



2016 Moving Forward Responsibly

CORPORATE SOCIAL RESPONSIBILITY REPORT

At American Express Global Business Travel (GBT), we are proud of our corporate social responsibility (CSR) efforts. This report is intended to highlight GBT's impact on the world and inform our stakeholders about our CSR progress.

Since our separation from American Express in 2014, we have been voluntarily reporting on sustainability issues in accordance with Global Reporting Initiative (GRI) G4 standards – the commonly accepted global standard for corporate reporting. GRI Standards for Sustainability Reporting help companies evaluate and communicate the impact of their businesses in three focus areas of sustainability: environmental, social and governance (ESG). GBT is striving toward reporting in accordance with core G4 standards.

This report covers, unless otherwise specified, the period from January 1, 2016, to December 31, 2016. This report includes our **Communication on Progress** with the **United Nations Global Compact** on page 13. Complete GRI G4 content indices are included in this report beginning on page 40. For more information about GRI, visit: www.globalreporting.org, and for more information about the **United Nations Global Compact**, visit: www.unglobalcompact.org. Additional information can be found at our company website: www.amexglobalbusinesstravel.com.



Welcome		Operating Responsibly		Serving Our Clients and Travelers		Protecting Our Environment	
04	Message from Our CEO	14	Introduction	29	Introduction	37	Introduction
05	About American Express Global Business Travel	14	Our Governance Structure	29	Responsible Products and Services	37	Our Approach to Environmental Sustainability
08	Our Culture Values	15	Our Global Risk and Compliance Management Program	32	Client and Traveler Service	38	Our Carbon Footprint
09	Awards and Recognition	19	Our Governance Program	32	Measuring Client and Traveler Satisfaction	39	Looking Ahead
10	Memberships and Sponsorships	20	Responsible Procurement	32	Looking Ahead		
		20	Looking Ahead				

CSR and Our Business		Investing in Our People		Supporting Our Communities		Appendix	
11	Our CSR Commitments	21	Introduction	33	Introduction	40	GRI Content Index
11	Materiality	21	Empowering Our Employees	33	Charitable Giving		
12	Stakeholder Engagement	22	Diversity, Inclusion and Equal Employment Opportunity	34	Giving Around The World		
13	UN Global Compact – Communication on Progress	24	Employee Satisfaction and Engagement	36	Looking Ahead		
		24	Employee Rewards and Recognition				
		26	Employee Health, Safety and Well-being				
		27	Employee Training and Development				
		27	Wages and Benefits				
		28	Respecting Human Rights				
		28	Looking Ahead				

› Message from Our CEO



Doug Anderson
CHIEF EXECUTIVE OFFICER

Since the formation of the American Express Global Business Travel (GBT) joint venture in 2014, Corporate Social Responsibility (CSR) has been top of mind. We recognize the role that companies – especially global companies such as ours – have in addressing social and environmental issues. We’ve gone through a lot of change at GBT, building a new company from the ground up, and sustainability plays a key part in the decisions we make about our operations. Running our business responsibly is something we take seriously, because we know how important it is to our employees, our clients, our suppliers, our partners and the world at large.

It takes time to build a robust CSR program, and we’ve made a lot of progress. At this time three years ago, CSR at GBT was in its infancy. We dedicate time and resources to evolving and growing our program, year over year, so that sustainability is central to everything we do.

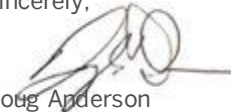
In this, our third report, you’ll see that we continue to focus on five key areas: *Governance and Ethics; Employees; Clients and Travelers; Community; and Environment*. We also remain committed, for the second year, to the United Nations Global Compact (UNGC) and its Ten Principles with respect to human rights, labor, environment and anti-corruption. As a signatory of the UNGC, we are dedicated to integrating the Global Compact and its principles into our business strategy, culture and daily operations.

Throughout this report, you’ll learn more about our commitment to our CSR priorities, and see examples of how we’re applying our CSR philosophy around the world in everything we do. Some highlights of which I’m particularly proud include:

- › 360-degree compliance program (page 16): GBT is the most regulated travel management company, and we’ve truly risen to the challenge, when it comes to governance.
- › Culture Survey (page 24): We’re committed to delivering an exceptional experience for our employees – and they’ve rated GBT high in many dimensions. We’ve got strong plans in place to deliver on our areas of opportunity.
- › SMART (pages 21 and 32): With self-managed teams, we’ve innovated our service delivery and empowered our employees to deliver exceptional business travel experiences.

We’ve also provided a glimpse at our current priorities in “Looking Ahead” boxes in each section. We’re hard at work, bringing each of those initiatives to life, and I look forward to sharing an update on our 2017 achievements next year.

Sincerely,



Doug Anderson
CEO, American Express Global Business Travel

› About American Express Global Business Travel

WHO WE ARE

At GBT, we help thousands of companies around the world, both big and small, carry out better business travel.

We tailor our corporate travel services to the individual needs of each particular company. Not everyone travels the same, but everyone travels to move their business forward. Through technology, information and global scale, we enable and empower the travelers of tomorrow with insights, service flexibility and connections. We provide innovative solutions and exemplary service to our clients around the world.

GBT has been operating as a standalone company since separating from American Express on July 1, 2014. Prior to July 1, 2014, GBT was a division of American Express for more than 100 years.

GBT AT A GLANCE: 2016



¹ American Express Global Business Travel internal reporting (FY 2016). ² American Express Global Business Travel internal reporting based on 2016 air and rail sales volume in proprietary countries only. ³ *Travel Weekly Power List*, 2016. American Express Global Business Travel does not disclose its exact annual sales volume due to its non-public status, however, its annual sales volume exceeded \$31 billion dollars in 2016.

OUR PRODUCTS AND SERVICES

GBT provides services on a global basis to a full spectrum of corporate clients representing all areas of business.

INTELLIGENT BUSINESS TRAVEL

We offer end-to-end services that cover clients' travel and meetings needs.

TRAVEL MANAGEMENT

Helping our clients manage and simplify their business travel.

We offer end-to-end corporate management travel services with presence in nearly 120 countries. Our travel counselors deliver a better travel experience so our clients and their travelers can take care of their business.



MEETINGS & EVENTS

Helping our clients transform their meeting investment.

Our 1,000+ meetings professionals on the ground in nearly 120 countries design and deliver effective, exciting experiences for our clients' attendees.



GLOBAL BUSINESS CONSULTING

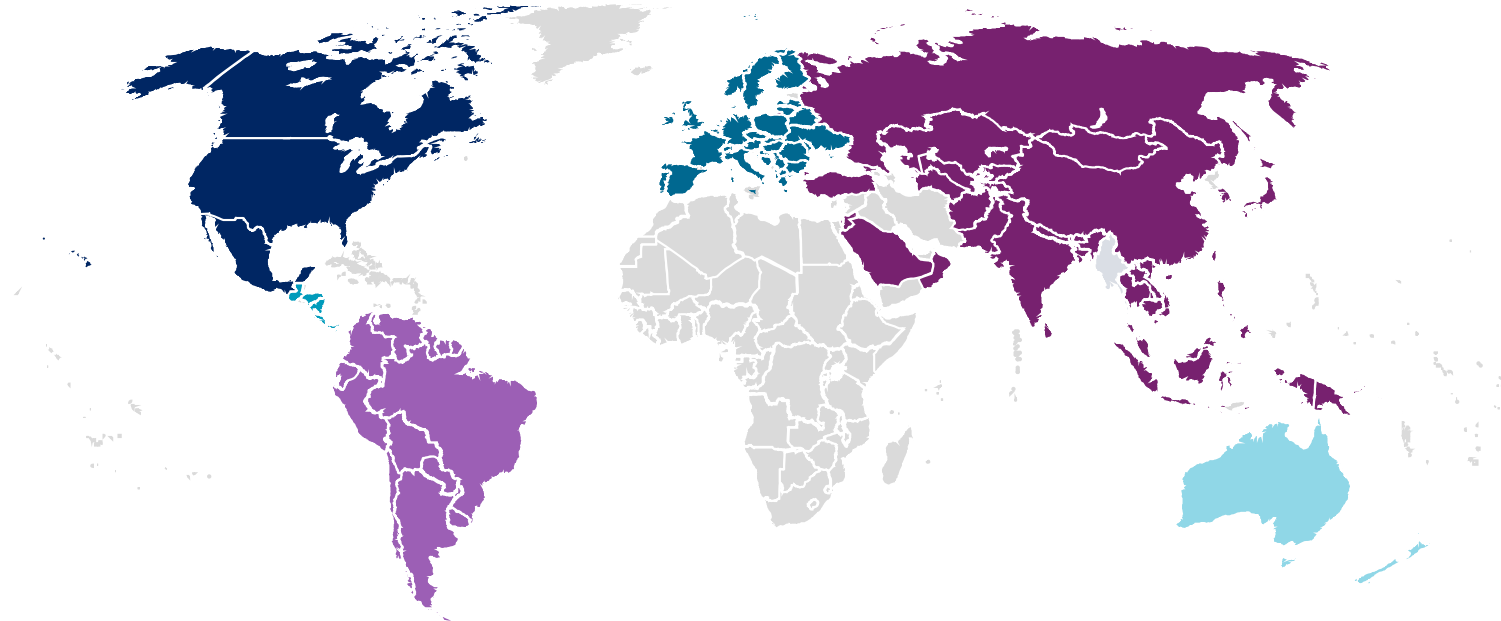
Helping our clients optimize their business with actionable data and insights.

Our global network of consultants deliver consultation on travel technology, online booking, compliance and expense management.



OUR GLOBAL NETWORK

Through a combination of proprietary countries, joint ventures and travel partners, GBT has presence in nearly 120 countries across six continents.



