



# Human Resources and Human Rights

## We think...

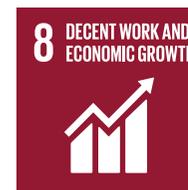
“People are the center of everything we do, from our employees and the communities we live and work in, to our customers and their traveling employees. People are fundamentally our greatest richness and our greatest responsibility.

Our approach begins by ensuring that we are upholding our principles of integrity and fairness by championing people in all their dimensions. We do this, for example, through our recently-launched Global Diversity and Inclusion Charter or through our efforts to promote women’s empowerment, non-discrimination and uphold human rights.

Beyond this, we aim to promote the wellbeing and employee experience of our people. We achieve this by recognizing their contribution and developing their skills, all while ensuring that they feel fulfilled in what they do.”

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

In this section, we address the following SDGs





# We act...

## ...to create a diverse and inclusive workplace

**When people are free to be 100% themselves at work, they give 100% of their potential. Our focus on creating a culture that celebrates diversity and inclusion is one of the things that we are proudest of as a global business.**

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 (see p75).

### Diversity and inclusion governance

In 2018, we continued to reinforce our commitment to diversity and inclusion through our global taskforce under the leadership of the Vice President for Global Responsible Business. Sponsored by the EVP and Chief Human Resources Officer, as well as the EVP and 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.

In 2018, two local diversity and inclusion committees were created, one in the UK and one in Costa Rica. The committees are guided by the global diversity and inclusion strategy. Both committees host a variety of activities and events throughout the year – from celebrating Pride Day to supporting women's empowerment initiatives.

### Our policies

Our Code of Business Ethics and Conduct underlines our commitment to recognizing and respecting the diversity and inclusion of people and ideas, and to ensuring and promoting equal opportunity (see p19). 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.

In 2018, we published our vision, high-level objectives and principles in the form of a Global Diversity and Inclusion Charter. Launched on the 70th anniversary of the Universal Declaration of Human Rights, the Charter outlines what diversity and inclusion mean to us and what our key objectives are. Our Charter was informed by the UN Global Compact and the UN Women's Empowerment Principles (see p29). The Charter is available in six languages on [our corporate website](#).

We encourage vigilance in monitoring any inappropriate workplace conduct, and our employees are encouraged to promptly report (according to local laws and regulations) any inappropriate behavior to their manager, HR representative or our Ethics Helpline (see p21).

# We live...

## ...to raise awareness through our Diversity and Inclusion Week

This year's Diversity and Inclusion Week coincided with both Zero Discrimination Day (1 March) and International Women's Day (8 March). To participate, we challenged our people to reflect and act in supporting CWT's commitment to diversity and inclusion. From sharing selfies and testimonials, to organizing events and individually signing the UN Women's Empowerment Principles, employees pledged their commitment to making CWT a diverse and inclusive place to work (see next page for more).

## Human Resources and Human Rights



### Promoting gender equality

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

By the end of 2018, nearly 72% of our 18,000 employees were women (compared to 68% in 2017). Women accounted for one-third of our Executive Leadership Team (44% in the first quarter of 2019) and 47% of all director-level roles and above. 41% of the senior-most level of executives are women.

In 2018, the Chair of Carlson's Board and our Executive Leadership Team signed the UN Women's Empowerment Principles. The 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 into action and demonstrating strong support for advancing gender equality.

We monitor our wage equality approach at a country and regional level in accordance with local laws and regulations. The annual requirement to report on our Gender Pay Gap 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.

**On 8 March 2018, we celebrated International Women's Day with activities in Minneapolis, China, Paris, London, Manila and many other locations. Highlights included:**

- **Minneapolis:** CWT employees attended a Women in Leadership panel discussion curated by several senior CWT female leaders. The discussion touched on critical career challenges faced by women and included topics such as unconscious gender bias, work-life balance and female mentorship.
- **Paris:** we hosted a breakfast to share CWT's progress on its diversity and inclusion initiatives. Purple ribbons were distributed for all employees to show their support for gender equality.
- **London:** activities included a Women's Day quiz and office decorations such as posters with quotes from inspiring women from around the world.
- **China:** a series of activities were held across five offices, including symbolic gifts that were distributed to female employees to show our appreciation for their career achievements.

# We live...

## ...to champion the UN Women's Empowerment Principles

In 2018, we reinforced our commitment to diversity and inclusion by having the Carlson Board Chair, CWT's President and CEO, and the entire CWT Executive Leadership Team sign the UN Women's Empowerment Principles on International Women's Day.

To further display commitment at all levels of our organization, we are encouraging functional leadership teams, country leadership teams and even individual employees to sign up to the Principles through an electronic form available on our social intranet.



