



BTN

BUSINESS TRAVEL NEWS

September 26, 2022

BTN'S CORPORATE TRAVEL 100
reveals the nadir of pandemic-era business travel
spending, based on full-year 2021 data.

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Business

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How Low Can You Go?

BY ELIZABETH WEST

When BTN compiled last year's Corporate Travel 100, it was hard to imagine a year in which business travel volumes would go even lower for the marquee travel programs that in previous years had been the industry's most robust and most heavily invested. But we all know by now, that's exactly what 2021 visited upon the business travel industry—an environment in which many of the world's largest corporations remained in bunker mode for an entire year in the face of the Covid-19 pandemic, as travel restrictions and regulations reduced the business travel value proposition and technology solutions continued to bridge the gaps whenever possible.

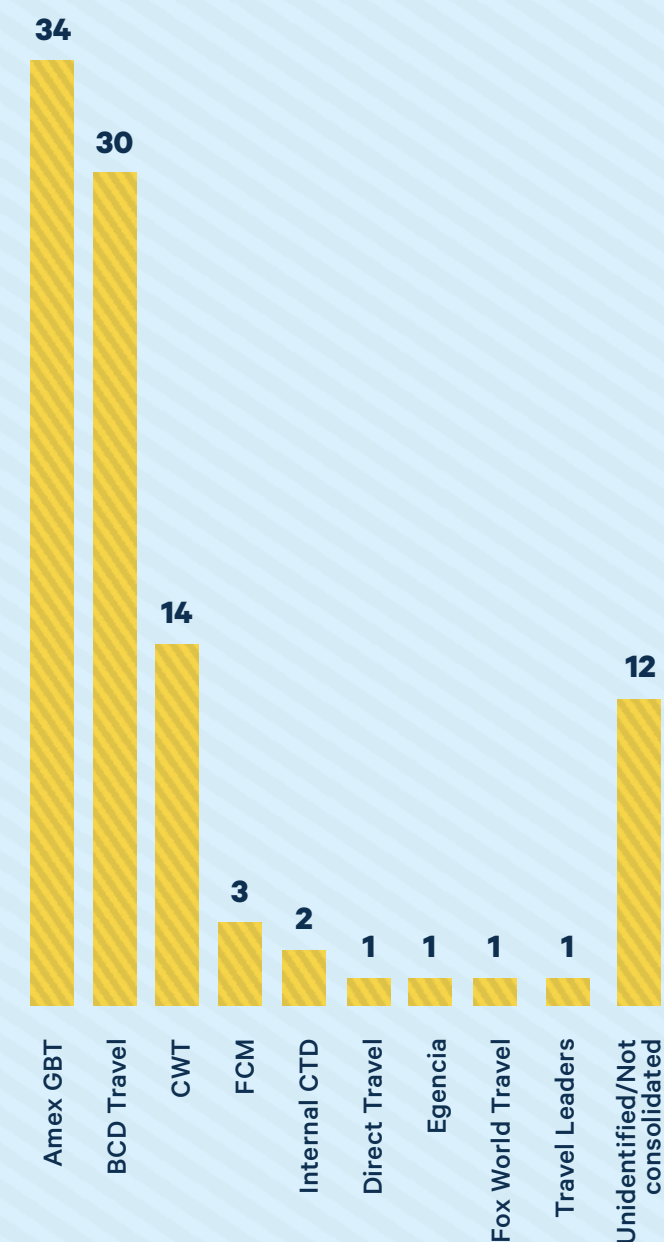
Among the 99 companies listed in BTN's 2022 Corporate Travel 100—only 99 due to our pandemic-era adjusted methodology (see box at right)—nearly 75 percent ended 2021 with travel volumes at least minimally reduced from the prior year, and many of those companies reduced travel spending significantly. That was a gut punch to an industry that in 2020 had only one active quarter of business travel under its belt before shutting down.

But somehow even an ostensible travel shutdown in 2021 didn't translate into copious time on travel managers' hands. To the contrary, the travel that did happen in 2021 was critical, and travel managers were all-hands-on-deck figuring out how to facilitate. Tales from the travel management trenches detailed long waits at immigration and in required quarantine as elements of heroic efforts to achieve critical in-person connections, sometimes representing life-or-death situations, especially for in-demand sectors like pharmaceutical and energy companies. Some of those companies were among the few that actually increased their business travel spending in 2021 from 2020.

As travel management companies regrouped from their own devastating losses in 2020, there were precious few resources to go around in terms of traveler support. But the clients who did travel very much needed that support, as travelers muscled through unclear and changing government regulations layered with additional corporate restrictions and approvals and on-the-ground confirmations that basic travel infrastructure in the receiving market was, in fact, operating and able to handle travelers.

WHO, WHAT, WHERE?

Here's where Corporate Travel 100 companies consolidated their U.S.-booked business travel in 2021.



Those dynamics have changed. Surging leisure travel paved the way toward fully reopening the travel ecosystem. More and more TMCs report active recruitment campaigns and record hiring and re-hiring levels as business travel ramps up, yet finding equilibrium between travel volumes and service resources continues to be a challenge. Some companies have reported investing in dedicated agents to support their programs—either configuring that structure for the first time or adding more resources to that team.

These challenges have contributed to some key trends threading through the programs of 2022 Corporate Travel 100 companies.

Active TMC tenders – Anecdotally, travel management companies have told BTN that the TMC tender environment has been fairly steady. Among the Corporate Travel 100, however, BTN notes a number of changes over this year and last, signaling some discontent among larger corporates that are looking to improve that supplier relationship. Even so, buyers have noted to BTN that nearly all TMCs had similar challenges as business travel ramped up—particularly, in the late April and May timeframe—with a perfect storm of increased airline disruptions colliding with reduced travel agent levels.

Focus on traveler experience – Reading through the 2022 Corporate Travel 100, the concept of the business travel experience looms large. While it includes the on-trip element of travel, CT100 companies are looking very much at what happens before and after the trip to smooth all the processes surrounding business travel. This includes reducing the “number of clicks” required to book travel through online booking

systems, reducing the friction associated with getting travel approvals (often by increasing automation around those, or dispensing with them altogether) and implementing traveler-centric mobile technologies and chatbots that can support travelers with just-in-time information. That said, CT100 companies are looking for human-supported services as well. A number of companies introduced 24/7 agent service desks for global programs, including mobile chat communications. Google, for one, introduced the “Ally” service desk for travelers needing extra assistance.

Travel safety and wellness – The ‘experience’ element threads through the CT100 in addition to traveler safety and wellness, which is also a priority. While most companies have eased many of their hardline restrictions around travel, quite a few are holding fast to travel approvals. This is largely tied to risk management but may also do double duty as a demand-management strategy as many companies try to hold on to some of the cost savings that came from not traveling as well as the carbon emissions reductions they achieved in 2021.

Sustainability – The CT100 as a whole shows more inclination toward sustainability than it ever has before. Many companies have committed to the Science-Based Targets initiative and are looking intensely at emissions that ride along with every business traveler. They are also looking for travel partners that can help them track travel emissions or count toward greening their supply chains. A significant number have invested in schemes to stimulate demand for sustainable aviation fuel. Some are counting those investment in the future against their current emissions levels. ■

CT100 2022 METHODOLOGY

Why are there only 99 companies on BTN’s Corporate Travel 100 this year? Due to the massive drop in corporate travel during the pandemic, BTN made the editorial decision to compile the 2021 and 2022 Corporate Travel 100 based on the same list of companies that made the list in 2020 (based on 2019 data). The objective of our approach was to understand the impact of the pandemic on their programs. Mergers and acquisitions between some companies on the 2020 CT100, reduced our benchmark universe to 99 companies. As always, the BTN CT100 is based on the prior year’s travel volume. This issue reflects travel volumes from full-year 2021.

BTN’s executive director of conference content and strategy David Meyer contacted each company on the 2021 Corporate Travel 100 to conduct a follow-up interview and online survey to find out how each company was dealing with business travel reduction, how they were adjusting travel programs in the interim and whether the hiatus would drive fundamental changes. Certain companies decline the BTN outreach. For companies that chose not to confirm U.S.-booked business air travel volumes, BTN used industry sources, published reports and other intelligence about specific programs to provide an estimate of U.S.-booked air volume. Estimates are noted in the listings. The BTN editorial team would like to thank David Meyer for his efforts this year—and every year—to compile the list and survey this important group of business travel experts.

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SPONSOR WELCOME LETTER

Southwest[®]
Business



Dear Travel Industry Partners,

Over the course of the past two and a half years, the travel industry has faced plenty of obstacles, especially those of us in business travel. As we move into the final quarter, I am pleased to see business travel returning as more and more travelers take to the skies to conduct

important meetings, attend conferences, and more. I remain optimistic that we will see business travel return to pre-pandemic levels in the coming year. With that in mind, we have been working hard this year to make it even easier to do business with Southwest[®] for Customers like you.

We’ve continued to expand our team to better support you and are developing multiple initiatives to enhance our overall Traveler Experience. Additionally, we’ve shared exciting news involving our self-service travel portal: Southwest Business Assist[™], introduced flight credits that don’t expire*, and updated our fare products to include creating a brand-new fare, Wanna Get Away Plus[™]. You can learn more about all these announcements and more on page 9 of this issue.

You’re at the Heart of everything we do at Southwest Business. It is Customers like you who inspire us to continue building an even better experience to serve you and your Travelers. We look forward to hearing your invaluable feedback and utilizing it to better serve your business needs. Thank you for your continued partnership with Southwest Business.

Enjoy this issue,

Dave Harvey
Vice President of Southwest Business
Southwest Airlines[®]

*Flight credits unexpired on or created on or after July 28, 2022, do not expire and will show an expiration date until our systems are updated. Visit [Southwest.com/experience](https://www.southwest.com/experience) for details.

RANKED BY 2021 US-BOOKED AIR VOLUME

		RANKING			RANKING
\$120M	Amazon	1	\$10M	Cisco	49
\$118M	FedEx	2	\$10M	IBM	49
\$63M	The Walt Disney Co	3	\$9.2M	Takeda	53
\$55M	Lockheed Martin	4	\$9.1M	Morgan Stanley	54
\$55M	Raytheon	4	\$9M	BAE Systems	55
\$55M	UnitedHealthGroup	4	\$9M	TPG	55
\$46.5M	Deloitte	7	\$8M	KPMG	57
\$41.7M	The World Bank	8	\$8M	Novartis	57
\$41M	McKinsey & Co	9	\$8M	PepsiCo	57
\$40M	Amgen	10	\$7.7M	3M	60
\$40M	The Church of Jesus Christ of Latter-Day Saints	10	\$7.7M	International Monetary Fund	60
\$35M	Apple	12	\$7.5M	Citigroup	62
\$34M	L3Harris	13	\$7.5M	Merck & Co	62
\$34M	Siemens	13	\$7M	Nike	64
\$33.5M	Warner Bros Discovery	15	\$7M	Samsung	64
\$31M	ExxonMobil	16	\$6.3M	Nestle	66
\$30M	JPMorgan Chase & Co	17	\$6.2M	Corning Inc	67
\$29M	Comcast	18	\$6.2M	IPG	67
\$28M	Boeing	19	\$6M	Caterpillar	69
\$28M	General Dynamics	19	\$6M	Marsh & McLennan Cos	69
\$27.5M	Microsoft	21	\$6M	Oracle	69
\$25M	Google	22	\$6M	P&G	69
\$25M	UPS	22	\$5.9M	Emerson	73
\$23M	GE	24	\$5.9M	Omnicom Group	73
\$22.3M	Abbott	25	\$5.5M	SAP	75
\$22.2M	Chevron	26	\$5.4M	Facebook	76
\$22M	Stryker	27	\$5M	Bloomberg	77
\$21.8M	EY	28	\$5M	Eli Lilly & Co	77
\$19.3M	PwC	29	\$5M	ITW	77
\$18M	AbbVie	30	\$4.8M	BP	80
\$18M	Ebara	30	\$4.5M	AstraZeneca	81
\$18M	Koch Industries	30	\$4.5M	Coca-Cola	81
\$16M	Honeywell	33	\$4.5M	Intel	81
\$15.7M	Johnson & Johnson	34	\$4.4M	Sanofi	84
\$15.5M	Accenture	35	\$4.3M	Bayer	85
\$15.3M	Leidos	36	\$4.1M	Epic	86
\$15M	Bank of America	37	\$4M	Goldman Sachs	87
\$15M	Boston Consulting Group	37	\$3.4M	Dell Technologies	88
\$14M	Walmart	39	\$3.3M	Hewlett Packard Enterprise	89
\$13.5M	Roche	40	\$3.1M	Liberty Mutual	90
\$13.1M	Shell	41	\$3M	Cognizant	91
\$12M	Publicis Groupe	42	\$3M	GSK	91
\$11.6M	Toyota Motor North America	43	\$2.9M	Pfizer	93
\$11.5M	Edwards Lifesciences	44	\$2.5M	Dow Inc	94
\$11M	Airbus	45	\$2.3M	LG Electronics	95
\$11M	Salesforce	45	\$2M	Barclays	96
\$10.4M	General Motors	47	\$2M	UBS	96
\$10.3M	Jacobs	48	\$2M	Wells Fargo	96
\$10M	Aon	49	\$1M	PayPal	99
\$10M	Boston Scientific	49			

ALPHABETIZED

	RANKING		RANKING
3M	60	International Monetary Fund	60
Abbott	25	IPG	67
AbbVie	30	ITW	77
Accenture	35	Jacobs	48
Airbus	45	Johnson & Johnson	34
Amazon	1	JPMorgan Chase & Co	17
Amgen	10	Koch Industries	30
Aon	49	KPMG	57
Apple	12	L3Harris	13
AstraZeneca	81	Leidos	36
BAE Systems	55	LG Electronics	95
Bank of America	37	Liberty Mutual	90
Barclays	96	Lockheed Martin	4
Bayer	85	Marsh & McLennan Cos	69
Bloomberg	77	McKinsey & Co	9
Boeing	19	Merck & Co	62
Boston Consulting Group	37	Microsoft	21
Boston Scientific	49	Morgan Stanley	54
BP	80	Nestle	66
Caterpillar	69	Nike	64
Chevron	26	Novartis	57
The Church of Jesus Christ of Latter-Day Saints	10	Omnicom Group	73
Cisco	49	Oracle	69
Citigroup	62	P&G	69
Coca-Cola	81	PayPal	99
Cognizant	91	PepsiCo	57
Comcast	18	Pfizer	93
Corning Inc	67	Publicis Groupe	42
Dell Technologies	88	PwC	29
Deloitte	7	Raytheon	4
Dow Inc	94	Roche	40
Ebara	30	Salesforce	45
Edwards Lifesciences	44	Samsung	64
Eli Lilly & Co	77	Sanofi	84
Emerson	73	SAP	75
Epic	86	Shell	41
ExxonMobil	16	Siemens	13
EY	28	Stryker	27
Facebook	76	Takeda	53
FedEx	2	Toyota Motor North America	43
GE	24	TPG	55
General Dynamics	19	UBS	96
General Motors	47	UnitedHealthGroup	4
Goldman Sachs	87	UPS	22
Google	22	Walmart	39
GSK	91	The Walt Disney Co	3
Hewlett Packard Enterprise	89	Warner Bros Discovery	15
Honeywell	33	Wells Fargo	96
IBM	49	The World Bank	8
Intel	81		

1
AMAZON
SEATTLE

2021 U.S.-Booked Air Volume: \$120 million
Consolidated U.S. TMC: CWT

Retail and technology giant Amazon's 2021 U.S.-booked air volume was less than a quarter of its pre-pandemic level, but it still was enough for the company once again to top this list of business travel spenders.

Amazon in 2021 restructured its travel and events program, including expanding it to support the company's growth and global footprint. Amazon also revamped the travel and events department to focus on developing functional areas including operations, technology, category management, meetings and events and customer experience.

Prioritizing the customer experience, including enabling productivity and well-being while offering more personalization, and giving precedence to those program changes that would improve it remains a key driver of the travel department's strategy.

Amazon continues to develop its approach to business travel and sustainability, enhancing a strategy with an eye to refining policy to further address the issue with additional education and awareness as soon as this year.