North America Bermuda, Canada, Mexico, United States

Central America Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama

South America Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Perú, Surinam, Uruguay, Venezuela

Europe Austria, Belarus, Belgium, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Serbia and Montenegro, Slovakia, Slovenia, Spain, Sweden, Switzerland, Ukraine, United Kingdom

Asia Afghanistan, Azerbaijan, Bahrain, Bangladesh, Brunei, Cambodia, China, Georgia, Hong Kong, India, Indonesia, Israel, Japan, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Lebanon, Malaysia, Mongolia, Nepal, New Caledonia, Oman, Pakistan, Papua New Guinea, Philippines, Qatar, Saudi Arabia, Singapore, South Korea, Sri Lanka, Taiwan, Thailand, Turkey, United Arab Emirates, Uzbekistan, Vietnam

South Pacific Australia, New Zealand

› Our Culture Values

These shared behaviors are at the heart of how our employees – and our leaders – operate.

By acting according to these values, we will provide exceptional business travel experiences for our clients, innovate the industry, attract and retain a highly engaged and talented workforce, and provide a healthy return to our shareholders.

TAKE ACTION



We are agile and get things done right.

WIN TOGETHER



We collaborate to drive the best outcome.

OWN THE OUTCOME



We are accountable for our actions and empower each other.

KEEP IT SIMPLE



We stay focused and work smart to deliver results.

LOVE WHAT WE DO



We put our clients, travelers and employees first.



We've worked hard to align GBT's culture to our strategy – that makes us more attractive as an employer of choice, and ultimately helps us to deliver exceptional experiences to our clients. When it comes to building culture, every employee plays a role. Employees continue to express enthusiasm about the opportunities to provide real-time feedback and actively participate in our cultural transformation.

JoAnne Kruse, Chief Human Resources Officer




› Awards and Recognition in 2016

GBT has been recognized for excellence across the board, around the world.

	<p>Leading Corporate Travel Provider 2016 <i>Business Travel News</i> Top 100</p>		<p>Top 25 Corporate Meetings & Incentives <i>MeetingsNet Magazine</i></p>
<p>Bronze Stevie Award Front-Line Customer Service Team of the Year – Proactive Traveler Care Team</p>		<p>2016 Golden Bridge Awards, Proactive Traveler Care</p>	 <p>Gold Winner Best Product of the Year Proactive Traveler Care</p>
 <p>2016 Magnolia Gold Award Marco Pellizzer, VP and GM by Shanghai Municipal Government</p>	<p>2016 Magellan Awards “Travel Agent Organization – Innovation” for Proactive Traveler Care and EXPERT CARE</p>	 <p>2016 Winner GBT Code of Conduct</p>	<p>Top Ranked Travel Management Company <i>Travel Weekly</i> 2016 Power List</p>

› Memberships and Sponsorships

As members and sponsors of the following travel industry groups, we are able to help create new opportunities across the industry and enhance the way in which our clients travel for business.

	<p>The Association of Corporate Travel Executives (ACTE) is a not-for-profit professional association of business travel stakeholders throughout the world. The ACTE purpose is to advance the interests of the corporate business travel industry, to promote industry networking opportunities and to educate members on emerging issues.</p>
	<p>The Global Business Travel Association (GBTA) is the world's premier business travel and meetings organization. GBTA connects the business travel world and promotes the value of business travel management. GBT was a gold sponsor and exhibitor at GBTA's 2016 annual convention. In addition, GBT provides leadership and sponsorship at annual and local events, and partners with the foundation on travel-related research.</p>
	<p>Women In Travel (WINiT) is a network of women and men serving as a catalyst to drive change, provide support and educate the public about the benefits of career development, visibility and promotion of women in the travel, meetings and event management industries. GBT is a founding sponsor of WINiT and has seats on various boards: Doug Anderson, CEO, is on the Advisory Board, and Christiane Cabot-Bini, VP, Global Client Management, is on the Board of Directors. In addition, many GBT employees hold positions on WINiT's Advisory Committees.</p>

› Our Commitments

As a leading provider of travel and related services worldwide, GBT has a unique opportunity to impact the issues of sustainability and CSR on behalf of our key stakeholders.

We are committed to integrating our CSR priorities into our evolving business objectives and believe this commitment is of importance to our employees, our investors, our clients and their travelers, and our partners.

Our CSR program is focused on five key impact areas:

- › **Governance and Ethics** – We operate with the highest ethical standards and lawful business practices.
- › **Employees** – We create a difference through our people.
- › **Clients and Travelers** – We offer responsible and value-added products and services.
- › **Community** – We invest in the communities in which we live and work.
- › **Environment** – We embrace our responsibility to minimize our impact on the environment.

As a newly formed standalone company, our CSR program continues to develop and mature each year.

The Chief Human Resources Officer (CHRO) leads our global CSR initiatives. On a day-to-day basis, the initiatives are spearheaded and monitored by the Vice President of Internal Communications and Corporate Social Responsibility.

The CHRO reviews the CSR strategy on a regular basis, and initiatives are implemented through cross-functional programs with various business groups such as risk and compliance, human resources, communications, real estate, procurement, sales and marketing.

› Materiality

This report focuses on the issues that matter most, as defined by our impacts as a business and by the feedback we received from key stakeholders during the preparation of our report and throughout the year.



› Stakeholder Engagement

We have identified six stakeholder groups. Engaging regularly with our core stakeholders helps us to identify governance, social and environmental issues that are most important to them and to our business. The chart below summarizes the multiple ways in which we interacted with and engaged our key stakeholders in 2016.

Stakeholder Group	How We Interact	Relevant Issues and Topics in 2016	
Employees	Annual and ad hoc culture surveys, senior leadership business briefings, training (mandatory and optional), employee intranet, performance coaching, GBT Ethics Helpline, community involvement projects, Pacesetters recognition event, employee discount programs, peer-to-peer reward and recognition tool	<ul style="list-style-type: none"> › Compensation and benefits › Health, wellness and safety › Training and education › Code of conduct › Rewards and recognition › Workplace flexibility 	<ul style="list-style-type: none"> › Volunteerism › Communications › Diversity and inclusion › Employee satisfaction › Career development › Culture and values
Clients and Travelers	Dedicated account teams, client satisfaction surveys, social media, onsite visits, marketing, website, account reviews, RFP process, industry trade shows and conferences, online / offline booking, mobile app, travel management products / services (duty of care, consulting, etc.), travel program reporting	<ul style="list-style-type: none"> › Traveler duty of care › Green travel and meetings › Data privacy › Crisis management › Risk management 	<ul style="list-style-type: none"> › Governance and ethics › Client service › Environmental concerns › Traveler well-being › Accessibility
Suppliers and Partners	Meetings / discussions, RFP process, Supplier Sustainability Shared Values, service level agreements, risk assessment process	<ul style="list-style-type: none"> › Responsible procurement › Supplier diversity › Governance and ethics › Risk management 	<ul style="list-style-type: none"> › Anti-corruption › Anti-bribery › Data privacy › Code of conduct
Investors / Board of Directors	Quarterly meetings	<ul style="list-style-type: none"> › Governance and ethics › Risk management › Anti-corruption › Anti-bribery 	<ul style="list-style-type: none"> › Data privacy › Code of conduct
Government and Regulators	Meeting regulatory obligations	<ul style="list-style-type: none"> › Employment › Governance and ethics › Risk management › Anti-corruption 	<ul style="list-style-type: none"> › Anti-bribery › Data privacy › Environmental concerns › Code of conduct
Community, Non-Governmental Organizations (NGOs) and Industry Associations	Memberships of business and industry associations, charitable contributions, participation in volunteer activities	<ul style="list-style-type: none"> › Volunteerism › Philanthropy 	

› United Nations Global Compact – Communication on Progress

In 2015 GBT announced its support of the United Nations Global Compact (UNGC). The UNGC is a principle-based, globally acknowledged framework to encourage businesses worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The ten principles cover human rights, labour, the environment and anti-corruption. Though voluntary, companies pledge to adhere to the universal corporate responsibility principles.

Our support and participation in the UNGC enables us to clarify our corporate responsibility commitments and increase our activities focused on the ten principles in four areas (human rights, labour standards, the environment and anti-corruption) outlined within the UNGC.

UN GLOBAL COMPACT PRINCIPLE	DISCLOSURE
HUMAN RIGHTS	
<p>Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2 make sure that they are not complicit in human rights abuses.</p>	Our Global Risk and Compliance Management Program, pages 15 - 18, Our Governance Program, page 19, Diversity, Inclusion and Equal Opportunity, page 22, Respecting Human Rights, page 28
LABOUR	
<p>Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4 the elimination of all forms of forced and compulsory labour;</p> <p>Principle 5 the effective abolition of child labour; and</p> <p>Principle 6 the elimination of discrimination in respect of employment and occupation.</p>	Our Global Risk and Compliance Management Program, pages 15 - 18, Our Governance Program, page 19, Diversity, Inclusion and Equal Opportunity, page 22, Respecting Human Rights, page 28
ENVIRONMENT	
<p>Principle 7 Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8 undertake initiatives to promote greater environmental responsibility; and</p> <p>Principle 9 encourage the development and diffusion of environmentally friendly technologies.</p>	Our Approach to Environmental Sustainability, page 37
ANTI-CORRUPTION	
<p>Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.</p>	Our Global Risk and Compliance Management Program, pages 15 - 18, Our Governance Program, page 19

› Introduction

GBT has a well established commitment to sound governance practices and responsible corporate behavior. Good corporate governance is paramount to our success as a customer-focused business. We earn our customers' and travelers' trust by providing outstanding service and committing to always do the right thing.

The GBT Code of Conduct outlines the standards we uphold in all of our dealings with each other and with our shareholders, customers, travelers, vendors and other business partners. It sits alongside a comprehensive policy framework that addresses key risk areas, as well as the employee training, processes and guidance necessary to embed it into our business.

