**

**... to celebrate International Women’s Day**

On March 8 2017, we celebrated International Women’s Day with activities around the world:

- Paris: our Chief Legal Officer & General Counsel, and our VP Country Director France, hosted a breakfast to celebrate the day.
- UK: #BeBoldForChange dominated our social intranet with thoughts and inspirations on women at work.
- Australia: women and their male counterparts at Jobs in Travel Online (JITO) heard from inspirational and motivational speakers, including travel industry speakers and female CWT leaders.

**Ethnicity**

With employees from around 150 countries all over the world, we are proud to employ people from diverse cultures and communities. In the US, our Employee Partner Networks (EPNs) seek to build on the strength of ethnicity by bringing people together. For instance, the Latinos Unidos Network Association in the US supports the personal and professional development of our Latino and Hispanic colleagues, while enhancing our attractiveness as an employer. Similarly, our African American Travel Professionals group seeks to increase visibility and professional development both at work and in the broader community.

**Disability**

In accordance with local laws and regulations, we have mechanisms in place to help managers and HR professionals give employees the confidence to disclose a disability, and provide support to those who do. In the US for example, we trained over 500 People Managers, and provided the training materials to all employees. Additionally, we launched an anonymous disability survey to gauge the effectiveness of our Disability Awareness Campaign. Over 1,000 employees and managers participated in the survey and they were asked to self-identify whether they have a disability. The results of the survey showed a significant increase in self-disclosure over the previous year’s participation.

In the UK and in the US, we implement reasonable adjustments in the workplace for those with physical and mental health conditions. We utilize a number of specialist resources including sit-stand desk solutions, ergonomic equipment, dyslexia assessments and adaptive technology for visual and hearing impaired employees.

**We live ...**

**... to support the UN Cultural Diversity Day for Dialog and Development**

In 2017, we celebrated the UN Cultural Diversity Day for Dialog and Development by inviting our employees around the world to share their personal experiences of diversity and inclusion at CWT. They showcased their cultures, nationalities, faiths, languages, sexual orientations, and cuisines, as well as personal stories of how they experienced and appreciated inclusiveness within the company.

A number of local events took place in celebration of the day, which included an unconscious bias conference in Paris.



## Sexual orientation

We are proud to foster a workplace that is open to employees regardless of sexual orientation. In the US, Employee Partner Networks (EPNs) seek to connect people who share a common interest and have passion for diversity and inclusion. In 2017, our US-based EPN for Lesbian, Gay, Bisexual, Transgender, Queer and Allies colleagues went global by launching its own social intranet group and holding meetings. Members also attended events such as Costa Rica Pride and a few marched in their local Marcha de la Diversidad ('Pride Parade'). In September 2017 CWT and Carlson also sponsored a table at the HRC (Human Rights Campaign) dinner in Minneapolis, Minnesota, to support and promote LGBTQA rights.

## Age

Our success is also based on intergenerational cooperation. In the APAC region, a group of Chief Millennial Officers was established in 2017 to create an exchange between different generations and to provide 'millennials' with an opportunity to share their feedback with the regional leadership. This group also created a platform for millennials to collaborate and develop new skills. This initiative considers a millennial view when taking business decisions and thus collectively drives CWT's success.

We also put in place local considerations for elderly employees based on their circumstances. For instance, six months before an employee reaches statutory retirement age in Singapore, the Human Resources team reaches out to discuss re-employment and whether this suits the individual's circumstances. The employee is also invited to attend a job counseling session and course called 'READY™', or 'Re-employment: Equipping and Developing Yourself', covering the benefits of staying employed and active.

## Examples of local initiatives to promote diversity and inclusion

### • Australia and New Zealand

*Parental leave:* in addition to the government's mandatory unpaid parental leave period for either parent of a child born or adopted into a family, CWT Australia and New Zealand offer an additional week of pay for the primary and secondary carer of the child.

*Crisis and compassionate leave:* we give our employees access to compassionate crisis leave relating to significant incidents such as domestic violence, house fires or medical emergencies.

