



**BOOKING** HOLDINGS



20



21

**2021**

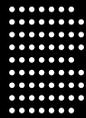
Sustainability Report



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**GLENN D. FOGEL**  
CHIEF EXECUTIVE  
OFFICER & PRESIDENT

## A Note from Our CEO

2021 was a year defined by continued hardship mixed with resiliency and hope. While the pandemic continued to rage on, we saw breakthroughs in new COVID-19 treatments and increased vaccination rates around the globe. Slowly but surely, international travel restrictions started to lift in many parts of the world. People began to start experiencing the world again. At the same time, the rallying cry to protect our planet became louder than ever against the backdrop of a two-year global pandemic.

One of the pivotal moments in 2021 was COP26, which provided a platform to turn intentions into action. While there is still much more work to be done, it reminded us that we must all work together to combat climate change — from governments, to corporations, to individuals alike. As a business, we recognize the responsibility we have to help fight climate change. We made important strides throughout 2021, focusing not only on helping the travel industry continue to recover, but also working to make travel more sustainable. One of the most important steps we took was the creation of a new governance model with a distinct Sustainability Steering Committee to monitor and drive progress on our sustainability objectives. One of these objectives was the launch of our inaugural Climate

Action Plan, created to articulate our longer-term climate change vision and strategy, and address our responsibility to stakeholders and society. As the first online travel company to release such a plan, we believe this is an important step, and one that we hope more in the travel industry might take so that collectively we can progress towards a more sustainable future.

Climate experts have long stressed the importance of achieving global net-zero greenhouse gas emissions or carbon neutrality by 2050, noting that the deadline is critical to meet the 1.5°C global warming limit. As it relates to travel, decarbonization is a major challenge for the entire industry. The pandemic's impact has been substantial — especially in the accommodation sector — and rebuilding towards a more sustainable future by meeting the 2050 net-zero target will require significant resources. Data is critical to ensuring we are setting the right targets and tracking progress, which is why we commissioned a study with EY to evaluate and create proposals that detail how the accommodation industry can achieve net-zero by 2050. The study highlights that there is significant potential for emissions reductions that can at the same time be profitable to accommodations in the long-term.

## A Note from Our CEO

The types of investments outlined come with a double dividend: they cut both emissions and operating costs, providing the sector with the opportunity to take action now and become more ambitious over time.

We are pleased our operations remained carbon-neutral during 2021, and we have transitioned to 100% renewable electricity across our organization, through the purchase of unbundled energy attribute certificates. We are now pushing forward on the path to achieve science-based net-zero impact by 2040. To help lead the industry, we launched new product features that demonstrate our ability to facilitate more sustainable travel, including a first-of-its-kind Travel Sustainable badge. This identification of a property as one following sustainable practices now appears next to nearly 80,000 property listings on Booking.com and will be rolled out further across our other brands before the end of 2023.

As a company, we believe Sustainability is multifaceted, and we have evolved from a more traditional corporate citizenship approach to embracing a shared-value sustainability framework. By working together across our organization, we have been able to drive forward inclusive-first external initiatives such as our Travel Proud badge,

“As a business, we recognize the responsibility we have to help fight climate change. We made important strides throughout 2021, focusing not only on helping the travel industry continue to recover, but also working to make travel more sustainable.”

while also making important strides within our business around allyship.

Our Sustainability objectives also include a critical focus on data privacy and protection, which are important components of our overall company DNA. Throughout 2021, we expanded learning programs across all our brands, celebrated Global Ethics Day and introduced an enterprise-wide customer data protection framework.

While 2021 continued to present the travel industry with challenges, we ended the year optimistic about the opportunities to continue to build towards a more sustainable and inclusive world. Tomorrow's future is dependent on the actions we take today – and we hope that the actions we outline in this report demonstrate our commitment to the future of our planet.



**GLENN D. FOGEL**



# 01

# Our Company

## At a Glance

Booking Holdings Inc. (NASDAQ: BKNG) is the world's leading provider of online travel and related services across more than 220 countries and territories through six primary consumer-facing brands: Booking.com, Rentalcars.com, Priceline, Agoda, KAYAK and OpenTable. We connect consumers wishing to make travel reservations with travel service providers around the world through our online platforms. In addition, we offer other services to consumers and travel provider partners, such as travel-related insurance products and restaurant management services to restaurants.

Headquartered in Norwalk, Connecticut, Booking Holdings employs more than 20,000 people around the globe. We operate in over 40 languages across Europe, North America, South America, the Asia-Pacific region, the Middle East and Africa. In 2021, our company had \$76.6 billion in gross bookings.

### Our Values

**Experiences of every kind, for everyone.** We believe by making it easier for everyone to experience the world, we are doing our part to make humanity better.

**Absolute integrity.** We will always strive to do the right thing and achieve success with integrity and accountability.

**Relentless innovation.** We should never feel satisfied with the status quo, and every day should begin with the question: how are we going to innovate today?

**The sum is greater than our parts.** Our strength lies in our people, and our success is contingent upon our ability to work as one team to succeed in our mission to make it easier for everyone to experience the world.

**Diversity gives us strength.** We are absolutely committed to diverse ideas, people and experiences.



**Our mission is to make it easier for everyone to experience the world.** We do so by staying committed to our values and providing excellent services to our customers.

Our organizational values are foundational to our purpose and are embedded in everything we do.

## Our Brands

### Booking.com Rentalcars.com

Booking.com is the world's leading brand for booking online accommodation reservations, based on room nights booked. Rentalcars.com operates as part of Booking.com and offers online rental car reservation services.

Booking.com HQ: Amsterdam, the Netherlands

### priceline®

Priceline is a leader in the discount travel reservation business. Priceline offers consumers hotel, flight and rental car reservation services, as well as vacation packages, cruises and hotel distribution services for partners and affiliates.

HQ: Norwalk, Connecticut

### agoda ●●●●●

Agoda is a global online accommodation reservation service catering primarily to consumers in the Asia-Pacific region. Agoda also offers flight, ground transportation and activities reservation services.

HQ: Singapore

### KAYAK®

KAYAK provides an online price comparison service, allowing consumers to easily search and compare travel itineraries and prices. KAYAK searches hundreds of travel sites to show travelers the information they need to find the right flights, hotels, rental cars and vacation packages.

HQ: Stamford, Connecticut

### • OpenTable™

OpenTable is a leading brand for booking online restaurant reservations. OpenTable provides online restaurant reservation services to consumers and reservation management services to restaurants.