A 360° compliance risk assessment, monitoring, testing, reporting and feedback cycle helps to ensure a continuous process of innovation and refinement.

› Our Governance Structure

GBT LEADERSHIP

GBT's executive leadership team includes:

- › Greg O'Hara, Chairman
- › Doug Anderson, Chief Executive Officer
- › Philippe Chérèque, President
- › Eric Bock, Chief Legal Officer, Corporate Secretary, and Global Head of Mergers and Acquisitions
- › Martine Gerow, Chief Financial Officer
- › JoAnne Kruse, Chief Human Resources Officer
- › Steve Curts, Chief Strategy Officer
- › Si-Yeon Kim, Chief Risk and Compliance Officer
- › Joanna Macleod, Executive Vice President, Global Service Delivery
- › Michael Qualantone, Executive Vice President, Global Supplier Relations

BOARD OF DIRECTORS

GBT has an 11-member Board of Directors chaired by travel industry veteran Greg O'Hara. The Board of Directors consists of representatives from American Express Company and Juweel Investors Limited and includes three Independent Directors.

BOARD COMMITTEES

To execute its responsibilities, the Board has several committees:

- › Audit & Finance Committee
- › Compensation Committee
- › Information Technology Infrastructure Committee
- › M&A Committee
- › Risk & Compliance Committee

2016 Highlights

- Rolled Out New Code of Conduct Policy and Training
- Code of Conduct Won MarCom Gold Award
- Launched "Mission: Compliance" Training
- Launched privacy.amexgbt.com to Share Our Privacy Statement, Principles and Other Relevant Information



› Our Global Risk and Compliance Management Program

Our global Risk and Compliance Office is responsible for delivering a robust compliance and risk management program, and promoting awareness and understanding of the laws and regulations that apply to GBT. Through prevention, detection and response, the Risk and Compliance Office embeds a true 360° program into the DNA of GBT.



A TRUE 360° PROGRAM

GBT's compliance and risk management program includes a comprehensive suite of policies establishing general risk management practices and addressing key risk areas such as privacy, anti-corruption, sanctions, third-party oversight and product development. The Risk and Compliance Office is made up of Regional Compliance Officers and subject matter experts in our key risk areas. Our policy framework is tested through annual compliance review and reporting. GBT conducts both top-down and bottom-up risk assessments with senior management across the company to identify areas of risk, and to establish controls and mitigation plans. GBT applies a formal program of proactive business self-tests and compliance tests to assess the effectiveness of our control environment. We analyze testing results, along with other quarterly metrics, to identify gaps and trends to allow us to monitor compliance changes day-to-day.

These practices form key components of our Risk and Compliance Annual Plan, which is reviewed and adjusted throughout the year to address new business initiatives and changes to the regulatory landscape. All results are reported to the Chief Risk and Compliance Officer, and shared with the Board.



CODE OF CONDUCT

In October 2016, GBT designed and launched a new Code of Conduct (The Code). The Code is at the heart of our compliance program. It outlines the standards that we must uphold in all of our dealings with each other and with our shareholders, our clients, our travelers and meeting attendees, our vendors and other business partners. The Code covers more than 40 topics in categories such as Our Shared Responsibilities, Our Commitment to Respect, and GBT and the Greater Good.

The Code is available to employees on our intranet, UConnect, in seven languages (English, French, Canadian French, German, Latin American Spanish, Thai and Traditional Chinese), and to external parties in English at amxglobalbusinesstravel.com.

ANTITRUST

GBT strongly supports vigorous yet fair competition. We must all abide by laws designed to preserve free and open competition. These laws vary across the world, but their common goal is to promote a competitive marketplace that provides consumers with high-quality goods and services at fair prices.

Our Antitrust Compliance Policy outlines requirements under the competition laws and regulations for dealings with competitors, customers and suppliers. To strengthen our antitrust compliance efforts, employees receive quarterly reminders in the form of short vignette scenarios, must provide notice of intent to attend an industry event where competitors may be present, and must comply with the processes in our policy relating to membership in trade associations.

SANCTIONS AND ANTI-MONEY LAUNDERING

GBT is committed to the fight against money laundering and terrorist financing, which continues to be the focus of considerable attention by governments, international organizations and law enforcement agencies around the world. We expect our employees to conduct themselves in accordance with the highest ethical standards, and to conduct business in accordance with applicable money laundering laws and regulations.

Employees operate under the Global Anti-Money Laundering Policy, which mandates compliance with pertinent provisions of the USA PATRIOT Act and other relevant laws, the Wolfsberg Guidance, and the Financial Action Task Force (FATF) Forty Recommendations.

EQUAL EMPLOYMENT AND ANTI-HARASSMENT

GBT is committed to treating every individual with dignity and respect. We provide a work environment free from discrimination, harassment, favoritism or bullying of any kind. It is our policy that there be no discrimination against any person on the grounds of race, color, national origin, ethnicity, disability, age, sex, including pregnancy, marital or domestic partner status, sexual orientation, gender identity, genetic information, citizenship, religion or beliefs, work status, or any other classification protected by law.

ANTI-CORRUPTION AND ANTI-BRIBERY

GBT fundamentally believes bribery is harmful to our business, our clients and the communities where we operate. For this reason, and because we respect the stringent anti-bribery laws established in many countries, GBT has adopted a zero-tolerance policy for bribery. To enforce this, GBT's Risk and Compliance Office actively works to prevent employees, partners and vendors from engaging in any form of bribery, including offering, soliciting or accepting anything of value, directly or indirectly, that is given with the intent to obtain or retain business or secure services.

The GBT Anti-Corruption Policy follows the Organisation for Economic Co-operation and Development (OECD) Anti-Bribery Convention and the OECD principle of Corporate Governance.

BUSINESS CONTINUITY

Ensuring the continuity of our business in an emergency is critical to our ability to serve our global client base.

GBT takes measures to prevent the impact of unexpected interruptions to business operations, with plans and procedures designed to help ensure consistent, predictable delivery of services to clients. Every GBT department is required to create and exercise a Business Continuation Plan (BCP) aligned with an assessment of critical business functions and recovery objectives.



PRIVACY AND INFORMATION SECURITY

Privacy and security matter to us, because they matter to our clients, travelers, meeting attendees and employees. The trust they place in us to protect and respect their valuable personal and company information is essential to our business. We hold ourselves to the most stringent privacy and security standards in the industry, guided by the GBT Data Protection and Privacy Principles. We strive to manage all data responsibly – it is the right thing to do, protects our company, and helps to ensure that we comply with laws and regulations around the world.

To help ensure the security of information at all times, GBT's Chief Information Security Officer oversees a cyber security program, using sophisticated technology, including firewalls, intrusion detection, monitoring and alerting systems, virus protection and authentication. Our security policies adhere to U.S. Federal Financial Institutions Examination Council (FFIEC) guidelines and are built around the NIST Cybersecurity Framework.

The Chief Privacy Officer oversees a global privacy risk management program. GBT is the only travel management company to have achieved EU-approved Binding Corporate Rules, which help to ensure that our global operations meet the most stringent data protection standards, no matter where the data is processed. We achieve operational compliance through an EU-model accountability framework of testing, monitoring, reporting and internal audit, and we regularly assess strategic risks to make sure that the privacy framework stays relevant in an era of rapid business, industry and technological change.

Privacy and information security procedures address potential risks in common business processes, such as vendor management, product development, marketing and data lifecycle management.

MARKETING

Unfair, deceptive or abusive commercial acts or practices can present significant legal, reputational and regulatory risks. GBT complies with laws and regulations that require transparency, truthfulness and fairness in marketing practices, laid out in the Unfair, Deceptive or Abusive Acts or Practices ("UDAAP") Policy, and global requirements for marketing permission, laid out in the Digital Marketing Standard and enforced in review procedures for all public-facing materials.

THIRD-PARTY OVERSIGHT

GBT's services require cooperation among an extensive network of third parties, including joint ventures, travel partners and vendors. We operate a robust, formal third-party oversight program designed to identify and mitigate the risks that arise in these relationships.

PRODUCT DEVELOPMENT

The Commercial Compliance team contributes to an end-to-end product development lifecycle, which helps to ensure that we embed appropriate risk identification into GBT's products, from concept to launch. The product development lifecycle incorporates best practices such as security architecture reviews and privacy impact assessments to help ensure privacy and security by design.

All employees share in this responsibility and are accountable for strict compliance. The program includes comprehensive and tracked training in privacy and information security for employees, contractors and key vendors.

American Express GBT's Data Protection Principles define ten core values that guide our business operations and decisions and ensure a common approach to data protection around the world:



Collection



Notice and Processing



Choice



Data Quality



Security and Confidentiality



Data Sharing



Openness and Data Access



International Transfer



Responsibility



Accountability

They also form the basis of our Binding Corporate Rules. Read more about the Data Protection Principles at privacy.amexgbt.com/principles



› Our Governance Program

MANDATORY CODE OF CONDUCT AND COMPLIANCE TRAINING

Every employee at GBT has a part to play in compliance and risk management. Each year, GBT employees complete a suite of courses designed to help them act ethically and lawfully. GBT Risk and Compliance develops and implements the compliance training plan and monitors completion rates to make sure we achieve full coverage across the globe.

Each year, all employees complete mandatory **Code of Conduct** training. The training was refreshed in 2016 with the launch of the new Code of Conduct.

