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Social

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Our people make us who we are – with their myriad voices, perspectives, origins, and backgrounds – and that rich diversity is our most prized asset.

And it is key for us to see diversity continue to flourish at our heart, which is why in 2022 we increased working options for employees as part of our new Model of Work. By providing greater flexibility in working arrangements, we can attract and retain a more diverse workforce because we are more inclusive of each person's personal situation.

It was also the year we introduced four new Employee Resource Groups (with Executive Leadership Team sponsorship), added diversity, equity, and inclusion as key metrics to our Management Bonus Plan, and incorporated these themes as key accountable pillars of our management team at our Global Leadership Conference.

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**Laura Watterson**

Chief Human Resources Officer

Diversity, equity, and inclusion



We believe that an inclusive workforce, which celebrates diversity, equity, and inclusion (DE&I), contributes to our shared success and creates a workplace that thrives, and we aim to create and foster a workforce that reflects and contributes to the diverse, global community in which we do business.

Our people and culture make the difference – for our customers, for our communities, and for our workplace. In our global organization each person offers a unique set of ideas, beliefs, and skills shaped by their heritage, background, and culture. We consider this diversity to be our most important resource – to connect people and help businesses succeed. Therefore, we take a collective responsibility to create an environment where colleagues are treated equitably, and feel included, respected, and comfortable to bring their whole selves to work.

DE&I is core to how we conduct business. Our approach seeks to foster respect and create a team spirit that embraces and leverages the multicultural essence of the company and provides equal opportunities to talented individuals. This is fundamental to the commitment we make to the human rights and labor principles of the United Nations Global Compact (UNGC) and the Universal Declaration of Human Rights.

Our policies

Our commitment to recognizing and respecting the diversity of our people and ideas is set out in our Code of Business Ethics and Conduct ('the Code'). The Code outlines our zero-tolerance stance on subjecting employees or applicants to any form of harassment, intimidation, threats, coercion, or discrimination as a result of having filed a complaint or assisting or participating in an investigation, compliance review, hearing, or any other activity in relation to local laws.

Our Global DE&I Charter outlines what DE&I means to us and details our key objectives. Our Charter is informed by the UNGC and the United Nations Women's Empowerment Principles. The document is updated regularly and is available in six languages on our corporate website.

Beyond our policies, we encourage vigilance in preventing any inappropriate workplace conduct. 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.



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Human connections thrive in a diverse, equitable, and inclusive culture.

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Laura Watterson
Chief Human Resources Officer



Diversity, equity, and inclusion governance

The Nominating & ESG Committee (NESG) oversees the DE&I strategy.

Our Chief Human Resources Officer together with the Global Head of ESG & Employee Experience provide leadership to our DE&I efforts and interact regularly with the NESG Committee about strategy and objectives, progress, and impact.

Our Global DE&I Taskforce, sponsored by the Chief Human Resources Officer, leads programs and initiatives that foster an inclusive work environment rooted in our values. The taskforce is made up of leaders from different regions and functions working together to advance our DE&I objectives.

Human Rights Campaign Corporate Equality Index



The Human Rights Campaign Foundation’s Corporate Equality Index is the U.S. national benchmarking tool on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer employees. We are proud to have been recognized for our efforts in this area, which include a domestic partner benefits policy and adoption assistance.

Employee Resource Groups

Employee Resource Groups (ERGs) amplify our commitment to nurturing a diverse, equitable, and inclusive workplace and continue shaping our culture. Our four global employee-led ERGs act as a catalyst for building an environment that embraces the culture of employees, fosters talent growth and development, and encourages meaningful community involvement. They are:

- Women of CWT
- LGBTQ+ and Allies
- Race & Ethnicity
- Veterans

Each ERG is sponsored by one or more members of the Executive Leadership Team (ELT) who are allies to their cause and each has a high-level executive ERG Leader. In 2022, these leaders hosted a series of discussions with generous DE&I champions from partner and client organizations in order to share, learn, and grow from one another’s experience.

Our global ERGs utilized dedicated intranet pages to highlight important resources, conduct employee surveys, invite employees to Community Calls and events, and to share personal blogs. They also worked to influence positive change within the business and beyond.

Pride in Pronouns

During Pride Month, June 2022, our LGBTQ+ and Allies ERG shared an educational blog to offer better understanding and perspective around adding gender pronouns to email signatures. The goal was to help others learn how this small action can help normalize the practice and make a much larger impact for colleagues and contacts with diverse gender identities and gender expressions. The message was well received, and on International Pronouns Day, 19 October 2022, we celebrated by adding optional pronouns as part of our official email signature templates.

To further support diversity, equity, and inclusion, gender inclusive capabilities have been added to our global traveler profile management system. The introduction of non-binary gender options, pronouns, and preferred names helps drives greater inclusion for all employees, supports gender equity and works towards eradicating gender bias. While some countries have officially added gender options for travel documents, CWT understands that many do not recognize non-binary genders, and travelers should ensure adherence to official requirements regarding documents/information when traveling.

CWT wins DIVEM Award for socially responsible companies

In November 2022, our Director of Employee and Labor Relations, Iberian Countries, accepted on behalf of CWT, the DIVEM award for our internal webinar series “Our female leadership in Latin America”. During the II Edition of the DIVEM Awards presented by Accem, CWT was recognized for the Best Initiative with a Gender and Cultural Diversity Approach in the category of Diverse Women. The jury noted the project’s commitment to cultural diversity, gender equality, and addressing gender gaps. The project included various webinars in which women from different backgrounds and areas within CWT shared their leadership style as well as some more personal information. This regional initiative, which received support from the company at an international level and the backing of our global Employee Resource Groups, promotes the empowerment of women in the company’s workforce. DIVEM is a project funded by the Spanish Ministry of Inclusion & Social Security and the European Social Fund.

Celebrating diversity

In 2022, in the spirit of fostering a more inclusive workplace, we announced that both Martin Luther King Jr Day and Juneteenth will be paid holidays for employees in the U.S. Recognizing these important days on an annual basis is one more way CWT can support and celebrate diversity and inclusion.

International Women's Day

On International Women's Day (IWD), 8 March 2022, led by the Women of CWT ERG, employees around the globe contributed to gender discussions and participated in activities focused on the theme #BreakTheBias.

Our leaders and other employees shared their enthusiasm, thoughts, and experiences both internally and externally. A video about our commitment to #BreakTheBias offered ways employees could take action, while company leaders opened up about their personal experiences with gender bias in their lives and careers, inviting employees to do the same. We also offered several educational opportunities: our diversity partner, WiHTL (Diversity in Hospitality, Travel and Leisure) presented three IWD webinars; we encouraged all employees to undertake Unconscious Bias Training on our internal learning platform; and our Women of CWT ERG's executive sponsors, as industry leaders with decades of experience in travel, spoke about breaking the bias on the Business Travel On The Fly podcast, 'International Women's Day: How to make work (and traveling for work) work for women'.