# Diversity and inclusion at CWT

## Governance

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Creation of a **Global Diversity and Inclusion Taskforce**



Publication of a **Global Diversity and Inclusion charter in 6 languages**



CWT Executive Leadership Team and Carlson Board Chair signed the **UN Women's Empowerment Principles (WEPs)**

75%

Functional Leadership teams signed the **WEPs**

All

Regions are represented in the **Global Diversity and Inclusion Taskforce**

## Training and awareness

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All

Executive Leadership Team members followed **unconscious bias training**

90%

Executive Leadership Team direct reports took **unconscious bias training**

100%

Global Talent Acquisition team trained on **non-discrimination**

100%

Employees have access to tools to **avoid unconscious bias**

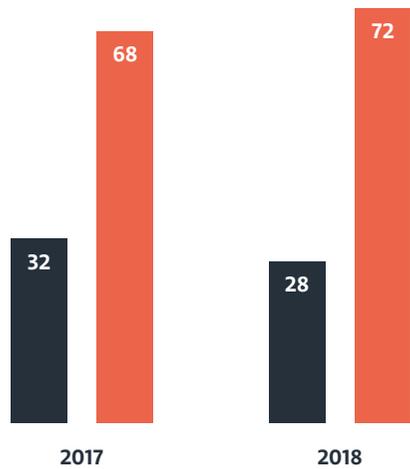
100%

Human Resources Leadership team members completed **unconscious bias training**

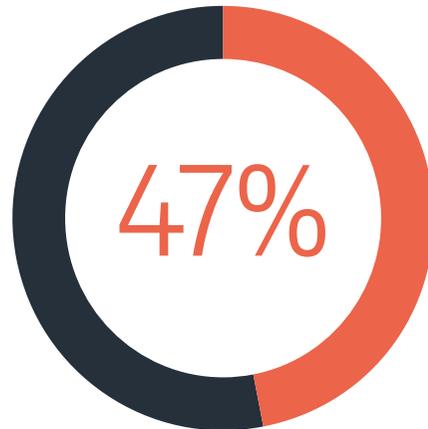


## Gender representation

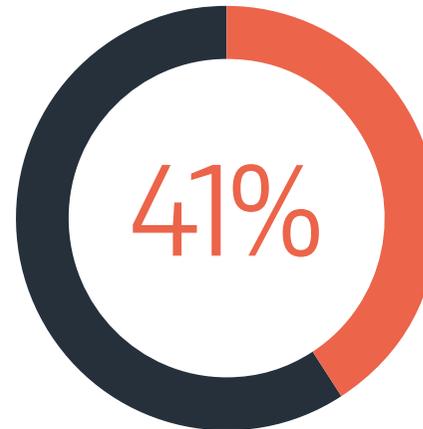
■ Men  
■ Women



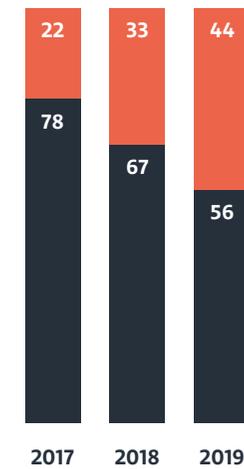
Total employee population (%)



Women director & above (2017 & 2018)



Women direct reports of ELT\* in 2018



Women in ELT\* (%)

\* Executive Leadership Team



# We act...

## ...to eliminate discrimination

**We believe that respecting diverse ethnic and cultural backgrounds, genders, opinions, diversity of thoughts, sexual orientations, physical capabilities and talents creates a strong workforce and enables us to connect with our global stakeholders.**

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

### Discrimination and harassment

As stated in our Code of Business Ethics and Conduct, everyone at CWT is held to high standards of conduct, and any behavior that constitutes discrimination or harassment will not be tolerated at any level of the company. In 2018, we ran a communications campaign to promote our new Code, which addresses anti-harassment and other key topics. The campaign also encouraged employees to report any improper or inappropriate behavior, in accordance with local laws and regulations.

### Non-discrimination in recruitment

Our commitment to diversity is reflected in our recruitment processes, which outline that company policies regarding non-discrimination, equal opportunity and recruitment by competency are to be 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 2018, our Global Talent Acquisition team, supported by the RB team, organized non-discrimination training sessions for all CWT recruiters around the world. The objective of the training was to prevent and avoid discrimination in recruitment and to create awareness of discrimination relating to multiculturalism with hiring managers during the recruitment process. The training will ensure that we continue to attract, select and retain diverse talent based on merit and aptitude.

In the US, we actively monitor the diversity of our hiring and set goals annually to track our progress through Affirmative Action Planning. We also partner with external agencies that share our focus on diverse hiring and placement. In Canada, for example, we include specific language in our job postings to accommodate individuals with disabilities throughout the recruitment and onboarding process. This includes sending a welcome letter to all new employees on their first day of work and reinforcing our commitment to providing reasonable accommodations to support specific needs.