*Unconscious bias and diversity training:* cultural awareness training is required as part of our 'Reconciliation Action Plan'. In June 2017, we ran a diversity exercise with our top 45 leaders across Australia and New Zealand to kickstart our cultural awareness training program.

### • Canada

*Discrimination and harassment training policy:* CWT Canada has a comprehensive policy in place addressing workplace discrimination and harassment and offers training for all new employees.

*Accessibility for Ontarians with Disabilities Act (AODA):* we have a multi-year plan in place for Ontario to address barriers in the workplace for individuals with disabilities. This supports customers, candidates and the needs of our employees.

*Individual Accommodation Plan Process (IAPP):* to comply with the AODA, we implemented an IAPP in Canada, which clearly outlines the roles of the employee, manager and Human Resources in establishing accommodation plans that are unique to each individual's needs.

### • 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.

*Harassment policy:* India has an anti-sexual harassment policy in place, and open sessions are conducted to ensure employees have a collective understanding of the policy and its execution.

*Cultural diversity:* we celebrate the festivals of the various races and religions that work for CWT to promote diverse culture and bring harmony to the workplace.

### • Philippines

*Pulmonary tuberculosis policy:* a policy on pulmonary tuberculosis (PTB) and HIV/AIDS in the workplace was developed. The purpose of these policies is to reduce the stigma attached to PTB, HIV/AIDS and to ensure the worker's rights against discrimination brought about by the disease/s.

### • Singapore

*Promoting inclusive support schemes:* at CWT Singapore, we have various inclusive support schemes in place such as offering marriage leave for newly-weds, paternity leave and gifts for employees with new-born babies as well as religious sensitivity procedures.

### • US

*Gender Pay Equity:* our annual Pay Equity Compliance training continues to take place every year in line with legislation for all US-based people managers.

*Embracing different cultures:* we embraced cultural differences in the US by, for example, celebrating the National Hispanic Heritage month in 2017.



## We act ... ... to nurture and develop talent

**Our success depends upon the skills, capabilities and dedication of our people. To bring out their best, and to respond to the changing needs of customers and travelers, we are continuously investing in learning and development.**

### Training and development

We seek to support individual and organizational growth through learning that will strengthen our corporate culture, so that our people understand the ethics and values under which we operate worldwide. To achieve this, we believe in applying the 70/20/10 learning model that says 70% comes from on-the-job experiences; 20% comes from interactions; and 10% comes from courses and reading.

We provide a global learning platform that makes learning accessible and empowers employees towards self-driven learning. Our online platform My Learning gives employees access to online training courses and opportunities for enrollment to webinars and classroom courses. In 2017, a total of 2,169 training opportunities were made available. Of these, 1,483 were instructor-led training sessions and 686 online courses. Topics spanned leadership and self-development, job skills and CWT corporate training.

### Solution-based selling

**Designed to develop customer relationship skills and behaviors among our people, in 2017 we structured our solution-based selling training with a total of over 1,150 employees participating. This included 108 sessions for people managers and individual contributors.**

In 2017, we also created a Learning and Development page on our social intranet to offer a virtual environment for discussions on important learning topics. There is also a dedicated group on the site that contains all the tools managers need for development and coaching of employees.

**87,198 total training hours provided in 2017 (including instructor-led training and online courses).**

**Around 700 customer-facing staff trained in Responsible Business.**

Our customer-facing teams benefited from WebEx courses (in English and Spanish) to update them on our sustainability progress and ways in which they can contribute to our Responsible Business program.

### Performance Development

Performance Development is a key driver for employee engagement. It plays an essential part in how we help our employees to be successful and give them the required support in their professional growth. It is an ongoing process of feedback, support and communication throughout the year.

Our process is structured around an annual cycle that starts with goal-setting and includes mid-year development conversations and annual reviews.

In 2017, we refreshed our process to evolve towards an Everyday Performance Development approach. This approach changes the way managers and employees talk about performance by moving from bi-annual discussions to ongoing, regular conversations. While formal meetings should still happen, timely and regular performance check-ins are the best way to measure progress, provide support, adjust goals as needed and drive future-focused performance.