50%

of our ELT members
are women

#BreakTheBias

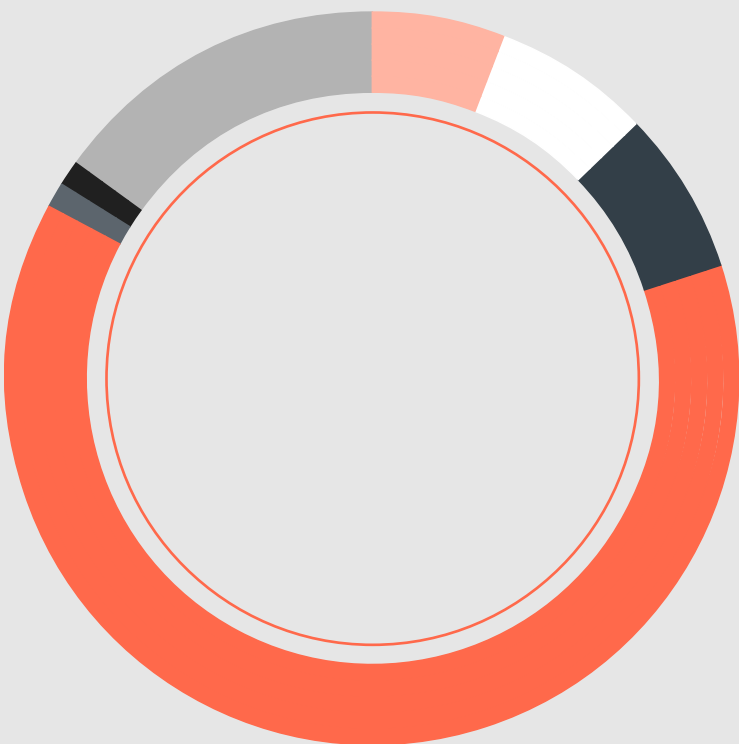


2022 diversity demographics

Total global workforce*:

12,322

Race & Ethnicity – United States



- Asian

6%
- Black or African American

7%
- Hispanic or Latino

7%
- White

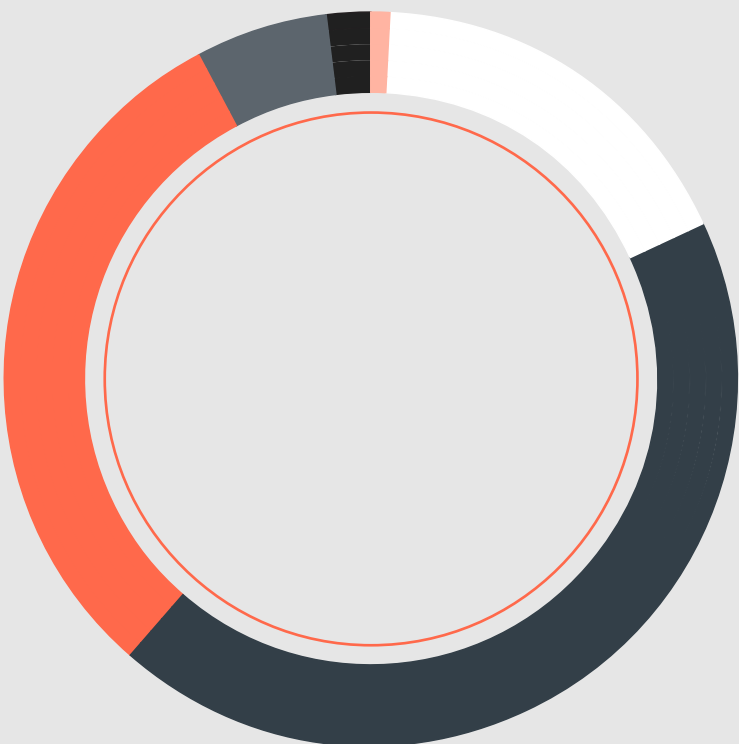
63%
- Two or more races

1%
- Other

1%
- Undeclared

15%

Generations – Global



- Silent

1928-1945<1%
- Baby Boomers

1946-1964 14%
- Gen X

1965-1980 41%
- Gen Y

1981-1996 37%
- Gen Z

1997-2012 6%
- Undeclared

2%

Gender Diversity – Global



CWT total workforce

● Female

67%

● Male

33%



Directors and above

● Female

50%

● Male

50%



Executive Leadership Team

● Female

50%

● Male

50%



Board of Directors

● Female

43%

● Male

57%

* Global workforce data as of 31 December 2022.
Includes all employees, excluding contingent workers.

In line with our commitment to gender equality, we fully endorse the United Nations Women’s Empowerment Principles, which outline seven steps business can take to promote gender equality in the workplace and in society.



Employees have an important role in helping our company maintain a workplace that is free from discrimination and harassment.



Eliminating all forms of discrimination

Respecting diverse ethnic and cultural backgrounds, genders, generations, opinions and diversity of thought, races, sexual orientations and gender identities or expressions, physical capabilities, and talents is paramount to the way we operate.

This approach is reinforced through our commitment to equal employment opportunities, as well as fair treatment and consideration in our hiring and career advancement practices. At CWT, we are employed and promoted based on our abilities, achievements, and experience, and in accordance with local laws.

Non-discrimination in recruitment

Our commitment to diversity – that company policies regarding non-discrimination, equal opportunity, and recruitment by competency are to be respected – is embedded throughout the recruitment process. A diverse workforce is better able to innovate, connect with our customer base, and ensure we continue to attract the best talent. Our Global Talent Acquisition team, supported by the Global ESG 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 and biases with hiring managers during the recruitment process. Following the training, a guide was created and made available to our global recruiters and new recruiters to ensure consistency in our approach.

Supporting DE&I at the highest management level

In 2022, DE&I criteria were added as management bonus objectives for all CWT leadership to ensure our DE&I commitment is being promoted and supported throughout the company. These objectives include gender diversity targets, as well as a requirement for all leaders at director-level and above to complete both our Understanding Unconscious Bias and our Anti-Harassment and Anti-Discrimination training.

Unconscious Bias training

The first step to fighting unconscious bias – and therefore contributing to a more inclusive and collaborative workplace – is understanding it. That is why our Understanding Unconscious Bias training is available on our learning platform to help employees:

- See how unconscious bias shows up in their everyday life
- Take steps to change their own behavior
- Understand the impact of bias in the workplace
- Help reduce bias in the workplace

Understanding Unconscious Bias training is available in six languages to all employees and is mandatory for all director-level employees and above.

Anti-harassment and discrimination

Our Code of Business Ethics and Conduct holds everyone at CWT to the highest standards of conduct, and no behavior that constitutes discrimination or harassment is tolerated at any level of the company.

Each year we run a communications campaign to further promote our Code, which addresses anti-harassment and anti-discrimination along with other key topics.

Employees have an important role in helping our company maintain a workplace that is free from discrimination and harassment. By completing our Anti-Harassment & Anti-Discrimination training course, employees better understand their role and responsibilities in helping CWT achieve this goal. Due to the importance of this topic, in 2022, this training, which was previously required only of U.S. employees, became mandatory for all director-level employees and above globally.

Diversity partnership

In December 2021, we joined the Diversity in Hospitality, Travel and Leisure (WiHTL) collaboration community. WiHTL is devoted to increasing DE&I across the hospitality, travel, and leisure industries and its mission is to support companies to create diverse and inclusive environments. By partnering with WiHTL, we are further realizing our aim of fostering an inclusive workforce that reflects and contributes to the diverse, global community in which we operate through education, workshops, and mentorship opportunities.