# We live...

## ...to raise awareness of unconscious bias

With the goal of reducing bias in the workplace, we offered unconscious bias training to our employees in 2018. The 'Understanding Unconscious Bias' training course helps employees identify where unconscious bias can show up in our everyday lives, what its impacts are and what can be done to address them. This training was mandatory for certain key populations in the workforce, including HR teams, our Talent Acquisition team, all Executive Leadership Team members and their direct reports, as well as Legal & Compliance teams.

A set of materials was also developed to offer employees easy to use tools to avoid unconscious bias at work. This included a set of tips on how to build a more inclusive workplace, as well as supporting videos.

## Human Resources and Human Rights



### 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, in 2018 we once again ran a National Disabilities Employer Awareness Month campaign. We also continued to train our managers on disability awareness and created an Americans with Disabilities Act Amendments Act (ADAAA) policy and procedure guide. On completion of the campaign, we launched an anonymous disability survey to gauge its effectiveness. In total, 600 employees responded.

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.

### Sexual orientation

We are proud to foster a workplace that is open to employees regardless of sexual orientation. Throughout the year, employees attended national events such as UK Pride and the Costa Rica Pride Parade. In October 2018 Carlson and the Carlson Family Foundation supported the HRC (Human Rights Campaign) event in Minneapolis, Minnesota, to advocate 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 reviewing business decisions and thus collectively drives CWT's success through collective representation. In 2018, a mentoring program called CWT Guru was launched in Singapore to help young professionals raise their profile, expand their perspective and learn from CWT leaders.

We also put in place local considerations for older employees based on their circumstances. For instance, six months before an employee reaches statutory retirement age in Singapore, the HR 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.

# We live...

## ...to support the UN Cultural Diversity Day for Dialogue and Development

In celebration of the United Nations World Day for Cultural Diversity for Dialogue, we spotlighted cultural diversity at CWT in 2018. This year we encouraged employees to share their culture by being creative and sharing selfies or videos. Our employees once again rose to the occasion with an overwhelming response showing their commitment to fostering cultural diversity at CWT.



## Human Resources and Human Rights

### Examples of local initiatives to promote diversity and inclusion in 2018

#### 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, we 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.

#### Canada

- **Discrimination and harassment training policy:** we have a comprehensive policy in place addressing workplace discrimination and harassment and offer 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 HR in establishing accommodation plans that are unique to each individual's needs.

#### France

- **Mentoring program:** for the third year in a row, CWT in Paris participated in a mentoring program for women organized by the Women's Committee of the American Chamber of Commerce (AmCham), of which CWT is an active member. The purpose of the program is to help women advance in their careers by providing them with a mentor whose company is a member of AmCham.

#### India

- **Promoting female empowerment:** a platform for learning and development for women at work was launched through sessions conducted by senior female leaders in and outside of CWT. As part of International Women's Day 2018, celebrations took place where senior leaders spoke about the importance of gender equality. We also held a certified workshop for 'Women's Self-Defense' conducted at all six locations in India.
- **Harassment policy:** an anti-sexual harassment policy is in place, and open sessions are conducted to ensure employees have a collective understanding of the policy and its execution.
- **Cultural diversity:** we celebrate 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 and HIV/AIDS policies:** 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. In 2018 we partnered with a local agency to hold a talk to raise awareness of HIV/AIDS among colleagues.

#### Singapore

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

#### The 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.
- **Supporting military personnel:** we ran a veterans recognition campaign where a video was created to highlight and recognize CWT US employees who are military veterans and how their service has positively impacted the skills they bring to their jobs. This was communicated in November in line with Veterans Day. Since we are also obligated as a federal contractor to track and measure the percentage of our employees who are veterans, we launched a self-ID survey in November.



# We act...

## ...to attract, integrate and reward talent

**A key part of our employee experience is related to joining the company and being recognized for individual and collective contribution. Accordingly, we offer onboarding and recognition incentives that show our people how much we value them.**

### Recruitment and onboarding

As a responsible employer, we employ on equal and fair grounds as outlined in our approach to non-discrimination in recruitment (see p32).

Our Global Talent Acquisition strategy seeks to responsibly source and select the best candidates to match the needs of our business by finding top-performing and diverse talent that aligns with CWT's core values. We educate and train our staff involved in the selection process to assess potential candidates effectively, and we ensure new employees have the tools and skills required to do their job successfully once they have joined through a clear onboarding process.

In 2018, we launched CWT EMBARK to further enhance our employee onboarding experience. It is designed to offer a personal welcome, speed up the learning process and facilitate connections to the right tools and people.

At a regional level, CWT France was recognized as one of the Top 50 employers for Digital Talent Communication in the Potentialpark 2018 assessment. The ranking reflects the performance of employers in attracting talent through areas such as the careers website, the online application process, social media communication and mobile.