The company also is developing an enhanced meetings and events management strategy and plans to refurbish its hotel program technology.

2
FEDEX
MEMPHIS

2021 U.S.-Booked Air Volume: \$118 million
Consolidated U.S. TMC: BCD

BTN estimates U.S.-booked air volume at FedEx in 2021 rose from an estimated \$95.6 million in 2020.

FedEx reported revenue of \$93.5 billion for the fiscal year that ended May 31, 2022, up 11 percent from FY21. Net income fell 27 percent to \$3.8 billion. The company incurred significant expenses, including travel, integrating TNT Express, the European delivery service it acquired in 2016. The company expects uncertainly to continue to impact its business into 2023.

FedEx has reevaluated how and where team members work and, in some cases, provides flexible work arrangements. As of May 31, FedEx employed 345,000 permanent full-time and 202,000 permanent part-time employees, and FedEx Ground used over 6,000 contractors.

In March 2021, the company announced plans for its global operations to become carbon-neutral by 2040. Metric tons of carbon dioxide equivalent emissions for employee business travel in fiscal 2021 fell 30 percent year over year to about 45,300.

3
THE WALT DISNEY CO.
BURBANK, CALIF.

2021 U.S.-Booked Air Volume: \$63 million
Primary U.S. Payment Supplier: Citibank
Primary Global Expense Supplier: Concur
Consolidated U.S. TMC: Amex GBT

Employees at The Walt Disney Co. began returning to the office in the second half of 2021, but U.S.-booked air volume at Disney remained at a little more than half of pre-pandemic levels for the year, totaling \$63 million. That was down \$5 million from 2020.

This year, Disney expects travel volumes to be closer to pre-Covid-19 levels as it continues to reopen offices and support the return to travel, including relocation efforts related to its new company campus in Lake Nona, Fla. The travel program for streaming service Hulu, in which Disney owns a majority stake, is integrating into Disney's travel program.

In 2021, Disney rolled out virtual payment capabilities in the U.S. and the U.K. for travel related to meetings and events. Grasp Technologies this year announced it is working with Disney to test an integration into Marriott International's property management system, through which front desk associates have access to virtual card information to ease the check-in process for Disney associates using virtual payment tools.

The company last year also added additional language regarding health and safety to its travel and expense policy and implemented mandatory annual training for all corporate cardholders on travel and expense policies. Disney is amending its policy this year to add clarity and sections addressing airlines media baggage information, vaccinations and reimbursements for employees working from home.

American Express Global Business Travel serves as Disney's consolidated travel agency in the United States. The TMC also handles a portion of its travel booked out of the U.S., and BCD Travel handles the majority of its non-U.S. bookings, which are studio/production related.

4
LOCKHEED MARTIN
BETHESDA, MD.

2021 U.S.-Booked Air Volume: \$55 million
2021 Global T&E: \$166.3 million
Primary U.S. Payment Supplier: U.S. Bank
Primary U.S. Expense Supplier: SAP Concur
Consolidated Global TMC: BCD

Travel volumes at global aerospace and defense corporation Lockheed Martin recovered slightly in 2021, up to \$55 million from \$49.6 million the previous year. That volume, however, is still about a quarter of what it was in 2019.

That doesn't mean its travel department has been any less busy, however. Following its new global agreement with travel management company BCD Travel in 2020, Lockheed Martin implemented its TripSource trip management platform and is working on expanding capabilities on the platform. Lockheed Martin's travel team also implemented a travel metrics dashboard, conducted quarterly travel calls for 800 U.S. administrators and worked with the company's global mobility unit on an international relocation project as well as its travel risk group on a technology refresh.

The company is exploring new tools and technology with the traveler engagement division of BCD's consultancy, Advito.

About half of Lockheed Martin's U.S.-booked air in 2021 was for international travel. The company conducted the request-for-proposal process for its global airline program last year.

Lockheed Martin tightened up its travel policy in 2021, including adding domestic and international advance air purchasing requirements, lowering the allowable rental car size to intermediate and specifying that the online booking tool and agency are only to be

Southwest® Business

To provide an even better business travel experience, Southwest Business is focusing on additional flexibility with unused funds, expanding our fare options, giving you more robust tools to manage your accounts, and growing our Team and network to better serve you and your company's needs.

Introducing Southwest Business Assist™

We are excited to have recently launched our new online self-service travel portal, Southwest Business Assist. Southwest Business partners can now have exclusive access to this business travel management tool. With Southwest Business Assist, Customers can view reporting in easy-to-access dashboards, submit and manage requests, track travel funds and credits, see the latest news, and more. All of these tools are now all in one place. Learn more about Southwest Business assist at southwestbusinessassist.com.

Flight credits that don't expire

In July, Southwest Airlines® announced a first of its kind policy among U.S. airlines, eliminating expiration dates on Southwest flight credits.¹ This additional flexibility is a part of our ongoing effort to improve the things that are most important to Customers.

Enhancing the Customer Experience

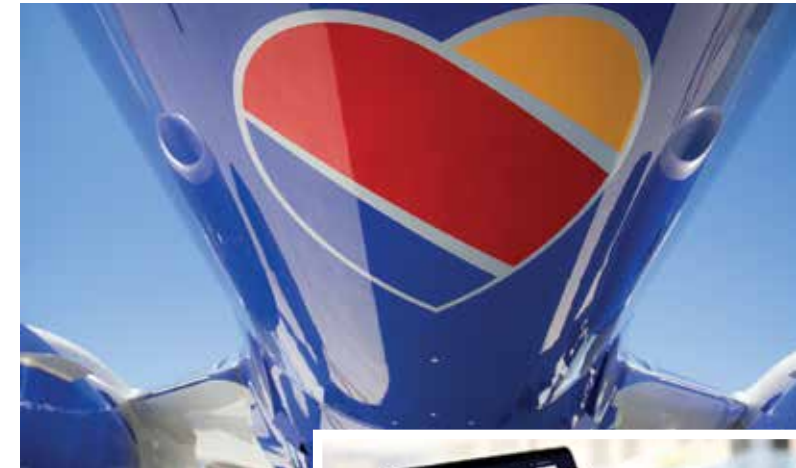
Southwest Airlines has outlined a plan to bring the next generation of Customer Experience with initiatives for in-seat power, upgraded WiFi connectivity, and larger overhead bins. We're also planning to add more entertainment options, new self-service capabilities, and more to transform the travel experience from booking to boarding and beyond. Learn more at Southwest.com/experience.

New fare, new benefits

This year, Southwest Airlines introduced a new fare product, Wanna Get Away Plus™. In addition to the benefits offered with Wanna Get Away®, Wanna Get Away Plus offers Transferable Flight Credits™², a new benefit that enables Rapid Rewards® Members a one-time transfer of eligible unused Southwest flight credits to another Rapid Rewards Member for future use. Learn more about Wanna Get Away Plus, enhancements to our Anytime fare, and more by visiting Southwest.com/fares.

Channel updates

We continue to improve the way you book business travel with Southwest Business with updates to our booking platforms.



This year, we added the ability to purchase EarlyBird Check-In^{®3} in the GDS to further simplify your business travel experience. EarlyBird Check-In allows the ticket holder to be checked in automatically 36 hours prior to scheduled departure.

Team and network growth

As business travel continues to recover from the pandemic, Southwest Business remains hard at work growing our team and evolving our schedule. Along with building a Business Team that feels like an extension of yours, we are offering more key routes with business travel in mind to add to our network. We hope that this continued growth and evolution will help us better meet your company's business needs and deliver the legendary Hospitality Southwest is known for. We look forward to working with you and highlighting how Southwest Business can help you and your team get back to business.

Southwest®
Business

To learn more and connect with Southwest Business, visit www.southwestbusiness.com



¹Flight credits unexpired on or created on or after July 28, 2022, do not expire and will show an expiration date until our systems are updated. Visit Southwest.com/experience for details. ²Transferable Flight Credit™ allows you to transfer your flight credit to someone else. Both must be Rapid Rewards® Members and only one transfer is permitted. The expiration date is 12 months from the date the ticket was booked. For bookings made through a Southwest® Business channel, there is a limitation to transfer only between employees within the organization. ³EarlyBird Check-In™ means you will automatically be checked in to your flight 36 hours prior to scheduled departure. For Anytime fares purchased between 36 and 24 hours, the boarding position assignment process has begun so this may impact the boarding position assigned to you. If you purchase an Anytime fare within 24 hours of your flight's scheduled departure, you will not receive the EarlyBird Check-In benefit. In an irregular operation situation, the boarding position is not guaranteed.

used for approved business travel.

Travel volumes have picked up again this year, and Lockheed Martin's U.S.-booked air volume is expected to reach about 70 percent of pre-pandemic levels.

4 RAYTHEON TECHNOLOGIES ARLINGTON, VA.

2021 U.S.-Booked Air Volume: \$55 million

2021 Companywide T&E: \$250 million

Primary Air Suppliers: American, Delta, United

Primary Hotel Suppliers: Hilton, Hyatt, IHG, Marriott

Primary Car Rental Supplier: Avis

Primary Global Online Booking Tool: Concur Travel

Primary U.S. Payment Supplier: Citi

Defense contractor Raytheon in 2021 roughly held the line in terms of business travel volume, with U.S.-booked air spending only slightly below 2020 levels. The company spent about \$295 million on U.S.-booked air spending in 2019, with total travel and entertainment spending at \$677 million.

The company this year has returned to business travel but has maintained a level of required pre-trip managerial approval for international restricted and high-risk countries. The firm continues to work through integration mechanics following Raytheon's 2020 merger with former Corporate Travel 100 firm United Technologies Corp.

Raytheon Technologies in 2021 roughly split its business travel volume between travel management companies American Express GBT and BCD Travel, but in 2022 the company awarded its travel management business to Amex GBT. That transition began July 1 in a phased approach, with a completion data of April 2023.

Raytheon in July 2022 moved its corporate headquarters from Waltham, Mass., to Arlington, Va.

4 UNITEDHEALTH GROUP MINNETONKA, MINN.

2021 U.S.-Booked Air Volume: \$55 million

Consolidated U.S. TMC: BCD

Insurance and healthcare company UnitedHealth Group in 2021 spent \$55 million on U.S.-booked air travel, rising slightly from the previous year.

The company will continue look to align its global automation initiatives with business travel policy, with an eye toward improving the travel experience. The pandemic and its aftereffects have helped accustom the traveling population to process change.

UHG could recover to pre-pandemic travel levels in the next 12 months.

The company in March 2022 announced it would acquire at-home healthcare provider LHC Group for \$5.4 billion.

7 DELOITTE LONDON

2021 U.S.-Booked Air Volume: \$46.5 million

2021 Global. T&E: \$512 million

Primary U.S. Air Suppliers: American, Delta, Southwest, United

Primary U.S. Hotel Suppliers: Hilton, Hyatt, Marriott

Primary U.S. Car Rental Suppliers: Avis/Budget and Enterprise/National

Primary U.S. Online Booking Tool: Sabre GetThere

Primary Global Payment Supplier: American Express

Card Program: Individual Bill/Central Pay

Primary U.S. Expense Supplier: SAP with custom user interface

Primary Global Expense Supplier: SAP Concur

Primary Global Travel Risk Management Supplier: ISOS

Consolidated U.S. TMC: BCD

Like many CT100 companies, Deloitte's travel spend trended dramatically down again in 2021, hitting a low point in the second year of the pandemic with \$46.5 million spent on U.S. point-of-sale air volume. Even with spend at less than a tenth of the company's \$583 million pre-pandemic high, complexity of that travel was on the rise, and the Deloitte travel organization applied its attention accordingly, supporting travelers amid continually changing health guidance, restrictions, documentation requirements and vaccine availability.

Program strategies were reinforced, not changed, in 2021. Deloitte focused big-picture efforts on improving the traveler experience with an emphasis on duty of care, traveler education and real-time visibility into itinerary activity, including strengthening mobile travel tools for Deloitte business travelers. The company in September 2021 reopened Deloitte University in Westlake, Texas, for in-person learning and development programs plus new-hire orientation sessions, which previously were held virtually due to the pandemic.

Deloitte continued to increase spend under management and manage total costs.

Deloitte's travel organization also trained its efforts on sustainability in 2021 and will move forward on that basis with Deloitte's WorldClimate initiative setting the goal of reducing business travel emissions by 50 percent per full-time employee by 2030 (based on 2019 levels). The company demonstrated its commitment to reducing business travel emissions through sustainable aviation fuel purchases with Air Canada, American, Delta, JetBlue, Southwest and United airlines in 2021.

In the second half of 2021 and into 2022, Deloitte gradually increased domestic and international travel volumes, scaling up internal resources alongside travel management company resources, processes and systems. The company strengthened reservation technology infrastructure and data reporting capabilities in support of its return to business travel. The policy focus for Deloitte in 2022 will shift from pandemic controls to prioritizing sustainability and traveler wellness.

8 THE WORLD BANK WASHINGTON, D.C.

2021 U.S.-Booked Air Volume: \$41.7 million

2021 Global T&E: \$150 million

Primary Global Payment Supplier: Citibank

Primary Global Expense Supplier: SAP

Primary Global Travel Risk Management Supplier: Crisis24

Consolidated U.S. TMC: Amex GBT

Amid continued office closures and reduced business travel in 2021,

the World Bank spent \$41.7 million on U.S.-booked air travel in 2021, slightly below 2020 levels and about a quarter of its total for 2019.

With additional approvals required for employee travel amid the pandemic, the bank, which operates on a July-to-June fiscal year, last year introduced an enhanced global trip request approval process. The World Bank does little U.S. domestic travel, with about 95 percent of U.S.-booked flights for international travel. Travel volumes have picked up again this year, and the bank expects that travel will get closer to pre-pandemic levels within the next 12 months.

American Express Global Business Travel is the bank's consolidated travel management company for the U.S. and also handles 70 percent of bookings outside of the United States. BCD Travel handles about a quarter of bookings outside of the U.S., and SOTC handles the remainder, out of India.

The World Bank also launched Concur's online booking tool this year.

9 MCKINSEY & CO. NEW YORK

2021 U.S.-Booked Air Volume: \$41 million

Consolidated U.S. TMC: Amex GBT

McKinsey & Co. has been vocal about its intention to limit business trips to reach sustainability goals. BTN estimates the consulting giant's 2021 U.S.-booked air travel spend was \$41 million, close to 2020 levels.

Travel has been the biggest component of the company's emissions, accounting for 83 percent of its 2019 carbon footprint. The switch to remote working in 2020 and 2021 resulted in a 70 percent to 80 percent decline in travel, and the company continues to place limits on non-essential travel. McKinsey's goal is to reduce its Scope 3 emissions from business travel by 30 percent per employee by 2025 from a 2019 base year by finding such alternatives as hybrid working models, virtual recruiting and remote client engagements, and by encouraging colleagues to choose sustainable travel options, such as rail. McKinsey has integrated sustainability goals and requirements into its procurement processes. Overall, McKinsey plans to reach net-zero climate impact by 2030.

The privately held company has roughly 38,000 employees in more than 65 countries, according to Forbes.

10 AMGEN THOUSAND OAKS, CALIF.

2021 U.S.-Booked Air Volume: \$40 million

2021 Global T&E: \$93 million

Primary Global Payment Supplier: American Express

Primary Global Expense Supplier: Concur

Primary Global Travel Risk Management Supplier: ISOS

Consolidated Global TMC: CWT

Business travel volumes at biopharmaceutical company Amgen moved closer to pre-pandemic levels in 2021, with \$40 million in U.S.-booked air for the year. That is up from \$16.6 million in 2020, though still more than \$10 million off Amgen's 2019 U.S.-booked air volume of \$51 million.

As business travel returned in 2021, Amgen put staff well-being at the top of its Covid-19 recovery strategy. The company focused on optimization of service, traveler experience and cost savings.

This year, Amgen continues to focus on its communication strategy with travelers, travel arrangers and stakeholders. It has implemented a temporary pre-booking approval as part of its duty-of-care strategy to remain agile on its preparedness to return to travel.