General Counsel for Diversity & Inclusion

We are a member of General Counsel for Diversity & Inclusion, a group representing in-house legal functions of major corporations collectively committed to increasing meaningful equity, diversity, and inclusion across the legal profession, whether in our own in-house practices, or in the law firms that we work with, wherever we may be located. As a member of this organization, we commit to the statements listed right.

Our General Counsel for Diversity & Inclusion statement of support

1. We commit to promoting diversity in the workplace

We value the range of perspectives, ideas and experiences that diversity provides. Whether grounded in gender, race, sexual orientation, disability, cultural background or age.

2. We believe diversity and inclusion create a broader, richer environment

This enhances creative thinking, innovation and problem solving, which adds value to our organizations. We believe that inclusive organizations attract and retain top talent.

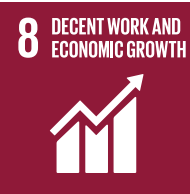
3. We will therefore encourage greater diversity and inclusion

Fostering these values across our own businesses, in the legal profession and the broader business community.

4. We undertake to practice and advance diversity and inclusion

By promoting diversity and inclusion within our own teams; considering diversity and inclusion in our hiring and purchasing practices; encouraging and partnering with our law firms to adopt best practices in diversity and inclusion; and promoting diversity initiatives at all levels in the legal and business community.

Employee wellbeing



We foster a culture that cares, putting in place measures to promote work-life balance and wellbeing for all employees.

Wellbeing

The global 'Wellbeing & Disability' space on Buzz, our social intranet, promotes awareness of physical and mental wellbeing for all employees, including what it means to work with a disability at CWT, and the many support mechanisms.

This forum is run by our employees to support the inclusion of CWT team members who have both hidden and visible disabilities. The aim is to raise awareness, give team members the opportunity to share their experiences in a safe place, and create a space for sharing ideas about how we can make work easier for those with challenges.

The focus is on grassroots stories and information to ensure all employees are well informed and equipped to support equitable and inclusive working conditions.

Content on our Wellbeing & Disability page includes:

- 'Living with' stories – including personal stories our colleagues have bravely shared with us.
- Wellbeing and Disability blogs and 'Wellness Wednesday' posts.
- Thought leadership articles.
- A People Manager resource page.

Health and safety 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.

Below are examples of the training:

- **Benelux:** annual training takes place for health and safety advisors, including refresher training for first aid.
- **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.
- **Italy:** all employees take part in the annual Health & Safety training program (e-learning course) as well as refresher training for fire wardens and first aid roles.
- **Philippines:** annual fire and earthquake drills take place for both sites in Manila that involve all employees.
- **United Kingdom and Ireland:** the content of the 'Health, safety, security & environment' welcome presentation was reviewed and expanded to further enhance the information provided to new starters. A program of refresher training was delivered across all key roles as part of the implementation of the new health and safety materials.





Mindfulness

A Month of Mindfulness

October 2022 was dubbed the Month of Mindfulness by our Wellbeing & Disability group. The content was developed for colleagues by colleagues driven by a sense of caring and was sponsored by our Chief Human Resources Officer and Chief Customer Officer.

Over the course of the month, colleagues and leaders across the company explored the benefits of cultivating mindfulness and developing mindfulness practices that fit individual lifestyles and schedules, including recommending books to explore mindfulness, and offering online meditation and yoga sessions to quiet the mind by focusing attention on the present.

Hundreds of employees attended live online sessions and watched the recordings. All the content was home-grown and produced by colleagues passionate about the topic and who care about their fellow co-workers.

CWT Tree Campaign

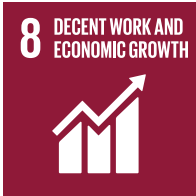
Studies have shown that spending even short amounts of time in forests benefits our immune systems and reduces stress and anxiety. In addition, planting a tree can be the simplest and easiest action you can take to help preserve and conserve our environment. One tree could absorb approximately one ton of carbon dioxide during its lifetime!

In late 2021, the Wellbeing & Disability team launched the CWT Tree Going Green for Mental Health Virtual Tree Planting Campaign. The CWT Tree campaign is an internal initiative to encourage our colleagues to plant a tree for our mental health and wellbeing, or to support reforestation projects associated with One Tree Planted or other local tree planting projects. To date, 1,021 trees have been planted from Shanghai to Haiti.

Fair labor practices



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We uphold individual human rights in all of our operations, and we expect the same from all of our business partners.
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Ensuring fair labor practices

As a signatory of the United Nations Global Compact, we are committed to respecting the principles related to human rights and labor, and complies with the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO). We uphold 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 ethnic and cultural background, age, race, gender, sexual orientation, gender identity, gender expression, or disability.

The role of the Senior Vice President of 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 where we go further than the law requires. This is evidence of our care and commitment to dialogue between the company and our employees, and to showing enlightened leadership in addressing labor standards wherever we operate.

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. This includes delivering employee notices in local languages to inform them about how their personal data is stored. We have a working group dedicated to dealing with this topic and a rigorous process to manage and improve how we handle all employee information. This group is also accessible to employees for any queries they may have.

In accordance with our Code of Business Ethics and Conduct, employees are encouraged to report (according to local laws and regulations) inappropriate conduct to their manager, their HR representative, and/or our Ethics Helpline. We strictly prohibit retaliation against anyone who makes a report in good faith and/or who contributes to an investigation into a possible violation of law.

Working conditions



We adopt the global principles of decent working conditions set by the United Nations Global Compact (UNGC) and International Labour Organization (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.

Our commitment to creating a safe and secure place to work

We are committed to maintaining the highest standards of safety and employee protection and adopt the global principles of decent working conditions set by the UNGC and the ILO. As a signatory of the UNGC, we endeavor to adhere to its Ten Principles, including supporting and respecting the protection of internationally proclaimed human rights, and providing safe and healthy working conditions. As with our wider approach to human resources and human rights, we target our impact at a local level, complying with all labor laws and regulations, and focusing on the issues pertinent to the region.

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 provide a working environment that will contribute to the wellbeing of employees, clients, suppliers, and contractors. While our commitment to health and safety is global, we have regional Environmental, Health and Safety Managers 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:

- **Canada:** has a Health and Safety Committee comprised of management and employee representatives to ensure each location complies with provincial requirements.
- **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 in each location, nominated by the workforce.
- **Philippines:** has a Health and Safety Expert as well as a Health & Safety Committee with Health & Safety certified members.
- **Poland:** has dedicated HR Health and Safety expert, covering 100% of the workforce.
- **Sweden:** has a Safety Officer that is selected by the union in each location.
- **United Kingdom and Ireland:** have implemented an Occupational Health & Safety Management System, as a move towards a harmonized EMEA-wide system.

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.

Optimizing space

Our Global Real Estate team has developed a program that optimizes our office spaces in line with our Digital Difference strategy. The objective is to create spaces that bring people together and bring out their best, using technology to harmonize the employee experience. As part of this plan, we are optimizing our London and Paris sites to provide high-quality spaces to bring teams together and drive employee collaboration and engagement. Our remote employees are supported with a home-based health and safety policy.