In 2018, we are focused on reinforcing these conversations by providing managers and team members with the tools and resources they need. By supporting a culture of coaching and development, we create an employee experience centered on growth, purpose and alignment with CWT's values and priorities.

### Recruitment

Our global Talent Acquisition strategy seeks to match the needs of our business with the pool of available talent. It does so by translating business needs into skills, competencies, and experiences; then ensuring our brand image gives potential new employees a compelling reason to come and work for us. We train managers to assess potential candidates and support us in recruiting and onboarding local talent.

We also seek to employ on equal and fair grounds as outlined in our approach to non-discrimination in recruitment (see [page 26](#)).



## **We act ...** **... to value and recognize talent**

**Talented individuals deserve to be recognized and rewarded for the contribution they make to our success. Therefore, we offer incentive programs, awards and other initiatives to remind people that they are valued and appreciated.**

### **Recognizing strong performance**

The Carlson Fellows Awards recognizes 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. Nominations are reviewed by our Executive Leadership Team, and Diana Nelson, Carlson Board Chair. In 2017, five winners were selected from 23 finalists.

In 2017 we introduced peer-to-peer Bravo Buzz Badges, a simple, yet visible way for anyone to give a 'shout out' to a colleague. Dozens of badges are awarded daily across the organization. In addition to these group-wide awards, many of our country offices and individual teams hold their own awards and recognition initiatives.



## We act ... ... on employee feedback

**It is important for our people to feel listened to – and that we act on their feedback. We therefore carry out regular pulse surveys that provide leaders with quick and valuable feedback to track progress against our strategy. We also digitally track satisfaction levels among our customer-facing Travel Counselors.**

### **Pulse survey purpose and topics**

In 2017, six pulse surveys were sent to different samples of employees and each employee was surveyed at least three times during the year. Employees, spanning a broad range of grades, levels, countries and functions, responded to our pulse surveys on the topics of: strategy, customer experience, employee engagement, performance management, empowerment and accountability, innovation and enablement, our values, diversity and Inclusion and our brand attributes.

As the name implies, the pulse survey lets us check the heartbeat of employee opinion at CWT on a real-time basis throughout the year, rather than only in one large annual survey. It supports our Digital Difference strategy and drives alignment by assessing employee understanding, commitment and trust in strategy and leadership.

The survey tells us what we're doing well and what needs improving. Based on the results, deep-dive surveys are also held to dig deeper on certain topics. These efforts help us gauge how employees are responding to change. They give leaders valuable feedback to track progress on our strategy and it helps us identify needed improvements and how we should adjust based on an updated information. Each time, results are shared with leaders and employees to facilitate discussions about what is going well and where our opportunities are in delivering on our strategies and priorities.

### **Face-to-face dialog**

Senior leaders regularly meet and engage with employees around the world, both in person when they visit locations, and online via virtual coffee chat sessions.

### **Our social intranet**

In 2017, we launched 'Jive', our social intranet to over 18,000 CWT users across nearly 50 countries. In just three months, we had achieved a 75% adoption rate, and received an Excellence in Employee Engagement award at the JiveWorld17. Christened 'Buzz' by the users, the tool helps employees stay informed, connect and collaborate and has quickly become our global digital community.

**"Last year, CWT implemented a strategic digital transformation plan in its quest to become the world leader in digital business travel, hotel and event management. This bold vision required an internal cultural shift to drive employee empowerment and accountability – all with an eye on improving the customer experience and fostering innovation."**

**Jive Awards jury**

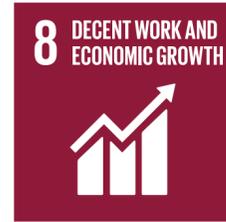
### **Travel Counselor feedback**

Making up the majority of our workforce, and being the daily interface with the customer, it is particularly important that we monitor satisfaction levels of our Travel Counselors, so that we can support them where needed. In 2017, we continued to gather daily feedback from our Travel Counselors. By responding to a simple prompt that uses emoticons, employees can express their mood. These responses are used as the basis for manager meetings, where specific concerns are addressed.