10 THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS

SALT LAKE CITY

2021 U.S.-Booked Air Volume: \$40 million

Global T&E: \$42 million

Primary Air Suppliers: Delta, American, United, Southwest

Primary Hotel Suppliers: Marriott, Choice, InterContinental

Primary Car Rental Suppliers: Enterprise/National, Hertz

Primary U.S. Online Booking Tool: Amadeus Cytric

Primary U.S. Payment Supplier: Bank of America

Card Program: Individual Bill/Central Pay

Primary Global Expense Supplier: Peoplesoft Expenses

Primary Travel Risk Management Supplier: Crisis24

Preferred U.S. TMC: CWT rent-a-plate

The Church of Jesus Christ of Latter-day Saints returned thousands of missionaries to international assignments in 2021, albeit with increased levels of travel and visa restrictions. The religious organization spent \$40 million on U.S. point-of-sale airfares last year, rising from just under \$34 million in 2020. Still, domestic travel represented 68 percent of the Church's total travel volume. Prior to the pandemic, that percentage tracked about 50 percent. Travel bookings, which are handled through Amadeus, were made closer to the time of travel in 2021 compared to previous years.

The Church completed new agreements for its global air and hotel programs in 2021 as it continued to ramp up travel volume. It made no policy changes and no changes with its rent-a-plate arrangements with CWT. The Church projects it will end 2022 with \$60 million in U.S. air point-of-sale spending. However, it also predicts it will return to pre-pandemic business travel levels within the next two years. BTN estimated that pre-pandemic number at \$93 million. The Church of Jesus Christ of Latter-day Saints was among a handful of CT100 organizations that added additional travel advisors to its team in 2021.

12 APPLE CUPERTINO, CALIF.

2021 U.S.-Booked Air Volume: \$35 million

Primary U.S. Agency: BCD

Apple Inc. scaled back travel spending in 2021 to \$35 million in U.S.-booked flights, down from \$95 million in 2020, and a far cry from its 2019 spend, which came in at just under \$300 million, according to BTN estimates.

Since 2020, Apple's global operations, including business travel and employee commute, have been carbon-neutral. Corporate travel activity during the 2021 fiscal year, which ended in September 2021, generated 22,850 metric tons of carbon dioxide equivalent, down from 153,000 the year prior. The company has also pledged to move to sustainable aviation fuel equal to 5 percent of its passenger air

travel footprint by 2030.

The company had 154,000 employees at the end of September 2021, up from 147,000 a year earlier.

The computing and software giant posted \$365.8 billion in global revenue in fiscal year 2021, up from \$274.5 billion the previous year.

13 L3HARRIS MELBOURNE, FLA.

2021 U.S.-Booked Air Volume: \$34 million
Primary U.S. TMC: BCD

Defense contractor and technology company L3Harris Technologies in 2021 spent \$34 million on U.S.-booked air travel, rising from the previous year, but still far below pre-pandemic spends.

While the company already required some pre-trip approval ahead of the pandemic, L3Harris in 2020 added two levels of required approval to its travel and expense policy.

L3Harris employs a single corporate online booking system globally and could rebound to 2019 travel levels in one to two years.

13 SIEMENS MUNICH

2021 U.S.-Booked Air Volume: \$34 million
Primary Global Payment Supplier: American Express
Primary U.S. Booking Supplier: SAP Concur
Primary U.S. Expense Supplier: SAP Concur
Consolidated U.S. TMC: BCD

2021 was a year of change for Siemens travel program, particularly in North America. The company sought to unify its North America and Europe travel operations, joining them under a single travel service provider and with a single global distribution system. Those agreements went to BCD Travel and Amadeus, precipitating a GDS environment change for the North America operation, but also streamlining the program under one set of agents, one invoice and one service model. The Asia business sits with CWT.

The new program brought a more unified travel experience and upgraded services for travelers. Those include persona-based traveler management, a more customizable, omnichannel travel booking strategy still supported by the TMC and modernized communication with agents via chat messaging. As the company ramps up travel in 2022 and 2023, the travel team expects the new platform to deliver even more dividends. Also supporting its travel renewal goals, Siemens renegotiated air, hotel and ground transportation contracts in 2021.

As travel volumes grow in 2022, Siemens remains focused on its related impacts on sustainability. To this end, the company has optimized data visibility under the unified program and projects travel volumes will remain below pre-pandemic levels for the foreseeable future. U.S. point-of-sale volume for 2022 is expected to come in at \$100 million.

15 WARNER BROS. DISCOVERY NEW YORK

2021 U.S.-Booked Air Volume: \$33.5 million

Discovery and WarnerMedia, which was previously owned by AT&T, completed their merger in April 2022 to become Warner Bros. Discovery, a new entity. The value of the deal was \$43 billion.

BTN estimates that Warner Bros. Discovery had \$33.5 million in U.S. booked air volume in 2021 between the two companies. WarnerMedia in 2020 spent an estimated \$29.3 million in U.S.-booked air volume. Discovery was not part of last year's 2021 CT100.

WarnerMedia in 2021 reported operating revenue of \$35.6 billion. Discovery reported 2021 revenue of \$12.2 billion.

The combined entity of Warner Bros. Discovery includes such media brands as Animal Planet, CNN, Discovery, Food Network, HBO, HGTV, Science, TBS and Warner Bros.

16 EXXONMOBIL IRVING, TEXAS

2021 U.S.-Booked Air Volume: \$31 million

ExxonMobil's U.S.-booked air spend remained stable in 2021, mirroring the previous year's volume, but still a far cry from its 2019 volume of \$197 million, according to BTN estimates.

Following a cost-cutting and restructuring exercise that included scrapping thousands of jobs worldwide, the company reported earnings of \$23 billion in 2021, up from a \$22 billion loss in 2020. ExxonMobil's total 2021 revenue increased 57 percent year over year to nearly \$285.7 billion.

From 2020 to 2021, the number of regular employees fell from 72,000 to 63,000, with further workforce reductions in store. According to a Bloomberg report ExxonMobil is preparing to further reduce headcount at its U.S. offices by between 5 percent and 10 percent annually for the next three to five years. This comes as the company looks to increase investments in lower-emission initiatives, including carbon capture solutions and biofuels.

In January 2022 the company announced its ambition to achieve net-zero emissions by 2050, however the strategy does not include Scope 3 emissions, which covers business travel.

17 JPMORGAN CHASE & CO. NEW YORK

2021 U.S.-Booked Air Volume: \$30 million
Primary U.S. Booking Supplier: SAP Concur
Consolidated Global TMC: CWT

JPMorgan Chase in 2021 spent \$30 million on U.S.-booked air travel, the same as it did the year before, but \$140 million less than it spent in 2019. Starting in 2020, the commercial and investment banking institution pledged to achieve and maintain carbon-neutral operations annually through reductions and offsets. The commitment includes Scope 1 direct emissions from the operation of 5,500 corporate buildings, retail bank branches and data centers, and company-owned aircraft and vehicles, Scope 2 indirect emissions from purchased electricity and Scope 3 indirect emissions associated with business travel.

CWT serves as JPMorgan Chase's consolidated global travel management company, and the firm implemented Concur Travel globally in 2019.

JPMorgan Chase's annual net revenues grew slightly to \$121.6 bil-



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lion in 2021, compared with \$119.9 billion in 2020. The firm's headcount grew to about 271,000 in 2021, from about 255,400 in the prior year.

18 COMCAST PHILADELPHIA

2021 U.S.-Booked Air Volume: \$29 million
U.S. Consolidated TMC: BCD

U.S.-based air volume in 2021 for telecommunications company Comcast dipped slightly to \$29 million from \$31 million in 2020, according to BTN estimates.

Comcast in 2021 reported \$116.4 billion in total revenue, a 12.4 percent increase on the previous year. The parent company of NBCUniversal and Xfinity, Comcast made a pledge to be carbon-neutral across its global operations by 2035, however this does not include Scope 3 emissions, which covers business travel. Meanwhile, U.K.-based subsidiary Sky remains a step ahead with 2030 emissions targets that have been approved by the Science Based Targets initiative (SBTi). These include a goal to reduce its Scope 3 emissions by 50 percent (from a 2018 base year). Sky's sustainable production guidelines restrict domestic air travel in England and Wales and encourage the use of trains, electric rental cars and green taxis.

19 BOEING CHICAGO

2021 U.S.-Booked Air Volume: \$28 million
2021 U.S. T&E: \$152.8 million
Primary U.S. Payment Supplier: Citibank
Primary U.S. Expense Supplier: Concur
Primary U.S. Travel Risk Management Supplier: Anvil
Consolidated Global TMC: Corporate Travel Department

Aerospace giant Boeing's 2021 U.S.-booked air volume decreased by nearly 35 percent year over year but is expected to increase sharply this year to about 70 percent of its 2019 level.

Boeing operates an ARC-accredited Corporate Travel Department, which services more than 97 percent of its global travel. The company enhanced its travel operations in 2021 with a new back-office tool and a ticket tracking and reporting and data analytics platform. Boeing also conducted a new traveler survey in 2021.

The company in 2022 plans to implement a new user interface for its SAP Concur expense management tool as well as meetings and events management technology. Boeing also plans to implement additional expense automation this year.

Boeing last year changed its travel policy to deny reimbursement for alcohol and cap it for individual meals to a per diem but reversed both moves in 2022.

19 GENERAL DYNAMICS RESTON, VA.

2021 U.S.-Booked Air Volume: \$28 million
Primary U.S. TMC: BCD

BTN estimates defense contractor and aerospace firm General

Dynamics had \$28 million in U.S.-booked air travel spend in 2021, about the same as in 2020. Driven by record results at its defense businesses, General Dynamics reported a 1.4 percent year-over-year increase in 2021 revenue to \$38.5 billion. Net earnings rose to \$3.3 billion as the Covid impact eased.

General Dynamics' U.S. government business was impacted by customer site closures and limited access to some locations, travel restrictions and other pandemic-related factors. The company expects Covid to continue to negatively affect its businesses, particularly Aerospace, but noted improvement into 2022. As air travel resumes, the company expects aircraft services volume to increase, but also expects delays in future aircraft deliveries that could mitigate growth.

General Dynamics made nine acquisitions in the past three years. The company has approximately 103,100 employees, 85 percent of which are based in the United States.

In terms of sustainability, the company targets a 40 percent reduction in greenhouse gas emissions from a 2019 baseline by 2034.

21 MICROSOFT REDMOND, WASH.

2021 U.S.-Booked Air Volume: \$27.5 million
2021 Total Global T&E: \$250 million
Primary U.S. Online Booking Tool: Concur
Primary U.S. Payment Supplier: American Express
Card Program: Individual Bill/Central Pay
Primary Global Expense Tool: Microsoft Dynamics
Consolidated U.S. TMC: Amex GBT

Computing software icon Microsoft changed its travel program entirely during the course of the pandemic, and that continued in 2021. The company emphasized purposeful travel and maximizing value for the money spent. The company reassessed the value of travel to its core mission and has focused, instead, on providing accessible meeting and communication opportunities for in-person and remote meeting attendees. Of its \$27.5 million in U.S. point-of-sale travel initiated in 2021, half was domestic and 98 percent was handled by travel management partner Amex GBT.

The company's Tripism platform, which supports the traveler experience, now operates with a focus on personal safety while traveling for business, as well as offering insights and destination information for employees' personal travel. The peer-to-peer travel information sharing platform now has more than 100,000 Microsoft users.

Microsoft began its return to office in the second quarter of 2022. Virtual meeting options have become the default strategy for most travel requests and are embedded in booking workflows. The company expects its will be many years before business travel returns to pre-pandemic levels, which reached \$275 million in 2019.

Sustainability continues to be a key concern. Microsoft in 2021 was the first corporate customer working with the Roundtable for Sustainable Biometrics and the Sustainable Aviation Buyers Alliance to pilot a book-and-claim scheme that verifies the authenticity of sustainable aviation fuel production and ensures the attendant carbon savings is claimed only once.

The company continued its collaborations to integrate travel functionality into Microsoft software products. In 2022 Amadeus and Microsoft integrated Cytric travel booking capabilities into Microsoft 365 and began a pilot program with select employees. It was the latest in a vision partnership between the two companies.

22 GOOGLE MOUNTAIN VIEW, CALIF.

2021 U.S.-Booked Air Volume: \$25 million
Primary U.S. Payment Supplier: Citi
Card Program: Company Bill/Company Pay
Primary Global Expense Provider: Concur
Primary Global Risk Management Provider: ISOS
Consolidated Global TMC: Amex GBT

Internet giant Google used the 2021 business travel hiatus to re-imagine its program and offer an entirely new service in the company's return-to-travel strategy. After signing with Amex GBT in 2020, the company deployed with its new travel management partner in 2021. It introduced services that included a 24/7 global reservations hub with live counselor chat functionality, an "Ally" service desk for travelers needing extra assistance and point-of-sale integration of available traveler benefits, like negotiated upgrades. Google focused more attention on risk management in 2021, easing certain policy elements but also requiring increased approval levels based on the risk rating of the destination market.

Yet while the company transformed its TMC relationship and associated services, Amex GBT only handles 54 percent of Google's total air bookings. No other agency is involved in the program, however. This indicates the company still offers its much-remarked-upon omnichannel program that allows employees to book through the TMC channel or not, largely based on their discretion.

Google restructured its TMC commercial agreement, opting for a transaction-fee model with its new provider. It now also has a new data visualization business intelligence platform. Google added travel management team members even as travel volumes were reduced. Over the long term, the travel program will focus on less travel volume and more travel quality. The company formed a long-term travel sustainability strategy in 2021 and does not expect per-employee business travel volume to return to its pre-pandemic level, which BTN last estimated at \$400 million in 2019. However, the company grew from 119,000 employees to 174,000 employees during the pandemic, which will impact overall travel spending.

22 UPS ATLANTA

2021 U.S.-Booked Air Volume: \$25 million
Consolidated U.S. TMC: Amex GBT

After falling by about half to \$29.2 million in 2020, BTN estimates U.S.-booked air volume at delivery and logistics giant UPS declined to \$25 million in 2021, a more modest decrease than experienced by many CT100 companies. Global energy consumption related to business travel fell from 625,000 gigajoules in 2020 to 620,000 gigajoules 2021. Emissions based on all forms of transport used for business travel fell marginally from 44,000 metric tons in 2020 to 43,000 in 2021. Revenue climbed from \$85 billion to \$97 billion in 2021, while employee numbers slipped from 543,000 to 534,000, partly as a consequence of divesting the UPS Freight business. UPS bought logistics technology platform Roadie in 2021, and in August 2022 announced it will acquire multinational healthcare logistics provider Bomi Group.

24 GENERAL ELECTRIC BOSTON

2021 U.S.-Booked Air Volume: \$23 million
Consolidated Global TMC: CWT

GE's revenue in 2021 fell by \$1.6 billion year over year to \$74.2 billion. The conglomerate reported a loss of \$3.7 billion after a profit of \$6 billion the prior year. In continued efforts to reduce billions in debt, GE has been scrutinizing key risk areas, including entertainment and travel.

The Aviation unit was particularly impacted by the decline in air travel, and the company cited in its annual report that global departures were down 30 percent in 2021 compared with 2019. BTN estimates GE's 2021 U.S.-booked air volume was \$23 million, down from \$33 million in 2020.

Following a restructuring in 2021 that included selling off most of GE Capital, the company had 168,000 employees in 170 countries, compared with 174,000 in 2020. As the company prepares to split into three companies – centered on aviation, health care and energy – by 2024, more layoffs are possible. Acquisitions in 2021 included BK Medical, Zionexa and Opus One. The company also closed the acquisition of GE Capital Aviation Services by AerCap Holdings N.V. transaction.

In 2021, GE announced an ambition to be a net-zero company by 2050.

25 ABBOTT ABBOTT PARK, ILL.

2021 U.S.-Booked Air Volume: \$22.3 million

U.S.-booked air spend for pharmaceutical and medical device provider Abbott decreased slightly from 2020 to 2021, according to a BTN estimate. The 2021 figure represents less than a quarter of the company's 2019 volume, which came in at \$104 million.