Global commitment, local implementation: a culture that cares

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

- **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 can work efficiently and effectively. For example, ergonomic guides help employees set up and use ergonomic furniture and equipment in ways that prevent RSI, while display screen equipment assessors review self-assessments and address individual needs.
- **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 United Kingdom and Ireland offices have their own stress and wellbeing policy. In Germany at the Düsseldorf FSC, massages are offered once a week. In Italy, regular stress management and prevention assessments take place. In Spain, employees are entitled to a 50% discount for various gyms and health providers. In the Netherlands, HR initiated ‘clear your mind’ tools to reduce levels of stress hormones via a desk bike and sit ball. This way employees can combine a healthy lifestyle during the working day by exercising.
- **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 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. The Netherlands has also invested in noise reduction materials.

Employee Assistance Programs (EAPs)

Our EAPs offer a range of services including information, advice, assessments, counseling, prevention, and treatment for issues faced by employees that prevent them from being able to perform to 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:

- **Australia:** provides counseling support for employees covering personal and work-related issues, legal assistance, family plans, money management services, nutritional advice, and various other guidance to support employees.
- **Canada:** offers a voluntary, confidential counseling and information service for 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:** offer life coaching and home care for elders and children in case of need, as well as additional services.
- **Poland:** offers online services available 24/7 and provides all-round care for employees such as access to consultations with a psychologist and dietitian, a wellbeing learning course, and many other services.
- **Spain:** covers caring for children and adults, telephonic legal and financial advice, immediate psychological support for crisis situations, personal, family, and work advice, stress management, and wellness coaching support.
- **Switzerland:** supports colleagues through telephone support and face-to-face counseling with trained professionals to help employees work through difficulties.
- **United Kingdom and Ireland:** cover counseling, legal, medical, and personal tax advice.
- **United States:** provides free, confidential support for employees and their families whenever they need it, 24/7. It is not only for counseling, but also for work-related issues, finding child/elder care, budgeting, career development, legal information services, and much more.

Safe travel

As a global travel business, the safety of our traveling employees 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 include a mobile app that provides country guides, safety and security information, as well as the latest medical advice before and during their journeys. An automated Program Messenger for all our international travelers directs them to download the International SOS app before traveling and instructs how to use it when on the road.

CWT Spain awarded Workplace Conditions Assessment Achievement Award

Our CWT Seville site, part of CWT Global España, S.L, proudly received a Workplace Conditions Assessment (WCA) Achievement Award, as a result of a social audit carried out in September 2022. The evaluation covered the areas of labor, wages and hours, health and safety, management system, and environment.

The certificate was awarded by Intertek, an organization that has worked for over 130 years to ensure the quality and safety of products, processes, and systems worldwide.



Talent management



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

Recruitment and onboarding

Our Global Talent Acquisition strategy seeks to select the best candidates to match the needs of our business, by finding top performing and diverse talent that aligns with our core values. We educate and train our staff in the selection process so that they are able to assess potential candidates effectively. We also ensure that new employees have the tools and skills required to do their job effectively through a clear onboarding process, which was revamped in 2022.

Everyday Performance Development

Ongoing performance development matters for all our people, and we expect our three formal milestones (goal setting, mid-year review, and year-end review) to be punctuated by regular conversations between managers and employees, to discuss goals, achievements, and barriers. This helps keep feedback timely, so that challenges are discussed and milestones are celebrated as they happen and the formal discussions do not come as a surprise, or as a purely administrative task, but are a natural framing to those ongoing conversations. We call this approach Everyday Performance Development.

All of our functions use the same performance review process and platform, and we have worked to keep the process simple and effective. Guides, toolkits, and e-learning training modules support managers, and their teams have clarity on the expectations of them at every step of the performance development journey.

Strategic talent planning

With frequently changing roles and skills requirements for our industry, it is important to ensure that employee development and future talent identification are at the center of our overall talent management strategy. We use strategic talent planning to strengthen our talent pipeline and to identify career development opportunities for our high potential members of staff across key roles and areas of the business.

Recognition programs

The talent of our employees is key to our success. Accordingly, we offer recognition incentives that show our appreciation.

In 2022, our **Together we R.I.S.E** recognition program was launched globally across all functions.

We recognize that authentic, spontaneous recognition is powerful and can positively impact employee wellbeing, both for the giver or recipient. Every day our people go above and beyond for each other, our clients, and their traveling employees. The R.I.S.E program shines a spotlight on the amazing work happening across the organization by allowing any employee to recognize any internal team or colleague based on the Resilience, Innovation, Success, and Excellence criteria, or for demonstrating our **values of Integrity, Leadership, Caring, Passion, and Trust** in action.

We also use peer-to-peer **Buzz Bravo Badges**, a simple and visible way for anyone to give a ‘shout out’ to a colleague on our social intranet. Dozens of badges are awarded daily across the organization for employees who go the extra mile.

We provided over

400

training courses in 2022

Learning and development

Our success depends on honing the skills, capabilities, and passion of our people. Our overarching aim is to provide learning and development opportunities that support individual and organizational growth, and achieving this comes from connecting what we do with our corporate values.

We apply the 70/20/10 learning model principles to our learning programs, in which 70% of learning is achieved by on-the-job exposure, 20% is derived from mentoring or coaching, and 10% is from attending our face-to-face or virtual learning opportunities. We believe this approach enables our people to gain greater insight into the skills needed to carry out their work and to refine these.

Each employee has access to My Learning, our global learning management system (LMS). From here, they can gain access to online training courses, topic-specific videos, and toolkits that provide support to those in leadership roles. Additionally, it is via this portal that employees register to attend webinars and classroom courses. We believe self-driven learning is key to empowering our employees and making learning engaging.

In addition, we are continually improving the format and content of training materials, adapting them to the increasing number of fully remote employees and new joiners.

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Our overarching aim is to provide learning and development opportunities that support individual and organizational growth.

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The following is a summary of the main training sessions provided in 2022.

Code of Business Ethics and Conduct

Each year, our employees are required to undertake learning modules that support the company’s Code of Business Ethics and Conduct. We offer this course as four separate modules, each one focusing on a specific topic under the Business Ethics and Conduct category. It is offered in 15 different languages to embrace the global reach of our workforce.

Annual Security Awareness

Data protection and security are of paramount importance. To ensure our employees are up-to-date with the latest policies and practices, they are required to complete this mandatory learning module. It is offered in eight languages and provides instruction on our risk and security policies, data privacy and best practices, which are in place to protect data belonging to CWT, our customers, and travelers. To provide learning in a new, unexpected way on such an important topic, we rolled out the award-winning The Inside Man streaming series, which uses all the ingredients of a TV drama – gripping storyline, cast of relatable characters – to bring the stakes of information security to life.

Leading Customers with Confidence

We regularly train our travel counselors to ensure they are advising our customers with confidence. We launched a new counselor platform, and modular training sessions are delivered regularly to ensure best practices are refreshed to give our customers an excellent service experience. Most courses are available in five languages.

Anti-Harassment & Anti-Discrimination

The 2022 edition of our Anti-Harassment & Anti-Discrimination online course is available in two modules: one for individual employees and one for supervisors. The course is mandatory for all U.S. employees and global people managers, and strongly recommended for all non-U.S. employees. The completion rate for director-level employees and above was added as one of the non-financial metrics of our 2022 Management Bonus Plan, reflecting our firm belief that the company’s managers must lead from the front when it comes to battling harassment and discrimination.