### Recognizing strong performance

The Carlson Fellows awards recognize those who have demonstrated consistently strong performance and are role models for our organization, especially in the areas of customer experience, growth and operational excellence. Nominations are reviewed by our Executive Leadership Team and Diana Nelson, Carlson's Board Chair. In 2018, ten winners were selected from 20 finalists.

In addition to these group-wide awards, many of our country offices and individual teams hold their own awards and recognition initiatives. These include:

- **Legal & Compliance:** holds quarterly legal and compliance awards called 'The Luminaries' to recognize achievements and best practice.
- **Meetings & Events:** recognizes and rewards colleagues who embody company values through the Ambassador's program.
- **Customer Organization:** pays tribute and thanks outstanding performance through the 'Star Performer' recognition program.
- **Military & Government:** encourages staff members to nominate fellow Military & Government colleagues for outstanding achievement and performance through the 'Spotlight on Service Award'.

- **Product & Technology:** celebrates innovation through the quarterly 'Product & Technology Awards'.
- **RoomIt:** acknowledges individuals for accomplishments that support our strategy on a quarterly basis through the 'RoomIt Rockstars Awards'.

In 2018, we continued to use peer-to-peer Buzz Bravo Badges, a simple, yet visible way for anyone to give a 'shout out' to a colleague. Dozens of badges continue to be awarded daily across the organization for actions where our employees have gone the extra mile.



# We act...

## ...to offer best-in-class development opportunities

**Our success depends upon the skills, capabilities and engagement 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 support individual and organizational growth through learning that will strengthen our corporate culture and help our people to understand the ethics and values under which we operate. We have applied the 70/20/10 learning model that states: 70% of learning comes from on-the-job experiences; 20% comes from mentoring and coaching; and 10% comes from formal classroom-based learning.

We provide a global Learning & Development portal that makes learning programs accessible and empowers employees towards self-driven learning. Our portal gives employees access to online training courses and opportunities for enrollment to webinars and classroom courses.

In 2018, a total of 1,677 training sessions were made available. Of these, 1,046 were instructor-led training sessions and 631 online courses. Topics spanned leadership and self-development, job skills and CWT corporate training.

In 2018 we formed a global Learning Community, comprised of CWT professionals around the globe who regularly come together virtually to share insights, best practices, current trends and collaborate on learning programs. We designed and rolled out specific training for teams and individuals throughout the organization. This included:

### Foundational Leadership program

In 2018, we launched the Foundational Leadership program to equip new people managers with the skills and insight needed to drive higher performance for their teams. The two-day modular based program is targeted at new managers or those new to a management role, and three pilot sessions were held in APAC and Europe. The program is built around the subject areas of leadership focus, leading teams, coaching and feedback. The program and all three modules are subsequently being rolled out to all regions in 2019.

### Solution-based Selling training

Launched in 2017 to drive a high performing sales culture and arm the sales and program management teams with the required knowledge, skills and behaviors to Solution-based Selling approach putting client needs at the forefront. In 2018 we offered our Solution-based Selling training to over 637 employees, through 36 sessions delivered across the globe.

### Product & Technology LinkedIn training

In 2018, we analyzed key areas of training required for our Product & Technology teams. To provide a rounded training platform, CWT took part in a LinkedIn Learning pilot to offer the team a series of monthly training courses focused on developing workforce skills and capabilities. The training content covered modules such as personal development, budget planning, team and relationship building, as well as living values and planning for the year ahead.

### Legal & Compliance shadowing program

Our 'Day in the Life' training encourages Legal & Compliance team members to get to know an area of the business better by shadowing colleagues in other departments. The objective of the program is to give our Legal & Compliance team colleagues a chance to 'dare forward' by getting to know other areas of the business and gain cross-functional visibility about our products, technologies and services provided to our customers. It allows the team to then apply their learnings with a more well-rounded and commercial focus.

### Responsible Business (RB) training

Around 700 customer-facing staff were trained in RB in 2018. Our customer-facing teams benefited from WebEx courses (in English, Spanish, French and German) to update them on our sustainability progress and ways in which they can contribute to our RB program.

## Human Resources and Human Rights



### Performance development

We employ an everyday performance development approach, to match our people-centric focus and understanding of the importance of timely conversations to foster growth. In addition to formal milestones (such as goal setting, mid-year reviews and year-end reviews), managers and team members have regular one-to-one meetings to keep progress on track, identify and anticipate challenges and share regular feedback. This process holds both managers and employees accountable to co-own performance and set development plans to ensure their success.