The company's global revenue increased to \$43.1 billion in 2021, a 24 percent increase from 2020. In 2021, Abbott employed a workforce of some 113,000, an increase of about 4,000 from a year prior. The company recently expanded its manufacturing facilities in Ireland, with an additional 1,000 employees.

While Abbott continued to employ a strict travel policy, avoiding non-essential business travel, its 'Travel Safety' program supported 28,000 travelers in 2021. In 2021, the company saw a 55 percent decrease in business travel-associated carbon emissions compared to 2019 levels, but a 9 percent increase from 2020.

26 CHEVRON SAN RAMON, CALIF.

2021 U.S.-Booked Air Volume: \$22.2 million
2021 Global T&E: \$64.7 million
Primary International TMC: CWT
Primary Global Expense Supplier: Concur
Primary Global Risk Management Supplier: ISOS
Primary Global Payment Supplier: American Express
Primary Global Online Booking Tool: Concur
Primary Air Suppliers: Lufthansa, Southwest, United
Primary Hotel Suppliers: Hilton, Hyatt, Marriott

Primary Car Rental Suppliers: Avis Budget, Enterprise
Card Program: Individual Bill/Individual Pay
Consolidated U.S. TMC: Amex GBT

American multinational energy company Chevron reported 2021 total revenue of \$162.5 billion, up from \$94.7 billion in 2020 and \$146.5 billion in 2019. It also increased its 2021 U.S.-booked air volume to \$22.2 million from \$17.2 million in 2020. The company anticipates air volume in 2022 to be \$71.1 million, about 85 percent of its 2019 level of \$83.6 million. It began its return to office during the first quarter of 2022.

Chevron has continued to focus on enabling safe, reliable and cost-effective business-essential travel with further expansion and enhancement of technologies to make the travel program more efficient and to enhance the traveler experience. Chevron integrated its travel policy and program with those of Noble Energy, which it acquired in October 2020. It also implemented and executed a new strategy for sourcing its global preferred hotel program, which uses dynamic rates both with and without a cap, as well as rate shopping and audit tools. Chevron renegotiated all hotel master service agreements for off-site meetings and worked with hotel providers to adjust meeting and event scheduling and costs.

For 2022, Chevron is revisiting contracts for regional airline and ground transportation sourcing, aims to complete a New Distribution Capability pilot, is continuing to increase usage of CTREX Travel, its private-labeled Concur online booking tool, and will evaluate and select a price-optimization technology for the global travel program. In addition, it plans to define and implement measurement protocols for carbon intensity of the global travel program and consider establishing goals to lower the carbon intensity of that program.

Chevron completed its acquisition of Renewable Energy Group in June 2022 for about \$315 billion. The transaction is expected to accelerate progress toward the company's goal to grow renewable fuels production capacity to 100,000 barrels per day by 2030. Chevron's workforce totaled about 37,500 by Dec. 31, 2021, down from about 42,600 the year prior.

27 STRYKER KALAMAZOO, MICH.

2021 U.S.-Booked Air Volume: \$22 million
Consolidated U.S. TMC: BCD

Medical device manufacturer Stryker is one of a small number of CT100 companies believed to have increased its travel activity last year. BTN estimates U.S.-booked air volume fell by around three-quarters to \$15.4 million in 2020 but then climbed in 2021 to \$22 million, also an estimated figure. Business travel-related emissions for 2020 were 13,460 metric tons. Employee numbers in 2021 were 46,000 employees, up 3,000 from the previous year. Global sales rose from \$14.4 billion to \$17.1 billion. During 2021, Stryker acquired TMK Concepts, Gauss Surgical and Thermedx.

28 EY LONDON

2021 U.S.-Booked Air Volume: \$21.8 million
Global T&E: \$514.6 million
Primary Air Suppliers: American, Delta, United

Primary Hotel Suppliers: Accor, Hilton, Marriott
Primary Car Rental Suppliers: Hertz, National
Primary U.S. Online Booking Tool: GetThere
Primary U.S. Payment Supplier: American Express
Card Program: Individual Bill/Individual Pay
Consolidated Global TMC: Amex GBT

Accounting and consulting firm EY had U.S.-booked air volume of \$21.8 million in 2021, about 38 percent of its 2020 volume of \$58 million and just over 6 percent of its 2019 volume of \$342.7 million. Though the company expects to spend more than double last year's amount in 2022 with \$50 million in air volume, it anticipates that its business travel will never again reach pre-pandemic levels.

During the pandemic, the EY travel, meetings and events team restructured as a response to the reduction in volume, with most transferring to other departments within EY. As volume returned, use of third-party contractors increased. The company remains focused on managing a travel program with purpose and providing end-to-end meetings and events management, supported by a comprehensive corporate card strategy.

EY in 2021 developed a "safe return to travel" initiative and established a "center of excellence" model with its travel and security teams. The company is focused on sustainability and reducing carbon emissions. As such, the travel program has continued to automate notifications to travelers to encourage good booking behaviors, such as recommending lower-emission options like rail instead of air where possible, and by prohibiting day trips.

Pre-trip approval was in place prior to the pandemic and remains so. The meal policy also was updated with caps based on location of travel. EY last year also released a traveler dashboard that summarizes cost, number of trips, cities traveled to, emissions and well-being statistics, such as travel intensity.

For its 2021 fiscal year, which ended June 30, 2021, EY reported total revenue of \$39.96 billion, up 7.3 percent from a year prior. Its global workforce included 312,250 individuals, up 4.4 percent from 2020.

29 PWC LONDON

2021 U.S.-Booked Air Volume: \$19.3 million
Primary U.S. Online Booking Tool: Concur
Primary U.S. Payment Supplier: American Express
Consolidated U.S. TMC: Amex GBT

BTN estimates Big Four accounting and professional services firm PwC spent \$19.3 million in U.S.-booked air volume, about a third of what it spent the previous year and only about 6 percent of its 2019 volume.

In terms of carbon dioxide emissions related to air travel, PwC reported 29,177 metric tons for the 2021 fiscal year, which ended June 30, 2021. That is a decrease of more than 90 percent year over year, which the company attributes to restrictions on both domestic and international air travel. For the longer term, the firm has pledged a 50 percent absolute reduction in business travel emissions from 2019 levels, noting that air travel, along with electricity, is its biggest source of carbon emissions.

PwC also has committed to ensuring at least 50 percent of its suppliers for goods and services have set their own science-based targets to reduce their climate impact by 2025.

The firm's gross revenue for FY2021 increased 2 percent compared with the previous year to \$45 billion. PwC reported 295,000 employees as of the 2021 fiscal year, an increase of 3.9 percent year over year.

30 ABBVIE NORTH CHICAGO, ILL.

2021 U.S.-Booked Air Volume: \$18 million

Biopharmaceutical company AbbVie saw U.S.-booked air volume increase to \$18 million in 2021, up from \$11.3 million in 2020, according to BTN estimates. This reflects positive sales growth as the company reported net revenues of more than \$56 billion for the year, an increase of nearly 23 percent from 2020, after the U.S. Food and Drug Administration approved new products and expanded indications for several medicines.

Following the 2020 acquisition of fellow biopharmaceutical company Allergan, the company employed about 50,000 people worldwide in 2021.

30 EBARA TOKYO

2021 U.S.-Booked Air Volume: \$18 million
Primary U.S. Expense Supplier: Concur

In 2021, Ebara had U.S.-booked air volume of \$18 million, slightly down from \$22 million in 2020, BTN estimates. The environmental and industrial machinery manufacturer in 2021 generated \$4.4 billion in revenue, up from \$3.6 billion the previous year, and its ordinary income jumped 58 percent year-over-year.

The Tokyo-based company employed nearly 18,400 people in 2021, a 5 percent increase year over year.

30 KOCH INDUSTRIES WICHITA, KAN.

2021 U.S.-Booked Air Volume: \$18 million
Consolidated Global TMC: CWT

BTN estimates that conglomerate Koch Industries, one of the largest private companies in the U.S., in 2021 spent \$15 million on U.S.-booked air travel. That estimate is about \$3 million more than BTN's estimate of its 2020 spend, making it one of the few companies on this list projected to have increased spending.

Koch does not report its emissions but claims companywide U.S. emissions since 2014 have decreased by 19 percent, representing more than 8 million metric tons of carbon dioxide equivalent. Koch is the parent company of pulp and paper company Georgia-Pacific and enterprise software company Infor, among others.

33 HONEYWELL CHARLOTTE, N.C.

2021 U.S.-Booked Air Volume: \$16 million
Consolidated U.S. TMC: FCM

In 2021, conglomerate Honeywell also limited site visitation to business-essential purposes only. BTN estimates 2021 U.S.-booked air spending was \$16 million for Honeywell in 2021, about the same as in 2020.

Honeywell reported continued improvement in its performance com-

pared to the damage in 2020. Sales rose 5 percent year over year in 2021 to \$34.4 billion, while net income gained 15 percent to \$5.5 billion. Selling, general and administrative expenses were flat at \$4.8 billion.

The company has been transitioning most of its non-manufacturing employees back into the workplace. In March 2022, it introduced flexible work options for employees, including job sharing, part-time work, and working at home two days a week.

In April 2021, Honeywell committed to becoming carbon neutral in operations and facilities by 2035. As of year-end 2021, Honeywell employed approximately 99,000 people, 34,000 of whom were in the U.S. It also made acquisitions in 2021: Sparta Systems, US Digital Designs and Performix Inc.

34 JOHNSON & JOHNSON NEW BRUNSWICK, N.J.

2021 U.S.-Booked Air Volume: \$15.7 million
Primary Global Online Booking Tool: SAP Concur
Primary U.S. Payment Supplier: American Express
Primary Global Expense Supplier: SAP Concur
Primary Global Travel Risk Management Supplier: ISOS
Primary U.S. TMC: Amex GBT

BTN estimates that pharmaceutical giant Johnson & Johnson spent \$15.7 million in U.S.-booked air in 2021, about three-fifths of what it spent in 2020. The company reported slightly less than 226,000 metric tons of carbon dioxide emissions related to business travel in 2021, up a bit from what the company reported in 2020. Johnson & Johnson reported a 13.6 percent increase in worldwide sales over the previous year to \$93.8 billion in 2021. The company had about 141,700 employees worldwide in 2021, a 5 percent increase from 2020. More than a third of its workforce is based in North America. American Express Global Business Travel handles a majority of J&J's travel globally.

35 ACCENTURE DUBLIN

2021 U.S.-Booked Air Volume: \$15.5 million
Primary U.S. Payment Supplier: American Express
Primary U.S. Expense Supplier: Internally developed system
Consolidated Global TMC: CWT

BTN estimates professional services firm Accenture booked \$15.5 million in U.S.-based air travel in 2021, down from \$53 million in 2020, which itself was about 80 percent off of 2019 levels.

At the onset of Covid-19, Accenture implemented a global approval process to limit travel for safety reasons. The firm names travel among the significant aspects of its environmental footprint, alongside electricity used in its locations. Accenture has pledged to reach net-zero emissions by 2025. It requires 90 percent of its key suppliers to disclose environmental targets and the actions they are taking to reduce emissions.

Accenture this year announced it had partnered with American Express Global Business Travel and Shell to launch a platform for purchasing sustainable aviation fuel.

The firm reported revenues of \$50.5 billion in the 2021 fiscal year, which ended Aug. 31, an increase of 11 percent year over year. It reports 710,000 employees and offices in more than 200 cities across 50 countries.

36 LEIDOS RESTON, VA.

2021 U.S.-Booked Air Volume: \$15.3 million
Primary Air Suppliers: American, Delta, United
Primary Hotel Suppliers: Courtyard, Hampton Inn, Hilton, Hyatt, Marriott
Primary U.S. Online Booking Tool: Concur
Primary U.S. Payment Supplier: Concur
Payment Provider: U.S. Bank
Primary Global Expense Supplier: Concur
Primary Global Travel Risk Management Supplier: ISOS
Consolidated U.S. TMC: Travel Leaders Group

BTN estimates science and engineering firm Leidos reduced its U.S.-booked air volume by about \$3 million year over year to \$15.3 million in 2021.

Leidos has been measuring emission levels related to travel since 2017, and it reported 187.3 metric tons of carbon emissions related to business travel in 2021. Overall business travel and general commuting emissions last year were down 70 percent compared with a 2019 baseline. Even as business travel in general recovers, the company has set a target of keeping those emissions levels below 40 percent of that baseline by 2025.

Revenues for Leidos increased 12 percent year over year to \$14 billion. During 2021, Leidos completed acquisitions of naval architecture and marine engineering firm Gibbs & Cox and IT service company 1901 Group.

The company reported a workforce of 43,000 full- and part-time employees as of the end of 2021, an increase of 4,000 year over year.

37 BANK OF AMERICA CHARLOTTE, N.C.

2021 U.S.-Booked Air Volume: \$15 million
Primary U.S. agency: Amex GBT

The financial giant's travel spend plummeted in 2021 with \$15 million in U.S.-booked flights, down from \$30 million in 2020, according to a BTN estimate.

Revenue improved slightly in 2021 to \$89.1 billion, a 4 percent increase from 2020. The bank reported a headcount of 208,000, a 2.4 percent decline from 2020.

Among its operations and supply-chain sustainability goals, the bank has committed to utilizing sustainable aviation fuel for at least 20 percent of its total annual corporate and commercial jet fuel usage.

Amid an evolving business environment, more than 80 percent of Bank of America's clients in 2021 transacted with the company digitally.

37 BOSTON CONSULTING GROUP BOSTON

2021 U.S.-Booked Air Volume: \$15 million
Consolidated U.S. TMC: Amex GBT

Boston Consulting Group lowered its U.S.-booked air volume to \$15 million in 2021, down 40 percent from \$25 million the year prior, according to BTN estimates.

The firm's Scope 3 carbon emissions in 2021 accounted for 98 percent of its total carbon footprint—the largest source of which was business travel, which accounted for 70 metric tons of carbon dioxide equivalent. The includes emissions from flights, hotel nights, rail, rental cars and taxis.

Last year, the company set a new goal to reduce by 2025 its business travel-associated emissions by 48.5 percent against a 2018 baseline, which it plans to achieve through a reduced travel footprint and a policy for remote work that has already seen a number of internal functions, including global events, transition to virtual platforms. The company's learning and development team, for example, has set a goal to reduce travel emissions by 50 percent per learner.

More than 7,000 people joined BCG in 2021, increasing global headcount to 25,000. All sourcing managers have been trained in sustainable procurement.

39 WALMART BENTONVILLE, ARK.

2021 U.S.-Booked Air Volume: \$14 million

Walmart's U.S.-booked air travel spend was \$14 million in 2021, about the same as in 2020, according to BTN estimates.

Walmart posted revenue of \$572.8 billion for the fiscal year ending Jan. 31, 2022, up 2.4 percent from 2021. Operating income for the year rose 4.6 percent to \$25.9 billion.

Walmart is committed to achieving zero emissions by 2040. The company is also committed to working with suppliers to reduce or avoid one billion metric tons of greenhouse emissions in the global value chain by 2030. Walmart employs 2.3 million people worldwide, including nearly 1.6 million in the United States. In 2022, Walmart announced plans to acquire Volt Systems and Memomi, as well as the outstanding shares of Massmart it did not already own.

40 ROCHE BASEL, SWITZERLAND

2021 U.S.-Booked Air Volume: \$13.5 million
Consolidated U.S. TMC: BCD

Business travel continued to fall sharply at pharma and diagnostics giant Roche, with a U.S.-booked air volume of \$152 million in 2019 dropping to \$26.3 million in 2020 and then a BTN-estimated \$13.5 million in 2021. Emissions from business travel fell from 64,000 metric tons in 2020 to 15,000 in 2021. Scope 3 greenhouse gas emissions decreased 30 percent year over year in 2021.

The company noted emissions from air travel reduced 72 percent in 2020 compared to 2019 and a further 76 percent in 2021 compared to 2020. Sales at Roche rose from 58 billion Swiss francs in 2020 to 63 billion in 2021. The company has 101,000 employees.

41 SHELL LONDON

2021 U.S.-Booked Air Volume: \$13.1 million
Consolidated U.S. TMC: CWT in 2021



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A STAR ALLIANCE MEMBER



AIR CANADA

BTN estimates oil and gas giant Shell's 2021 U.S.-booked air volume was \$13.1 million, down from \$16.4 million in 2020 and 82 percent less than its 2019 level.