Also in 2016, GBT launched its new compliance training program, Mission: Compliance, a mini-series of learning elements, including e-learning courses, videos, emails, posters and intranet blogs. The training is a five-episode, action-packed movie, based around a central, relatable character named Jane. Each episode focuses on one key compliance area: **Privacy, Antitrust, Information Security, Anti-Corruption and Anti-Bribery, and Sanctions and Anti-Money Laundering.**

Preventing Workplace Harassment and Anti-Bullying training was developed in 2016, with a full release in 2017. This training helps to ensure we all understand harassment and bullying, the steps GBT takes to address it, and the ways everyone can help prevent it. This training goes beyond providing the basics of sexual harassment; it also addresses additional protected categories such as race, age, religion, disability, veteran status and sexual orientation.

GBT also requires our Sales and Marketing employees to complete **Unfair, Deceptive Or Abusive Acts (UDAAP)** training.



› Responsible Procurement

SUPPLIER DIVERSITY

As a global travel management company servicing clients and travelers in many countries and industries, GBT understands the importance of developing and fostering diversity, across all aspects of our business. We support the engagement of diverse suppliers on an equal basis with other suppliers. Our Procurement team works to identify opportunities to contract with diverse suppliers to satisfy business objectives.

We define diverse suppliers as minority-owned, women-owned, historically underutilized businesses (HUB) zones, service-disabled, veteran-owned, lesbian, gay, bisexual and / or transgender-owned, and small or other disadvantaged enterprises.

GBT SUPPLIER SHARED VALUES

At GBT we believe that the company, its employees, and those acting on our behalf must engage in the highest standards of ethical and transparent business practices, and comply with all applicable laws and regulations in locations we operate.

In support of this belief, we have adopted numerous policies, procedures and guidelines to assist employees, partners and suppliers to drive compliance with our standards.

GBT strives to actively promote ethical, social and environmental best practices within our own business and among our supply chain. Our Supplier Sustainability Shared Values focus on advancing these best practices throughout our supply chain.



› Looking Ahead: Operating Responsibly Our Goals and Planned Activities for 2017

- › 100% Employees Complete Code of Conduct Training by March 30, 2017
- › Launch new Human Trafficking and Anti-Slavery Policy



› Introduction

Providing exceptional care is central to our brand – and it's our people, all around the world, who deliver this service to our clients, day in and day out. We create a difference for our clients and their travelers through our people.

We recognize that our people are our most important asset, and we truly believe that exceptional employee experiences lead to exceptional business travel experiences for our clients. Because our success depends on attracting and retaining an engaged workforce, we make investments in tools, training and programs that enable our employees to do their jobs, grow their careers and “navigate their great.”

2016 Highlights

- › Launched “SMART” Teams in Global Service Delivery
- › Published Gender Transition Guidelines
- › Achieved 100% Score: Human Rights Campaign Corporate Equality Index
- › Launched GBT WINit Group
- › Launched New Global Tuition Reimbursement Program and Policy

› Empowering Our Employees

SMART: Changing the Way We Work

The world of work and business is changing, and GBT responds by changing the way we work. In 2016, we set out to transform our Global Service Delivery (GSD) organization from a traditional hierarchal structure to Self-Managed, Accountable, Responsive Teams, known as SMART. This innovative structure replaces the conventional management hierarchy with one that empowers our GSD teams around the world to make meaningful service decisions on the spot, resulting in improved client service and traveler satisfaction.

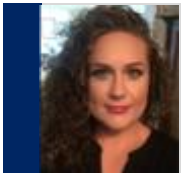
How SMART Works

- › Roles and responsibilities are defined around the work, not people, and are completely transparent across the organization
- › Ownership for planning and implementing processes is shared

- › Each individual has a responsibility to perform his / her role and accountabilities
- › Power is distributed through clear roles and accountabilities, and decision-making happens as close to the actual work as possible
- › Learning is ongoing via continuous 360 and peer-to-peer feedback
- › We regularly evolve and adapt the SMART structure and processes through governance meetings

The key advantages of SMART include:

- › Employees are empowered to create connections and make decisions regarding their work, while also having responsibility for team performance
- › The flexible structure enables our teams to shape the service experience in accordance with our clients' evolving travel program needs



SMART has empowered us as individuals and as a team. This allows us to make faster decisions to ultimately satisfy the client more efficiently and effectively. All in all, SMART has taken a group of competitive travel counselors with individual goals and turned them into a competitive team working hand in hand to not just meet, but also to exceed our goals for GBT and our client.

Megan S., Travel Counselor, United States



› Diversity, Inclusion and Equal Employment Opportunity

At GBT, we make a concerted effort to foster a diverse workforce. Employing people with various backgrounds, cultures, opinions and talents enriches our company, and helps us to create and innovate so we can deliver on our commitments to our shareholders. In addition, as a global company, having a diverse workforce better enables us to take care of our clients traveling around the world.

Our policy is to provide equal employment opportunities to all individuals based on job-related qualifications and without regard to race, ethnicity, gender, gender expression, disability, religion, sexual orientation, marital status, citizenship, age or any other legally protected characteristic or status in each of the countries in which we operate. In addition, subject to law, GBT will reasonably accommodate known disabilities of employees. We also seek to maintain a non-discriminatory environment free from intimidation, harassment or bias based upon these grounds. We strive to offer an inclusive workplace where employee differences are valued and leveraged for individual, business and organizational success.

WORKFORCE DIVERSITY

Ethnicity*	2016	2015	2014
United States			
› Asian	7%	6%	6%
› Black or African American	8%	9%	9%
› Hispanic or Latino	9%	9%	10%
› White (Not Hispanic or Latino)	75%	73%	74%
› Two or more races	1%	1%	1%

Gender (Global)	2016	2015	2014
Women			
› Officers	44%	38%	33%
› Vice Presidents	35%	35%	38%
› Directors and Managers	57%	58%	55%
› Supervisors and Team Leaders	72%	73%	73%
› Individual Contributors	76%	77%	77%
› All GBT Employees	73%	74%	75%

* Note: Ethnic diversity data only available for the United States.



Diversity is important to GBT – it’s how we maximize the talents and skills of our workforce. We’re focused on ways to recruit and hire a diverse workforce, and to make sure that all of our employees feel like they belong, that their voices are heard and their work matters.

Maria Perez-Brau, Vice President, Global Talent Development



EMPLOYEE INCLUSION

We believe that providing a work environment based on respect, trust, and collaboration creates an exceptional employee experience where employees can bring their whole selves to work and thrive in their careers.

LGBTQA (Lesbian, Gay, Bisexual, Transgender, Questioning, Ally) Workplace Equality

GBT has a long history of supporting LGBTQA workplace equality, and has continued this commitment as a standalone company. In 2016, we earned a 100 percent rating on the Human Rights Campaign Foundation's Corporate Equality Index for building a best-in-class inclusive culture for the LGBTQA community.

U.S. Business Coalition for the Equality Act

GBT joined the U.S. Business Coalition for the Equality Act along with 80 major corporations that support the Equality Act. The Equality Act creates clear, consistent protections to prohibit discrimination on the basis of sexual orientation and gender identity in employment, ensuring that LGBTQA employees are hired, fired and promoted based on their performance. In addition, the bill provides protections from discrimination for LGBTQA people in housing, credit and jury service. The bill would also prohibit discrimination in public accommodations and federal funding on the basis of sex, sexual orientation and gender identity. The companies that make up the coalition have operations in all 50 U.S. states, headquarters spanning 22 states and a combined \$1.9 trillion in revenue, and employ over 4.2 million people in the United States.



Holly W., Director, Global Business Consulting, and a founding leader of WINiT, credits her experiences with WINiT for helping her learn to take risks. "I don't believe in waiting around for change to happen," she says. "I take risks now knowing that sometimes I am going to fail. For the ability to gain this confidence, I will be forever grateful to WINiT." Holly is the GBT WINiT co-chair and promotes the network community and benefits across all parts of the organization.

Gender Transition Guidelines for Transgender Employees

GBT is an advocate for diversity and equal employment opportunities for all candidates and employees. As with other protected characteristics, we do not discriminate on the basis of gender identity or expression, nor will we tolerate harassment or bullying of any person going through the gender transition process. In 2016, GBT published guidelines intended for GBT's transgender and gender non-conforming employees who may undergo gender transition, as well as guidelines for management, Human Resources and co-workers of colleagues who are undergoing gender transition.

Our Employee Network Groups

LEAGUE (LGBTQA Employees At GBT United in Equality)

LEAGUE was created as a global, virtual community for employees to talk about their challenges, obstacles and achievements, and to provide encouragement and support to LGBT colleagues. Established in 2015, the group has 100+ members.

GBT Women in Travel (WINiT)

The GBT WINiT network is a global community designed to support the professional and personal development opportunities offered through the WINiT organization (more information about WINiT is available on page 10). Because of GBT's strong partnership with WINiT, the internal community provides the opportunity to access resources and benefits such as the mentor / mentee program, networking and educational opportunities, and most importantly, the ability for exposure to senior leaders in the business travel industry.



› Employee Satisfaction and Engagement

CULTURE AND ENGAGEMENT SURVEY

In 2016, we conducted our second Culture and Engagement Survey as a standalone company. The vast majority of our employees participated in the survey – this high engagement showed that our entire organization is committed to making GBT a great place to work. Some things employees believe we're doing really well include:

- › We take an active interest in the growth and development of our employees.
- › We are committed to diversity.
- › Our leaders and employees respect their colleagues.

Our employees also shared that, since 2015, we've made significant progress with:

- › Enhancing our internal communications
- › Fostering a spirit of agility and innovation
- › Focusing on employee performance

As a young standalone company, strengthening our culture and enhancing our work environment are top priorities. Employee feedback in the 2016 Culture and Engagement Survey also helped us understand where we're falling short. Following the release of team-level results, leaders and Employee Engagement Teams across the business developed culture action plans for 2017 to help close the gaps identified in the 2016 survey. We look forward to sharing our progress in our 2017 CSR report.