A more flexible model of work

In 2022, we introduced a more flexible model of work guided by the need to strike a balance between what’s best for the company, our clients, and our colleagues. We looked at what has changed at CWT, at how we did things before the pandemic, at what employees told us in the Future of Work survey, and at what is happening in organizations around the world.

Our model of work a delete is becoming more flexible. It will provide a greater level of flexibility in working arrangements to a broader range of employees than before the pandemic. The new CWT model will have three work arrangements:

- **Office-based:** Colleagues in this category will work in the office (either a CWT or client location) for the entirety of their work schedule.
- **Home-based:** Remote colleagues will work exclusively from home, only coming into the office as required by their responsibilities.
- **Hybrid:** Hybrid colleagues will spend on average at least two days a week in the office and the other days working from home.

Our goal is to transition from over two years of ad hoc arrangements to the best balance of formal work arrangements for our people, our clients, and our business. Each function is assessing how best to balance their requirements and needs, based both on the role and the individual employee.

Our offices are where we unlock the power of human connection. Along with this greater level of work flexibility comes the realization that we need to be more intentional about human connection. It is our company purpose, after all. Also, coming together as a team is still important to service excellence, learning, collaboration, and maintaining a strong sense of team and culture.

We believe this updated model of work provides clear benefits to our colleagues, our customers, and our business. The goal is to offer all of us a work style that is inclusive of our lifestyles, engaging workplaces where we can connect in person, and ultimately a positive employee experience.

CWT Charter for Working from Home

The CWT Charter for Working from Home was created during the COVID-19 pandemic in collaboration with employees and covers three main themes:

- Wellbeing, self-care, and work-life balance
- Engaging with colleagues
- Showing kindness and consideration

This Charter has a very clear and simple goal: to make life a little bit easier and more comfortable for everyone when working from home.



Future of Work survey reveals fascinating insights

In 2021, we ran the Future of Work survey, with thousands of responses from all functions, age groups, tenures, and countries, ensuring that everyone had the opportunity to be heard.

What did the survey tell us?

- When we asked about coming back to the office, 77% of respondents said their ideal work arrangement would be working from home either full-time or most of the time.
- The main concerns about returning to the office were, unsurprisingly, related to catching or spreading COVID-19.
- What respondents most looked forward to when it came to returning to the office was being able to work face-to-face again with colleagues, having better access to technology, and staying informed and connected with the company.
- The survey also gave us a clearer understanding of individual experiences. Nearly 90% said they were as productive or more productive working from home.

The key takeaway from the survey was that working from home is widely appreciated but not a perfect fit for everyone or everywhere.

77%

would prefer to work from home either full-time or most of the time.

90%

said they were as productive or more productive working from home.

Collective bargaining



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 International Labour Organization, and as a signatory to the United Nations Global Compact.

The CWT European Works Council (EWC), the official body for information and consultation, represents all CWT 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 EMEA Leadership Team. Although the United Kingdom has left the EU, and consequently should have left our EWC as well, we reached an agreement with the EWC to retain the country in scope until the end of the mandate which expired in Q4 2022.

In addition to the legal requirements and the conditions set out in the CWT EWC Agreement, EWC members are consulted by CWT management on a quarterly basis on the progress of the business and any significant decision that is likely to affect employees at a transnational level. The EWC is committed to informing its members about advances made and collectively identifying priorities. 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.

EWC members are allowed a two-day training session every year to hand over their responsibilities. A dedicated intranet page was also launched to simplify information-sharing, support transparency of communications, and help promote EWC actions in the various member countries.

As a leader in the travel industry, we encourage our employees and Human Resources leaders to be active in national travel industry associations in their countries, when possible or appropriate. In France, our Senior Vice President of Global Employee and Labor Relations is the Chairman of a committee working with French Government and National Social Partners on social/labor policy to advocate for the business travel sector, and the rights and interests of all those working in it.



Employee dialogue



We actively listen to our people and act on their feedback.

Buzz: Our online employee community

Our award-winning social intranet site, Buzz, was widely used by our colleagues in 2022. Analytics show that more than one-third of employees are active on Buzz on a daily basis, a level of engagement that remained strong throughout the pandemic. This consistent engagement reflects the vibrancy of the community, which has transformed the way global teams collaborate and converse across borders, time zones, and functions.

Members of the community can choose to share or collaborate through a number of different channels including blogs, discussion threads, videos, and groups. The most popular are the discussion threads, which are used by teams across the business to gather feedback and engage in dialogue covering a wide range of business topics.

2022 saw the launch of BUZZ TV, a new video program for employees features short, unscripted interviews with people on the topics that matter the most to our employees.

Continuous dialogue

Before the pandemic, senior leaders used to meet and engage with employees around the world regularly, in town hall meetings, informal ‘lunch and listen’ gatherings and coffee chats, and online huddles. During the pandemic we held regular Webex meetings, often cross-functional, to keep teams updated and motivated. Today, leaders and teams continue to use all the tools at their disposal to maintain dialogue and engagement across time zones, geographies, and hybrid work arrangements.

Pulse surveys

To gather employee opinion throughout the year, we have historically run pulse surveys. During the pandemic we pivoted to targeting surveys either by population or by topic. For example, the Future of Work survey gave leadership a rich data set that enabled them to build a strategy regarding the new model of work for employees. In 2022, with the rebound in travel, we focused our surveying efforts on our customer-facing populations. In addition to polling the Customer

Organization responsible for managing our client accounts, we also rolled out a Frontline Confidence survey to measure the sentiment of our counselors, who represent well over 60% of our total workforce and who are the face of CWT to our customers’ travelers. The survey measures sentiment on eight key factors, ranging from cost of living to training, technology, and camaraderie. This provides high-quality, actionable data that we can use to increase retention and job satisfaction among this key, customer-facing population. We plan to reinstate global pulse surveys in 2023.

Combating human trafficking



We not only uphold individual human rights across all our operations but expect the same from each of our business partners.

This means, in part, that we all respect the regulations relating to the number of working hours and fair remuneration for those who work on our behalf. We do not tolerate the use of child or forced labor, human trafficking, or any action that lacks integrity, meaning we do not condone and will never knowingly facilitate adult or child sex tourism.

We take all reasonable steps to eradicate any such practices globally and never knowingly do business with a supplier or any other business partner involved in these areas.

In the same spirit, we are committed to combating modern-day slavery through developing proactive measures to educate employees and encourage our partners and the broader business community to take a stand against human trafficking.



“
Our pledge to uphold human rights, inside and outside our company, is enshrined in the commitments we make to the United Nations Global Compact, International Labour Organization, and the Universal Declaration of Human Rights.



Rich Thompson
Global Head of ESG & Employee Experience



The travel industry has the opportunity to counter the activities of human traffickers. We are in a unique position to make a difference through our employees and travelers, and we team up with partners to combat this pressing issue.

It is a sad truth that human trafficking and slavery depend in part on using the travel industry. Our sector can get caught up unwittingly in the traffickers' use of air and sea travel, hotels, and international events to facilitate their illegal activity. In addition to violating human rights with appalling consequences, trafficking poses a safety and security risk to our bona fide travelers. To combat this worldwide challenge, CWT is actively raising awareness, engaging employees, partnering with others externally, and integrating the issue as part of our ESG focus.