# 02

## How We Create Shared Value

## Our Value Creation Model

We believe that engaging responsibly with the world around us is the key to driving long-term societal value — whether that's with our internal and external stakeholders, including the communities in which we operate, or our industry, NGOs, regulators and governments on global issues like security, sustainability and the climate agenda.

The value creation of Booking Holdings incorporates the impact of our company as a responsible travel platform and as an inclusive employer. We make it easy for people to find, book, pay for and experience their travel desires, and we provide tools and insights to our travel provider partners to help them reach a global audience with their services. As an employer, we help all of our people grow as professionals and purposefully offer opportunities to engage with their communities.



# INPUT

## PEOPLE

The talent, experience, passion and diversity of our employees across our brands drive Booking Holdings' business success and company culture.

## ECOSYSTEM

Our global network of customers, partners and affiliates, suppliers and local communities scale our business and enable our societal impact.

## TECHNOLOGY

We focus on relentless innovation and execution, and a commitment to serve both our consumers and partners with unmatched service, products and best-in-class digital technology.

## FINANCIAL

Profitable, sustainable growth of our business and investment fuels the best service, solutions and support to our key stakeholders.

# OUR BUSINESS

Our fundamental belief is that travel is a force for good in the world, connecting people and cultures, and increasing our understanding of one another.

**That's why our mission is to make it easier for everyone to experience the world.**

At Booking Holdings we:

- ✔ Provide consumers with the best choices and great prices at any time, in any place, on any device
- ✔ Make it easy for people to find, book, pay for and enjoy their travel and related experiences
- ✔ Provide platforms, tools and insights to our business partners with access to demand



ACCOMODATIONS · FLIGHTS · ACTIVITIES  
GROUND TRANSPORTATION · RESTAURANTS



# OUTPUT\*

## PEOPLE

**20,000+**  
colleagues globally

**31%**  
of extended leadership is female  
**23%**  
of tech teams are female

## ECOSYSTEM

Available in **40** languages

More than **28 million** listings

Available in **220+** countries

**232 million +** verified reviews

## TECHNOLOGY

**#1**  
most-downloaded online travel app

**100 million**  
monthly active app users

## FINANCIAL

**\$11 billion**  
in revenue

**591 million**  
room nights booked

# VALUE GENERATED

Connecting people and cultures through travel

Sustainable travel

Talent development

Diverse and inclusive products, people and processes

Access to the market for entrepreneurs around the world

Trusted platforms and systems

## VALUE GENERATED: IN MORE DETAIL

### Connecting people and cultures through travel

Travel provides unrivaled opportunities for cross-cultural interaction and opens wide-ranging economic pathways for local entrepreneurs, when done with respect for indigenous communities, the environment and regional biodiversity. As a leader in travel, we foster an industry that can broaden financial prospects, reduce barriers to intolerance and bring people closer together.

### Sustainable travel

Through our market-leading products and global scale, we have both the responsibility and ability to pioneer real change in our industry, shaping the way travelers experience the world for the better, supporting partners in their sustainability journeys and showcasing sustainable travel opportunities to consumers worldwide.

### Talent development

Our work culture is built on self-expression, close collaboration and a data-driven ethos that rewards transparency. We support employees to do their best work by creating challenging and rewarding environments where learning and growth are actively encouraged.

### Diverse and inclusive products, people and processes

We are committed to creating inclusive travel products built for everyone. This begins with our own employees, who represent over 140 nationalities, and myriad ethnic and social backgrounds, genders and sexual orientations. Programs such as Booking.com's Travel Proud – which helps LGBTQ+ customers travel confidently and helps properties enhance their inclusivity – extends that same focus on inclusion and diversity, and shares it with the travelers, partners and communities that use and support our products.

### Access to the market for entrepreneurs around the world

We welcome any size of venture. Small or medium-sized businesses and large chains alike can choose to use our platform. What's more, even if a partner lacks know-how, we make it straightforward to set up and use our products and can cater to all kinds of experiences, offering entrepreneurs the chance to reach millions of potential customers worldwide to market and distribute their local services on a global scale.

### Trusted platforms and systems

We build and maintain our own technological foundations, giving us the power to search for new ways to improve our systems and processes. Our teams work together to collect data responsibly and use it effectively. We're committed to innovation, whether it's making our user privacy practices more robust or developing machine learning that enhances the customer experience, all while protecting against cybersecurity risks.

# Our Stakeholder Engagement

We believe in creating long-term value for stakeholders — employees, customers, stockholders, partners, communities and governments — who have a vested interest in our continued success. We aim to generate profitable, sustainable growth to create value across the geographies in which we operate. We prioritize our relationship with these stakeholders by maintaining ongoing dialogue with them.

To manage stakeholder expectations, we assess sustainability topics that are most impactful to the business. We conducted our first sustainability materiality assessment in 2020. The assessment resulted in a list of sustainability topics — focus areas — deemed the most important to Booking Holdings. Definitions for these topics are included in the [About This Report](#) section.

## Our Focus Areas

- ✔ [Sustainable travel](#)
- ✔ [Environmental impact of offices and operations](#)
- ✔ [Volunteering and charitable donations](#)
- ✔ [Diversity and inclusion](#)
- ✔ [Employee health and well-being](#)
- ✔ [Compliance, ethics and integrity](#)
- ✔ [Human rights](#)
- ✔ [Data privacy and security](#)

In 2021, we continued engaging with our stakeholders and their diverse interests through a range of channels.

## Employees

We believe that our strong culture, which includes a focus on belonging and inclusion, helps us attract and retain top talent around the globe. We work in close collaboration with works councils and employee representatives. Across our brands, we support our employees with regular performance reviews, employee resource groups, our Compliance Helpline and events such as Global Well-being Week and Global Ethics Day. These supplement our usual engagement channels such as CEO weekly update videos, town halls, training programs, brand internal communication platforms such as Workplace, and email updates from senior leadership. Annual employee engagement surveys, and learning and development surveys, are also used to collect employee feedback. Read more about employee engagement in [Taking Care of Our People](#) and [Our Community Engagement](#).

## Customers

Our customers, like our people, are the heart of our business. We focus on providing them with great deals and an optimized user experience. Our Sustainable Travel Survey gave us valuable insights into the latest consumer trends, and we maintain customer engagement through loyalty programs like KAYAK Explorer, Agoda VIP and Agoda Cash, Booking.com's Genius and B.Pro, OpenTable Dining Points and Priceline's VIP Program. In an effort to help everyone experience the moments that matter, we provide travel guides to our customers and invite them to share experiences.