More than a performance philosophy, we want this approach to be anchored in our management practices. This is why our priority has been to provide managers and employees with the resources they need to better coach their teams, develop competencies, hold quality conversations, and collaborate more efficiently. We regularly release toolkits, e-learning modules and other materials covering a vast range of performance development topics, giving ongoing support to keep discussions meaningful and future-oriented.

By the end of 2018, we integrated all functions to our global performance development modules including travel counselors. This has driven consistency across the globe and ensured that our people managers are aligned and committed to performance development for their teams. Moving forward, we will continue to reinforce our development culture and provide tools to help our people grow and develop to meet short-term and long-term career aspirations.

### Strategic talent planning

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



# We act...

## ...to address employee feedback

**It is vital that we listen to our people and 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.**

### Pulse Survey purpose and topics

In 2018, three Pulse Surveys were distributed. Employees, spanning a broad range of grades, levels, countries and functions, responded to these surveys, answering questions on topics including: strategy, customer experience, employee engagement, performance development, empowerment and accountability, innovation and enablement, our culture and our brand attributes.

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

The results tell us what we're doing well and what needs improving. Based on this, deep-dive surveys can also be conducted to dig deeper into 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 help identify improvements. Each time, results are shared with leaders and employees to facilitate discussions about what is going well and where our opportunities are to better deliver on our strategies and priorities.

### Face-to-face dialogue

Senior leaders continued to meet and engage with employees around the world regularly, in town hall meetings, skip level meetings, informal 'lunch and listen' gatherings, and online via virtual coffee chat sessions.

### Our social intranet

Buzz – our award-winning social intranet – continued to go from strength to strength in 2018. We measure online engagement by tracking the percentage of users who are active on Buzz on a daily basis. In 2018, this number rose from just over one in four employees in 2017 to more than one in three. This improved engagement reflects the vibrancy of the community, which has transformed the way global teams collaborate and converse across borders, time zones and functions. The most popular content are discussions, which are used by teams across the business to gather feedback and engage in dialogue covering a wide range of business topics.

### 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.

To achieve this, we set up the Counselor Advisory Group in early 2018. The group is composed of front-line travel experience employees and support staff from around the world who meet monthly to discuss prominent issues and opportunities identified through conversations with their teammates. Group members serve as representatives of their area of the business or region and raise team members' questions, concerns and feedback.

Following travel counselor training on new software conversion in 2018, we sought feedback on our approach to ensure it meets the requirements of the individuals using it. The feedback was analyzed and shared with our Executive Leadership Team and Core Project teams. An action plan was generated off the back of the feedback to make improvements to the content, communication and training methods used.



# We act...

## ...to create safe, healthy workplaces

**We are committed to maintaining the highest standards of safety and employee protection. CWT is a signatory of the United Nations Global Compact (UNGC) 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, a regional Environmental, Health and Safety Manager was appointed in 2017 to cover our European, Middle Eastern and African operations. In addition, each country is responsible for implementing and maintaining health and safety policies and procedures that ensure compliance with local legislation and the Global Health and Safety Charter. Some examples include:

- **Chile:** has a Health and Safety Committee responsible for raising awareness of safety issues, as well as identifying and dealing with workplace risks.
- **France:** has a Health and Safety Committee for each division, covering 100% of the workforce.
- **Italy:** has a Safety Representative (RLS) in each location, nominated by the workforce.
- **Sweden:** has a Safety Officer that is selected by the union in each location.

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

### Creating a safe and secure place to work

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

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

- Work from home rules to improve work-life balance while reducing the environmental impact of traveling into the office.
- Systems that allow employees to book workspaces and meeting rooms. This enables employees to move around the office and secure space without occupying more space than required.
- Construction contractors are requested to provide health and safety reports to ensure all individuals on our sites are receiving due care and attention when it comes to their health and wellbeing.

In 2018, the following Workplace 3.0 concepts were rolled out within our regional operations:

- **Singapore:** our Singapore team moved into a new workplace in 2018. The space was designed having in mind the feedback and requests from employees on how they would like to work. The office includes flexible work spaces, huddle zones for quick collaboration discussions, modern meeting rooms with telepresence and expandable walls, lounge areas and an employee pantry for socializing.
- **Madrid:** our new Madrid office space is infused with natural light, focused on collaboration and teamwork and allows for more telecommuting to help improve work-life balance and reduce carbon emissions.
- **Minneapolis:** our Minneapolis workplace undertook a utilization study in 2018 to assess how well space is used in the building. With survey responses from over 92% of our employees, we are due to remodel the workplace, align it more clearly to our brand and update it with more collaborative concepts in 2019.
- **Paris:** we decided to optimize our workplace by reducing the number of floors CWT occupies and redesigning our spaces to better represent our culture and the way we need to work together.



