



Responsible Products and Services

We think...

“We care for our customers’ traveling employees, while protecting them and their organizations from unnecessary risk. To achieve this, we have in place a rigorous approach to risk management, to maintain business-as-usual even during the most trying circumstances.

We work around the clock to ensure that the journeys we provide are as safe, stress-free and sustainable as possible. For us, this means focusing on keeping travelers secure through cutting-edge tools and technology, such as CWT Alerts, powered by International SOS.

In addition, we keep travelers informed through digital products, such as the myCWT app, to provide travel itinerary information on the go. This ensures that our customers can be confident that their traveling employees are well-informed.”

Kathy Orner,
Vice President and Chief Risk Officer

In this section, we address the following SDG





We act...

...to provide safe travel experiences

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

Digital technology is connecting people like never before, transforming the way we think, live, work and travel. This change spans every market and sector – increasing supply and demand, while driving higher customer expectations and an unrivaled level of choice. This shifting landscape creates new opportunities in our industry, with technology enabling us to tailor travel experiences better than ever.

Our customers and their traveling employees demand the same levels of service, choice and personalization they experience as consumers. As a result, we seek to adapt to deliver a total experience that satisfies everyone.

Products that inform and connect

We continued to promote our portfolio of travel apps and products in 2018. Many of these include effective reporting tools so travel managers can make informed decisions about safety, security and carbon impact. Examples of these innovative solutions include:

- **CWT 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. CWT Alerts within myCWT web and mobile make travelers aware of key events that may affect their trip, so they are better prepared to manage or avoid disruptions. Alerts include providing information on events that pose health threats or increase their safety and security. The alerts also

provide updates on relevant situations, such as severe weather, transportation strikes and epidemics. In 2018, 7,919 alerts were issued to inform travel managers and travelers of events that might impact them.

- **myCWT platform:** updates itinerary information on-the-go and sends timely alerts on flight delays, cancellations and gate changes. We are committed to making the myCWT web and mobile technology platform usable by all people, regardless of circumstance and ability. 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) to provide services in a way that is more user friendly to everyone. We work with an independent agency to periodically assess and verify the accessibility of the CWT Platform.
- **Trip disruption services:** available globally via myCWT mobile, our highly rated app by users provides itinerary based safety alerts and trip disruption notifications. For example, travelers receive notifications about any safety issues that may be occurring specific to their itinerary, trip cancellations, and delays. Additionally, if a traveler does need to reach a CWT counselor, they may do so directly from myCWT mobile.
- **CWT AnalytIQs and CWT Answer IQ:** our business insights platforms offer 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 risks, medical risks, or map-view only (for environmental features of this tool see p50).

- **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 2018, we activated the protocol for 18 incidents, mostly related to terror attacks and other emergencies affecting hotels and flights.
- **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, an online self-assessment tool and other benefits. The second, Event Membership (coordinated 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.



We live...

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

We extended our referral partnership with one of the best travel risk management providers in our industry and long-term partner – International SOS. By extending it to our Global Partner Network in 2018, the process ensures our clients and partners have access to expert advice to interpret travel information, communicate with travelers when incidents arise, and send medical support and travel security assistance when required.

Beyond additional support for our clients and partners, we co-hosted webinars with International SOS across our three regions aimed at small to medium businesses (SMEs). This work focused on dispelling the misconception that SMEs don't need to implement travel risk management, as well as providing an overview of the services we provide and how to respond to crisis situations.

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 2018, we continued to gather feedback from our clients through quarterly travel manager satisfaction surveys designed to keep us up-to-speed with how the travel managers we serve are thinking and feeling, so that we are able to improve our responsiveness to their needs. Additionally, our CWT Listens survey has been redesigned to understand the experience travelers have not only at the point-of-sale but throughout their end-to-end experience with us. This is complemented by an on-demand reporting platform to help our employees understand customer feedback and experiences, and to keep improving our offer.