The company in January 2022 changed its name from Royal Dutch Shell as it moved global headquarters from the Netherlands to London.

Shell in April 2022 appointed FCM as its global travel management company. Previously, the company was a CWT client.

As it looks to transition from carbon-based fuels to cleaner sources of energy, Shell has set a target to achieve net-zero emissions by 2050 and has also made several major investments in sustainable aviation fuel. The company offers carbon credits to Etihad Airways customers and recently signed a deal to supply SAF to European aviation group Lufthansa Group from 2024.

It also aims to cover 45 percent of its corporate travel emissions through SAF by 2030, according to a Reuters report.

The energy giant made several major acquisitions in 2021, including Landmark's U.S. retail gas station network, which saw 2,000 additional staff join the company. However, following Russia's invasion of Ukraine in February 2022, the company announced it would shut operations in Russia and exit joint ventures with Russian state-owned entity Gazprom.

42 PUBLICIS GROUPE PARIS

2021 U.S.-Booked Air Volume: \$12 million

BTN estimates global communications company Publicis Groupe's 2021 U.S.-booked air volume fell by about 60 percent year over year. The total is a fraction of the \$125 million in volume for 2019.

The company reported 2021 net revenue of €10.5 billion, up 8 percent year over year. Non-personnel costs totaled €2.8 billion, up from €2.4 billion in 2020. The increase included a rise in cost of sales, but it was partly offset by a decline in travel expenses, which decreased €21 million year over year.

Publicis in December 2021 announced the launch of SCB Tech X, a joint venture between its Publicis Sapient consulting arm and Siam Commercial Bank. Also in December, Publicis Health finalized the acquisition of BBK Worldwide, a full-service R&D marketing firm. The company in January 2022 announced the acquisition of Tremend, a Bucharest, Romania-based software engineering company that will serve as a global delivery center for Publicis Sapient.

The company has goals of carbon neutrality by 2030 and a net-zero target by 2040. The first of eight pillars in its Net Zero Climate Policy is to reduce transportation, especially by air. Its Scope 3 greenhouse gas emissions, which include business travel, were about 121,000 metric tons of carbon dioxide equivalent, down about 14 percent from the 140,600 reported in 2020.

Publicis in 2022 launched a program that lets employees work six weeks in a country or city where Publicis has offices. The company operates in more than 100 countries and had approximately 88,500 employees at the end of 2021, up nearly 12 percent from 2020.

43 TOYOTA MOTOR NORTH AMERICA PLANO, TEXAS

2021 U.S.-Booked Air Volume: \$11.6 million

Primary U.S. Expense Supplier: Chrome River

Primary U.S. Travel Risk Management Supplier: ISOS

Primary U.S. Payment Supplier: American Express

Consolidated U.S. TMC: FCM

Toyota's North American division had significant travel restrictions in place in 2021, but those restrictions, such as a requirement for group VP approval, are being lifted in 2022. In addition, return to office began in the first quarter of 2022. As a result, while U.S.-booked air volume dropped to \$11.6 million in 2021 from \$13.2 million the prior year, 2022 spend is expected to rebound to \$33 million. That projected figure represents 53 percent of the company's 2019 total of \$62.5 million. About 83 percent of spend from 2021 was for domestic trips.

Still, the company is implementing new pre-trip approval processes for specific trip types. Toyota Motor North America also has increased its focus on international travel compliance, such as immigration, tax, export control, and health and security requirements. Further, in 2021, the company completed a car rental request for proposal and secured new agreements, completed sourcing for an international travel compliance tool, supported accounting's phased migration to SAP and established new processes to support project travel. Goals for 2022 include implementing that new international compliance tool and incorporating sustainability into the travel policy, tools and reporting.

44 EDWARDS LIFESCIENCES IRVINE, CALIF

2021 U.S.-Booked Air Volume: \$11.5 million

Edwards Lifesciences' U.S.-booked air volume in 2020 was \$11.5 million, according to a BTN estimate, compared with an estimated \$8.6 million in 2020.

The medical technology company's selling, general and administrative expenses in the fourth quarter of 2021 jumped 25 percent from the same quarter in 2020 to \$424 million, representing 31.9 percent of sales. The increase partially was due to the return of two medical congresses after a 2020 in which large meetings were banned. These events negated some of the savings from reduced travel spending reported in the first quarter of 2021.

As part of its sustainability initiatives Edwards is targeting carbon neutrality by 2030. By sourcing materials as close as possible to its manufacturing sites, the company exceeded its 2021 target of reducing product distribution air miles traveled by 3 million from a 2018 baseline. A new target has been set to save by 2023 an additional 1.5 million air miles from 2018.

Edwards has over 16,000 employees. Overall sales for the company rose 19 percent to \$5.2 billion in 2021 versus the prior year. The company acquired Ceres Technologies in July 2022.

45 AIRBUS LEIDAN, NETHERLANDS

2021 U.S.-Booked Air Volume: \$11 million

Primary U.S. agency: BCD

Turbulence eased for aerospace giant Airbus in 2021 with its U.S.-booked air volume more than doubling to \$11 million, according to a BTN estimate.

Airbus in July 2022 partnered with BCD Travel to provide travel management services in France, Germany, Spain and the United

Kingdom, joining existing areas of service in Canada, China, India, and the United States.

As the global aviation industry saw signs of recovery following the pandemic-induced shutdown, the Dutch company reported a 4 percent year-over-year increase in consolidated revenue to €52.1 billion.

The company delivered 611 aircraft during the year, up from 566 in 2020 but still 252 less than its record output in 2019.

Despite a spike in demand, supply chain delays caused the European plane manufacturer to revise down its delivery forecast for 2022 to 700 aircraft from a previous goal of 720.

After slashing some 9,000 jobs during the pandemic, Airbus is looking to rebuild its workforce with plans to hire 6,000 new employees worldwide.

45 SALESFORCE SAN FRANCISCO

2021 U.S.-Booked Air Volume: \$11 million

Primary U.S. Payment Supplier: American Express

Primary Global Expense Supplier: Concur

Primary Global Travel Risk Management Provider: ISOS

Consolidated Global TMC: Amex GBT

Customer relationship management software provider Salesforce has had a heavy focus on sustainability and rail in its travel program during the past year.

Among Salesforce's sustainability accomplishments in 2021 was launching its first initiative to buy sustainable aviation fuel and launching rail travel solution Trainline in Europe. The company has been strongly recommending rail travel between certain European city pairs where rail is not only a greener option but also offers cost and time savings.

Air booking levels remained low at the company in 2021, with \$11 million in U.S.-booked air for the year, compared with \$80 million in 2019 and \$15 million in 2020. Most U.S. point-of-sale travel at Salesforce is domestic. While employee travel at Salesforce began to increase in July 2021 as restrictions eased, the rise of the Covid-19 delta variant suppressed growth, and travel and office openings both fluctuated with local, state and country restrictions throughout the year.

Travel at Salesforce has begun to pick up again this year, with all offices open and all Covid-19 travel restrictions lifted, though the company is still working within the context of a new hybrid digital workplace. The company is navigating increasing travel and entertainment costs with pandemic-reduced T&E budgets.

Salesforce's key focuses for travel in 2022 are making its operations streamlined, accessible with minimal clicks by users, and scalable as part of its plan for the next five years and beyond.

47 GENERAL MOTORS DETROIT

2021 U.S.-Booked Air Volume: \$10.4 million

Consolidated U.S. TMC: Amex GBT

BTN estimates 2021 U.S.-booked air volume was \$10.4 million for General Motors, down from \$14.5 million in 2020. Despite global travel restrictions and supply chain issues plaguing the company, the automaker's 2021 revenue rose 3.7 percent year over year to \$127 billion in 2021. Net income jumped 56 percent to \$10 billion from \$6.4 billion.

In March 2022, GM acquired from SoftBank Vision Fund 1 additional shares in self-driving car company Cruise. GM first acquired majority ownership in the autonomous ridesharing and delivery company in 2016, and now owns an 80 percent stake. In November 2021, GM also acquired a 25 percent stake in Pure Watercraft and as of January 2022 owns shares in Stellantis.

GM has roughly 157,000 employees, of which 53 percent are hourly. GM recently instituted a policy in which employees have the flexibility to work remotely where appropriate.

The company has a goal of carbon neutrality by 2040 and Science Based Target initiative approved targets for operations and products.

48 JACOBS DALLAS

2021 U.S.-Booked Air Volume: \$10.3 million

Consolidated U.S. TMC: BCD

Engineering and professional services firm Jacobs in 2021 spent \$10.3 million on U.S.-booked air travel spend, compared with \$10.6 million in 2020, according to BTN estimates. Jacobs reopened offices in 2021 with a hybrid work model allowing people the flexibility to work at home, the office, or a mix of both. The company also enacted a vaccination policy in 2021 for employees who returned or participated in "business-essential travel."

Revenues reached \$14.1 billion for the fiscal year ending Sept. 27, 2021, up 4 percent from 2020. Operating profit jumped 28 percent to \$688 million, including savings from a steep decline in business travel.

Jacobs became carbon-neutral in its operations and business travel in 2020, and the company took proactive steps to ensure that business travel emissions did not return to pre-pandemic level. Jacobs has committed to reduce business travel emissions by 50 percent by 2030 and 90 percent by 2040 against a 2019 baseline. Executives have pledged to reduce in-person meetings that require travel, promote remote conferencing tools and monitor progress using employee and manager travel dashboards. The company continues to work with travel suppliers to further reduce emissions from business travel.

Jacobs in January 2022 implemented an internal carbon price on business travel to help reduce its carbon footprint.

49 AON LONDON

2021 U.S.-Booked Air Volume: \$10 million

2021 Global T&E: \$59 million

Primary U.S. Air Suppliers: American, Delta, United,

Primary U.S. Hotel Suppliers: Hilton, Hyatt, Marriott

Primary U.S. Car Rental Suppliers: Avis Budget

Primary U.S. Online Booking Tool: SAP Concur

Primary Global Payment Provider: American Express

Card Program: Individual Bill/Individual Pay

Primary Global Expense Supplier: Workday

Primary U.S. Travel Risk Management Supplier: Crisis24

Consolidated Global TMC: Amex GBT

Global professional services firm Aon's 2021 revenue increased 10 percent year over year to \$12.2 billion, and its U.S.-booked air volume declined to \$10 million last year from \$16 million in 2020. The firm

anticipates a rebound in U.S.-booked air volume in 2022.

The firm in 2021 reinforced the program's global standards across all countries and continued to drive a global standard delivery model.

Aon committed to achieving net-zero emissions by 2030 in alignment with science-based targets. As part of Aon's Smart Working strategy, colleagues made more conscious and purposeful decisions regarding travel, while continuing to maintain high levels of client service and collaboration among colleagues. Additionally, the firm's investments in virtual and remote working technology let colleagues to connect from anywhere around the world, enabling seamless connectivity.

Aon also continued to strategically shift more hotel properties to dynamic rates and worked with its travel management company to maximize unused airline tickets. Aon modified language to streamline its travel policy in 2021, and has new safety-related policies, procedures and communication campaigns globally to support colleague travel. It has a pre-trip approval process, which was in place prior to the pandemic.

As of Dec. 31, 2021, Aon had approximately 50,000 employees in more than 120 countries, about the same as at the end of 2020.

49 BOSTON SCIENTIFIC BOSTON

2021 U.S.-Booked Air Volume: \$10 million
Consolidated U.S. TMC: Amex GBT

Medical device manufacturer Boston Scientific generated \$11.9 billion in net sales in 2021, an increase of 20 percent compared with 2020. It attributed the growth to enhanced digital capabilities and, as the pandemic eased, the launch of 145 new clinical trials and introduction of 90 new products. Despite this, the company's 2021 U.S.-booked air travel spending dipped to \$10 million from \$12.5 million in 2020 and \$50 million in 2019, according to BTN estimates.

The company hired more than 8,300 new employees in 2021, largely through remote working opportunities, and made five acquisitions, including the \$1.75 billion takeover of Baylis Medical and \$1.07 billion purchase of Lumenis' global surgical business. Boston Scientific continued its buying spree into 2022, making two acquisitions from June to August 2022.

49 CISCO SAN JOSE, CALIF.

2021 U.S.-Booked Air Volume: \$10 million
Global Payment Supplier: American Express
Global Expense Tool Supplier: SAP/Concur
Global Travel Risk Management Supplier: ISOS
Consolidated Global TMC: Amex GBT

Multinational technology conglomerate Cisco spent approximately \$10 million on U.S.-booked air spend in 2021, according to a BTN estimate.

In 2021, reported air spend remained significantly below pre-pandemic levels, due in part to the company's business-critical travel policies, which required an approval process for corporate travelers.

Looking ahead, Cisco remains focused on embedding sustainability practices throughout the company and elevating efficiency practices. The company will continue to assess sustainability policies and room for possible improvements.

49 IBM ARMONK, N.Y.

2021 U.S.-Booked Air Volume: \$10 million
2021 Global T&E: \$29.3 million
Card Program: Individual Bill/Central Pay
Primary Global Online Booking Tool: Concur
Primary U.S. Expense Supplier: Concur
Primary U.S. Travel Risk Management Supplier: ISOS
Primary U.S. Payment Supplier: American Express
Consolidated Global TMC: Amex GBT

IBM's total U.S.-booked air volume plummeted again in 2021 to \$10 million from last year's \$39 million as the company continued to limit travel and in-person meetings in an effort to reduce the risk of Covid-19 exposure. Its 2019 total was \$415 million. However, with employees returning to the office during the first quarter of 2022, the company this year anticipates a rebound in U.S.-booked air spend to \$70 million and expects to reach pre-pandemic levels within two to five years.

Virtual meeting options are strongly encouraged but not considered a default option to replace travel and are not embedded into the company's booking or approval workflows.

The company's travel team in 2021 implemented an air-reshopping program and developed a sustainability strategy for the travel program, which included the addition of electric vehicles to its car rental program in the United States. IBM's hotel program uses dynamic pricing with a rate cap, along with rate shopping and audit tools.

IBM in November 2021 completed the spinoff of its managed structured services unit into a new company, Kyndryl. Financial statements through Dec. 31, 2021, include 10 months of Kyndryl-related figures. Reported 2021 revenue was \$57.4 billion, with sales of \$27.3 billion. Both were up from 2020 totals of \$55.2 billion and \$26.6 billion, respectively, and were on par with 2019 figures. The company's travel department also established a travel program, agency, online booking tool and expense reporting system in 66 countries for this divested business unit.

The company in 2021 announced a goal of net-zero greenhouse gas emissions by 2030 across all the countries in which it operates. IBM's total 2021 GHG emissions were 698,000 metric tons of CO₂, down from about 987,100 in 2020 and 1.26 million in 2019. The company does not report Scope 3 emissions.

As of Dec. 31, 2021, the company's workforce included about 282,100 people from IBM and wholly owned subsidiaries. This figure is down from 2020, in which the company reported 345,900 employees, but about 90,000 were included in the spin-off of Kyndryl, so the net difference is a gain of about 26,200 people.

53 TAKEDA TOKYO

2021 U.S.-Booked Air Volume: \$9.2 million
2021 Global T&E: \$22 million
Primary Global Payment Provider: Bank of America
Primary Global Expense Supplier: SAP Concur
Global Travel Risk Management Supplier: WorldAware
Consolidated Global TMC: BCD

Japan-headquartered Takeda Pharmaceutical spent 2020 implementing BCD Travel across 70 markets to consolidate to a single global travel

management company. In 2021 it trained travelers on that new program with a strong focus on wellness and sustainability. The company first and foremost emphasized that travelers should have a safe and comfortable experience when they embarked on their 'first' business trip after the company's general travel hiatus during the Covid-19 pandemic.

To support that goal, Takeda implemented the Roadmap app across the organization and implemented virtual payment for non-employee travelers. Takeda projected it will spend \$12 million on U.S. point-of-sale air volume for 2022. After the many changes precipitated by the pandemic, the company could not predict if or when it would return to previous travel levels, which BTN estimated to be \$54 million in 2019.