A total of 33,506 responses were collected over the year, with approximately 79% being either 'Happy' or 'Very happy' faces compared to 75% in 2016.



## We act ... ... to create safe, healthy workplaces



CWT is committed to maintaining the maximum standards of safety and employee protection. CWT is a signatory of the United Nations Global Compact and thereby is committed to adhering to its Ten Principles, including supporting and respecting the protection of internationally proclaimed Human Rights, and notably 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 to providing a working environment that will contribute to the wellbeing of employees, clients, suppliers and contractors. While our commitment to health and safety is global, 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.

In 2017, we appointed our first regional Environmental, Health and Safety Manager to cover Europe, the Middle East and Africa. The main priorities for this position include ensuring that EHS management systems are compliant in each country, and in line with customer expectations.

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

### We live ...

#### ... to provide safe travel for our employees

As a global travel business, the safety of our own employees when traveling 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 also include a mobile app that provides country guides, safety/security information as well as the latest medical advice before and during their journeys – see [page 48](#).

### Creating a safe and secure place to work

Our global Real Estate team is rolling out Workplace 3.0, a program to optimize and refresh our office spaces in line with the Digital Difference strategy. The overall aim is to create spaces that bring people together and bring out their best, using technology where it will help. We are trying to instill a sense of place that reflects our brand and reinforces our culture.

### Global commitment; local implementation

Each country and office is responsible for implementing and maintaining its own policies and procedures, and for training their teams in the most locally-appropriate ways. Here are some of the regional highlights from 2017:

**Repetitive strain injury (RSI):** local teams have mechanisms in place to identify, support and rehabilitate anyone affected by RSI. Whether it is ergonomic office furniture or enabling employees to work from home, we deploy whatever system that ensures our people are able to return to work quickly and back to normal. For instance, in Canada, an Ergonomic Guide helps people set up and use equipment in ways that prevent RSI, while in the UK and Ireland our Display Screen Equipment Assessors review self-assessments and assist individual needs, and in Belgium and Luxembourg we offer ergonomic furniture to those suffering from RSI.



**Stress management:** our teams around the world are working on ways to prevent stress and to promote ways to manage it. Examples include Belgium, Luxembourg and the Netherlands, who have their own 'chill room' for employees to take time away from their desks, while the UK and Ireland has its own stress and wellbeing policy and self-assessment survey which mirrors the HSE Management Standards Stress Indicator Tool. In Canada, our Employee Assistance Program is a voluntary, confidential counseling and information service for CWT employees and families. CWT India conducts regular yoga sessions and in France employees experienced 20-minute massages during work hours to prevent stress.

### We live ...

#### ... to promote workplace health

We received a certificate of Recognition at the **Singapore HEALTH Awards** for our efforts to promote workplace health and enhance the wellbeing of employees. Activities included everything from encouraging our employees to stay healthy by eating well and doing regular exercise, through to rewarding employees who did not take medical leave over the course of the year with additional annual leave.

**Noise reduction:** as a predominantly office-based company, it's 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.

**Work-life balance and wellbeing:** we put in place measures to promote work-life balance and employee wellbeing. For example, in France, our Quality of Life at Work action plan offers a variety of measures to improve work-life balance. This includes implementing a 'listening cell' where employees can seek professional support and an email address for collaborators to ask questions or make any sensitive situations known in confidence. Employee wellbeing is managed globally in part by our Development and Performance Management process through the Everyday Performance conversations held across the organization.

### 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 activities that we conducted in 2017:

- **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.
- **UK:** in all of our UK locations there is a bespoke Health, Safety, Security and Environment (HSSE) Welcome presentation sent to all new starters. Refresher training was delivered as part of our ongoing program for key roles such as fire wardens and Health and Safety coordinators.
- **Benelux:** annual training takes place for Health and Safety advisors, including refresher training for first aid.
- **Singapore:** the Breast Cancer Foundation came into our offices to deliver an awareness talk. We also participated in the Health Promotion Board's Screen for Life Program to organize mammogram screening for female employees aged 50 and above.

