



# Responsible Products and Services

## We think ...

**“Behind the scenes, each one of us is expected to continually monitor for – and reduce – any risks that would negatively impact our customers or expose business operations to unplanned disruption.”**

Kathleen Orner, Chief Risk & Information Security Officer



## We act ...

### ... to offer safe travel experiences

Today's traveler is increasingly discerning when it comes to safe, sustainable and responsible travel. In an ever-changing world, it's vital that we protect our stakeholders by keeping them aware of travel risks, while reducing the stress and environmental impacts associated with travel.

In 2017, we commissioned an independent **Connected Traveler survey**<sup>1</sup> based on the theme of 'staying connected to work and home while on the move' to understand business travel trends, including any challenges or fears that travelers face.

In total, two-thirds (67%) of the 1,900 business traveler respondents said they believe travel is safer today than in the past. However, nearly half (46%) remain concerned about their safety. The study also revealed that travelers on average carry four types of technology (mobile phone, tablet, laptop, etc.) with the smartphone being the one 'travel tool they can't live without', as more than 80% of travelers rely on their phone to conduct business.

<sup>1</sup> Survey data was collected from more than 1,900 business travelers between the ages of 25-65 from the Americas (Brazil, Canada, Chile, Mexico and the US), EMEA (France, Germany, Italy, Spain, Sweden and the UK) and APAC (Australia, China, India, Japan and Singapore). To participate in the study, business travelers were required to have made more than four business trips within the past 12 months.

The results of the survey are consistent with other trends we review as part of our ongoing responsible product development process. The outcomes will be used to inform our continuous approach to product development.

#### Products that inform and connect

We further improved our portfolio of travel apps and products in 2017, some of which include reporting tools so that travel managers can make informed decisions about safety, security and carbon impact. Examples of these include:

- **CWT Alerts, powered by International SOS.** In partnership with International SOS, we provide travel managers and security officers with updates and notifications of disruptions and crises relating to destinations and travel plans. *CWT Alerts* enable them to assess and succinctly summarize any threat or incident and quickly identify, and monitor significant and relevant situation which help them better anticipate, communicate and assist with information to let them know whether an incident will impact travelers in a specific location and act quickly.

In 2017:

- 7,538 travel security special advisories alerts were issued, notifying of incidents which pose a clear, immediate or direct threat to safety or security; and
- 651 medical alerts were issued, informing travelers of events that may impact them from a medical standpoint, such as infectious disease outbreaks or disasters caused increased risk for illness.

#### We live ...

##### ... to improve travel safety

In 2017, we worked with International SOS to launch our **Top 10 tips for Safe Travel infographic** – a guide to help travelers prepare for their business trips effectively, helping them stay safer. Also with International SOS, we co-hosted webinars on 'Keeping your people safe', which welcomed 300 people from all three regions (approximately 50% customers, 50% employees), and a 'Hotel Safety' event, which saw 400 global registrations.



## We live ...

### ... to raise awareness of child exploitation

Ending human trafficking is an area that has long been a focus for CWT. Since 2012, we have added approximately 595,000 travel alerts to electronic tickets issued in the US to destinations where there is a prevalence of sex tourism. The alerts notify users on how to report suspected cases of child sexual exploitation. In past years the number of alerts increased due to the increasing number of at-risk countries (from 96,000 in 2012 to 106,000 in 2016).

- **CWT To Go™**. This travel app updates itinerary information on the go and sends timely alerts on flight delays, cancellations and gate changes.
- **Trip disruption services**. This service, only available in North America, monitors subscribers' itineraries for disruptions such as cancellations, missed connections, diversions and delays. Affected travelers automatically receive SMS alerts and new instructions (such as flight departure time or gate), or they are contacted by a travel counselor offering alternative travel solutions.
- **CWT AnalytiQs**. We make it easy to be able to track down travelers anytime, anywhere, even during disruptions, thanks to this business intelligence and reporting tool. The tool allows travel managers to view travelers on a map based on three different perspectives – security risks, medical risks or map-view only. With a simple click of a button, a travel manager can zoom in on a particular location by clicking on the marker on the traveler tracking map, which narrows the data in the full detail listing to just the filtered information desired (for environmental features of this tool see Environment [page 43](#)).

- **Crisis Communications**. Whenever 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 2017, we activated the protocol for 31 incidents, mostly related to terror attacks, earthquakes and hotel fires.
- **CWT Meetings & Events security services**. We are the first corporate meetings and events agency to include an integrated safety and security offering, powered by International SOS. Clients have access to one of 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 among other benefits. The second, Event Membership (co-ordinated by International SOS) provides 24/7 support and destination-relevant communications to clients as well as support or health event planning, and medical advice. These services help our clients lower costs while decreasing risk and stress for their travelers' trips.

### Always improving the customer experience

As a customer-focused organization, we are passionate about creating great experiences for our customers – and we run several programs and initiatives to gather feedback and improve our customer experience.

In 2017 we rolled out a new global approach to our travel manager survey by introducing quarterly pulse surveys designed to keep up-to-speed with how the travel managers we serve are thinking and feeling, so that we're able to improve our responsiveness to their needs. In addition, our *CWT Listens* survey is designed to understand the experience travelers have at the point-of-sale. This is complemented by an on-demand reporting platform to help our employees understand customer feedback and experiences, and to keep improving our offer.