We helped our customers navigate COVID-19–driven regulations and cancellations and recognized their needs for increased hygiene and safety. We have also strengthened [cybersecurity](#) measures to help prevent unauthorized access to, and misuse of, our customers' personal data.



### Business Partners and Suppliers

Our travel provider partners and affiliates are an integral part of our business. We support them by sharing knowledge and facilitating training and workshops, and through open and ongoing communication. Through our partner and affiliate programs, we offer a wide range of solutions to best serve our partners' business needs. In 2021, we collaborated with partners and suppliers on [business ethics and integrity](#) and [human rights](#) as well as issues around pandemic response and recovery.

76,470 Booking.com travel provider partners were recognized with the Sustainable Travel badge for their initiatives, and were supported with the Sustainable Travel Handbook. We also introduced an enhanced Third Party Risk Management Program, including a [Supplier Code of Conduct](#) with respect to our suppliers or vendors.

### Investors

Our Investor Relations department coordinates the communication of company performance, outlook and business strategy activities to investors. We updated investors and stockholders on our quarterly and annual results through a publicly available webcast, and at our Annual Stockholders' Meeting. In addition, investors, analysts and stockholders reach out to us directly or through a contact form on our website and can subscribe to our email alerts. During last year's Annual Stockholders' Meeting, our climate strategy was discussed as part of considering a stockholder proposal. During other engagements with investors, we discussed Booking Holdings' response to pandemic-era traveling concerns, as well as environmental, social and governance (ESG issues), executive compensation, and tax, legal and regulatory risks.

### Communities

Our company undertakes volunteering and community initiatives across all our brands. As a part of our corporate social responsibility, we support our communities by partnering with relevant organizations for positive social impact. Our employees participated through community engagement programs like Do Good from OpenTable and KAYAK, Agoda's Volunteering and Giving Program, Priceline's PricelineLift, and Booking.com's Booking Cares, which included initiatives such as beach cleanups in the Pacific, flood recovery support in Europe and the global Wheelmap Challenge. We also supported communities during COVID-19 with emergency relief programs in conjunction with the Red Cross, and food insecurity programs through OpenTable's No Kid Hungry partnership.

### Government and Regulators

We maintain proactive and transparent relationships with governments and regulatory authorities. As a publicly listed company in the U.S., we fulfill our disclosure obligations through quarterly and annual filings. We report our lobbying activities to the European Union Transparency Register (and similar public databases) and make positions transparent on a public policy blog.

We also contribute to debate by participating in parliamentary discussions, consultations, bilateral stakeholder meetings, events, meetings with industry associations, public policy forums, media briefings, conferences and conventions.

At COP26\* in Glasgow, we participated in an insight panel to discuss our study, "[Global Accommodation: The Road to Net Zero Emissions](#)," sharing how accommodations can achieve net-zero emissions, what it takes to get there and how all stakeholders in the accommodation sector can support a successful transition. Learn more about our climate change commitments in our [Climate Action Plan](#).

Over the course of 2021, we worked with several governments on short-term rental (STR) regulation and in collaboration with the EU as part of a pioneering [data-sharing agreement](#). We participated in debates regarding the global framework for taxing multinational companies, supported efforts to address the skills and labor shortage in the tourism sector and actively contributed to discussions on mastering the twin transitions of digitization and decarbonization by original data and insights.

\*The 2021 United Nations Climate Change Conference

### Partnering for Positive Change

To convert our knowledge and ambitions into actions, we engage with international organizations and professional and trade associations. These collaborations increase our positive environmental and societal impact, and seek to mitigate negative effects.

We endorse the UN Guiding Principles on Business and Human Rights, as well as the Organization for Economic Co-operation and Development (OECD)/G20 [Inclusive Framework on Base Erosion and Profit Shifting \(BEPS\)](#), which combats tax avoidance.

We advocate for industry developments and address sustainability challenges by participating in various trade associations and partnering with peers in the tech and travel industries on a range of initiatives:

- adigital
- The App Coalition
- Asia Internet Coalition
- Asia Travel and Technology Industry Association (ATTIA)
- Business Roundtable (BRT)
- Catalyst
- Centre on Regulation in Europe (CERRE)
- Digital Switzerland
- Dutch Startup Association
- EU ASEAN Business Council
- EU Tech Alliance
- EU Travel Tech
- EuroCham (European Chamber of Commerce Singapore)
- European Chamber of Commerce Korea
- EveryWoman
- Global Sustainable Tourism Council (GSTC)
- Internet and Mobile Association of India
- Japan Association of Vacation Rentals
- NL Digital
- NL AI Coalition
- Tech UK
- The Travel Technology Association
- TravelFairnessNow.org
- Travalyt
- Syntec Numerique
- Stichting Amsterdam Economic Board
- UN World Tourism Organization (UN WTO)
- US ASEAN Business Council



# 03

## Sustainable Travel



## SUSTAINABLE TRAVEL

Booking Holdings recognizes its role to make sure there is always a world worth experiencing. From climate change to animal welfare, we are working to create a more sustainable travel future that amplifies the benefits of tourism and mitigates the negative impacts – considering both environmental and social impacts. Sustainable travel can empower marginalized communities, broaden horizons, preserve cultural heritage, rejuvenate our travel ecosystem and, ultimately, make certain the planet, its people, communities, habitats and wildlife are able to thrive today and into the future.

Travel and tourism have expanded horizons for many; consequently, emissions related to these activities continue to rise. By 2030, CO<sub>2</sub> emissions from tourism are expected to increase 25% from 2016 levels. The environmental footprint of travel is significant, and awareness of this has increased our customers' desire to travel sustainably.

Through product innovation, travel provider partner support and industry collaboration, Booking Holdings and our brands have committed to making sustainable travel easier for millions of customers worldwide. In 2021 Booking Holdings focused its efforts on:

☑ **[Climate Action Plan](#)**

We developed our climate strategy to outline ambitious targets across our operations, products and travel industry.

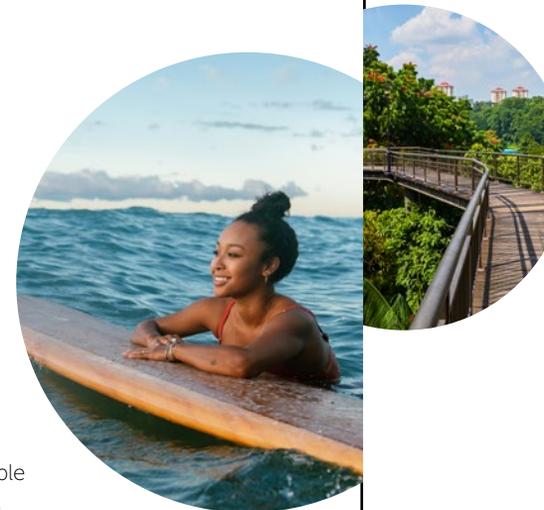
☑ **[Travel Sustainable Program](#)**

We supported travel provider partners in showcasing their sustainability efforts, while empowering customers to make sustainable choices with our products and services.