Global statement on anti-slavery and human trafficking

In response to the United Kingdom Modern Slavery Act (2015), we published a global statement on anti-slavery and human trafficking that is updated every year. It is available to download on our corporate website and covers some of the actions we have taken to fight against slavery and human trafficking in our operations. It states clearly that:

- we oppose all forms of slavery and human trafficking – without exception;
- we commit to taking steps to influence our business partners and supply chains to take the same uncompromising stance; and
- we actively support the Ten Principles of the United Nations Global Compact as well as the International Labour Organization's Fundamental Principles and Rights at Work. We report annually on progress against these principles. Our work in anti-human trafficking and anti-slavery is a core part of our ESG activities and aligns with our efforts to support the United Nations Sustainable Development Goals.

In accordance with our commitment, and in order to comply with the United Kingdom 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.

Global Anti-Human Trafficking Taskforce

Our Global Anti-Human Trafficking Taskforce was created to strengthen our fight against human trafficking, and in 2021-2022, the taskforce reinforced our commitment to this fight through policies, increased awareness and education, and closer collaboration with stakeholders and public leadership.

Our Global Head of ESG & Employee Experience leads the Global Anti-Human Trafficking Taskforce. The taskforce is sponsored by our Chief Legal Officer and Chief Human Resources Officer and includes CWT representatives from all regions and key functions.

Partnering to combat human trafficking

The work against human trafficking will not succeed by fighting this alone. As with much of our ESG work (and our commitment to the United Nations Sustainable Development Goal 17), we count on partnerships to make a targeted, scalable impact. Some of our most prominent partnerships in this area include:

World Childhood Foundation

This organization works to protect children from violence and sexual abuse, including trafficking. They provide support to local organizations around the globe that are developing new and innovative methods to help vulnerable children and families. Our Chief Legal Officer is the Board Chair of Childhood USA.

In 2022, we participated in the **'Go Blue and show your heart for Childhood USA'** campaign. Our employees published photos of themselves wearing something blue and showing their (creative) hearts to recognize the National Child Abuse Prevention month of April and the efforts of Childhood USA in ending child sexual abuse. Thanks to almost 200 participants, this campaign resulted in nearly US\$5,000 in combined employee and CWT donations to Childhood USA.

Childhood Brazil: Protection of Children in Travel Project

Childhood Brazil's longstanding On the Right Track program mobilizes governments, companies, and other organizations to protect children from sexual exploitation on Brazilian roads. In 2019, we joined with Childhood Brazil and other corporate travel suppliers to build on the success of the On the Right Track program. Together we created a pilot program focusing on the corporate travel industry to ratify the commitment of the private sector to promote the continued education of employees, suppliers, and customers of corporate travel so that all those involved in the corporate travel chain know how to identify and report cases of sexual exploitation against children. Together we created the **Protection of Children in Corporate Travel** project.

The project was delayed by the pandemic, however, in 2022, pilot project members regrouped, defined, and began work on four phases – planning, onboarding players in the corporate travel industry, developing material to be used, and execution. We are currently in the execution phase: informing employees about the pilot project, implementing actions, and training employees to protect children in corporate travel.

ECPAT

For more than 18 years, we have supported ECPAT, a non-profit organization working to protect children from trafficking, sexual exploitation, and online abuse. With recent contributions to its global study on sexual exploitation of children in travel and tourism the partnership is delivering change beyond our own business.

Education and awareness

Of course, trafficking needs to be identified before it can be stopped. To this end, we provided expert guidance to ECPAT USA to develop e-learning training for travel, events, and meetings professionals to recognize danger signs and take action. We offer this ECPAT Preventing and Responding to Human Trafficking training to all employees, enabling them to recognize the signs of human trafficking and sexual exploitation and know how to address it. The training is available in our internal LMS and offered in four languages. In 2022, this training was expanded to our Global Partners Network.

We also keep the issue front of mind for our stakeholders by regularly sharing additional information, stories, and tools from our ECPAT partner through our communications platforms.

For example, our Global Anti-Human Trafficking Taskforce shared ECPAT's Parent's Guide to Internet Safety with our employees to help parents understand the risks associated with children spending time online, recognize the warning signs of online exploitation, know the role they play in keeping children safe online, and learn how to talk to children about the risks. Externally, our Head of External Market Communications & PR spoke to EPCAT USA's Director of Private Sector Engagement

about how travelers can individually and collectively turn the tide on trafficking during an On The Fly podcast shared across our social media channels.



Raising awareness of child exploitation with travelers

We have continued our partnership with ECPAT International to display digital anti-trafficking ads on the myCWT website, the digital gateway to our customers' travel programs, to encourage travelers to look for and report signs of sexual abuse and human trafficking. In 2022, we displayed 7,607,913 of these ad impressions for travelers booking on myCWT.

Signing the ECPAT Code

On World Day Against Trafficking in Persons, marked on 30 July 2022, our Chief Legal Officer signed on behalf of CWT, The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism ('The ECPAT Code'). The ECPAT Code is a partnership initiative between the travel and tourism sector and ECPAT.

By signing The ECPAT Code, we committed to upholding The ECPAT Code's six criteria, including establishing policies and procedures, training employees, implementing contractual clauses, providing information to travelers, engaging with stakeholders on prevention, and annually reporting on all related activities.



“

CWT has been upholding the six criteria of The ECPAT Code for many years; by signing The ECPAT Code, we are formalizing our continuous commitment to helping keep children safe around the world.

”

Lauren Aste
Chief Legal Officer

World Travel and Tourism Council (WTTC)

We are a founding member of the WTTC's global human trafficking taskforce. This taskforce of travel industry members focuses on prevention, protection, action, and support, with the goal of preventing trafficking and providing a forum for collective action across the sector. Our Chief Legal Officer is a member of the WTTC Anti-Trafficking Taskforce.

In 2021, we contributed to the collaboration and development of the WTTC's Preventing Human Trafficking action framework for the travel and tourism sector. Additionally, we joined the WTTC, ECPAT, and other leaders in the Independent Experts Group on Child Protection in Travel and Tourism. As well as sharing information and comparing models across countries, this group also led the global launch of the 'Don't Look Away' reporting platform. This three-year project ran from 2019 through 2021, involved 16 members of the ECPAT network and was co-funded by the EU. Its aim was to promote new ways to combat the sexual exploitation of children.

The Orphaned Starfish Foundation (OSF)

The OSF works to help orphans, victims of abuse and trafficking, and at-risk youth to escape the downward spiral of abuse and poverty. For several years, we've partnered across multiple continents to help them provide technology-based education, job training, and job placement. We are growing local partnerships and volunteering with several OSF-supported organizations across the globe. We have also gifted retired assets, and both the company and employees have made financial donations to assist in this work. Our commitment helps this organization and its local partners serve more than 16,000 children from 75 technology centers across 30 countries. Our Chief Technology Officer sits on the Board of the organization and is passionate about the OSF's mission and sharing opportunities for involvement with our employees.



Be aware of human trafficking - report it!

No part of the world is untouched by the sexual exploitation of children, as no region nor country is immune.

Within North America, use the BeFree textline:

233733

Anywhere else, report to the local authorities.

Responsible purchasing



Sustainable supply chain

We believe in working with suppliers who maintain the same rigorous standards that we do. Responsible purchasing helps companies meet the expectations of their clients and stakeholders, builds trust, and reduces the risk of unethical behavior in the supply chain.