The company's goals for 2022 are to continue to focus on traveler wellness and the health of the planet. Takeda this year implemented a specialized patient-centric travel program Takeda in collaboration with BCD's Life Sciences Center of Excellence and for which the company was recognized by BTN as a leader in managed travel innovation.

54 MORGAN STANLEY NEW YORK

2021 U.S.-Booked Air Volume: \$9.1 million
Consolidated Global TMC: Amex GBT

BTN estimates that financial services company Morgan Stanley spent just over \$9 million on U.S. point-of-sale air volume in 2021. During that transitional year, the Morgan Stanley travel team focused on activities related to the firm's return to travel, with a freshly rebranded travel program and tools, which included a new ground transportation booking tool globally and a travel chatbot called iAsk.

One focus in 2022 has been making the entire booking process easier for employees by simplifying and automating the approval process, with the support of a new pre-trip approval mobile app. The effort to simplify the booking process will continue throughout 2022 and 2023.

Morgan Stanley Travel also rolled out firmwide in the U.S. the new Employee Meetings Management service, which launched originally just prior to the pandemic. It provides essential event and meeting planning services for internal employee engagements. Demand for the program has been strong, with future plans to expand globally. Also in 2022, the Morgan Stanley travel team finalized activities related to the firm's recent acquisitions of E*Trade and Eaton Vance, bringing those organizations under the Morgan Stanley travel umbrella.

55 BAE SYSTEMS FALLS CHURCH, VA.

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2021 U.S.-Booked Air Volume: \$9 million

Primary U.S. Expense Supplier: Concur

Primary U.S. Payment Supplier: American Express

Primary Global Risk Management Supplier: ISOS

Consolidated Global TMC: BCD

U.S. defense contractor, BAE Systems had \$9 million in U.S.-booked air travel spending in 2021, falling slightly from the year prior. The company last year focused its efforts on travel recovery and risk assessment and management by enhancing travel scorecards, utilizing nonrefundable ticket credits, and completing a few competitive request-for-proposals processes.

BAE Systems in 2021 updated some policies, including adding information on allowable exceptions to lowest-available-fare requirements and clarifying expense-reporting rules.

Looking ahead, BAE plans to continue managing and optimizing use of all airline credits and nonrefundable tickets. The company also will take a closer look at hotel negotiations and focus on further enhancing travel scorecard data. BAE could reach its pre-pandemic level of travel activity in the next two to five years.

55 TPG FORT WORTH, TEXAS

2021 U.S.-Booked Air Volume: \$9 million

Primary Global TMC: CWT

BTN estimates that U.S.-booked air volume at private equity and investment firm TPG fell from \$110 million in 2019 to \$28 million in 2020, and then hit \$9 million in 2021. Total revenue for TPG shot up from \$2.1 billion in 2020 to \$5.0 billion in 2021, earned from assets under management of \$114 billion, up 27 percent on 2020. Scope 3 greenhouse gas emissions, entirely comprising business travel and commuting, were about 15,100 metric tons in 2019, amounting to 75 percent of total emissions. In 2020, that fell to about 2,300 tons, or 49 percent of total emissions. By 2021, Scope 3 had returned to 75 percent of total emissions, but this contribution amounted to only 4,125 tons.

57 KPMG LLP NEW YORK

2021 U.S.-Booked Air Volume: \$8 million

2021 U.S. T&E: \$118.5 million

Primary U.S. Expense Supplier: Concur

Consolidated U.S. TMC: Amex GBT

Professional services and Big Four accounting firm KPMG in 2021 kept U.S.-booked air spend on par with its 2020 volume at \$8 million, a fraction of 2019's \$209 million. The company has been focused on duty of care for travelers and unused airline ticket management. About 95 percent of its 2021 U.S.-booked air volume was for domestic tickets. KPMG also uses hotel rate shopping and audit tools. While virtual options are encouraged for internal meetings, client- and partner-facing meetings have remained largely in-person.

In fiscal year 2021, which ended Sept. 30, 2021, KPMG also refreshed its travel policy with the implementation of a pre-trip approval process for some travel, greener travel choices to support the firm's sustainability goals and the addition of an internal carbon fee. The company started to return to office in the first quarter of 2022.

KPMG reported global revenue of \$32.1 billion for fiscal year 2021, up 10 percent year over year. The Americas region reported revenue of \$11.9 billion for fiscal year 2021, up 6 percent. Global headcount as of Sept. 30, 2021, was nearly 230,500, up from about 227,000 in 2020.

57 NOVARTIS BASEL, SWITZERLAND

2021 U.S.-Booked Air Volume: \$8 million

Consolidated U.S. TMC: CWT

Pharmaceutical company Novartis saw U.S.-booked air spend fall from \$100 million in 2019 to \$12 million in 2020 and again to \$8 million in 2021, according to a BTN estimate. Net sales in 2021 climbed from \$49 billion to \$52 billion, while the workforce reduced from 106,000 to 104,000.

Recovery in travel volume may be checked by major changes to the business. In June 2022, Novartis announced it would eliminate up to 8,000 jobs, equivalent to 7 percent of its workforce, by 2024. In August, the company said it will divest Sandoz, its generics business.

Reported emissions caused by business travel plummeted from 191,000 metric tons in 2019 to 22,000 in 2020, then moved back upwards to 35,500 in 2021. However, Novartis had changed its reporting methodology in two ways. First, it started measuring train, car rental and hotel emissions in addition to air emissions. Second, its measurement of air travel emissions now considers radiative forcing, which multiplies the result by a factor of 1.9.

57 PEPSICO PURCHASE, N.Y.

2021 U.S.-Booked Air Volume: \$8 million

Primary Global TMC: Amex GBT

At \$8 million, PepsiCo's BTN-estimated 2021 U.S.-booked air volume is down from a estimated spend of \$14.8 million in 2020 and far lower than its 2019 volume of \$67 million. Net revenue at the company grew 13 percent from \$70 billion in 2020 to \$79 billion in 2021. There were 299,000 permanent and 11,000 temporary employees, although in the first quarter of 2022 PepsiCo completed the divestiture of its Tropicana, Naked and other juice bands to a private equity owner. In 2021 PepsiCo launched the Business Travel Inset Program, an internal carbon price mechanism that adds a carbon fee to the cost of each flight undertaken by employees. Revenues from the program are reinvested into regenerative agriculture projects.

60 3M ST. PAUL, MINN.

2021 U.S.-Booked Air Volume: \$7.7 million

Consolidated U.S. TMC: CWT

BTN estimates conglomerate 3M's 2021 U.S.-booked air spending fell 22 percent year over year. Despite disruptions to global supply chains, the company's total 2021 sales increased 9.9 percent year-over-year to \$35.4 billion.

The company relaxed international travel guidance for employees in 2021, however restrictions remained in place.

Following a shift to remote work in 2020, the industrial giant continued to employ a flexible work policy, but one where virtual collaboration is encouraged over face-to-face meetings. Where possible, digital engagements with suppliers also replaced some on-site assessments.

In 2021 the company committed to investing \$1 billion to become carbon-neutral across its global operations by 2050, however the plan does not encompass Scope 3 emissions, such as those generated from business travel.

The company employed some 95,000 people, with approximately 38,000 in the U.S., at the end of 2021.

60 INT'L MONETARY FUND WASHINGTON, D.C.

2021 U.S.-Booked Air Volume: \$7.7 million

Primary U.S. Payment Supplier: BMO

Primary U.S. Expense Supplier: Oracle PeopleSoft

Primary U.S. Travel Risk Management Supplier: ISOS

Consolidated Global TMC: BCD

The International Monetary Fund is an organization of 190 countries working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth and reduce poverty. IMF further reduced business travel volume by more than \$2 million in 2021 as a result of the pandemic. IMF already had implemented a pre-trip approval policy and the technology to support it before the Covid-19 pandemic brought its international travel to a halt.

62 CITIGROUP NEW YORK

2021 U.S.-Booked Air Volume: \$7.5 million

Banking and financial giant Citigroup's 2021 U.S.-booked air volume decreased 50 percent year over year, according to a BTN estimate. The company reported full-year 2021 revenue of \$71.9 billion, compared with \$74.3 billion in 2020.

Citi employees started travelling again in 2021 after the company had restricted crossborder travel in 2020. While others in the banking sector pushed for a return to the office, Citi last year allowed staff to continue working from home on a part-time basis.

Carbon emissions related to air travel in 2021 declined 51.5 percent year over year and emissions related to train travel declined 27 percent. Emissions data related to air travel are now visible in Citi's booking tool, with plans to also include emissions data for rail travel, hotels and rental cars.

The company had about 221,000 full-time employees at the end of 2021, up about 11,000 year over year.

62 MERCK & CO. KENILWORTH, N.J.

2021 U.S.-Booked Air Volume: \$7.5 million

Consolidated Global TMC: Amex GBT

BTN estimates pharmaceutical company Merck & Co. in 2021 spent about \$7.5 million on U.S.-booked air travel, down from an estimated

\$14 million in 2020.

The company's sales increased 17 percent year over year to about \$48.7 billion. Merck in 2021 spun off reproductive pharmaceutical business Organon & Co. into a standalone company with 9,000 employees. Merck at the end of 2021 had about 68,000 employees worldwide, down from 74,000 one year prior. About 27,000 are employed in the United States.

Merck in 2021 acquired pharmaceutical company Acceleron for \$11.5 billion.

The company's business travel in 2021 generated about 241,100 metric tons of carbon dioxide equivalent emissions, up from 208,600 the year prior. The company's online booking tool now offers a rail-travel option to help limit the environmental impact of business travel.

64 NIKE BEAVERTON, ORE.

2021 U.S.-Booked Air Volume: \$7 million

Primary Global Online Booking Tool: Concur

Primary Global Payment Supplier: Citi

Primary Global Expense Supplier: Concur

Primary Global Travel Risk Management Supplier: Anvil

Consolidated Global TMC: BCD

Apparel manufacturer and retailer Nike in 2021 saw a continued, albeit slight, year-over-year decline in U.S.-booked air volume of \$7 million. About 94 percent of U.S.-booked air travel was for domestic travel.

Many of Nike's travel policies this year remain in place including its implementation of pre-trip approval requirements and language encouraging booking closer to the time of travel. Nike has implemented new technologies, increased utilization of third-party booking consultants and is creating a guided for intentional sustainable, accessible and safe travel.

The company will continue its focus on bringing employees back to travel with intention-based practices. Throughout the company, virtual options are still available, but not required in place of travel, and the company could rebound to pre-pandemic spending levels in the next two years.

64 SAMSUNG SEOUL

2021 U.S.-Booked Air Volume: \$7 million

Consolidated Global TMC: Corporate Travel Department

Business travel activity slumped at Samsung for a second year running in 2021, both in its home market and in the U.S., where booked air volume was a BTN-estimated \$7 million, down from an estimated \$12 million in 2020 and \$48 million 2019. In April 2022, the company's Samsung Electronics division said it would no longer discourage business trips for its 110,000 staff in South Korea. The division also relaxed restrictions on meetings but then tightened rules for both transient travel and meetings again in July.

Revenue at Samsung climbed from 237 trillion South Korean won in 2020 to 280 trillion won in 2021. Employee numbers fell from 268,000 to 267,000, a second year of decline.

Samsung has an accredited Corporate Travel Department.

66 NESTLÉ VEVEY, SWITZERLAND

2021 U.S.-Booked Air Volume: \$6.3 million

BTN estimated U.S.-booked air volume for the global food giant fell to \$6.3 million from \$10 million in 2020, and \$50 million the year before that, in spite of worldwide sales climbing by 3 billion Swiss francs to reach 87 billion Swiss francs. Employee numbers also rose from 273,000 to 276,000.

Although travel and employee commuting combined only accounted for 0.8 percent of the company's carbon emissions in 2018, Nestlé announced a Science Based Targets emissions reduction initiative in December 2020 that included a commitment to offset all business travel by 2022.

Nestlé has said it is operating "disciplined cost control and operational efficiencies" in response to rapidly rising input costs.

67 CORNING CORNING, N.Y.

2021 U.S.-Booked Air Volume: \$6.2 million

Primary Air Suppliers: American, Delta, United Primary

Hotel Suppliers: Hilton, IHG, Marriott

Primary Car Rental Supplier: Avis

Primary Global Online Booking Tool: Concur

Primary U.S. Payment Supplier: Citi Mastercard

Card Program: Central Bill/Central Pay

Primary Global Expense Supplier: Concur

Primary Global Travel Risk Management Supplier: ISOS

Consolidated Global TMC: Amex GBT

Glass and technology manufacturer Corning in 2021 spent about \$6.2 million on U.S.-booked air travel, rising slightly from the previous year. The company last year focused on sustainability, compliance and enabling travelers' entry into China.

About 44 percent of Corning's U.S.-booked air travel in 2021 was domestic. Corning hasn't changed its travel policy but plans to continue cost-reduction efforts and sustainability and compliance initiatives.

67 IPG NEW YORK

2021 U.S.-Booked Air Volume: \$6.2 million

Consolidated U.S. TMC: Amex GBT

Marketing and advertising company IPG spent \$6.2 million in U.S.-booked air travel in 2021, according to BTN's estimate, down from an estimated \$10.4 million the year prior. IPG's domestically booked air travel remains far below pre-pandemic levels.

IPG as part of its sustainability efforts took a closer look at travel policies and energy efficiency, both remotely and in-office. The company also realized benefits from a 2020 restructuring, including utilizing virtual conference technologies.

Looking ahead, IPG plans to continue its focus on risk management and cost-efficiency measures, including decreased travel expenses.

69 CATERPILLAR DEERFIELD, ILL.

2021 U.S.-Booked Air Volume: \$6 million

Consolidated U.S. TMC: BCD

Construction and mining equipment manufacturer Caterpillar reported a 22 percent increase in sales and revenues in 2021 to \$51 billion. However, the company's U.S.-booked air volume dropped 25 percent from \$8 million in 2020, according to a BTN estimate, as it maintained travel restrictions and a remote work policy.

Sharpening focus on its sustainability goals, the company acquired U.S.-based carbon-capture technology company Carbon-Point Solutions in 2021 and announced it will disclose its estimated Scope 3 emissions, which include business travel, in 2023.

Caterpillar in June 2022 announced it would move its corporate headquarters this year to Irving, Texas.

69 MARSH & McLENNAN COS. NEW YORK

2021 U.S.-Booked Air Volume: \$6 million

2021 Global Air Volume: \$12 million

2021 Global T&E: \$50 million

Primary U.S. Air Suppliers: Delta, United

Primary U.S. Hotel Suppliers: Hilton, Marriott

Primary U.S. Car Rental Suppliers: Hertz, National

Primary U.S. Online Booking Tool: GetThere

Primary U.S. Payment Supplier: American Express

Card Program: Company Pay on Approved Expenses

Primary U.S. Travel Risk Management Supplier: WorldAware

Consolidated U.S. TMC: BCD

BTN estimates Marsh McLennan decreased its annual U.S.-booked airline ticket spending by 50 percent from 2020 to about \$6 million in 2021—only about 10 percent of the \$61 million it spent in 2019. BTN estimates the organization similarly reduced its global air volume from \$120 million in 2019. The company continued travel compliance, traveler engagement, and sustainability initiatives launched previously. It also changed its card program from individual bill/individual pay to company pay on approved expenses.

69 ORACLE AUSTIN, TEXAS

2021 U.S.-Booked Air Volume: \$6 million

Consolidated Global Booking Tool: Sabre GetThere

Consolidated Global TMC: CWT

BTN estimates Oracle's U.S. point-of-sale air volume for 2021 decreased to \$6 million from last year's \$20 million-plus estimate. For the last two years running, the company has emphasized in its annual reports the investments it has made in "virtual presence" technologies, citing the "near virtual working environment" it has been able to provide for employees during the pandemic through multiple collaboration tools and how these have helped the company "minimize travel."



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That said, the travel program continues to be an innovator, with program leaders speaking publicly about pushing to advance New Distribution Capability with airline and global distribution partners, supported by its global travel management company, CWT.