☑ **[Safe Travel](#)**

We provided customers a platform to travel safely and flexibly in the midst of ongoing and shifting health mandates.

Our Sustainability Steering Committee is responsible for coordinating these and other efforts related to sustainable travel.



# Sustainable Travel Insights: Travelers

In 2021, Booking.com [surveyed](#) 29,000 travelers about sustainable travel.



According to Agoda's [2021 Sustainable Travel Survey](#), the top three additional measures needed to make travel more sustainable are:

- easy identification of sustainable eco-friendly travel options
- limited use of single-use plastics
- financial incentives for accommodation providers that maximize energy efficiencies



**Recycling** is the biggest concern for travelers at home, and **excess waste** while away from home.



# 81%

of travelers surveyed say they **want to stay in sustainable accommodations.**



# 73%

are more likely to choose an accommodation if it has **implemented sustainable practices.**



# 72%

think companies should offer more **sustainable choices.**



# 61%

say the pandemic made them **want to travel more sustainably** in the future.



# Sustainable Travel Insights: Partners

In 2021, Booking.com surveyed 3,390 accommodation providers about sustainable travel.



A [study](#) by Booking.com, EY Parthenon, OC&C Strategy Consultants found that travel-related accommodation accounts for 264 million metric tons of CO<sub>2</sub>-equivalent direct and controllable emissions — roughly 10% of the total annual emissions of the tourism sector. To achieve net-zero by 2050, the sector will need to invest \$875 billion. However, there are numerous options to reduce emissions that are cost-positive or profitable for accommodation owners.



82%

of partners we surveyed think **sustainability is an important topic.**



74%

have already implemented **some form of sustainable practice** at their properties.

66%

believe sustainability has a **positive impact on the local community.**

59%

report that sustainable practices **generate cost savings.**

39%

perceive sustainable practices to **improve the guest experience.**

## Enabling Sustainable Travel Options

Booking Holdings is proud to be known for offering innovative solutions that enhance experiences and make travel more accessible, and now these include information about the environmental impact of customers' travel options.

In 2020, we piloted the Least CO<sub>2</sub> sorter for flights in the UK, France, Germany and Poland through KAYAK, and in Denmark and Sweden via momondo, a global travel search engine managed by KAYAK. We extended this feature to KAYAK.com and KAYAK for Business in 2021. This feature shows travelers their CO<sub>2</sub> footprint and lists available train and bus options to show possible low-carbon options. Despite the ongoing effects of the COVID-19 pandemic on the travel industry over this time period, consumers have made more than 1.2 million CO<sub>2</sub> sorts since its launch.

In 2021, KAYAK launched several new sustainable travel awareness initiatives, including the addition of a [Most Sustainable Airlines](#) category to its annual [KAYAK Travel Awards 2021](#), in partnership with Atmosfair. We are passionate about developing sustainable travel options for our travelers. Across our brands, we have created useful tools and guides such as a sustainability handbook for the hospitality industry, which travel provider partners can reference on the Booking.com and Agoda Partner Hubs.

Our goal is to expand our portfolio of sustainable product offerings. In 2022, Booking.com plans to further increase transparency around sustainable travel options across flights and ground transportation. For instance, the Booking.com flights offering is investigating options for our customers to sort flights by carbon footprint. In our car rentals service, we plan to feature options for electrical and hybrid cars. There is also a plan to globalize the availability of Booking.com's Green Taxi product.



### HIGHLIGHT

## Momondo Climate Award

Danish hotels and conference centers are well on the way to the green transition, but due to a lack of information, it can be difficult for travelers to figure out if one hotel is more climate friendly than another. In 2021, momondo — a global travel search engine managed by KAYAK — launched the [momondo Climate Award 2021](#) in Denmark to recognize the hotels and conference centers with the lowest CO<sub>2</sub> emissions. The momondo Climate Award is the result of a collaboration between momondo, leading climate experts and industry professionals. Together with Klimascore, each hotel's sustainability measures and CO<sub>2</sub> emissions are converted into a Climate Score, and a panel of judges validates these findings. Guests and corporations can now easily find the most climate-friendly hotels, and hotels can see the impact of their initiatives.

"We know that Danes are keen to travel more sustainably, though they often lack information on what climate-friendly alternatives exist. That is why we built a CO<sub>2</sub> sorter for flights on momondo, so you can choose flights based on CO<sub>2</sub> footprint, and now we are focusing on hotels through these Climate Awards. The award showcases how easy it is to have a greener holiday. In fact, there are a number of hotels on the list that are more climate-friendly to stay in than many people's homes."

### Per Christiansen

Vice President, Europe, the Middle East, Africa and Asia-Pacific (EMEA & APAC) Marketing, KAYAK



## Travel Sustainable Program

Together with our travel provider partners, we are on a journey to increase sustainable travel through the Booking.com Travel Sustainable Program. The program includes educational resources and features that make it easier to discover and book properties that follow sustainable practices. In 2021, we launched the program's flagship initiative, the Travel Sustainable badge for accommodations.

Travel accommodation is a [prominent contributor](#) to greenhouse gas emissions in the travel and tourism sector, and is one of the main areas of our business where we can have the most direct influence. Our travel provider partners are already doing amazing work. According to our survey, **74%** of our global accommodation providers implemented at least some kind of sustainability practices at their properties, but only **33%** proactively communicated this to potential guests. As a result, we launched an independently vetted sustainable accommodations label on Booking.com in November 2021. Its goal is to recognize impactful efforts made by properties and to provide travelers with a straightforward way to identify sustainable stays. The badge facilitates an impact-driven roadmap for partners to improve their sustainability practices and is also a cost-free recognition of a property's current sustainability efforts.