- **Australia and New Zealand:** our offices dedicated a month to looking at how we manage physical safety at CWT. Part of the initiative, 'Safety in September', was also used to get to know the safety team to understand more about risks and how to manage them.

### Working conditions

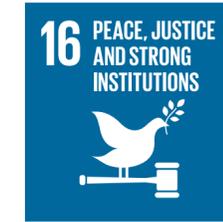
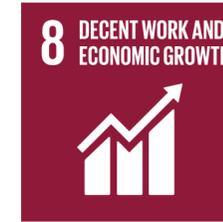
We adopt the global principles of decent working conditions set by the UN Global Compact and ILO. As with our wider approach to Human Resources and Human Rights, we target our impact at a local level, complying with all country labor laws and regulations, and focusing on the issues pertinent to the region. Examples include:

- **Europe, the Middle East and Africa (EMEA):** in 2017, CWT EMEA introduced flexible work arrangement pilots across the business. Targeted primarily at our Travel Counselors to ensure that they are available at the right time and able to deliver greater services to customers as a result, the pilots rolled out in 2017 proved to be a huge success.



## We act ...

### ... to uphold **Human Rights** and provide decent work



**As a responsible corporate citizen, we respect all conventions and standards relating to Human Rights and labor. This is central to the commitments we make to the United Nations Global Compact (UNGC), the International Labor Organization (ILO) and the Universal Declaration of Human Rights.**

At CWT we believe that showing respect for diverse ethnic and cultural backgrounds, genders, opinions, sexual orientations, physical capabilities, and talents allows us to work as a strong team and connects us to our global stakeholders.

These values are expressed in our commitment to equal employment opportunities, as well as fair treatment and consideration in all of our hiring and promoting practices. At CWT, we are employed and promoted based on our work-related abilities, achievements and experience, and in accordance with local laws.

We are committed to combating modern-day slavery through the development of proactive measures to educate employees and encourage our partners and the broader business community to take a stand against human trafficking.

Beyond this, we uphold individual Human Rights in all of our operations and we expect the same from all of our business partners. This means, in part, that we respect the regulations related to the number of working hours and fair wages for those who work on our behalf. CWT does not tolerate the use of child or forced labor, human trafficking, or any action that lacks integrity. Likewise, we do not condone and will never knowingly facilitate adult or child sex tourism. Our company will take all reasonable steps to help eradicate these practices globally and will not knowingly do business with a supplier or any other business partner who uses these practices.

#### **Our position on Anti-Slavery and human trafficking**

Our sector has an important role to play in combating human trafficking because traffickers use air travel, hotels and even international events to facilitate their illegal activity. For almost 20 years, Carlson, our parent company, has been working to combat this issue, including efforts to defend the rights of children, and create better living conditions and opportunities for vulnerable and exploited children. In response to the **UK Modern Slavery Act (2015)**, CWT published a global statement on **Anti-Slavery and human trafficking** in 2017. It states clearly that:

- we oppose all forms of slavery and human trafficking – without exception;
- we are committed to taking steps to influence our business partners and supply chains;
- we actively support the Ten Principles of the UNGC focusing on the core areas of Human Rights, labor, the environment and anti-corruption as well as the International Labor Organization’s Fundamental Labor standards; and
- we will report annually on progress against these principles.



### Our policies and procedures

Over the last year, we stepped up our fight against human trafficking through reinforced policies, increased awareness and education, and closer collaboration with stakeholders and public leadership. We also created an anti-human trafficking global taskforce led by our VP Global Responsible Business, sponsored by the EVP & Chief Human Resources Officer and the Chief Legal Officer & General Counsel that includes CWT representatives from all regions and key functions.

In 2017 we launched a review of the Responsible Supplier Code in order to align it with industry-best practices and legislative trends. In accordance with CWT's commitment to fight against human trafficking, and in order to meet requirements of the UK Modern Slavery Act, we added specific language to the Responsible Supplier Code that prevents the use of any forms of modern slavery in our supply chains.