Our responsible purchasing program was launched in 2014 with an initial focus on non-trade suppliers*. The program demonstrates our commitment to the United Nations Global Compact and to the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

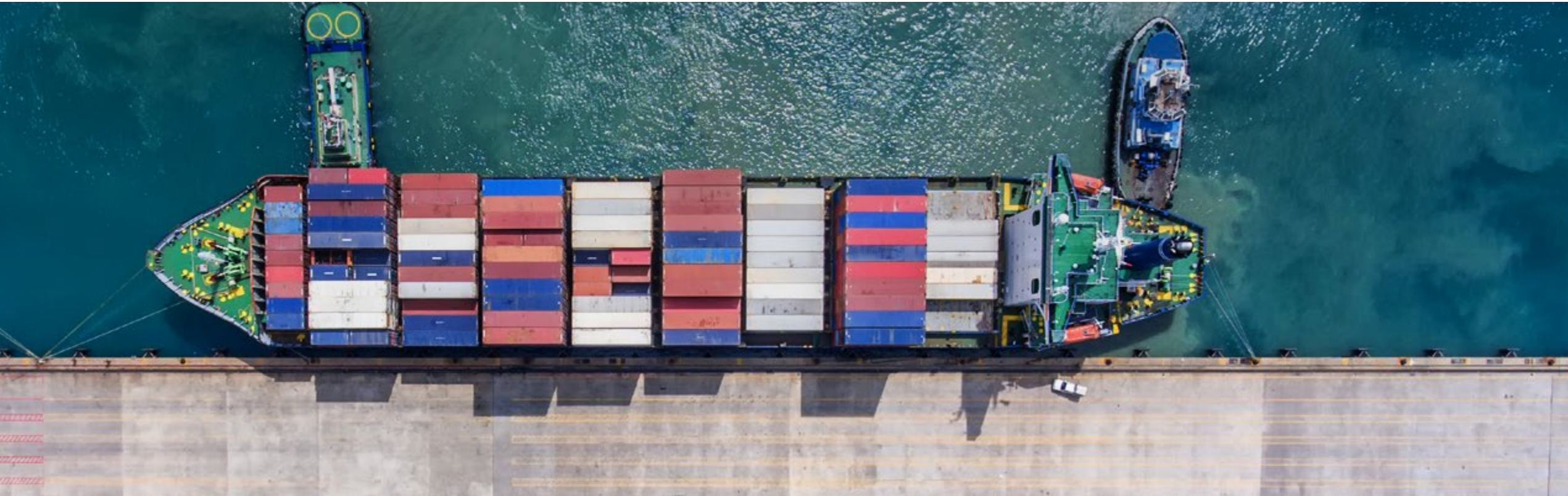
Responsible purchasing governance

Our responsible purchasing program is overseen by the Responsible Purchasing Taskforce, which provides strategic input and drives progress. This taskforce, whose activities were paused in 2021 and 2022 due to the COVID-19 pandemic, is due to relaunch in 2023. It is led by the Global ESG team in collaboration with the Global Sourcing team and is sponsored by a member of the ELT.

Responsible purchasing program

Our responsible purchasing program consists of two main areas of focus: creating a responsible purchasing culture within the company through awareness and training activities, and embedding ESG throughout the purchasing cycle.

- **Awareness and training for all employees:** we continue to build a responsible purchasing culture. A training module, readily available on our online learning platform, encourages our people to apply CWT's Responsible Supplier Code. In addition, further information and resources about the program are available to all employees on our intranet.
- **Embedding ESG throughout our purchasing processes:** one of the best ways to improve our responsible purchasing performance is through embedding ESG across the whole purchasing cycle – from the moment non-trade suppliers are selected, to the moment contracts are signed and products or services are exchanged.



ESG questions in our Requests For Proposals (RFPs)

ESG criteria are integrated in official RFPs sent to non-trade suppliers. We ask suppliers how they address various ESG-related topics including compliance and ethics, human rights and labor conditions, environment, and sustainable procurement. This is important for embedding responsible purchasing principles at the outset of a relationship with our suppliers.

Our Responsible Supplier Code

To ensure that our non-trade suppliers match our high standards of ethical conduct, we expect them to adhere to the principles of our Responsible Supplier Code.

Available in seven languages, the Responsible Supplier Code clarifies the minimum requirements CWT expects from non-trade suppliers. We naturally expect all our suppliers to operate in full compliance with applicable laws and regulations, but the Responsible Supplier Code goes further, requiring them to meet internationally-recognized standards to advance social and environmental responsibility.

The Responsible Supplier Code covers the following broad topics:

- compliance and ethics;
- responsible products and services;
- human rights, including working conditions, diversity, equity, and inclusion, anti-human trafficking, and the fight against modern slavery and child exploitation;
- protection of the environment;
- occupational health and safety; and
- non-compliance, auditing, and reporting issues.

Annual supplier sustainability assessments

Making sure we are up to speed with our suppliers' performance is fundamental to our Responsible Purchasing program. Key non-trade suppliers are evaluated by an independent corporate social responsibility rating agency on 21 sustainability criteria relating to:

- labor practices (including human rights);
- environment;
- sustainable procurement; and
- fair business practices (including business ethics).

* Non-trade suppliers are those that are not directly related to CWT's core businesses. Examples of non-trade suppliers include IT and services companies.

Community involvement

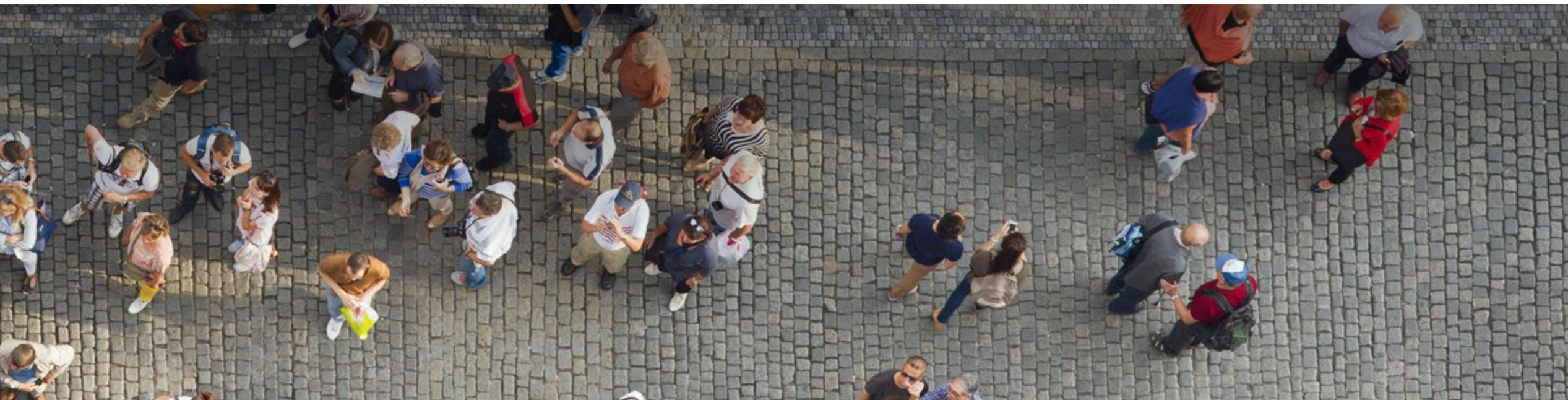


“ Integrity. Leadership. Caring. Passion. The four CWT values are the hallmark of how our people, as citizens of the world, contribute to people who have little or who may be at risk in their communities.