› Employee Rewards and Recognition

RECOGNIZING OUTSTANDING EMPLOYEE CONTRIBUTIONS

Recognizing and rewarding employees who deliver extraordinary results while bringing our culture values to life is part of who we are. We place great emphasis on personal accountability, innovation, collaboration and a winning spirit – and we reward those employees who both exhibit these qualities and deliver extraordinary performance and results. Creating a culture of recognition helps to drive our success. Our programs reward our top performers on an annual basis, and also enable employees and leaders at all levels to recognize and express appreciation for their colleagues on a daily basis.

2016 Culture and Engagement Survey Participation



82%

total participation



that's 9,000

employees



38,218

comments
shared

FEEDBACK IN A FLASH

As part of GBT's ongoing focus on culture, we launched our "Feedback in a Flash" program, which gives our employees the opportunity to share frequent feedback on their experiences, as well as their thoughts on ongoing, culture-related programs. With "Feedback in a Flash," employees easily provided their input via quick, one-question surveys throughout the year.





PACESETTERS

Our annual recognition program, Pacesetters, recognizes our top achievers who consistently deliver outstanding results while making GBT a great place to work. These individuals represent the very best of GBT and are role models to their peers.

In 2016, 511 top-performing employees were recognized for their 2015 achievements. Pacesetters from 43 countries were joined by senior leaders and our partners at the Hilton Waikoloa Village in Hawaii to celebrate.

ACHIEVERS PROGRAM

In April 2016, GBT launched Achievers, a new reward and recognition program that provides GBT employees several ways to recognize peers.

- ▶ **Recognition for actions and behaviors that support our values.** At the start of each month, all employees receive a monthly allocation of points to give to their colleagues. Employees can redeem the points they've been awarded for items in the Achievers online reward catalog.
- ▶ **Recognition for long-term service.** Employees earn points for milestone anniversaries, beginning at year 5.
- ▶ **Celebration of key achievements.** The "Achievement" feature allows employees to share exciting work or education achievements.

Our 1st Year

- › 190,000+ recognitions given
- › 86% of employees sent a recognition
- › 100% of employees received a recognition
- › 1.16 recognitions sent per employee per month



What Our Employees Have to Say

Pacesetters	Winning Pacesetters is a highly coveted honor at GBT! Being recognized for making an outstanding contribution to the business is really satisfying, and the actual event itself is always brilliant. – <i>Kylie H., U.K.</i>
	My first Pacesetters was 2016, and my experience far exceeded my expectation. Coming together with other Pacesetters and our executive team to network and share best practices was my favorite part, and has stayed with me and made me a more rounded employee. – <i>Alicia K., U.S.</i>
	Our company recognizes their employees and makes them feel really special with this brilliant recognition program. I was humbled to be a part of this amazing extravaganza. – <i>Abhijeet C., India</i>
Achievers	Achievers gives me the opportunity to recognize my team's work and thank them for their contribution to GBT. It really helps me reinforce what's valued in our organization. I enjoy the fact that it's easy to use, and it's instantly visible to all employees! – <i>Simon W., Australia</i>
	I love this program! It fosters engagement, creates a positive culture and establishes awareness of the good work we're all doing. Achievers is how we show our appreciation for each other. It creates an attitude of gratitude! – <i>Jennifer R., Canada</i>



› Employee Health, Safety and Well-being

We are committed to providing a safe and healthy place to work, where employees can be productive, maintain their best possible health and achieve a work-life balance.

We recognize that flexibility and trust are critical to achieving a work-life balance, and we are committed to safeguarding the well-being of our employees. Our employees are our most valuable asset, and looking after their safety and wellness is fundamental to our culture and our success.

EMPLOYEES LIVING HEALTHIER

Here are some examples of our efforts to promote health and wellness across the globe:

Go Red for Women, United States

On February 5, 2016, GBT employees across the country – and around the world – wore red for the American Heart Association's National Wear Red Day to help raise awareness of cardiovascular diseases (CVDs) and how to prevent them. Employees shared photos of their red attire on UConnect, our intranet.

J.P. Morgan Corporate Challenge, London, United Kingdom

More than 70 of GBT's London-based employees participated in the J.P. Morgan Corporate Challenge as runners and joggers. The Challenge is a global celebration of corporate teamwork, camaraderie and community.

Healthy Friday Events, India

Our engagement and health and safety teams in India partnered with Human Resources to run a series of health-focused events. These events included a 1-minute fitness challenge, orthopedic and ENT consultations, and health checkups.

Health Camp, Singapore

GBT, in association with Apollo Health Care, brought employees a free health camp, featuring height, weight, blood pressure, random blood sugar (RBS) and body mass index (BMI) measurements. The Singapore team also coordinated a series of health and safety activities throughout the year, such as the Ergonomics Walkabout, Chiropractic Talk and Zika Virus Awareness.

EMPLOYEE SAFETY

Being prepared for unexpected crises is something we always keep top of mind at GBT. We maintain an Incident Management Response Program that helps manage risk, safeguard our employees and travelers, and provide reliable uninterrupted service to our clients.

FLEXIBLE WORKPLACE

GBT offers a variety of flexible work arrangements to accommodate a range of work styles. Our Flexible Work program is designed to help employees become more productive while maintaining a work-life balance. Depending on an individual's role and responsibilities, there are various flexible working arrangements available, including:

- › **Virtual Workplace** – Working 1-2 days per week or 100% of the time from a dedicated home office.
- › **Frequent Traveler** – Mobile and on the road for the majority of the time, with the ability to drop into the office when required.
- › **Flexible Time** – Altering the start and / or finish times of a workday while maintaining the same number of regularly scheduled hours.
- › **Compressed Schedule** – Altering the start and finish times of a workday to compress working hours into fewer days.
- › **Part-time and Job Share** – Working fewer days per week; more than one person sharing a position on an ongoing basis.



› Employee Training and Development

We encourage and support a learning culture that empowers our employees to take ownership and accountability for their success. Investing in our people and creating a successful learning and development program is essential to meeting our commitment to provide world-class service to our clients and travelers. In 2016, 65% of GBT employees received career or skills-related training, totaling 92,666 hours. GBT employees averaged 23 hours of training per year.

TRAINING AND EDUCATION

Whether through on-the-job training, virtual web-based training or formal training programs, GBT believes that education opportunities have the potential to positively impact both employees and the company. We offer extensive training programs to support the development of our employees across all levels and business functions supported, by a dedicated Learning and Performance team.

Employee training is conducted in three key areas:

- › **Travel Counselor Technical and Client Service Training:** Develop Technical and Customer Service Skills
- › **Sales and Account Management Training:** Develop Project Management, Selling and Service Skills
- › **Leadership and Management Training:** Develop and Refine Leadership Skills

ULearn, GBT's learning management system, offers extensive training programs and a social learning experience, with exciting features and content that are both engaging and relevant to employees.

In 2016, we launched our new Global Tuition Reimbursement Program and Policy, which provides financial reimbursement to eligible employees to cover some of the cost associated with obtaining a degree-level qualification at the undergraduate or post-graduate level at accredited colleges or universities.

DEVELOPING OUR EMPLOYEES

Every individual's career is unique, and our Global Talent Development team is dedicated to the ongoing development, growth and success of individuals as they continue their careers with GBT.

› Wages and Benefits

We offer numerous employee benefits which support our recruitment and retention success, including competitive compensation and benefits packages, reward and recognition programs, diversity initiatives and flexible work schedules.

- › Health and Wellness
- › Retirement Benefits
- › Travel Discounts
- › Rewards and Recognition
- › Leaves and Paid Time Off
- › Fitness Memberships
- › Employee Discounts
- › Transportation Perks
- › Education Assistance

Our global presence and market-leading solutions mean an endless number of possibilities that help our current and future employees reach their career destination.



› Respecting Human Rights

GBT's commitment to respecting human rights wherever we operate is embodied in our Code of Conduct. The principles of The Code apply to all employees. Our conduct in our global operations is consistent with the spirit and intent of the United Nations Universal Declaration of Human Rights; the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, where applicable to business; and other international principles, including the Voluntary Principles on Security and Human Rights. Each year, GBT requires all employees to take our mandatory Code of Conduct training. This training includes a separate module focused on anti-discrimination, because we recognize that a mix of backgrounds, opinions and talents enriches our company and helps us all to achieve success.

As a leading travel management company with global operations, our business is positioned to help promote human rights. This additional curriculum enhances our focus and commitment to human rights, while including anti-discrimination policies at GBT as reflected in the Equal Credit Opportunity Act implemented by Regulation B.

UPHOLDING CHILD AND FORCED LABOR PRINCIPLES

GBT will not tolerate the use of child or forced labor in any of our global operations or facilities. This includes the exploitation of children, their engagement in unacceptably hazardous work, and the physical punishment, abuse or involuntary servitude of any worker. As outlined in our Supplier Sustainability Shared Values, we expect the suppliers with whom we do business to uphold the same standards. (For the purpose of these principles, a "child" is anyone who is less than 15 years of age.)



› Looking Ahead: Investing in Our People Our Goals and Planned Activities for 2017

- › Launch a global wellness campaign
- › Add a biometrics element to our U.S. health insurance plan, so employees have critical data to monitor their health



› Introduction

GBT's purpose is to deliver exceptional business travel experiences to our clients – it's what we strive to do, around the world, around the clock. This translates to helping our clients define and fulfill their travel management goals, providing best-in-class client service, promoting client loyalty and confidence, and maintaining our longstanding tradition of ethical and responsible business practices. When our clients' employees go on the road for work, their experiences matter, too. We're dedicated to delivering exceptional care to travelers at every stage of a business trip, and supporting them with tools and 24/7 service teams so they have everything they need to not just arrive, but also to thrive.