Oracle reported \$42.4 billion in annual revenue for fiscal year 2022, which ended May 31. That was a 7 percent increase over 2021 in constant currency. The company employed 143,000 people in 2022, up 8 percent from 2021.

69 P&G
CINCINNATI

2021 U.S.-Booked Air Volume: \$6 million
Consolidated U.S. TMC: FCM

After shrinking from \$70 million in 2019 to \$10.8 million in 2020, U.S.-booked air volume at consumer goods corporation Procter & Gamble contracted yet again to \$6 million in 2021, according to BTN estimates for all three years.

Travel management company FCM announced in March 2021 that P&G had selected it to manage the company's travel programs in North America and Europe. P&G will use FCM's chatbot, Sam, for digital assistance to business travelers.

Between July 2020 and June 2021, carbon emissions produced by business travel were 11,000 metric tons, down from 125,000 metric tons in the previous 12-month period, and accounting for less than 1 percent of the company's total emissions. P&G has signed up to the Science Based Targets initiative, including making commitments to reduce emissions across its own operations by 50 percent and the entire supply chain by 40 percent by the year 2030. Sales in the company's financial year to June 30, 2022, were \$80.2 billion, up from \$76.1 billion in the previous 12-month period. Employee numbers rose from 101,000 to 106,000. P&G also hit the acquisition trail, buying TULA, OUA Haircare and Farmacy Beauty, all based in the United States.

73 EMERSON
ST. LOUIS

2021 U.S.-Booked Air Volume: \$5.9 million

Emerson had BTN-estimated U.S.-booked air volume of \$5.9 million in 2021, slightly lower than the prior year. Emerson restricted employee travel and in-person meetings and enabled remote work arrangements where appropriate.

Sales in 2021 increased 9 percent year over year to \$18.2 billion. The company also benefitted from an ongoing restructuring and cost reset plan that accelerated in 2020 and 2021. Subsequently, selling, general and administrative expenses fell 0.9 percentage points to 22.9 percent as a percent of sales in fiscal 2021.

The company's first full Scope 3 emissions footprint report was released in 2021, revealing travel's footprint. Business travel accounted for 19,200 metric tons of carbon dioxide equivalent emissions. The company plans to achieve net zero operations by 2030.

Emerson acquired OSI in 2021. In 2022 Emerson completed the merger of two of its businesses with Aspen Technology to create AspenTech, a new company focused on industrial software. The company and its subsidiaries had approximately 86,700 employees as of Sept. 30, 2021.

73 OMNICOM GROUP
NEW YORK

2021 U.S.-Booked Air Volume: \$5.9 million
Primary U.S. TMC: BCD

BTN estimates U.S.-booked air volume at marketing communications behemoth Omnicom Group to have plunged from \$52 million in 2019 to \$9.5 million in 2020, then \$5.9 million in 2021. Revenue climbed from \$13.1 billion to \$14.3 billion in 2021. Omnicom committed to joining the Science Based Targets initiative during 2021. Scope 3 emissions, which include business travel, fell from 144,000 metric tons in 2018 to 110,000 in 2019, 29,000 in 2020 and 14,000 in 2021.

In 2019, Scope 3 accounted for 60 percent of total Omnicom emissions. By 2021, that figure had fallen to just over 20 percent. However, emissions may well rise again in 2022. For April through June, Omnicom reported that "salary and related costs increased ... 4.6 percent, due primarily to the increase in organic revenue, an increase in headcount, and an increase in travel and related costs." Omnicom in 2022 has acquired performance marketing agency TCA, digital experience consultancy TA Digital and omnichannel engagement marketing agency Propeller. The group now employs 71,000 people in 70 countries.

75 SAP
WALLDORF, GERMANY

2021 U.S.-Booked Air Volume: \$5.5 million
Consolidated U.S. TMC: BCD

Business travel activity by SAP in the U.S. fell for a second year, with booked air volume dropping from \$130 million in 2019 to \$21.2 million in 2020 and \$5.5 million in 2021, all according to BTN estimates.

Globally, however, the enterprise software supplier's business travel-related activities increased moderately during the year.

SAP charges an internal carbon price for business flights in most countries to counterbalance the carbon emissions caused.

Revenue at SAP edged upward from \$27.3 billion in 2020 to \$27.8 billion in 2021. Total employees climbed from 102,000 to 107,000.

76 FACEBOOK (META)
MENLO PARK, CALIF.

2021 U.S.-Booked Air Volume: \$5.4 million
Primary U.S. Online Booking Tool: Concur
Primary U.S. Expense Supplier: Concur
Consolidated U.S. TMC: CWT

BTN estimates Facebook's 2021 U.S. point-of-sale air volume fell to \$5.4 million from \$35.7 million in 2020. The social media giant held travel activities at a very low level throughout the year. It again diverted its F8 and Facebook Connect conferences to virtual platforms in 2021 due to the pandemic. CEO Mark Zuckerberg introduced the company's new name—Meta—during the Oct. 28 Facebook Connect virtual keynote address.

The company embraced 'work from anywhere' in 2021, prior to its return-to-office date on March 28, 2022. It is unclear how that model will affect its business travel patterns. If Meta's mission—which, accord-

ing to its 2022 sustainability report, is to create 'a feeling of presence, like you are right there with another person or in another place'—the company may look for new ways for its employees and clients to connect as it drives innovation around 'powerful tool[s] to build empathy, understanding and collaboration.'

Meta reduced its business travel emissions to 5,000 metric tons in 2021, down from 129,000 metric tons in 2020 and more than 500,000 in 2019. The company is a founding member of the Sustainable Aviation Buyers Alliance, and in 2021 adjusted its business travel emissions down to 5,000 metric tons, based on Meta's contracting for more than 700,000 gallons of sustainable aviation fuel for business travel. It was not clear in the company's 2021 sustainability report what equivalence was used for that reduction. Meta posted \$117.3 billion in revenues in 2021, reflecting 30 percent growth over 2020 and ended the year with 71,970 employees.

77 BLOOMBERG
NEW YORK

2021 U.S.-Booked Air Volume: \$5 million
2021 Global T&E: \$56 million
Primary Air Suppliers: American, British Airways, Delta, United
Primary Hotel Suppliers: Marriott, Hyatt, Hilton
Primary Car Rental Suppliers: Hertz, Avis
Primary Global Online Booking Tool: Concur
Primary U.S. Payment Supplier: American Express
Card Program: Individual Bill/Central Pay
Primary Global Expense Supplier: Internal system
Primary Global Travel Risk Management Supplier: ISOS
Consolidated Global TMC: BCD

Bloomberg in 2021 resumed general business travel, prioritizing cities and countries where restrictions had been lifted. The travel department collaborated with the return to office team to establish a 'Covid Commuting Program' that helped bring workers back to the physical buildings, starting in the first half of 2021.

With a focus on traveler well-being, the company eased some restrictions on its business-class air policy. Bloomberg's travelers now make their air bookings further from the time of travel, with 97 percent going through the company's approved travel management company channel. The media company did not enforce a travel approval policy either during the height of Covid or after. It expects business travel will return to pre-covid travel levels within 12 months. Pre-Covid, BTN estimated Bloomberg's annual travel spend to be \$47 million in 2019.

77 ELI LILLY & CO.
INDIANAPOLIS

2021 U.S.-Booked Air Volume: \$5 million
Consolidated Global TMC: Amex GBT

BTN estimates 2021 U.S.-booked air volume at Eli Lilly was \$5 million in 2021, down from \$10.2 million in 2020.

As the pandemic evolved, the pharmaceutical company joined most companies in instituting travel restrictions and work-from-home arrangements, and offered enhanced benefits, such as health care, child care, and time off. By the end of 2021 the company still experienced fewer in-person interactions by patients and employ-

ees with healthcare professionals, and the company said it might halt such live contact if not deemed safe.

Eli Lilly pledges to be carbon-neutral by 2030 in its own operations, and to use 100 percent renewable electricity. At the end of 2021, the company had 35,000 employees, including 19,600 outside the U.S. The company made 12 acquisitions in 2021, including Protomer Technologies, Rigel Pharmaceuticals, Precision Biosciences and Foghorn Therapeutics. Revenue in 2021 rose 15 percent year over year to \$28.3 billion. Marketing, selling, and administrative expenses also rose 5 percent to \$6.4 billion, primarily due to increased marketing costs.

77 ITW
GLENVIEW, ILL.

2021 U.S.-Booked Air Volume: \$5 million
Primary Global Online Booking Tool: Concur
Primary U.S. Payment Supplier: American Express
Primary Global Expense Supplier: Concur
Consolidated U.S. TMC: Amex GBT

BTN estimates ITW spent \$5 million in U.S. point-of-sale air volume in 2021, down from \$6 million in 2020. The company recommitted to carbon emissions reduction in 2021, citing the progress it had made on its original targets announced in 2019. The company is now working to reduce Scope 1 and Scope 2 greenhouse gas emissions per U.S. dollar of operating revenue by 40 percent compared to 2017 levels. Business travel, however, lies outside of that commitment in Scope 3. Regarding that category, the company took steps in 2021 to "better understand our value chain and Scope 3 emissions," according to ITW's annual sustainability report. Through that study, the company identified its top categories for Scope 3 emissions, which include the use of its sold products and the goods and services the company purchases from other suppliers. The latter traditionally would include business travel, though the company has not made any public reduction commitments there. ITW's reported total revenue of \$14.5 billion in 2021, a 15 percent increase over 2020. It employed 45,000 worldwide, representing 2,000 more than in 2020.

80 BP
LONDON

2021 U.S.-Booked Air Volume: \$4.8 million
2021 Global T&E: \$128 million
Primary Air Suppliers: BA, Southwest, United
Primary Hotel Suppliers: Hilton, IHG, Marriott
Primary Global Online Booking Tool: Egencia
Primary U.S. Payment Supplier: Citi
Card Program: Individual Bill/Central Pay
Primary Global Expense Supplier: Concur
Travel Risk Management Supplier: Internal
Consolidated Global TMC: Egencia

Oil and gas giant BP's 2021 global travel and entertainment spending notably increased from the \$50 million it recorded in 2020, but its U.S.-booked air volume declined, illustrating last year's challenge to international travel. Only 29 percent of the company's U.S.-booked air spending was for domestic travel.

Sustainability continues to be a key consideration in BP's travel

program, and the company has adopted a purposeful, deliberate stance toward post-pandemic business travel. BP in recent years globally consolidated travel management services with Egencia.

The company expects a significant increase in 2022 U.S.-booked air volume, but to a level far short of the \$45 million it recorded in 2019.

81 ASTRAZENECA CAMBRIDGE, U.K.

2021 U.S.-Booked Air Volume: \$4.5 million
Consolidated Global TMC: BCD

U.S.-booked air volume at pharmaceutical giant AstraZeneca fell to \$4.5 million in 2021, down from \$21 million in 2020 and \$53 million in 2019, according to BTN estimates. Global revenue headed firmly in the opposite direction from \$27 billion in 2020 to \$37 billion in 2021. Emissions caused by business travel globally decreased from 314,000 metric tons in 2019 to 76,000 in 2020 and again to 72,000 in 2021, according to AstraZeneca's 2021 sustainability report. The report also stated that "50 percent of our suppliers by spend covering upstream transportation and distribution and business travel will have science-based targets by 2025." In July 2021, AstraZeneca closed the acquisition of Alexion Pharmaceuticals that had been announced in December 2020. The company also bought rare disease drugmaker Caelum in December 2021 and signed an agreement to acquire TeneoTwo in July 2022. Employee numbers at AstraZeneca rose from 76,100 in 2020 to 83,100 in 2021.

81 COCA-COLA ATLANTA

2021 U.S.-Booked Air Volume: \$4.5 million
Primary U.S. Agency: CWT

Coca-Cola's U.S.-booked air spend dwindled to \$4.5 million in 2021, down 46 percent year-over-year and 89 percent less than 2019, according to BTN estimates.

Net revenues for the soft drink giant increased 17 percent to \$38.7 billion in 2021 and the company employed 79,000 people, not including bottlers and distributors, a slight 1.6 percent decline from 2020.

Due to pandemic-related travel restrictions, audits of the company's bottling operations in 2021 were mostly carried out virtually.

81 INTEL SANTA CLARA, CALIF.

2021 U.S.-Booked Air Volume: \$4.5 million
Primary Global Expense Supplier: Concur
Primary Global Travel Risk Management Supplier: ISOS
Consolidated Global TMC: Amex GBT

Semiconductor company Intel felt the continued impact of the Covid-19 pandemic in 2021, with all sites remaining closed and employees utilizing virtual technology for internal meetings. Travel was limited to essential purposes, which included client- and partner-facing meetings. Those meetings remain in person but requiring executive-level authorization for each travel reservation.

Other adjustments included a push to make air bookings further in advance of travel, and a high flight-cancellation-or-change rate—to the tune of 70 percent—following approval protocols. About 35 percent of 2021 U.S.-booked air volume was for domestic routes.

The company in the next few years could phase out pandemic-era travel restrictions.

Intel maintained some aspects of its 2020 travel policy, including limiting travel while supporting travelers' safety while away. The company revisited contract terms and altered some primary travel management contract details across both domestic and international markets, adding management fees in some and a cost-plus structure in others.

Additional program updates include new, temporary compensation models placed with designated travel suppliers, a commitment that helps to ensure service quality and availability.

84 SANOFI PARIS

2021 U.S.-Booked Air Volume: \$4.4 million
Global Online Booking Tool: Concur
Consolidated U.S. TMC: BCD

Pharmaceutical giant Sanofi in 2021 spent \$4.4 million on U.S.-booked air travel, down from \$9.5 million in 2020 and about only 8 percent of 2019 volumes. With business travel back on the rise as the company returned to the office during the second quarter of 2022, this year's air spend is expected to rebound to \$25 million, about half of pre-pandemic levels. Full recovery is expected in between two to five years.

Since the pandemic, some travel team members were transferred to other departments and use of third-party consultants was decreased or discontinued. The company in 2021 revisited its chauffeured transportation network agreements and implemented Uber for Business and Parking Spot as alternatives to black-car service or rental cars because of supply shortages and increased costs. Sanofi also updated its travel policy in 2022, simplifying it by removing meal and hotel caps and offering guidelines instead. The hotel program has static and dynamic rates, as well as rate shopping tools.

The company is looking at synergies between meetings and transient travel and does not have pre-trip approval and does not plan to implement. Virtual options are leveraged for internal meetings, but customer-facing meeting largely remain in-person.

Sanofi reported Scope 3 tons of CO2 emissions for 2021 business travel as nearly 38,000, down significantly from the 87,400 in 2020 and more than 168,500 reported in 2019, used as its baseline year. The company has introduced a policy for sales rep travel, including vehicle buying and eco-driving courses, that cut CO2 emissions by 47 percent between 2019 and 2021. Sanofi also is looking into sustainable aviation fuel investments.

The company in 2021 reported net sales of €37.8 billion, up from €36 billion in 2020 and €36.1 billion in 2019. Total employees as of Dec. 31, 2021, were nearly 95,450, down from 99,400 in 2020.

85 BAYER LEVERKUSEN, GERMANY

2021 U.S.-Booked Air Volume: \$4.3 million
Consolidated Global TMC: BCD

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BUSINESS TRAVEL NEWS

Pharmaceutical giant Bayer in 2021 completed a global travel management services consolidation effort under BCD Travel, adding 61 counties to its program for a total of 94. The move, precipitated by the 2018 completion of Bayer's acquisition of U.S. agricultural firm Monsanto, took about 12 months to complete. BCD for many years had served as Bayer's consolidated TMC in the U.S., but the company had used several agencies elsewhere.

Bayer's Scope 3 greenhouse gas emissions, which include business travel emissions, in 2021 declined by 7 percent year over year. The company in 2021 offset all emissions generated by business air travel and has pledged to reduce by 2029 absolute Scope 3 emissions by 12.3 percent compared with 2019 levels.

Bayer's 2021 U.S.-booked air volume dropped from the prior year, according to a BTN estimate. The company's 2021 revenue increased 6.5 percent year over year to nearly €44.1 billion.