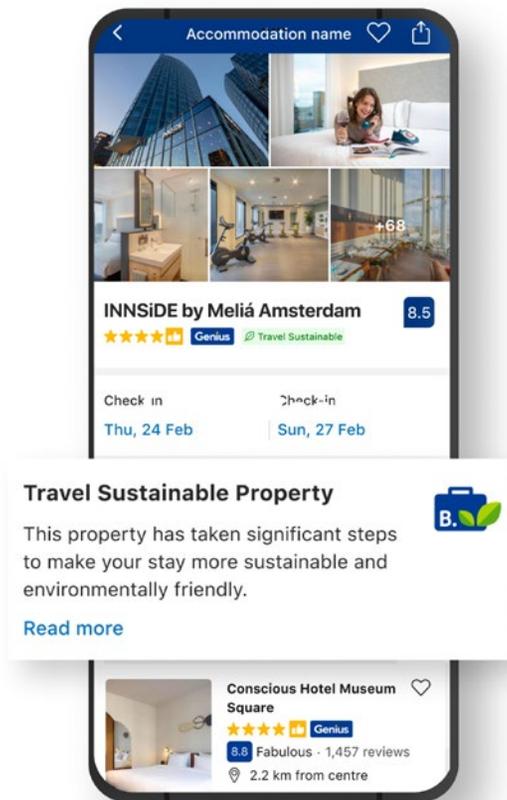


# 76,470

travel provider partners have been awarded the Travel Sustainable badge

Industry experts worked with Booking.com to identify the most impactful, feasible and low-cost practices for a property to consider. These sustainable practices were selected and independently verified for their accessibility and potential for high impact. Each practice was benchmarked against a non-sustainable alternative at country level to allow for regional differences, and using these outputs, an inclusive eligibility criteria model was created with regional thresholds that consider market maturity and localization needs. This approach recognizes that those companies whose geographical limitations require incremental changes should not be overlooked by an all-or-nothing approach to sustainability and provides an accessible path forward.

Booking.com travel provider partners can now apply for the Travel Sustainable badge. We have already awarded the badge to 76,470 partners as of the end of 2021, and we will continue to modify and improve the program. It will also be expanded in 2022 by defining the framework for flights, car rentals and taxis. We hope to launch the program badge across all relevant Booking Holdings brands by 2023 in an effort to offer sustainable travel options across our platforms.





## HIGHLIGHT

# Agoda Stimulates Sustainable Travel and Supports Communities

With several initiatives such as GoLocal and Vaxxed to Go, Agoda supported the accommodation industry with campaigns to generate much-needed demand for its partners. These initiatives showcased how customers can travel safely and sustainably in times of the pandemic. In a short period of time, thousands of travel provider partners joined these initiatives, offering travelers great deals and benefits in support of responsible travel.

Agoda was also able to support the communities through nonprofit partners as part of the Vaxxed to Go campaign in Australia, Indonesia, Malaysia and the Philippines. Agoda worked with local nonprofit organizations to support communities negatively affected by the pandemic. In Australia, customers could contribute to Save the Children's Educational Activity Packs, which supported children's continued learning and emotional well-being during the lockdowns. In Indonesia, the company partnered with Scholars of Sustenance to provide bags of essential food items equal to 200,000 meals to an estimated 40,000 people in Bali and Java who were affected severely by COVID-19's impact on the tourism industry. Agoda colleagues in Malaysia lent a hand by supporting the Malaysian Red Crescent Society's work and put together a post-vaccination awareness video. Agoda volunteers in Australia and Indonesia will soon follow suit with activities planned for early 2022.

"Through our campaigns, we hope to optimize experiences for travelers with innovative solutions, while facilitating the safe, responsible and sustainable return of travel."

### Errol Cooke

Vice President, Global Partner Services, Agoda



## Safe Travel

Booking Holdings prioritizes customer safety. To help our customers stay safe during the pandemic, Booking Holdings brands leveraged expertise to provide search and reservation options for quarantine or alternative stays. KAYAK's [Travel Restrictions Map](#) helped travelers navigate the COVID-19 world armed with relevant and up-to-date information. Likewise, following a successful pilot in Thailand in 2020 — where alternative state quarantine packages were offered at almost 100 hotels — in 2021 Agoda expanded quarantine packages to more than 450 hotels across Hong Kong, India, Indonesia and the Philippines.

We also monitor potential hazards across the world, analyze geopolitical security, comb social media for signs of aggression against facilities or employees of our partners, and respond to potential safety issues across the world — violence, discrimination, safety hazards and more. In doing so, we aim to provide a positive and safe work environment for our employees and to help protect the physical and psychological well-being of our customers and business partners.



## Sustainable Industry

Booking Holdings understands that building a truly sustainable travel industry will take time, coordination and a concerted effort. We advocate for a more sustainable industry through thought leadership and partnerships across our brands.

**K** KAYAK partnered with Lonely Planet on the “Best in Travel 2021 Awards,” which highlighted destinations making a difference through their focus on sustainability, community and diversity. Award winners were recognized for working to make travel a force for good through accessible, under-explored, inclusive and sustainable experiences.

**A** Agoda was recognized for its contribution to the environment through carbon sequestration with a [Climate Action Award](#) during the Sustainable Wellness Destination Climate forum, hosted by FeedUp@UN and the Agricultural and Food Marketing Association for Asia and the Pacific. The forum provides a platform for multi-stakeholder partnerships and recognizes organizations that create a positive environmental impact on sustainable tourism and the food value chain. Agoda also supported travel provider partners on their sustainability journey through the [CSR and Sustainability Section](#) of the Agoda Partner Hub and educational webinars.

**B.** Booking.com is a founding partner of the Travalyst coalition, a nonprofit organization that is convening a global alliance of leading travel and tourism service providers. In 2021, Booking.com worked closely with other Travalyst partners to unify its framework for sustainability. The [first version list](#) of attributes that form the foundation of its Travel Sustainable program was validated by the Independent Advisory Group of Travalyst. Booking.com also expanded its [animal welfare policy](#) for both accommodations and experiences to cover three more vulnerable species. World Animal Protection has previously ranked these standards as some of the highest in the industry. We plan to ensure that our partners understand our guidelines and will support them in adopting our policy and implementing their own animal welfare standards.