› Responsible Products and Services

GREEN TRAVEL AND MEETING SERVICES

GBT recognizes and supports our clients' increasing interest in environmental sustainability, as well as their decisions to bring it into their travel program. Our portfolio of products and services to help our clients reduce their environmental footprint includes:

- › **Carbon Emissions Tracking** – GBT can provide standard or tailored emissions data for air, rail, car and hotel. By partnering with third-party experts, we can also provide an initial carbon footprint and ongoing reporting to track progress.
- › **Carbon Emissions Reduction** – To help businesses “travel smarter”, GBT uses proprietary products and processes such as carbon emissions reporting, point-of-sales calculators, diagnostic analysis tools and supplier scorecards.



We're seeing Corporate Social Responsibility become an increasingly important topic to our clients. They want to know that the suppliers with whom they work are making conscious efforts to run their businesses responsibly. At GBT, we're committed to evolving and growing our CSR program, and helping our customers meet their own sustainability goals. It's good for us, good for our clients – and, most importantly, good for our communities and the planet.

Philippe Chérèque, President

2016 Highlights

- › Published Traveler Well-Being Articles on *The Atlas*
- › Launched “SMART” Teams in Global Service Delivery

- › **Environmental Policy/Program Management** – Our Global Business Consulting group helps clients craft policies that fit their corporate culture, while helping raise environmental awareness and achieve their emissions reduction goals.
- › **Eco-conscious Meetings & Events** – Our Meetings & Events consultants work closely with clients to identify ways to incorporate eco-conscious decisions into their meetings and events. During the sourcing process, we recommend destinations that may reduce or limit the need for participant air travel, or incorporate emissions reduction measures such as using group transportation instead of individual cars and choosing accommodations in energy-efficient hotels.



DUTY OF CARE

We help to take care of the people who take care of our clients' business; travelers can have peace of mind knowing urgent travel support from GBT is always available.

An important role of any company is to protect its greatest asset – its people. Safety becomes particularly important when employees travel, and those managing their company's business travel program must take steps to help keep their travelers safe. We live in an unpredictable world. Plans often change at a moment's notice. Meetings are cancelled or rescheduled. Flights are delayed. Disruptions from political instability, natural disasters and medical emergencies occur.

In addition to having thousands of highly trained professionals around the world ready to respond, GBT helps to support our clients' duty of care responsibilities through our 24/7-support service, traveler location solutions, redundant communications network and emergency response groups. In addition, we offer a variety of communications tools and resources to keep clients informed of industry trends, events and travel advisories, as follows:

After Hours Services

Our business travel solutions give our clients and travelers peace of mind with live phone support around the clock, 365 days a year. When business travelers need to speak with a travel counselor after standard business hours, they can dial the same number or press Click-to-Call on their smart phones to reach our travel counselors, who are equipped with instant access to itineraries, profiles and supplier programs.

Travel Alerts and Communications

Through TRAVEL ALERT, an electronic broadcast service, travel managers receive up-to-the-minute travel news alerts and updates. Monitored and updated by a worldwide team of security analysts and editors 24 hours a day, seven days a week, TRAVEL ALERT tracks events that could potentially impact travelers.

Business travelers also have access to INFOPOINT, a comprehensive website

centralizing detailed information about countries and cities around the world. The site provides health and safety information, in addition to a wealth of information specifically targeted to the needs and interests of global travelers, such as historical- and cultural-based country overviews, local language considerations, currency information and more.

Traveler Location Solutions

EXPERT CARE is an interactive, intuitive, easy-to-use solution that supports a travel management team's ability to make informed risk-mitigating decisions. With EXPERT CARE, clients can proactively monitor travel plans, and quickly pinpoint and communicate with travelers worldwide.

By integrating itinerary information, flight status monitoring, and Card Swipe with the American Express® Corporate Card, EXPERT CARE can provide near real-time, location-based traveler information. We integrate risk intelligence information from two vendors – iJET™ and Riskline™ – giving clients flexibility and choice. EXPERT CARE's communications functionality includes customizable two-way messaging between travelers and travel managers, and security alerts for travelers via email, SMS text or the Amex GBT Mobile app.

To further support EXPERT CARE, clients can select from a wide range of travel risk management and response capabilities offered by iJET™, a leading threat intelligence provider. This fully customized and flexible solution is designed to address specific travel patterns and support our clients' duty of care efforts throughout every stage of their travelers' journeys.

TRAVELER WELL-BEING

In 2016, GBT began publishing articles on our blog, *The Atlas*, to help map the world of business travel with insights, news and opinions. This blog, which is publicly available on our website, features articles targeted toward business travelers – for example, how to skip lines, find time to relax on the road and stay healthy on long flights. Other articles are geared toward travel managers and travel buyers – for example, research that shows the link between happy travelers and high performers, and how the right travel policy can help companies recruit and retain top talent, boost on-the-road productivity, and even improve employees' willingness to travel.



CRISIS MANAGEMENT

Putting People First

GBT's Support for a U.S. Utility Client and Thousands of Families During a Humanitarian Crisis

In December 2015, GBT was engaged by our client to assist 12,000 of their customers in California who had to temporarily leave their homes due to an emergency. This was not in GBT's normal scope of work, but we mobilized a team to help the client place thousands of families into hotel accommodations.

GBT's support demonstrated how we mobilize to help our clients during a crisis, and how our employees persevere when faced with difficult and ever-changing needs. What's particularly special about this story is that it shows that our team members genuinely care about helping people, and not just those who are our clients or travelers.

For nearly six months, a dedicated GBT team of more than 40 employees from our Global Service Delivery and Commercial organizations rallied together, working long hours to re-locate residents and provide accurate reports to the client. Many stories speak to the humanitarian support that GBT provided during this crisis. Here are just a few:

- › One displaced family had an autistic child who could not manage a longer car ride to school than what they had from home. We phoned all hotels within an acceptable radius to try to secure rooms for this family. It took hours to find availability in this sold-out situation, but we came through and found the family a place where everyone was comfortable with the commute.
- › Many families, especially those with elderly individuals, were suffering with medical complications that were exacerbated by the situation. We worked to accommodate multi-generational families in adjoining rooms and larger suites to make these situations more comfortable for everyone in the family.
- › Evacuated residents with dogs or cats required accommodations that would not only accept pets, but would also have the space, amenities and housekeeping staff to keep everyone safe and happy. We worked closely with hoteliers to ensure they fully understood the impact to these guests and the enormous amount of stress the family was facing due to this situation. In one example, we spent hours searching for a suitable property to house an elderly woman and her cats – which was also located in a convenient area for family members to come and check on her.
- › One of the distressed residents was deaf and had specific housing requirements, including pets, bedding and location. The travel counselor communicated back and forth with the woman via an interpreter to help find the perfect property for her.



› Client and Traveler Service

SMART: CHANGING THE WAY WE SERVE OUR CLIENTS AND TRAVELERS

In 2016, we set out to transform the way we deliver service to our clients and travelers by moving from the traditional service delivery model to Self-Managed, Accountable, Responsive Teams (SMART). This new structure allows service decisions to be made on the spot, streamlines interactions and ultimately promotes a higher level of client satisfaction. Team members work together to meet the needs of their travelers. Rather than escalating issues – which can take time – employees collaborate to find the right solution. That means faster resolution and happier travelers. The SMART structure is flexible to our customer's needs, helping to adapt the service experience in accordance with their evolving travel program.

› Measuring Client and Traveler Satisfaction

At GBT, we have robust programs designed to continually boost our knowledge and understanding of our clients' satisfaction. We use results and insights from our regular client engagement and satisfaction surveys to help shape service strategies, learning and development activities, and innovation.

With decades of industry experience, our dedicated Customer Experience team helps to ensure that client and traveler feedback is effectively translated into improved service experiences. In addition, this group supports the identification and sharing of best practices, enabling us to increase our effectiveness by bringing new approaches to life more quickly.

In 2016, we made a range of enhancements to our client survey processes, including:

- › Simplified survey design
- › Real-time team-level results
- › Introduction of text analytics
- › Enhanced closed-loop alert process

These upgrades provide our teams with increased insight regarding changing client needs and expectations, and facilitate our continued drive for service excellence.



› Looking Ahead: Serving Our Clients and Travelers

Our Goals and Planned Activities for 2017

- › Continue the roll-out of SMART
- › Enhance the process to glean and take action on richer insights from open-ended comments in customer satisfaction surveys



When asked: "Did the Travel Counselor resolve your travel needs?", 95% of our clients responded with "Yes".



› Introduction

GBT has a longstanding tradition of giving back, whether through donations or volunteerism, and we are committed to maintaining that commitment. We encourage our employees to make a difference in the communities in which they and our clients live and work. As we continue to mature our CSR program, we will continue to explore ways in which we can make a positive and measurable impact in our communities.

› Charitable Giving

CORPORATE PHILANTHROPY

GBT invested in our communities by donating more than \$100,000 to a variety of non-profit organizations; examples of our donations include support for events, auctions and golf tournaments to help charities focusing on healthcare and childhood education.

GBT also partnered with our client, Johnson & Johnson, by providing a fund for a representative from the Aga Khan Foundation (AFK) in Tajikistan to attend the Strategic Innovation for Community Health (STICH) program at the INSEAD Business School.

Our support enabled Dr. Mahbat Bahromov, CEO, Aga Khan Health Services in Tajikistan to attend the six-day STICH training program at INSEAD in Abu Dhabi. STICH is one of three programs offered to health care professionals through the Trust's partnership with INSEAD Business School. It is designed for leaders in primary care, public health or chronic disease care. It welcomes individuals from public sector, private and non-governmental organizations (NGOs) who strive to have a real impact on the health of the populations they serve.