In 2021 and 2022, we continued to target initiatives with a focus on Education, Emergencies, and Essential needs, as well as human rights and fighting the ever-present dangers of discrimination and human trafficking. When the passion and skills of our people are used to support great causes and community involvement programs like these, we further reinforce our positive impact and help create powerful partnerships that benefit everyone involved.

”

Rich Thompson
Global Head of ESG & Employee Experience



A comprehensive approach to community involvement

Developed in 2022, the impact of our community involvement strategy will grow year-on-year, with initiatives around the globe delivering positive impacts against our chosen United Nations Sustainable Development Goals (SDGs). Through our global reach, and the talent, expertise, and insight of our people, we have the opportunity to contribute to local communities worldwide through our 3Cs approach in the following areas:

- **Climate Change:** supporting our commitment to protecting the environment and mitigating climate change together with our clients and suppliers.
- **Caring for our Communities:** supporting our commitment to giving back to the communities in which we live and work, specifically through the areas of:
 - Education: supporting the transfer of knowledge and skills through teaching, training, and research.
 - Emergencies: providing support and resources to those experiencing urgent humanitarian disasters or ongoing global crises that harm lives and livelihoods.
 - Essential needs: supporting initiatives that help provide the building blocks of human dignity, such as protection from poverty and exploitation, and access to clothing, healthcare, food, water, shelter, and a safe environment.
- **Human Connections:** supporting our commitment to diversity, equity, and inclusion as well as to anti-human trafficking and human rights.

Support for our **3Cs** strategy can take many forms, including monetary donations, in-kind contributions, or the gift of time and enthusiasm. We actively encourage volunteering worldwide and are proud that our colleagues offer their talents so freely. Local teams offer employees volunteering opportunities so they can contribute to community projects such as improving living conditions for families, donating food to people in need, providing education, financing health research, and much more. In 2022, employees volunteered their time, organized fundraising events, and created awareness for important causes around the globe.

Caring for our Communities

Here are a few examples of our employees caring for our communities around the world.

United States: Providing hope and opportunity

In the fall of 2021, our U.S. employees participated in an annual Community Giving Campaign to lend a hand to their communities and colleagues. With the pandemic not yet behind us, the campaign focused on volunteerism utilizing a community engagement portal with thousands of virtual and in-person opportunities available across the country, making it easier for employees to search and register for volunteer opportunities that fitted their passions and locations.

The campaign theme called on us to provide **hope and opportunity** in a time of great need and challenge, impacted further by the global pandemic. Our employees took up this call and put our values into action, making it clear that, regardless of where we work, our role in the company, where we live, or what we can offer, together we can make a difference in our communities and the lives of others.

Examples of our collective impact include:

- Dozens of employees volunteered with Habitat for Humanity on home builds in cities across the US.
- More than 3,500 volunteer hours logged to support the work of nearly 70 organizations around the world.
- More than US\$150,000 in pledges and donations to over 100 non-profits to support their work on some of the most pressing issues.

“
Our employees put our values into action, making it clear that, regardless of where we work, our role in the company, where we live, or what we can offer, together we can make a difference in our communities and the lives of others.
”

Ukraine: Helping during a time of crisis

In February of 2022, when the war in Ukraine began, our main priority was the safety of our colleagues and customers in the country and surrounding regions. Prior to that moment, CWT had already put a plan in motion to help provide for the specific needs of each employee in Ukraine, providing relocation services and temporary housing outside of Ukraine for themselves and their families if they chose to leave. We also activated our Business Continuity Plan for Ukraine to mitigate any potential service disruption in the region for our customers.

A CWT crisis team, including a Ukrainian colleague who chose to remain in Ukraine, closely monitored the situation and coordinated our efforts. The crisis team initiated daily, and often twice daily, contact with each of our Ukrainian employees to determine their current needs in a fluid situation. Some employees remained in their homes, some decided to move to other parts of the country, and some relocated temporarily or permanently outside of Ukraine.

We provided travel assistance and extra financial support during this time of hardship, however, many of our employees around the globe also wanted to help as was evident in the hundreds of notes of concern and encouragement on our internal communication platform. As a result, we set up two crowdsourcing fundraisers, which offered a 1:1 company match component, with all the funds going directly to our affected employees. The response was swift and overwhelming – quickly resulting in over US\$115,000 of additional financial assistance to be shared by our Ukrainian colleagues.

Many months later, we continue to provide additional assistance tailored to the unique situation of each employee.

Ukraine



“

We continue to champion education as part of our Caring for our Communities pillar of our 3Cs strategy.

”

Australia: Reading Opens Doors

The **Indigenous Literacy Foundation (ILF)** is a not-for-profit, community-led organization that responds to requests from remote communities for culturally relevant books, including early learning board books, resources, and programs to help them create and publish their stories in languages of their choice. In remote communities across Australia, there is often no infrastructure such as libraries or bookstores. Access to reading material is extremely limited and this impacts the achievements of indigenous children.

Goal 4 of the United Nations SDGs is centered on education as the foundation of improving lives and sustainable development. We continue to champion education as part of our Caring for our Communities pillar of our 3Cs strategy. Our partnership with ILF in Australia is an example of this commitment.

Over the past several years, CWT has worked with the ILF in Australia on various activities such as lunch & learn sessions, book swaps, volunteer days, as well as fundraising. Each year, we put a special focus on celebrating National Reconciliation Week (NRW) – a time for all Australians to learn about their shared histories, cultures, and achievements, and to explore how everyone can contribute to achieving reconciliation in Australia.

- In partnership with ILF, Reading Opens Doors, in 2021 CWT Australia created libraries at our offices in Sydney, Adelaide, and Perth – a small but important step in educating ourselves about the history and culture of Aboriginal and Torres Strait Islander peoples, the first peoples of Australia. Each library contains 17 titles, including books for children and adults, from celebrated First Nations authors among others. The books are available for our employees and their families to borrow, as we try to broaden our perspectives.
- In 2022, throughout our offices, we embraced the NRW theme ‘Be Brave. Make Change’ by hosting a series of events to raise awareness and educate employees on reconciliation. The week included a number of activities, including honoring indigenous culture through food, literacy, and art. We also partnered with ILF to host a ‘lunch & learn’ session to share the wonderful work the foundation does to help drive literacy amongst remote communities in Australia.

Supporting the Global Travel and Tourism Partnership

We have partnered with the Global Travel and Tourism Partnership (GTTP) for over a decade and holds a seat on its Advisory Board. GTTP funds opportunities for young people to work with students from different nationalities and offers opportunities to travel overseas and collaborate with other GTTP students, helping to build cultural understanding, communications skills, knowledge, and awareness of the wider world. Each year, GTTP supports approximately 700,000 young people across 17 countries.



2022 social highlights

- Signed The ECPAT Code.
- Used the results of an internal survey to define our new model of work.
- Launched four global ERGs: Women of CWT, Race & Ethnicity, Veterans, and LGBTQ+ and Allies.
- Developed our 3Cs community involvement strategy focusing on Climate Change, Caring for our Communities, and Human Connections.