# 04

## Sustainable Operations

### IN THIS SECTION

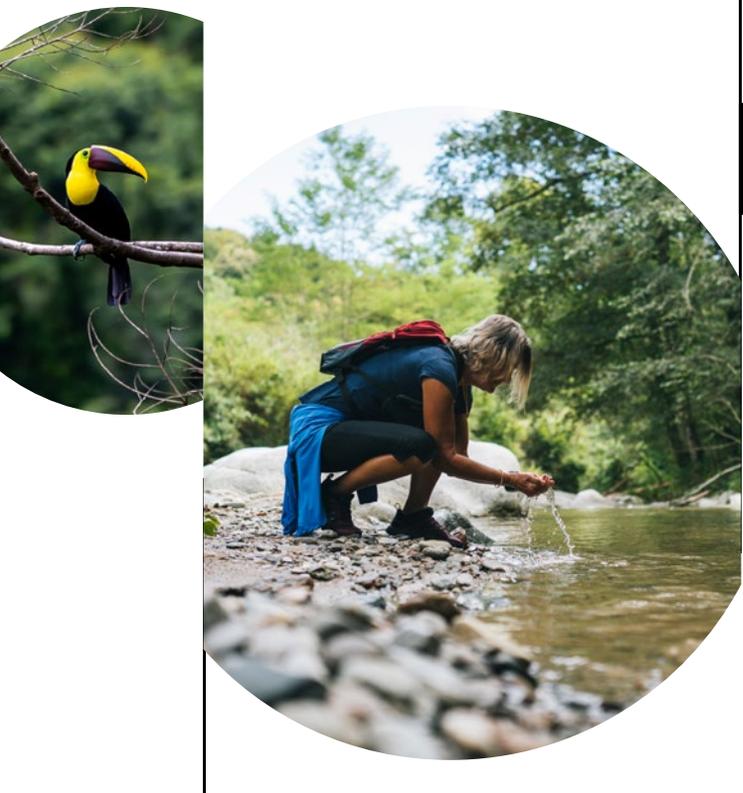
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## SUSTAINABLE OPERATIONS

Running our own operations sustainably is a fundamental pillar of our sustainability strategy. We set high expectations for our travel provider partners and operate our own company according to the same criteria. This includes reducing our operational footprint and managing unavoidable impacts efficiently. We will continue driving our operations toward a net-zero carbon footprint and commit to making an annual reduction in greenhouse gas, waste and supply-chain emissions. Booking Holdings operates sustainably and responsibly by collaborating and leveraging our experiences within our communities. Using our global reach, we are able to participate in hundreds of local initiatives and enhance positive impact for our communities at scale.





## Our Environmental Stewardship

Our environmental stewardship is a cornerstone of our ambitions, ensuring the world remains worth experiencing. Booking Holdings' operational footprint continues to look very different due to the ongoing pandemic and uncertainties around in-person collaboration. We continue to prioritize a reduction in energy, greenhouse gas emissions and waste, and to engage with employees on our environmental initiatives. Efforts in 2021 endeavored to go beyond carbon neutrality in our operations and hone our climate strategy.

### Embracing Our Environmental Responsibility

Sustainable operations is one of the foundational elements of our climate strategy. In our inaugural [Climate Action Plan](#), we describe our vision to make travel more sustainable and reduce our own impact. Progress towards these climate goals will be reported in our annual Sustainability Report from 2022 onwards.

In 2021, sustainability was more prevalent than ever as a topic of interest, and Booking.com responded with greater transparency and employee engagement. This was achieved through multiple touchpoints, including Q&A sessions and panel discussions, and the creation of a dedicated intranet group led by 10 newly appointed employee sustainability ambassadors. There was also a dedicated Earth Day celebration featuring inspirational speakers and performances.

Even while some offices remained partially closed and many planned environmental initiatives were on hold, employees continued to find creative ways to foster sustainability. At Agoda, staff voted on sustainability topics to be featured in virtual webinars with our partner, Scholars of Sustenance, such as an Earth Day webinar that discussed tackling climate change through food. Our Booking.com teams from Spain, Portugal, Italy and Germany created the #EverydaySustainability program to support sustainable at-home practices among their Europe, Middle East and Africa (EMEA)-based colleagues.

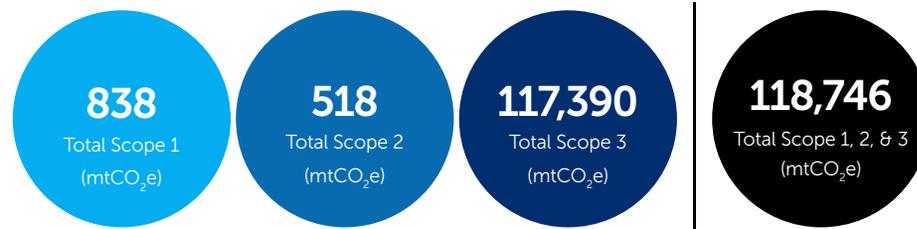
### Our Energy Consumption and Carbon Emissions

At Booking Holdings, we measure our carbon footprint by looking first at our direct and indirect emissions resulting from our own operations and purchased energy. We have reduced our scope 1 emissions, or the direct emissions from owned or controlled sources, and scope 2 emissions, or the indirect emissions from the generation of purchased energy, by 92% from the 2019 baseline. By the end of 2030, we aim to reduce our scope 1 and 2 emissions by 95%.

Our reduction thus far has been primarily due to our 2021 transition to 100% renewable electricity across our enterprise through the purchase of unbundled energy attribute certificates (EACs) that matched our total electricity consumption for the year of which 92% is compliant with the RE100 market boundary criteria. Booking Holdings was unable to source renewables locally in some markets due to lack of availability and low volumes. We lease most of our offices and therefore have few direct contracts with utility providers. As a result, unbundled EACs are a credible way to ensure electricity is purchased from a renewable source. Unbundled EACs dated in 2021 were purchased where available. This aligns with the RE100 framework, which recommends that the EAC vintage be “reasonably close” to the reporting year of the electricity consumption. In some cases we were not able to remain within market boundaries due to volume size, but we will improve this in the future.

Our scope 3 emissions, or the indirect emissions generated within our supply chain, account for 99% of our total footprint. In 2021 we expanded our scope 3 emissions by adding Employee Commuting and Purchased Goods and Services to the existing Business Travel category. We set a target reduction of 50% in scope 3 carbon emissions by 2030. This absolute reduction target uses 2019 as the base year and is defined by the SBTi as being in line with the 1.5°C future. This target will be validated with SBTi in 2022. We are pushing

### 2021 Emissions



forward on the path towards a science-based net-zero impact by 2040 and will adopt SBTi's Net-Zero Standard to align our commitment with a science-based and clear definition of net-zero. Key reduction initiatives include:

**Business Travel** Business travel dramatically decreased during the pandemic. To maintain the positive impact this had on our footprint, we are looking into opportunities to avoid unnecessary business travel, optimize travel decisions and, where possible, choose sustainable modes of transport. We are exploring investment into technologies such as sustainable aviation fuel in order to further reduce our carbon emissions.

**Employee Commuting** Our new company-wide hybrid way of working has significantly reduced employee car emissions related to commuting. To maintain this new normal, we encourage everyone to use public transportation when offices reopen.