GIVE FOR A BETTER TOMORROW PROGRAM

In 2016, GBT launched GIVE FOR A BETTER TOMORROW, our new workplace giving and volunteer program. GIVE FOR A BETTER TOMORROW is open to all GBT employees globally, and provides employees with meaningful ways to give back as donors or volunteers – or both. This new platform empowers choice, making it easy for our employees to give back in ways that are important to them.

2016 Highlights

- › Launched GIVE FOR A BETTER TOMORROW
- › Donated More Than \$100,000 to Charities

#GivingTuesday Campaign

For many people – including our employees – the end of the year is a time to reflect, express gratitude and give back. In November 2016, GBT participated in #GivingTuesday, a global day of giving.

GBT offered employees a chance to increase their giving by sharing why they give with an #UNselfie – a “selfless” selfie – on GBT’s intranet, UConnect. Other employees could “like” these selfies. The employees who submitted the top ten most popular photos received \$100 to give to the cause that matters most to them, via the GIVE FOR A BETTER TOMORROW platform.

To learn more about #GivingTuesday, visit: givingtuesday.org



#GIVINGTUESDAY
11.29.2016



▶ Giving Around the World

In the spirit of GIVE FOR A BETTER TOMORROW, GBT encourages employees to give back in the communities in which they live and work.

UPS and United Way Plane Pull Hamilton, Ontario



On Saturday, September 17, 2016, Team GBT Canada competed in a timed challenge to pull a 200,000-pound UPS Airbus to benefit the United Way. Fourteen teams raised nearly \$13,400 CAD for the United Way.

Red Cross Japan Kumamoto, Japan



During the period of April 26 – May 9, our Joint Venture (JV) partner in Japan organized a campaign to raise funds to support the victims impacted by the Kumamoto earthquakes. The JV's Employee Survey Action Team raised 56,027 JPY. Neighboring companies also contributed an additional 40,865 JPY, and our JV partner matched the funds collected, for a total donation of 200,000 JPY.

The money was donated to the Red Cross' Donation Allotment Committee in Japan, which was established specifically to support and distribute 100% of the funds to the victims in the Kumamoto region.



Second Harvest Food Bank Campaign New Orleans, Louisiana

In August 2016, thousands of people were impacted by devastating flooding in Southern Louisiana. As the American Express Meetings & Events team planned their upcoming INTER[action] Event in New Orleans, they wanted to show their support by assisting the New Orleans Convention & Visitors Bureau raise funds for the Second Harvest Food Bank of Greater New Orleans and Acadiana.

59 GBT employees raised more than \$1,900 USD to support this cause.

Spring Clothing Drive Hong Kong



The GBT Hong Kong "One Committee" team kicked off a clothing drive for the month of April. As the season changed from winter to spring in Hong Kong, the team thought it was a good time for GBT to extend support by asking employees to donate unwanted clothing to those in need.

Given the wonderful response from the GBT Hong Kong community, the team hopes to continue this initiative throughout the year, as the seasons change.



GIVING SPOTLIGHT: LONDON, UNITED KINGDOM

Our GBT London employees are making a difference in the lives of children, seniors and people living with cancer in the United Kingdom. This engaged and dedicated team organized and participated in multiple fundraising events that raised much needed funds for a variety of charities. Here are some examples:

September 2016

Macmillan Coffee Morning: GBT Bake-off

“The World’s Biggest Coffee Morning” is Macmillan’s biggest fundraising event for people facing cancer. People all over the U.K. host their own Coffee Mornings, and donations on the day are made to Macmillan. GBT raised more than £1,300, which was one of the largest single donations Macmillan received. Proceeds help Macmillan Cancer Support provide needed resources, information and support to people living with cancer. For more information, visit: macmillan.org.uk/



December 2016

Christmas Jumper Day • Save the Children

Employees donned their favorite festive sweaters to raise money for a good cause. The team raised £340 for Save the Children. For more information, visit: savethechildren.org



October 2016

Halloween Charity Event for Sadie • Tree of Hope

GBT employees raised £578 from this event and £1,468 total in 2016. Sadie was able to have her operation and is now walking. For more information, visit: treeofhope.org.uk



Give a Christmas Dinner • Blackfriars Settlement

Employees collected 123 items for the Blackfriars Settlement Older People’s Services to provide Christmas Lunch. Blackfriars Settlement is a local charity that helps older people to achieve their aspirations, gain new skills and build their confidence, and provides them with opportunities to have fun and make friends. For more information, visit: blackfriars-settlement.org.uk



GIVING SPOTLIGHT: HOUSTON, TEXAS

It's clear our Houston employees have big hearts. The GBT Employee Volunteer Team (GBTEVT) in Houston, Texas, has contributed well more than 2,000 volunteer hours to a variety of community projects for more than 18 years.

This dedicated team has served as Cheerleaders for the Houston Area *Special Olympic Spring Games*; cleaned Galveston beaches during *Texas Land Commissions' Adopt a Beach Campaign*; remodeled the main lobby and clinic of *Special Pals*, a 'no-kill' animal shelter; built a home with *Habitat for Humanity*; painted the recreation room for a women's shelter in the area, sorted clothes and made gift baskets for *The Women's Home*; just to name a few. In January 2016, the team participated in the *All in for ALS Poker Tournament*, ultimately helping to raise more than \$200,000 USD.

"We are very committed and very passionate about serving our community." Sonya R., Team Leader, Global Service Delivery

In October 2016, the team volunteered for *aniMeals on Wheels* (aMOW), a division of the *Meals on Wheels for Greater Houston* program, providing food for seniors' pets. The program was established when Meals on Wheels became aware that seniors were sharing their one hot meal with their pet companion. The team helped sort donated dry cat and dog food into individual 5- and 10-pound bags to make them portable. Once bagged, they were placed on shelves in the warehouse. By pre-sorting and shelving the pet food, aMOW drivers can easily retrieve food for their individual routes and quickly be on their way. For more information on aMOW, visit: www.houstonspca.org.



› Looking Ahead: Supporting Our Communities Our Goals and Planned Activities for 2017

- › Incorporate charity policy language and a CSR element into internal events



› Introduction

As a leading provider of travel and related services worldwide, GBT has a unique opportunity to impact the issues of sustainability on behalf of our employees, clients and partners. In keeping with our longstanding commitments to corporate citizenship, we recognize our responsibility to protect the environment, and help to ensure the health and well-being of generations to come.

GBT is committed to measuring, managing and reducing the environmental impact of our global operations, as well as to continually improving our sustainability practices. GBT employees are expected to act as environmental stewards when conducting business on our company's behalf, and we encourage our clients, suppliers, contractors and business partners to join us in this effort.

› Our Approach to Environmental Sustainability

Our commitment to environmentally sustainable practices is focused around where we work, how we work and how we serve our customers. We have procedures in place that focus on the company's environmental impact areas:

- › Energy Consumption
- › Waste and Recycling
- › Greenhouse Gas Emissions
- › Procurement

In meeting our commitments, GBT will strive to:

- › Adopt environmental standards across all areas of operation, that meet all applicable environmental laws and regulations in the countries in which we operate.
- › Continually assess the environmental impact of our operations and identify areas where we can minimize our impact on the environment.
- › Maintain our Flexible Work program, which helps to reduce carbon emissions from commuting.

- › Deploy efforts to improve our energy efficiency and reduce greenhouse gas emissions.
- › Minimize waste through reduction strategies, recycling programs and safe disposal policies.
- › Purchase sustainable products wherever feasible.
- › Reduce risks from environmental, health or safety hazards for employees, contractors and visitors to our facilities.
- › Incorporate environmental awareness into our day-to-day business by engaging our employees through regular communications and volunteer events.
- › Include environmental considerations in investment decisions, where appropriate.
- › Regularly review and assess our policy, and share progress on our commitments.

2016 Highlights

- › Achieved EcoVadis Silver Rating

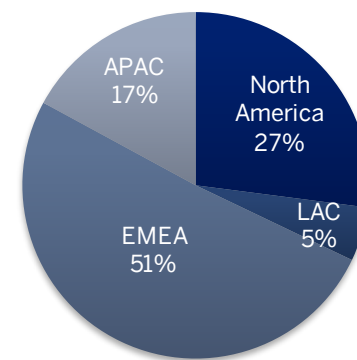


Our Carbon Footprint

GHG EMISSIONS - SCOPE 1 + 2

Region / Type	2016		2015		2014	
	Usage (MWh)	GHG Emissions (Tonnes)	Usage (MWh)	GHG (1) Emissions (Tonnes)	Usage (MWh)	GHG (1) Emissions (Tonnes)
North America						
Electricity	3,476	2,173	2,449	1,419	2,070	1450
Natural Gas	0	0	0	0	4	-
Cooling	0	0	202	-	2268	-
Steam	0	0	153	-	163	-
LAC						
Electricity	649	455	1,033	723	773	541
Natural Gas	0	0	0	0	0	0
Cooling	0	0	0	0	0	0
Steam	0	0	0	0	0	0
EMEA						
Electricity	6,530	3,739	8,306	5,806	6,655	4660
Natural Gas	0	0	306	-	104	-
Cooling	0	0	21	-	0	0
Steam	0	0	452	-	407	-
APAC						
Electricity	2,197	1,066	1,431	900	1,019	713
Natural Gas	0	0	0	0	0	0
Cooling	0	0	0	0	0	0
Steam	0	0	0	0	0	0
Total						
Electricity	12,852	7,433	13,219	8,850	10,517	7,364
Natural Gas	0	0	309	-	108	-
Cooling	0	0	223	-	2268	-
Steam	0	0	605	-	569	-

2016 Energy Consumption By Region



Methodology

Many of the facilities in which we operate continue to be leased from and managed by American Express. Energy consumption at these facilities is based on utility records.





For remaining locations, which represent the majority of our leased facilities and where we do not have access to our consumption data, emissions of greenhouse gases are estimated.