86 EPIC VERONA, WIS.

2021 U.S.-Booked Air Volume: \$4.1 million
Primary U.S. Online Booking Tool: Travelport Smartpoint
Consolidated U.S. TMC: Fox World Travel

BTN estimates that privately held electronic health records company Epic spent \$4.1 million in U.S. point-of-sale airfares in 2021, down from an estimated \$9.9 million in 2020. The Verona, Wis.-based company increased revenue in 2021 by 13 percent to \$3.8 billion, according to CB Insights and Forbes.

Epic has emphasized an in-office workforce since summer 2021, mandating three days on the company's expansive Storybook campus for all workers beginning July 17 and quickly ramping that to four days by Aug. 1. The company has continued construction on new buildings to house its growing employee base, which hit 11,300 in 2021, including those in the U.K

87 GOLDMAN SACHS NEW YORK

2021 U.S.-Booked Air Volume: \$4 million
Consolidated Global TMC: Amex GBT

Investment and financial services firm Goldman Sachs in 2021 spent about \$4 million on U.S.-booked air travel, less than a quarter of its 2020 U.S.-booked air travel volume.

Traveler safety and awareness remained the company's focus throughout 2021, and the company supported business travel throughout the pandemic. Goldman Sachs had pre-trip approval technology in place prior to the pandemic, and it has since added approvals related to Covid-19. About 62 percent of the company's 2021 U.S.-booked air travel was on domestic routes.

88 DELL TECHNOLOGIES AUSTIN, TEXAS

2021 U.S.-Booked Air Volume: \$3.4 million
2021 U.S. T&E: \$71.6 million

Primary Air Suppliers: American, Delta, United
Primary Hotel Suppliers: Hilton, Marriott
Primary U.S. Car Rental Suppliers: National/Enterprise
Primary Global Online Booking Tool: SAP Concur
Primary U.S. Payment Supplier: American Express
Card Program: Individual Bill/Central Pay
Primary Global Expense Supplier: Concur
Primary U.S. Travel Risk Management Supplier: ISOS
Consolidated Global TMC: Amex GBT

U.S.-booked air volume in 2021 at technology and hardware firm Dell Technologies was a bit less than 20 percent of 2020 volume, but such volume should rebound in 2022 to a bit more than half of 2019 levels.

Dell maintains levels of required pre-trip approval and has deployed the Concur Request tool to help manage that process. Managers or vice presidents are required to approve domestic and lower-cost international trips, while a senior vice president must approve higher-cost international travel. The Concur Request tool was integrated into the travel-request workflow with Dell's consolidated global travel management company, American Express Global Business Travel.

Dell last year incorporated another three onsite agencies in India into its Center of Excellence service hub and increased global agency adoption levels to 90 percent from 86 percent the year prior. Hotel attachments to online bookings increased 13 percent to 61 percent.

The company partnered with airlines to help recoup funds from canceled and unused tickets, saving millions and funding 2022 on a first-come, first-served bases for business travelers.

Dell in 2021 enhanced booking functionality in its Concur Travel online booking tool, which it has deployed in more than 50 markets. The tool now allows for rail booking in the United Kingdom, and Dell has refreshed the tool's pop-up and profile messaging to travelers. The company also refreshed its Concur Travel home page to enable Amex GBT graphics.

The company last year also expanded its use of the Tripbarn reshopping tool to another 28 markets and the use of Amex GBT's Air Re-Shop tool in France and Germany. Dell is implementing data feeds from DVI, the spending analytics specialist purchased in 2021 by Emburse.

Dell also has engaged with Amex GBT on sustainability strategies, undergoing a baseline assessment that could serve as a foundation for emissions-reduction measures.

Dell in 2021 spun off its stake in cloud computing firm VMWare and sold data integration firm Boomi, after selling in 2020 network security firm RSA Security. Dell as of Jan. 28, 2022, had about 133,000 employees worldwide, with about 32 percent in the United States.

89 HEWLETT PACKARD ENTERPRISE SPRING, TEXAS

2021 U.S.-Booked Air Volume: \$3.3 million
Primary U.S. Payment Supplier: Citibank
Primary U.S. Expense Supplier: Concur
Primary U.S. Travel Risk Management Supplier: Anvil
Consolidated Global TMC: Amex GBT

Information technology firm Hewlett Packard Enterprise's U.S.-booked air volume dropped to \$3.3 million in 2021, less than half of its volume in 2020 and less than a tenth of the \$40.4 million booked in 2019.

The company lists traveler safety and well-being as its top priority, and it has been helping employees with critical travel needs as countries and governments began lifting their pandemic restrictions and requirements. It plans to "obsess over the customer" as employees return to travel.

CWT had been serving as HPE's global consolidated travel management company, but HPE began a change in TMCs last year. In an earnings call earlier this year, American Express Global Business Travel named HPE as one of its "notable client wins" in 2021.

HPE also moved its global headquarters in 2022 to Spring, Texas, after more than 80 years in Silicon Valley. The new headquarters, home to about 2,200 team members in the Houston area, is designed to implement the company's hybrid work model.

90 LIBERTY MUTUAL BOSTON

2021 U.S.-Booked Air Volume: \$3.1 million
2021 U.S. T&E: \$7.6 million
Primary U.S. Payment Supplier: US Bank
Primary U.S. Expense Supplier: Concur
Primary Global Travel Risk Management Supplier: ISOS
Consolidated Global TMC: BCD

U.S.-booked air spending at insurance giant Liberty Mutual in 2021 declined by nearly 47 percent year over year. Though such spending in 2022 has increased notably, full-year U.S.-booked air spending should be about 40 percent of what it was in 2019.

Liberty Mutual in 2021 revised its travel policy to permit travel only when necessary. The company made two other changes to travel policy that have been continued in 2022. First, the company now approves non-stop flights regardless of cost. Additionally, Liberty Mutual will allow membership in expedited airport security program Clear for any employee.

The company in 2022 is taking steps to further consolidate its global travel program. While its U.S. travel management services are fully consolidated with BCD Travel, only about 10 percent are consolidated with BCD in other part of the world. Still, about 97 percent of Liberty Mutual's 2021 U.S.-booked air spending was for domestic travel.

91 COGNIZANT TEANECK, N.J.

2021 U.S.-Booked Air Volume: \$3 million
Consolidated U.S. TMC: BCD

IT service provider Cognizant's U.S.-booked air volume continued its downward trajectory in 2021, falling 71 percent to \$3 million after plummeting 85 percent in 2020, according to BTN estimates.

The business consulting, information technology and outsourcing service provider has a vested interest in digital transformation, encouraging clients to "modernize technology" and "reimagine processes." The company continued to restrict travel in 2021, instead relying on videoconferencing to support remote workers. In doing so, the company invested heavily in its digital capabilities, acquiring seven companies in 2021, which included an additional 2,400 employees. Overall, the company increased its net headcount by 41,000 in 2021, with 330,600 employees at the end of the year.

Travel reduction is one of six main levers Cognizant is using to achieve its net-zero emission objectives, which includes a goal to reduce absolute emissions in its global operations and supply chain by 50 percent by 2030. The company's business travel activities for the year generated nearly 38,400 metric tons of carbon dioxide equivalent.

The company reported full-year revenue of \$18.5 billion, an 11 per-

cent year-over-year increase.

91 GSK LONDON

2021 U.S.-Booked Air Volume: \$3 million
Primary Global Online Booking Tool: Concur
Primary Global Expense Supplier: Concur
Primary U.S. TMC: Amex GBT

Pharmaceutical and biotech giant GSK spent \$3 million in U.S.-booked air in 2021. Far below the company's spend prior to the Covid-19 pandemic, the continued decline followed a Jan. 2021 update to policy that clarifies business travel must be critical to GSK's success to be permissible.

GSK's 2021 policy update includes trip-purpose codes designed to help the organization garner data and focus on the justification behind corporate travel. The company is working to better manage and navigate travel within GSK.

About 57 percent of all 2021 U.S.-booked air travel was for domestic routes.

GSK this year formally changed its name from GlaxoSmithKline and split into two companies, separating its consumer healthcare business from its biopharmaceutical business.

93 PFIZER NEW YORK

2021 U.S.-Booked Air Volume: \$2.9 million
Consolidated U.S. TMC: BCD

Pfizer has reduced from a U.S.-booked air volume of \$99 million in 2019 to a BTN-estimated \$10 million in 2020 and even further to \$2.9 million in 2021. Revenue for the co-producer with BioNTech of the Covid-19 vaccine Comirnaty moved firmly in the other direction, up from \$42 billion in 2020 to \$81 billion in 2021. According to the company's 2021 sustainability report, carbon emissions plummeted from a 2019 baseline of 351,500 metric tons in 2019 to 96,300 in 2020 and then 29,000 in 2021. The company's goal is to limit annual business travel emissions to 263,600 metric tons, 25 percent lower than the 2019 baseline, by 2025. Pfizer's Science Based Targets strategy was approved in February 2021. "Business travel continued to be impacted by pandemic-related travel restrictions through 2021," the report said. "Travel-related [greenhouse gas] emissions were 92 percent lower than the 2019 baseline. Going forward we will continue to utilize digital tools to reduce travel."

94 DOW INC. MIDLAND, MICH.

2021 U.S.-Booked Air Volume: \$2.5 million
Consolidated Global TMC: BCD

BTN estimates chemical company Dow has 2021 U.S.-booked air volume of \$2.5 million, down from \$6 million in 2020.

Dow recently updated its Covid-19 Workplace Playbook to shape guidelines based on risk. The playbook uses public health data to determine the risk of infection to employees and prepare for a slow return to the workplace. Business travel is one of four areas governed by these

risk management measures, along with masking, physical distancing, and personal health measures. When risk is designated at low to high, it requires following Dow's regional travel policy, while a classification of very high risk means no travel at all. Risk levels are updated weekly.

Dow Inc.'s Scope 3 emissions in 2021 were higher than in 2020, mostly due to the types of products sold and differences in operations. Travel, which was a "small" part of "other" emissions in 2020, did not appear in the 2021 report. The "other" category represented about 4 percent of greenhouse gas emissions in 2021, down from 5 percent in 2020. Employees were restricted from travel in 2020.

The company reported \$55 billion in net sales in 2021, up 43 percent from 2020. It has 37,700 employees and operates 104 manufacturing sites. In January 2022, approximately half of Dow's global workforce was working remotely.

95 LG ELECTRONICS SEOUL

2021 U.S.-Booked Air Volume: \$2.3 million
Primary U.S. TMC: Direct Travel

South Korea-based LG Electronics in 2021 spent \$2.3 million U.S.-booked air travel spend, up from \$1.3 million in 2020, according to BTN estimates.

LG reported record revenues of \$65.3 billion in 2021, a 29 percent increase over 2020. Operating profit of \$3.4 billion fell 1 percent from the previous year. LG has been affected by supply chain issues, including semiconductor production, and a hike in component and logistics costs.

LG has achieved 40 percent carbon-neutrality compared with its base year of 2017. Its goal is to be carbon-neutral by 2030. The company has over 75,000 employees.

LG acquired Cybellum in 2021 and AppleMango in 2022. It continues to produce products related to business travel and recently highlighted conference room and collaboration solutions for the hospitality industry, with Marriott as a partner.

96 BARCLAYS LONDON

2021 U.S.-Booked Air Volume: \$2 million

BTN estimates British investment bank Barclays reduced its 2021 spending on U.S.-booked air travel notably from 2020 levels. While the pandemic reduced the company's 2021 emissions generated by its business air travel to just shy of 1,800 metric tons of carbon dioxide equivalent—down from about 19,100 metric tons in 2020 and down 97 percent from 2018 levels—Barclays has instituted a number of general travel-reduction measures, including adjusting travel policy to promote low-emission modes of travel and remote conferencing. Those measures should stay in place even as post-pandemic travel and emissions increase. The company purchases carbon credits to offset its emissions and has been carbon-neutral regarding travel since 2020. Total 2021 group revenue increased to £21.9 billion from £21.8 billion the year prior.

96 UBS ZURICH

2021 U.S.-Booked Air Volume: \$2 million
Consolidated Global TMC: Amex GBT

U.S.-booked air volume at investment bank and financial services firm UBS fell from \$50 million in 2019 to \$5.8 million and subsequently to \$2 million in 2021, according to BTN estimates.

The bank in 2021 booked 7,500 flight segments worldwide, compared with 124,000 the previous year and 219,000 in 2019. The total number of kilometers traveled for business across all transport modes dropped from 459 million in 2019 to 265 million in 2020 and 17 million in 2021.

UBS has a policy of offsetting all its business air travel. The number of metric tons of CO2 caused by air travel that the bank claims to have offset fell from 43,000 in 2019 to 23,000 in 2020 and just 47 in 2021, according to its sustainability report. UBS stated in its second-quarter results for 2022 that reasons for operating expenses rising 1 percent included "higher expenses for travel and entertainment."

96 WELLS FARGO SAN FRANCISCO

2021 U.S.-Booked Air Volume: \$2 million
Global Expense Management Supplier: Concur
Consolidated U.S. TMC: Amex GBT

BTN estimates that financial services and banking firm Wells Fargo in 2021 saw its U.S.-booked air spend decrease about 90 percent from a 2020 estimate. The company reported total 2021 revenue of \$78.5 billion, up 6 percent year over year, but down about 16 percent from 2019.

Wells Fargo prompts employees to consider remote conferencing for internal and external meetings before booking travel. Those who travel must book through the bank's designated travel management company.

The company in 2021 committed to deploying \$500 billion in sustainable financing by 2030 and set a goal of net-zero greenhouse gas emissions by 2050. As of publication had not yet reported 2021 carbon emissions. Wells Fargo employed about 83,730 individuals as of the end of 2021, down 4 percent from the year prior.

99 PAYPAL SAN JOSE, CALIF.

2021 U.S.-Booked Air Volume: \$1 million
Primary Global Online Booking Tool: Concur
Consolidated U.S. TMC: Amex GBT

In 2019, PayPal's U.S.-booked air volume hit \$44 million; it's been a steep fall since to \$3.5 million in 2020 to only \$1 million in 2021, according to BTN estimates. But PayPal is beginning to see its travel return, having already bypassed its 2020 air spend by July 2022. As travel ramps up, PayPal looks to adjust travel policy to reduce touchpoints and enhance the traveler experience. The company has continued to review travel requests on a per-trip basis using a pre-trip approval policy to ensure traveler safety. In October 2020, PayPal completed a planned switch in travel management providers to American Express Global Business Travel from CWT.

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BUSINESS TRAVEL trends & forecasts

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June 9

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June 15

CHICAGO
September

SEATTLE
November

TORONTO
November 16

MINNEAPOLIS
November

NEW YORK
November 29

DALLAS
December 15

SAN FRANCISCO
December

STRATEGIC MEETINGS SUMMIT

CHICAGO
May 12

NEW YORK
June 6

LONDON
December 12

SAN FRANCISCO
November

9TH ANNUAL innovate advancing business travel

NEW YORK
October 24

BTN 30TH ANNUAL TRAVEL MANAGER OF THE YEAR Awards

SAN DIEGO / August 16

BUSINESS TRAVEL TECH TALK

SAN FRANCISCO
October

CHICAGO
June 23

LONDON
October 13

14TH ANNUAL The Beat Live

NEW YORK
December 7

BUSINESS TRAVEL LODGING SUMMIT AMERICA BUSINESS TRAVEL ACCOMMODATION SUMMIT EUROPE

NEW YORK September 22 **LONDON** December

entertainment TRAVEL SUMMIT

LOS ANGELES
April 11

LONDON
September 29

LOS ANGELES
November 17

GOVERNMENT TRAVEL SUMMIT WASHINGTON DC

October 27

11TH ANNUAL BUSINESS TRAVEL HALL OF FAME

NEW YORK
December 5

sustainable BUSINESS TRAVEL SUMMIT

NEW YORK
May 2

LONDON
November 21

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March 3

March 10

March 24

March 31

April 7

April 14

April 21

April 28

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AMERICA
March 16

EUROPE
March 30

BTNGROUP SYMPOSIUM Advancing Traveler Health & Wellness

May 26

business travel intelligence summit

AMERICA
October

EUROPE
November

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SPRING
May 19

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