### We live ...

#### ... to combat human trafficking

Human trafficking and modern day slavery are intolerable, yet highly complex issues. As with much of our Responsible Business work (and our commitment to SDG 16 – see [page 14](#)), we count on partnerships to make a targeted, scalable impact. Working in collaboration with the [Carlson Family Foundation](#), these are some of our key non-profit partnerships:

**ECPAT:** for 14 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 (The Code). From contributing to its Global Study on Sexual Exploitation of Children in Travel and Tourism to providing foundation funding of its sector-wide training on these issues, this partnership is bringing about change beyond our own business. In 2017, Carlson and CWT teams took the Walk The World Together challenge in support of ECPAT International.

**World Childhood Foundation:** Carlson's commitment to protecting children at-risk dates back to 1999 when Carlson Family Foundation accepted an invitation from Her Royal Majesty Queen Silvia of Sweden to become a co-founder of the [World Childhood Foundation](#). The World Childhood Foundation supports more than 100 projects in 17 countries that are focused on preventing abuse and exploitation of children, including trafficking.

Carlson and Carlson Family Foundation Trustees provide leadership on Childhood Boards of Directors in Sweden, Brazil and the United States and our Chief Legal Officer & General Counsel is on the Board of the US entity.

**Thorn:** we work closely with [Thorn](#), which builds technology to defend children from sexual abuse, thus resonating with our own digital strategy. In 2017, in addition to grant support from the Carlson Family Foundation, CWT experts attended a two-day 'Hackathon' where over 100 engineers worked together on technical challenges to help rescue and protect children from exploitation.

**The Orphaned Starfish Foundation (OSF):** [OSF](#) helps orphans, victims of abuse and trafficking, and at-risk youth break their cycles of abuse and poverty through computer-based education, job training and job placement assistance. Our Chief Information Officer sits on the Board, CWT has built local partnerships with several OSF supported organizations, and CWT employees have made significant financial contributions to assist in this work.

In addition to these partnerships, our CEO is on the Board of the United Nations General Assembly Global Partnership to End Violence Against Children. For more on our work in this area see [page 57](#).



### Actions to fight human trafficking

Here are some of the other activities we undertook during the year in the fight to end human trafficking and modern slavery:

- Offered a Businesses Ending Slavery and Trafficking (BEST) Employers Alliance training to help employees better understand the issue, recognize the signs of human trafficking and sexual exploitation, and know what they can do to address it.
- Created continuous awareness through a dedicated page on human trafficking and modern-day slavery on our social intranet and held a conference with our partner ECPAT in our Paris and London offices.
- Legal and Compliance team began a new partnership with TrustLaw – an organization that provides pro bono legal advice to not-for-profit organizations that fight modern slavery and human trafficking, among other things, around the world.
- Launched the ‘Walk The World Together’ global challenge for all employees to support ECPAT International. This campaign to collectively walk 24,901 miles (the circumference of the Earth) increased awareness and financial support to tackle human trafficking.
- Participated in the 3,000-mile ‘Race Across America’ in support of ECPAT International to raise awareness and funds to fight human trafficking.
- Carlson served on the Super Bowl LII Anti-Trafficking Committee. Marilyn Carlson Nelson was the co-chair of the Super Bowl Host Committee, and given its expertise on the issue, Carlson played an important role in the development of the anti-sex trafficking plan for the event. The Carlson Family Foundation was a significant funder of the plan, and for the development of a replicable plan to be used for future large-scale events. Carlson and CWT joined more than 100 community leaders from business, law enforcement, government, and non-profit agencies in the Super Bowl LII Anti-Sex Trafficking Committee – with its Director of Corporate Affairs serving as the co-chair of the Business sub-committee.
- Raised significant financial contributions from employees to support partner non-profits through our annual Community Giving Campaign in the US and other fundraisers across the globe.
- Participated in various high-level speaking platforms in which our senior leaders called on all stakeholders to take action. CWT’s Chief Legal Officer & General Counsel represented CWT and Carlson at the World Tourism Organization (UNWTO) meeting on the fight against child sexual exploitation in the tourism sector. CWT’s CEO spoke at a UN meeting on ‘Achieving the Sustainable Development Goals for Children’.