Emissions are estimated based on square footage and local emissions factors.

(1) CO₂ emission only available for electricity.

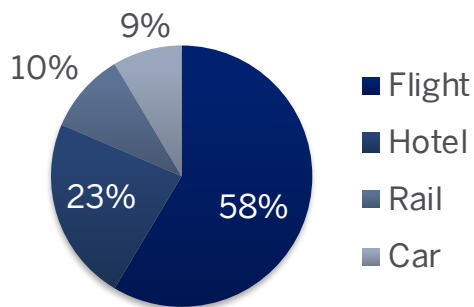


GHG EMISSIONS - SCOPE 3 GBT Employee Business Travel

	2016	2015	2014
	10721 (1) tons CO ₂	8453.9 (1) tons CO ₂	3906.6 (1) tons CO ₂
	643 tons CO ₂	614 tons CO ₂	292.5 tons CO ₂
	52.6 tons CO ₂	41.9 tons CO ₂	17.3 tons CO ₂
	292.1 tons CO ₂	269.5 tons CO ₂	111.4 tons CO ₂

(1) Emission calculations according to DEFRA/GHG methodology.

Emission Contributions



Looking Ahead: Protecting Our Environment Our Goals and Planned Activities for 2017

- › Reduce paper usage with implementation of new client billing system

Endnotes

- › 2014 Scope 2 data reported is for the period of June 1 – December 31, 2014.
- › 2014 and 2015 Scope 2 emissions figures are restated due to calculation error.
- › 2016 energy usage and emissions data for our London office not included as data is currently unavailable for that location.
- › At this time, GBT does not track emissions from employee commuting.



appendix: gri content index

GRI G4 CONTENT INDEX	
STATUS	DESCRIPTION
●	Compliant with this indicator
○	Partially compliant
□	Not compliant: not applicable or data not available

GENERAL STANDARD DISCLOSURES		STATUS	REPORT REFERENCE / NOTES
STRATEGY AND ANALYSIS			
G4-1	Statement from CEO	●	Message from Our CEO, page 4
G4-2	Key impacts, risks, and opportunities	○	Materiality, page 11, Stakeholder Engagement, page 12
ORGANIZATIONAL PROFILE			
G4-3	Name of reporting organization	●	GBT III B.V. d/b/a American Express Global Business Travel
G4-4	Primary brands, products, and services	●	Our Products and Services, page 6
G4-5	Organization headquarters	●	Hoogoorddreef 15, Atlas-Arena 1101BA Amsterdam Zuidoost
G4-6	Countries of operation	●	Our Global Network, page 7 www.amexglobalbusinessstravel.com/global-network-map/
G4-7	Nature of ownership and legal form	●	GBT is a joint venture corporation formed July 2014. American Express Travel Related Services Company and an investor group led by Certares. Each has 50% ownership stake in the joint venture.
G4-8	Markets served	●	Our Products and Services, page 6, Our Global Network, page 7
G4-9	Organization scale	○	About American Express Global Business Travel, page 5. GBT is a private company and does not publically disclose revenue or capitalization.
G4-10	Composition of the workforce	○	Workforce Diversity, page 22. Note: Diversity data only available for the U.S.

appendix: gri content index

GENERAL STANDARD DISCLOSURES		STATUS	REPORT REFERENCE / NOTES
ORGANIZATIONAL PROFILE			
G4-11	Collective bargaining agreements	●	We do not have direct union affiliations; however, some employees in APAC and EMEA do participate in local organizations. Details of those relationships are considered confidential employee information.
G4-12	Organization's supply chain	☐	As a new standalone entity and new reporting organization, our mapping exercise was limited.
G4-13	Organizational changes during the reporting period	☐	Please visit: amexglobalbusinessstravel.com/press-room/
G4-14	Precautionary principle	☐	GBT does not have a formal policy regarding the precautionary principle.
G4-15	External charters, principles, initiatives	●	United National Global Compact , page 13. GBT also reports to the Carbon Disclosure Project.
G4-16	Memberships in associations	●	Memberships and Sponsorships , p. 10
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in financial statements	●	Data in this report covers our entire GBT's global operations only.
G4-19	Material aspects included in the report	○	Materiality , page 11, Stakeholder Engagement , page 12.
G4-20	Boundary of the report within the organization	●	All Material Aspects selected in this report apply to our entire global operations, unless otherwise stated.
G4-22	Effect of any restatements of information	☐	N/A
G4-23	Significant changes from previous reporting periods	☐	N/A
STAKEHOLDER ENGAGEMENT			
G4-24	Stakeholder groups	●	Stakeholder Engagement , page 12
G4-25	Basis for identification and selection of stakeholders	○	Stakeholder Engagement , page 12

appendix: gri content index

GENERAL STANDARD DISCLOSURES		STATUS	REPORT REFERENCE / NOTES
STAKEHOLDER ENGAGEMENT			
G4-26	Approach to stakeholder engagement	○	Stakeholder Engagement, page 12
G4-27	Key topics from stakeholders	○	Stakeholder Engagement, page 12
REPORT PROFILE			
G4-28	Reporting period	●	About This Report, page 2
G4-29	Date of most recent report	●	January 1 – December 31, 2015
G4-30	Reporting cycle	●	About This Report, page 2
G4-31	Reporting contact	●	Contact Us, page 45
G4-32	"In Accordance" option, GRI Content Index for the chosen option.	●	About This Report, page 2, Appendix A: GRI Content Index
G4-33	External Assurance	●	This report was not externally assured.
GOVERNANCE			
G4-34	Governance structure of the organization	●	Our Governance Structure, page 14
ETHICS AND INTEGRITY			
G4-56	Code of conduct	●	Our Global Risk and Compliance Management Program, page 17
G4-57	Helpline or advice lines for employees	●	Our Global Risk and Compliance Management Program, page 16
ENVIRONMENTAL			
Energy			
G4-DMA	Generic Disclosures on Management Approach	●	Our Approach to Environmental Sustainability, page 37

appendix: gri content index

GENERAL STANDARD DISCLOSURES		STATUS	REPORT REFERENCE / NOTES
ENVIRONMENTAL			
Energy			
G4-DMA	Generic Disclosures on Management Approach	●	Our Approach to Environmental Sustainability, page 37
G4-DMA	Generic Disclosures on Management Approach	●	Our Approach to Environmental Sustainability, page 37
G4-EN3	Energy consumption within the organization	○	Our Carbon Footprint, page 38
G4-EN6	Reduction of energy consumption	○	Our Carbon Footprint, page 38
Emissions			
G4-DMA	Generic Disclosures on Management Approach	●	Our Approach to Environmental Sustainability, page 37
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	○	GHG Emissions – Scope 1+ 2, page 38
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	○	GHG Emissions – Scope 3, page 39
G4-EN18	Greenhouse gas (GHG) emissions intensity	□	The information is currently unavailable
G4-EN19	Reduction of greenhouse gas (GHG)	□	GBT has no formal initiatives to reduce GHG emissions at this time.
Effluents and Waste			
G4-EN23	Total weight of waste by type and disposal method	□	GBT does not track waste diversion data at this time.
SOCIAL			
LABOR PRACTICES AND DECENT WORK			
Employment			
G4-DMA	Generic Disclosures on Management Approach	○	Investing in Our People: Introduction, page 21
Occupational Health and Safety			
G4-DMA	Generic Disclosures on Management Approach	●	Employee Health, Safety and Well-being, page 26

appendix: gri content index

GENERAL STANDARD DISCLOSURES		STATUS	REPORT REFERENCE / NOTES
Training and Education			
G4-DMA	Generic Disclosures on Management Approach	●	Employee Training and Development, page 27
G4-LA9	Average training hours per year per employee	●	Employee Training and Development, page 27
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in career endings	●	Mandatory Code of Conduct and Compliance Training, page 19, Employee Training and Development, page 27
Diversity and Equal Opportunity			
G4-DMA	Generic Disclosures on Management Approach	●	Diversity, Inclusion and Equal Opportunity, page 22
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	○	Diversity, Inclusion and Equal Opportunity, page 22
HUMAN RIGHTS			
Non Discrimination			
G4-DMA	Generic Disclosures on Management Approach	○	Our Global Risk and Compliance Management Program, pages 15 - 18, Mandatory Code of Conduct and Compliance Training, page 19, Diversity, Inclusion and Equal Opportunity, page 22 Respecting Human Rights, page 28
G4-HR3	Incidents of discrimination and corrective actions taken	□	The information is currently unavailable
SOCIETY			
Anti-Corruption			
G4-DMA	Generic Disclosures on Management Approach	○	Our Global Risk and Compliance Management Program, pages 15 - 18
G4-SO4	Communication and training on anti-corruption policies and procedures.	●	Our Global Risk and Compliance Management Program, pages 15 - 18, Mandatory Code of Conduct and Compliance Training, page 19
Product and Service Labeling			
G4-DMA	Generic Disclosures on Management Approach	●	Serving Our Clients and Travelers: Introduction, page 29, Measuring Client and Traveler Satisfaction, page 32
G4-PR5	Results of surveys measuring client satisfaction	●	Measuring Client and Traveler Satisfaction, page 32

Contact Us

We value feedback from all our stakeholders. We invite you to share your feedback on our CSR report at: GBT-CSR@aexp.com

Bridget Clark
Vice President | Internal Communications and Corporate Social Responsibility

American Express Global Business Travel
101 Hudson Street
Jersey City, New Jersey 07302 United States

For a copy of this report or more information about GBT, please visit our corporate website at: www.amexglobalbusinesstravel.com

Martin Ferguson
Senior Director | Global Communications and Public Affairs
American Express Global Business Travel
Tel: +44 7789 816 523
Email: martin.ferguson@aexp.com
Follow us on Twitter @amexgbt