**Purchased Goods and Services** To achieve joint emission reductions, we are working with our suppliers in the realms of data centers, brand marketing, professional services and software. We are further driving a reduction in our energy consumption in data centers by developing our cloud strategy, and we are evaluating initiatives to reduce our data center hardware footprint.

### Our Emissions Offset Strategy

We offset emissions that we are unable to reduce through the purchase of credible carbon offset projects from organizations such as Gold Standard and Verified Carbon Standard (VCS). Our primary strategy for offsetting is avoidance and nature-based solutions, and in the near future we will transition to carbon removal projects.



### Our Carbon Offset Projects

#### Darkwoods Forest Conservation, Canada

This carbon sequestration project prevents emissions that would have otherwise been caused by logging activities. The project area connects a network of protected lands into one contiguous conservation area of over 100,000 hectares, preserving habitat for at-risk native wildlife and acting as a "living laboratory" for scientists conducting research. Darkwoods also promotes the well-being of surrounding communities who derive intrinsic and economic value from the area's abundant natural beauty. To date, over 500 public access permits have been issued, creating unique recreation opportunities for visitors.

#### Musi River Hydro, Indonesia

This grid-connected, run-of-river hydroelectricity plant is built on the upper banks of the Musi River near the port city of Bengkulu. It delivers enough energy to meet the demands of over 700,000 Indonesians on average each year. This project addresses issues in rural Sumatra such as poor electricity access and the lack of quality employment opportunities, as well as fostering sustainable economic development. The Musi River Hydro plant has created quality jobs and upskilling opportunities for locals in what has been traditionally a farming community. A portion of project revenue is reinvested in local community needs such as building an orphanage, new infrastructure and a traditional marketplace that gives local farmers the opportunity to pursue additional income.

#### Genneia Wind, Argentina

The Genneia Wind project is installing 71 state-of-the-art wind turbines across six wind farms in Argentina. By driving wind-generated energy, this project displaces harmful, fossil fuel-based power, cutting the associated greenhouse gas emissions as it increases Argentina's energy security. The project boosts long-term green growth by installing renewable energy infrastructure and creating job opportunities.

#### Kariba Forest Protection, Zimbabwe

The Kariba project protects almost 785,000 hectares of forests near the Zimbabwe-Zambia border. It is registered with REDD+, a United Nations-backed program that aims to stop the destruction of forests. It connects four national parks and eight safari reserves, forming a giant biodiversity corridor that protects an expansive forest as well as vulnerable and endangered species. This project also supports community-focused initiatives like improved clinic amenities, infrastructure repairs and school subsidies. Related project activities in conservation agriculture, community gardens, beekeeping training, fire management and ecotourism also create jobs and facilitate sustainable incomes.



## HIGHLIGHT

### Priceline Office Solutions

When the COVID-19 pandemic forced almost all Priceline colleagues to work remotely, Priceline was able to implement a number of energy-reduction efforts to reduce its environmental footprint. These included changes in average office temperatures and hot water heating temperatures, and miscellaneous manual checks such as closing blinds on sunny days. Priceline also built all of its new smart conference rooms in Connecticut to be fully equipped with motion sensors that automatically shut down the conference room when not occupied, and converted restroom sinks with motion sensors to reduce water usage. In 2022 Priceline will continue to convert all restroom facilities to hands-free, continue to reduce our printer/scanner fleet and convert existing and new conference space to use motion sensors to reduce energy consumption.

Remote work was a catalyst for exploring many sustainable solutions for our offices, and we will continue to maintain these as well as explore new options to transform our offices into sustainable spaces.

*“Recognizing that we are in the midst of a climate emergency, our plan is to continue to reduce the carbon footprint associated with operating our offices. Reducing energy last year, and a focus this year on reducing the use of paper by 90%, are small things that add up to meaningful change.”*

**Brett Keller**  
CEO, Priceline



## Managing Our Waste

Reducing operational waste impact is a key component of Booking Holdings’ overall environmental performance strategy.

After years of reduction, hygiene concerns during the pandemic caused an increase in single-use plastic consumption in the office. Booking.com implemented waste streaming in all offices where it is available from the municipality. Additionally, when closing an office or moving to a different location, functional leftover furniture remains with the landlord for future use or is donated, with disposal as a last resort. The same policy applies to Booking Holdings’ e-waste. Under the electronic recycling program, out-of-use equipment is refurbished and resold or dismantled for recycling. In 2021, Booking.com and Agoda collectively diverted more than 8,500 units of electronic equipment for recycling.



Agoda is in the process of implementing a recycling initiative in collaboration with GEPP, a Bangkok-based social enterprise tackling waste management issues. This program includes the collection and management of recyclables within our offices in Bangkok, which lacks a uniform recycling program. Though project scale-up was paused during work-from-home order phases, the program was expanded to all Bangkok office locations towards the end of 2021. In preparation, Agoda conducted a training course for frontline operation teams to equip them to participate in the recycling initiative. We are targeting a 30% recycling rate within 12 months of launching the Bangkok-wide recycling program.



## Our Community Engagement

Booking Holdings gives back to our communities by supporting local initiatives with time, knowledge and funding. In doing so, we build stronger relationships with communities, engage employees and inspire travelers to make a positive difference.

It is fundamental to our business to engage with the world around us. We have partners and employees stationed all over the globe, and we care deeply about them and their communities. Our approach to giving back and making the world more sustainable and equitable is based on collaboration with initiatives where our offices and employees are based.

We encourage a “think globally, act locally” approach to create the most effective community engagement programs and volunteer network initiatives. By leveraging the strengths of our individual brands, brand representatives connect across Booking Holdings to provide each other with information on their initiatives and, to that end, stimulate collaboration in shared communities.

We continue to integrate diversity, inclusion and belonging (DI&B) into our engagement efforts. Agoda has an inclusive, open-choice volunteering and giving program to empower employees to support causes that matter to them. Additionally, until 2021, Booking.com’s Booking Cares volunteering opportunities were largely focused on sustainable tourism. In 2021 the focus was expanded to include diversity, inclusion, belonging and well-being. In line with this, all support that Booking.com provides to organizations must align with the DI&B and well-being principles, which guarantee that volunteer opportunities are considered with an inclusive lens.

In 2022, we will also focus on community engagement around travel and tourism, and aim to inspire employees to think about high-impact volunteering by using their specialized skills.

## Supporting Communities Through Our Volunteer Programs

Community engagement is an important way employees can find personal value beyond corporate operations. We prioritize these activities and provide outlets through brand volunteer programming. The pandemic significantly impacted our usual volunteering opportunities due to employee health and safety measures. In spite of limited in-person volunteering, employee volunteer hours totaled more than 11,000, and we increased the range of virtual community engagement programs.