## We live...

### Employee Assistance programs (EAPs)

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

- **Canada:** offers a voluntary, confidential counseling and information service for CWT employees, and HR posts monthly features covering a range of health, wellbeing and work-life balance topics.
- **France:** provides telephone support, face-to-face consultations and confidential advice for employees throughout the year.
- **Germany and Austria:** offers life coaching and homecare for elders and children in case of need, as well as additional services.
- **Switzerland:** supports colleagues through telephone support and face-to-face counseling with trained professionals to help employees work through difficulties.

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

As a global travel business, the safety of our traveling employees is vitally important. We continue to work in partnership with International SOS, a leading provider of emergency medical, travel and security assistance worldwide, to offer extended medical and safety/security protection to employees whenever and wherever they travel – whether internationally for business or for personal reasons. International SOS services include a mobile app that provides country guides, safety/security information, as well as the latest medical advice before and during their journeys. In 2018 CWT Employee Traveler itineraries in myCWT mobile began receiving CWT Alerts about safety, security and medical advice to keep employees aware and alert when on business travel.

### Global commitment; local implementation

Each country and office is responsible for implementing and maintaining its own health and safety policies and procedures, and for training their teams in the most locally-appropriate ways. Here are some of the regional highlights from 2018:

- **Repetitive strain injury (RSI):** local teams have mechanisms in place to identify, support and rehabilitate anyone affected by RSI. From ergonomic office furniture to enabling employees to work from home, we deploy systems that ensure our people are able to work efficiently and effectively. For example, in Canada, an ergonomic guide helps people set up and use equipment in ways that prevent RSI, while in the UK and Ireland our display screen equipment assessors review self-assessments and assist individual needs. In Germany, Mexico, Belgium and Luxembourg we offer ergonomic furniture and regular ergonomics guidance. We also offer occupational healthcare services and training in Finland.
- **Stress management:** our teams around the world are working on ways to combat stress in the workplace. In our Belgium, Luxembourg and Sweden offices, 'chill rooms' are set up for employees to take time away from their desks, while our UK and Ireland offices have their own stress and wellbeing policy. A supporting self-assessment survey is currently being remodeled to reflect the HSE management

standards stress indicator tool and is set to be relaunched in 2019. In Germany in Düsseldorf FSC, massages are offered once a week. In Italy, regular stress management and prevention assessments take place. In Spain, employees are entitled to 50% discount for various gyms and health providers.

- **Noise reduction:** as an office-based company, it is important that our employees work under conditions that enable them to complete their day-to-day tasks in a quiet and peaceful environment. For example, in Belgium, separation boards were installed between benches and investment was made in noise reduction materials for wall insulation to keep noise to a minimum.
- **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 a contact address for collaborators to ask questions or make any sensitive situations known in confidence. In 2018, we held a 'Quality of life at work' day in our Kinetik-based office in France where 18 workshops were held to focus on relaxation, mindfulness and workplace ergonomics.



## Human Resources and Human Rights

# We live...

- **Work-life balance:** we introduced a pilot in North America that offered a series of flexible work options called 'Flexing 4U', based on feedback from our people and the needs of our customers. The focus of the program is to offer flexible work including flexible hours, locations, schedules and teams in consideration of changing requirements and expectations of our colleagues. Plans to roll out the program globally are being evaluated.

### Training and awareness

Although we take a global approach to health and safety governance, training is managed at a local level to focus on local priorities. Here are some of the training activities that we continued to conduct in 2018:

- **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.
- **The UK:** across all UK locations there is a bespoke health, safety, security and environment (HSSE) welcome presentation sent to all new starters. Refresher training was also delivered as part of our ongoing program for key roles such as fire wardens and HSSE coordinators.
- **Benelux:** annual training takes place for health and safety advisors, including refresher training for first aid.
- **Philippines:** annual training on first aid and basic life support training.

## ...to reward healthy living

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



# We act...

## ...to uphold Human Rights principles

**As a responsible citizen, we respect all conventions and standards relating to human and labor rights. 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.**

We uphold individual human rights across all operations and we expect the same from each 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. We take all reasonable steps to eradicate these practices globally and never knowingly do business with a supplier or any other business partner who uses these practices.

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.

### 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. We strive to promote equal opportunities for all regardless of ethnical and cultural backgrounds, age, gender, sexual orientation or disability.

In 2018, additional strategic importance was placed on labor relations. In January, we created a new Labor Relations leadership role with a focus primarily on the EMEA region. The role was expanded in November to Vice President Global Employee & Labor Relations (ELR), with the task of driving the HR operating plan at country level in a transparent and cooperative manner with labor organizations and local workforces. Their focus is on:

- partnering with HR Business Partners and the CWT business functions to develop a labor strategy that helps the business and workforce adapt to the changing market landscape;
- strengthening our relations with works councils. This is especially important in light of the way our customers are changing the way they transact with CWT. Our overall objective is to create constructive dialogue 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-driven workforce adjustments. Evolving our workforce needs to be handled with care and sensitivity, while ensuring alignment and coordination across all functions. It has an impact on those who leave and those who stay. In both cases, it is an opportunity to demonstrate our values and people-focus; and

- aligning global labor relations practices. Labor relations needs to be handled consistently worldwide while maintaining full compliance with local requirements. The objective is to ensure that ELR teams operate to the same high standards worldwide (through training, coaching, etc.) and are strong advisors and supporters of the business.