Beyond this, in October, we participated in the 'Customer Experience Day' (CX Day) by sharing some of the great comments received from our customers throughout the year on a dedicated page on our social intranet. The page is also used to offer tips and tricks on how we can get even better at providing exceptional traveler experiences.

## We live ...

### ... to encourage employee innovation

As well as listening to our customers and clients' thoughts and views, our employee crowdsourcing platform CWT Spark supports the organization by encouraging employees to use their expertise and insight to solve key challenges. In 2017, we encouraged employees to generate new ideas on how we can improve the traveler experience. In total, 250 ideas were voted on, of which 25 rose to the top. Of these, 15 were selected for further consideration, before committee members ultimately decided on five finalists.



## We act ...

### ... to maintain **business-as-usual**, whatever happens

**From staff shortages and technical disruptions to terrorism and natural disasters, our proactive approach to risk means that we are prepared to protect our customers and that we maintain business continuity, even during a crisis.**

At CWT, we view risk management as a systematic process. As a first step, we look to identify, assess and prioritize potential areas of risk. Following this, we develop risk mitigation plans to reduce both the probability of occurrence and impact of these risks. These plans are then formally integrated into a Business Continuity Plan (BCP) which embeds risk management into daily organizational practices. This step-by-step, preventative approach minimizes the impact of disruptions and crises whenever they occur by ensuring a robust and proactive response.

#### **Risk Management Governance**

Our Crisis Management function is overseen by our Executive VP Chief Technology Officer (CTO) and our Chief Risk Officer. Together, formal updates are provided to our Chief Executive Officer at regular intervals.

In 2017, we extended the remit of our global Security Steering Committee to include risk. Meeting quarterly, the Committee is chaired by our Chief Risk Officer and includes our CTO, our EVP Traveler Services, Chief Legal Officer & General Counsel, EVP & Chief Strategy and Commerce Officer and our Data Privacy and Chief Information Security Officers.

#### **Business continuity planning**

Despite rigorous governance of risk, managing it daily is the responsibility of each and every one of us. That's why it's vital that we all understand and buy into the approach of risk preparedness, prioritization and rapid response. We continued to implement enhancements to our Risk Management system in 2017 across all stages of the system. As an example, a 'Site Risk Assessment' campaign was performed by our 19 largest global partners with the objective of identifying prominent risks and developing mitigation checklists to reduce prospective risk impacts.

Once key risks have been identified, our BCP helps to ensure that these risks do not occur again in our day-to-day operations. The BCP is a methodology followed by everyone in our organization to ensure effective and efficient response to unplanned disruptions when and where they occur – covering everything from unexpected shortfalls in staff to major events and technical errors.

In 2017, the BCP process was improved by creating an office information database, which delivers a more effective way to share, validate and provide information updates.

CWT offices are required to undertake two annual drills to test the effectiveness of our Business Continuity program. Carried out by regional BCP owners, the drills cover fire-based scenarios and another drill chosen by the BCP Steering Committee. This is supplemented by annual training received by all BCP owners, new hires, operations managers and those identified as backup BCP owners.

To test out our systems and processes, we run annual crisis management exercises. In 2017, the exercise was undertaken by our Executive Leadership Team and included a hypothetical terrorist attack, cyber-attack, and a kidnapping. What we learn from these scenarios directly shapes our Business Continuity Planning, so that we are even better prepared to respond to major disruptions. This combination of risk assessments, crisis drills and business continuity training helps us to continuously refine how we prepare for – and respond to – the risks we face.

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

##### **... to keep teams safe when disaster strikes**

**Planning for, and managing risk goes to the heart of the commitments we make to our people and clients, and to our license to operate in around 150 countries. This was put to the test in September 2017 when a 7.1 magnitude earthquake hit Mexico.**

**At our office in the capital, we immediately activated our BCP and a crisis team of 12 prepared and trained employees stepped in to ensure our people and property were safe. Experts were brought in to assess site safety (prompting us to temporarily close the office), while the team prepared our backup sites for operations. No employees were injured during the earthquake and its aftermath, and interruptions to our operations were minimal.**



## We said ...

### 2020 objectives

Further reinforce our responsible business products and services offering to our clients.

Proactively propose carbon offsetting to clients.

Expand the scope of an ISO 22301-aligned Business Community Management system to include Crisis Management, Business Continuity Planning and Disaster Recovery.

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



## We did ...

### 2017 performance

Updated the emissions reporting methodology used in *CWT AnalytiQs*.

We continued our internal carbon offsetting efforts to build experience in this field, and collaborated with various carbon offsetting agencies to answer requests from customers regarding carbon offsetting.

CWT's Business Resiliency Strategy identified sequenced workflows for Crisis Management, Business Continuity and Disaster Recovery. Our Executive Leadership Team completed a crisis exercise. And CWT's Business Continuity Plan was activated in Mexico after an earthquake.



## We will ...

### 2018 goals

Further embed social and environmental criteria in our various service offerings to clients.

Continue to explore possibilities to integrate carbon offsetting into some of our service offerings.

Implementation of sequenced workflows for Disaster Recovery. Continue to perform a bi-annual business resilience and risk management business review. We will also expand the number of crisis team members and further align our crisis management plan to our Digital Difference strategy.