### 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 the International Labor Organization Fundamental principles. CWT upholds individual Human Rights in all of our operations and we expect the same from all our business partners.

In 2017, additional strategic importance was placed on labor practices with the creation of a new position, Vice President Labor Relations, which reports directly to the EVP & Chief Human Resources Officer. For the first time this role is responsible for Labor Relations at a global level and focuses on:

- Proactive partnerships with CWT business functions in order to develop a labor strategy that is fully aligned with and supports our business strategies and plans.
- Strengthening our partnerships with Works Councils. This is especially important as we shape our workforce to meet the needs of our Digital Difference strategy. Our overall objective is to create constructive dialog built on transparency and trust.
- Evolving the capabilities of country HR teams. The HR landscape continues to evolve and it is essential that our local HR teams have the skills, capabilities and organization needed to deliver value.
- Values-based workforce adjustments. The reorganization of our workforce needs to be handled with care and sensitivity, while ensuring alignment and coordination across all involved functions. It has an impact on those who leave and those who stay. On both cases, it is an opportunity to act according to our values.
- Aligning global Labor Relations practices. Labor relations matters need to be handled consistently worldwide and in full compliance with local requirements. The objective is to make sure that Labor Relations teams have the same high standards worldwide (through training, coaching, etc.) and work closely with country HR teams, who are strong advisors and support to the business.

These priorities were developed following a labor relations assessment done in 2017 to see how is CWT performing in this area and where can we improve, in light of the deployment of our Digital Difference strategy. The survey covered Germany, Italy, France and the Netherlands. It found that while the way CWT managed labor relations is on par with its peers, enhancements could be made to improve the quality and speed of implementation for projects which have a labor relations impact.

The job of the VP Labor Relations builds on an already extensive framework of practices in this domain. In addition to complying with local and international laws regarding labor in the countries where we operate, we have collective agreements in many countries which are more favorable than the law requires. This is a sign of our commitment to dialog between the company and the employees and to being a leader in the way we collectively address labor standards in countries where we are based.

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 ILO and as a signatory to the UN Global Compact. The CWT European Work Council (EWC), the official body for information and consultation represents all CWT European employees in the European Union. In compliance with European Legislation, the EWC represents the interests of employees at a European level in dialog with CWT's European management team.

EWC members are also consulted by CWT management on the progress of the business and any significant decision that will likely 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, economic and financial situation of the company, jobs and employment situation and development, proposed transnational changes in the organization, health and safety and training. Moreover, as a leader in the travel industry, we encourage our employees and HR leaders to be active in the Travel Industry Associations at national level in their countries, when possible or appropriate.

Finally, 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 19](#)). CWT strictly prohibits retaliation for all reports made in good faith or that contribute to an investigation into a possible violation of law.



## We said ...

### 2020 objectives

Deployment of our global diversity and inclusion strategy throughout regional diversity and inclusion committees.

Non-discrimination training of all recruiters and managers.

Reach the level of best-performing companies while developing leaders to enhance employee engagement.

Ensure delivery against future business needs by developing and selecting the right talent for the future and driving a culture of innovation.



## We did ...

### 2017 performance

We created a global diversity and inclusion taskforce composed of leaders from different regions and functions, to work on and deploy our diversity and inclusion strategy.

Our diversity and inclusion taskforce started working on a global training for recruiters.

We implemented employee pulse surveys to get faster feedback and a better understanding of employee engagement levels.

We strengthened our Talent Acquisition team around the world with specialized talent. We introduced a workforce planning model to ensure we were prepared to meet the needs of the organization.



## We will ...

### 2018 goals

Deploy a diversity and inclusion strategy and action plan to address identified global priorities such as non-discrimination and gender equality.

We aim to launch non-discrimination training for all recruiters, as well as unconscious bias training for employees and managers.

We will continue to improve our listening platforms by implementing new and improved mechanisms for gathering frequent and actionable employee feedback.

We will focus on evolving our talent review and succession planning model. This will include providing additional tools to ensure that managers are well-equipped to make informed hiring decisions. We will also further enhance our talent acquisition tools and processes by creating an onboarding team to streamline our process for new hires.