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

Beyond this, we strive to protect our employees' personal data and information in line with the requirements set out in the General Data Protection Regulation (GDPR) (see p25). We have a dedicated working group to deal with this topic for Human Resources which includes a rigorous process to manage and improve how we handle all employee information.



## Human Resources and Human Rights

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 p21). CWT strictly prohibits retaliation for all reports made in good faith or that contribute to an investigation into a possible violation of law.

### 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.

### Collective bargaining arrangements

We respect the rights of our employees to join labor unions, workers' councils or other collective bargaining organizations. This is enshrined in the commitment we make to the freedom of association as set out by the ILO and as a signatory to the UN Global Compact. The CWT European Works Council (EWC), the official body for information and consultation, represents all CWT European employees in the European Union. In compliance with European legislation, the EWC represents the interests of employees at a European level in dialogue with CWT's European Management team.

EWC members are 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, topics include the economic and financial situation of the company, jobs and employment situation and development, proposed transnational changes in the organization, health and safety, and training. The EWC was renewed in late 2018 and new members had a one-day training session to hand over their responsibilities. A new dedicated intranet page was also launched to simplify information sharing, support transparency of communications and help promote the EWC actions in the various member countries.

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



# We act...

## ...to combat human trafficking and slavery

**The travel business has an important role to play in combating human trafficking. We are in a unique position to make a difference among our employees and travelers, and we team up with partners to combat this pressing issue.**

The travel industry is often an unwitting participant to the crime of human trafficking and slavery. Human traffickers use air travel, hotels and even international events to facilitate their illegal activity. Human trafficking is not only a violation of human rights, it also presents a great risk for the safety and security of our travelers. We recognize that this issue is too big for one organization to solve alone, which is why Carlson and CWT raise awareness, engage employees, partner with others and integrate it as part of our RB focus.

### Our policies and procedures

In response to the UK Modern Slavery Act (2015), CWT published a global statement on anti-slavery and human trafficking that was updated in 2018 (download it on [our corporate website](#)). It includes the actions taken over the year to fight against slavery and human trafficking in our operations, and 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; and
- 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 (ILO) Fundamental Labor standards; and we will report annually on progress against these principles.

In 2018, we continued to reinforce our commitment to fighting against human trafficking through reinforced policies, increased awareness and education, and closer collaboration with stakeholders and public leadership. The Carlson Senior Director of Corporate Affairs co-leads the Global Anti-Human Trafficking Taskforce with our VP Global Responsible Business. The taskforce is sponsored by the EVP Chief Human Resources Officer and the EVP Chief Legal Officer and includes CWT representatives from all regions and key functions.

In accordance with CWT's commitment to fight against human trafficking, and in order to meet requirements of the UK Modern Slavery Act, we include specific language in our Responsible Supplier Code to prevent the use of any forms of modern slavery in our supply chains (see p22).

### Partnering to combat human trafficking

Human trafficking and modern-day slavery are intolerable and highly complex issues. As with much of our RB work (and our commitment to SDG 16 – p15), we count on partnerships to make a targeted, scalable impact. Working in collaboration with Carlson and the Carlson Family Foundation (see p67), partnerships in this area include:

**ECPAT:** for 15 years, Carlson has supported **ECPAT**, a nonprofit 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). With contributions to its global study on sexual exploitation of children in travel and tourism and funding from the Carlson Family Foundation for its sector-wide training on these issues, the partnership is delivering change beyond our own business. In 2018, CWT provided expert guidance to ECPAT-USA in developing a new e-learning training for travel management professionals, corporate travel managers and those in the meeting and events industry about how to identify and stop human trafficking. Carlson's Senior Director of Corporate Affairs sits on the board of ECPAT USA.

**World Childhood Foundation:** Carlson's commitment to protecting at-risk children dates back to 1999 when the Carlson Family Foundation accepted an invitation from Her Royal Majesty Queen Silvia of Sweden to become a co-founder of the **World Childhood Foundation**. 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 various World Childhood Foundation Boards of Directors, including those in Sweden, Brazil and the United States. Our EVP and Chief Legal Officer is on the Board of World Childhood USA.