In October 2018, we continued to participate 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 raise awareness of child exploitation

Eliminating human trafficking is an area that has long been a focus for CWT. Since 2012, we added 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 partnership with ECPAT International, Carlson and CWT launched digital anti-trafficking ads on the browser version of myCWT in 2018 to create awareness among travelers to report suspected sexual abuse and trafficking. The campaign led with a clear call to action: report it. Since its launch in October 2018, the campaign had 125,000 ad impressions and we expect an average of 50,000 impressions per month in 2019.



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 we are ready to protect our customers at all times and 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. Then, we develop risk mitigation plans to reduce the probability of occurrence and impact. These plans are then formally integrated into a Business Continuity Plan (BCP), which embeds risk management into CWT's daily organizational practices. When things unexpectedly do go wrong, our 24/7/365 crisis management process helps our company to respond quicker and recover faster from unplanned business disruptions. This step-by-step, preventative approach minimizes the impact of crises whenever they occur by ensuring a robust and proactive response.

Risk management governance

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

We also 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 CEO, Chief Technology Officer, Executive Vice President of Traveler Experience, Executive Vice President and Chief Legal Officer, Executive Vice President and Chief Customer Officer, Executive Vice President and Chief Financial Officer, as well as our Data Privacy and Chief Information Security Officer. To expand the remit of risk management in a responsible way, a dedicated data governance oversight subcommittee was created. Supported by our data governance working group, the subcommittee provides

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 governance of risk, managing it daily is the responsibility of each and every one of us. That is why it is vital that we all understand and buy into the approach of risk preparedness, prioritization and rapid response.

At CWT, we have implemented an enterprise Business Resiliency program to strategically align enterprise business continuity, disaster recovery and crisis management capabilities.

We also implemented enhancements to our risk management system in 2018 across all stages of the system. As an example, a 'site risk assessment' campaign was performed across 100% of our wholly-owned sites, with the objective of identifying risks and developing mitigation plans to reduce the impact of these risks.

Once key risks have been identified, our BCP helps to ensure that any disruption to our day-to-day operations is minimized. The BCP is a methodology followed by everyone in our organization to ensure effective and efficient response to unplanned disruptions of all types whenever and wherever they occur. All BCP activations are logged, monitored, reviewed and a post-mortem is documented in our online business continuity database. Metrics analyzing BCP activations are published every six months to identify vulnerability trends and implement corrective actions. In 2018, we expanded our Business Continuity online

database to incorporate all locations where CWT employees are servicing clients (including implants and partner offices).

CWT offices are required to update their office BCP documentation twice per year and undertake two annual drills to test the effectiveness of their location's BCP. Carried out by regional BCP owners, the drills cover fire-based scenarios and another drill chosen by the BCP Steering Committee. To supplement this, all BCP owners, new hires, operations managers and those identified as backup BCP owners, are required annually to complete internally developed online training.

In addition to our BCP, our Disaster Recovery program ensures that our core systems and IT capabilities are available at all times. To test out our systems and processes, the Business Resiliency team runs annual integrated functional tests designed to measure the resiliency of our core technologies.

The Business Resiliency team also coordinates annual crisis management exercises. In 2018, we led two crisis drills with our Executive Leadership Team and a backup team to enhance preparedness and improve the effectiveness of crisis response. What we learn from the scenarios shapes our BCP, so that we are even better prepared to respond to any major future disruptions. This combination of risk assessments, crisis drills, business continuity training, and disaster recovery solutions ensures we are prepared for – and able to effectively respond to – any risks we face.



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 Continuity 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...



2018 Performance

- Launched CWT Alerts in myCWT mobile to ensure travelers receive updates while traveling.
- Raised additional awareness on anti-human trafficking through customer communications via our myCWT portal.



- Continued our internal carbon offsetting efforts to build experience in this field.
- Explored possibilities to integrate carbon offsetting into our service offerings.



- Implemented an Enterprise Business Resiliency program to align enterprise business continuity, disaster recovery, and crisis management strategies.
- Created a dedicated data governance subcommittee to streamline oversight of global data policies.



We will...



2019 Goals

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

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

- Further enhance our 24/7 capabilities using new technologies.
- Risk management will remain key to aligning governance of risk for risk-based decision making.
- Optimize our technology resiliency and better position the organization to leverage cloud-based capabilities.