## We live...

**Thorn:** we work closely with **Thorn**, an organization which builds technology to defend children from sexual abuse, thus resonating with our own digital strategy. The organization fills a critical gap in anti-trafficking operations by developing and providing tools to law enforcement to rescue sex trafficking victims and arrest perpetrators. In 2018, Thorn received continued grant support from the Carlson Family Foundation.

**The Orphaned Starfish Foundation (OSF):** **OSF** works in 27 countries to help orphans, victims of abuse and trafficking, and at-risk youth to break cycles of abuse and poverty through computer-based education, job training and job placement assistance. CWT continues to grow local partnerships and volunteerism with several OSF supported organizations across the globe, and CWT employees made financial contributions to assist in this work. Our Chief Information Officer sits on the Board of the organization.

### ...to shed light on the issues

The Carlson Family Foundation, alongside the Oak Foundation, supported research undertaken by the Economist Intelligence Unit to benchmark and measure countries' response to child sexual exploitation. The '**Out of the Shadows Index**' launched by the World Childhood Foundation covers 40 countries and 70% of the world's children, across four key categories for how countries are addressing the issue. The Index seeks to raise global awareness of child sex abuse and exploitation and highlights areas for improvement if governments are to meet UN Sustainable Development Goal 16.2 to end all forms of violence against children by 2030.

## Human Resources and Human Rights



### Awareness and education

Raising awareness and education on the topic of human trafficking and slavery is an important area of focus. In 2018, we worked in partnership with ECPAT International to launch digital anti-trafficking ads on the myCWT portal with the objective of creating awareness among travelers about reporting signs of sexual abuse and trafficking (see p59). We also continued to offer training to our employees through Businesses Ending Slavery and Trafficking (BEST) Employers Alliance. The training helps raise awareness of these issues among our people, by enabling them to recognize the signs of human trafficking and sexual exploitation and know what measures to put in place to address it.

### Collaboration with stakeholders

As well as partnering with leading organizations, our teams collaborate with key stakeholder groups to take decisive action. For instance, in 2018, our Legal & Compliance and RB teams partnered with ACC (the Association of Corporate Counsel in Europe) to organize a forum to discuss the challenge of human trafficking on the 12th EU Anti-trafficking day in October 2018. ACC members and CWT employees learned about ECPAT actions and best practices in the private sector to contribute to the global fight against human trafficking.

Carlson played a key role in developing the Anti-Sex Trafficking plan for the 2018 Super Bowl in the United States. A Carlson representative was a leader on the event's Anti-Sex Trafficking Committee, and the Carlson Family Foundation funded the plan which can also be used for future large-scale events.

Our Legal & Compliance team also continued to partner with TrustLaw throughout 2018. TrustLaw provides pro-bono legal advice to not-for-profit organizations that fight modern slavery and human trafficking, among other things, around the world. We raised significant financial contributions from employees to support partner nonprofits such as TrustLaw through our annual community giving campaign in the US and other fundraisers across the globe.

# We live...

## ...to speak out about the issues

Our senior leaders participated in many speaking events in 2018 to raise awareness of the role the private sector can play in combatting human trafficking – particularly in the travel industry. Highlights included several of our senior colleagues speaking at events such as the International Summit on Child Protection in Travel and Tourism in Bogota, the Trust Conference, and the UN where our CEO spoke alongside the World Childhood Foundation USA (WCF) (see p3).

Our CEO is on the Board of the Global Partnership to End Violence Against Children, a unique collaboration established by the UN to achieve this Sustainable Development Goal by 2030. In 2018, discussions put a spotlight on the urgent problem of child sexual abuse and the critical need to develop effective solutions. A panel of experts from the public and private sector, non-governmental organizations and law enforcement agencies discussed the work that still needs to be done.



# 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...



## 2018 Performance

- Published our vision and high-level objectives in our Global Diversity and Inclusion Charter.
- Created two local Diversity and Inclusion Committees in the UK and Costa Rica.
- Conducted diversity and inclusion activities across offices around the world.



- All of our recruiters took non-discrimination and unconscious bias trainings.



- Foundational Leadership Program was piloted to help new people managers drive high-performing teams and learn about our culture (if new to CWT).



- Introduced a strategic talent planning model to identify future skills, priorities and key talent through cross-functional talent meetings.
- Integrated all functions to our everyday performance development approach.
- Launched in five countries, our onboarding tool EMBARK.



# We will...



## 2019 Goals

- Strengthen our Diversity and Inclusion Governance by having all regions and functions represented in the Global Diversity and Inclusion Taskforce.
- Support the creation of local Diversity and Inclusion committees.

- Continue assigning these trainings to new recruiters.
- Unconscious bias training to be available in additional languages so more employees and in particular managers can take this training.

- Roll out Foundational Leadership Program globally.

- Continue our strategic talent planning model to identify future talent need priorities.
- Reinforce our everyday performance development approach.
- Continue rolling out Embark to more countries.