Our community engagement programs support the interests of employees. We empower staff to set up fundraising campaigns or volunteer activities for causes they care about, and match employee donations.

Our volunteer programming responded to some of 2021's key challenges, including pandemic response and unprecedented climate-related events.

**B.**

Booking.com's volunteer program, Booking Cares, is guided by a company-wide community engagement playbook, which articulates our principles and expectations. In 2021, we repositioned Booking Cares to Booking Cares About You, Your Colleagues and the Communities You Live In. We enabled colleagues to support their peers as Inclusion and Sustainability Change Agents. From 2021, every Booking.com employee receives 16 hours per year to attend an activity or employee resource group (ERG) event, or to follow education on DI&B or sustainability. Ambassadors and colleagues leading regional volunteering efforts can spend up to two hours per week on tasks associated with leading an ERG.



## HIGHLIGHT Wheelmap Challenge

In 2021, Booking.com employees united to support Wheelmap, an alumni of Booking Booster.\* The goal of the Wheelmap Challenge was to enable everyone, including people with different abilities, to experience the world.

Employees reviewed the wheelchair accessibility of more than 30,500 public places all over the world. This was the first-ever company-wide volunteering initiative, inspiring colleagues from all over the world to participate. It was a safe way to keep distance, get active and volunteer in-person safely during the COVID-19 crisis. To enhance the results of efforts and impact, all employees received \$28 to donate to their favorite cause on the Booking Cares platform for each volunteer hour spent on this challenge. 3,724 participants joined in, with a total of \$55,047 donated. We saw engagement from every region and saw a high-level of enthusiasm through internal channels and posts during the two week campaign. This project also aligned with the Booking.com employee resource group B.Able's week-long event for Mental Health Awareness and drove overall engagement with diversity, inclusion, belonging and wellness activities during that time.



\*Booking.com's accelerator program that supports start-ups dedicated to sustainable tourism by helping them to scale and increase their impact



## HIGHLIGHT

# The PricelineLift Program

Volunteerism is a core part of our culture, and it is a fantastic way to give back to the communities around us and beyond. Priceline's volunteer program, PricelineLift, supports volunteer activities that enhance and serve our diverse communities and lift up and support those who need help the most, and builds a stronger Priceline culture by encouraging colleagues to do good together. All regular full-time employees can spend up to three business days per 12-month calendar year to volunteer with nonprofit organizations in their local community. Nearly 250 Priceline colleagues donated a total of \$106,913 across 17 causes, with Priceline matching for a total of \$211,327 donated.

*"Seeing the invisible need, feeling the intangible and helping the Food Bank achieve the impossible defines what Priceline does for us each year. Every year, Priceline humbles us by donating food and monetary gifts to help give thousands of households a proper Thanksgiving meal. More than that, Priceline gives the gift of empathy for those who have so little."*

### Kate Lombardo

Executive Director,  
Food Bank of Lower Fairfield County  
Stamford, Connecticut



More than 100 Agoda colleagues participated in both virtual and in-person volunteer opportunities across Los Angeles, New York, Chicago, Orlando and Toronto during Giving Tuesday. In Budapest, 25 colleagues made sandwiches for a homeless shelter. Additionally, other Agoda colleagues volunteered with a Taiwan-based nonprofit working on migrant worker empowerment, engaging in activities and conversations to foster empathy and cultural exchanges. In Bangkok, Agoda colleagues organized a Mapathon for the Missing Maps Project, where volunteers met virtually to update maps of vulnerable communities around the world, an initiative that is vital to the success of disaster response. Colleagues also volunteered at an animal sanctuary in Chiang Mai, Thailand, alongside partner hotels. Agoda continues to leverage its CSR Champions network, which is a network of staff volunteers who support giving and volunteering across their regions. Agoda achieved above and beyond the brand's 4% volunteering participation goal and totaled 10% participation in 2021.



Do Good, OpenTable and KAYAK's corporate social responsibility program, encourages employees to do good by using the brands' global scale and range to better the world around them. The program's flagship event was the third annual Do Good Week. Offices organized a local Do Good event, which included an electronics drive to provide used laptops for clients seeking asylum in the UK, donating clothes in Barcelona and providing gifts for the homeless in Copenhagen. Employees were encouraged to take up to five hours of paid work time for volunteer projects. By year end, 177 employees accrued a total of 563 paid volunteer hours, an increase of 3% compared to 2020.



Booking.com and Agoda utilize Benevity, a volunteer platform that pre-screens nonprofit organizations for which employees can volunteer. The platform provides a centralized location for colleagues to support and donate to causes, armed with the confidence that these initiatives are aligned with company values.

## Supporting Communities in Response to COVID-19

Our brands have stepped up to support their communities in whichever way they could during the pandemic.

In June 2021, OpenTable kicked off its annual No Kid Hungry campaign. This is a points-based donation program with charitable partner No Kid Hungry, allowing our diners to redeem dining points for donations throughout the year. In December, OpenTable raised our contribution to Giving Tuesday by pledging to match all dinner donations up to 250,000 meals over a two-week period. In total, nearly 1.4 million meals were provided to children in need. In 2021, OpenTable also continued to be a vocal ally to the Independent Restaurant Coalition (IRC), a grassroots organization created during the pandemic to advocate for independent restaurants and bars in the U.S. OpenTable endorsed the IRC's Restaurants Act and coordinated an integrated marketing campaign that called on our diner and restaurant audiences to also take action.

Additionally, Agoda supported communities affected by the pandemic through its Vaxxed to Go campaign; see [Safe Travel](#) for more details. Booking.com also invested in programs to combat social isolation and foster individual well-being, and donated \$113,000 to the International Red Cross to support COVID-19 relief.

## Our Emergency Response

To date, our brands have donated more than \$178,126 to organizations delivering relief to those in need across the globe impacted by natural disasters.

Our brands began their emergency response funds to support relief organizations that deliver vital aid to the people and places hit by natural disasters. In 2021, Agoda colleagues set up fundraising campaigns through the Benevity platform in response to emergencies around the world, with campaigns including Malaysia flood relief assistance, relief support for the Haiti earthquake and various COVID-19 relief initiatives around the world. To raise funds quickly, Booking.com set up a fundraising campaign for employee donations and matched nearly all contributions. Where it was safe to do so, colleagues took part in cleaning initiatives in response to various international floods and provided services to the houses of the elderly or disabled. In North America, Booking.com colleagues responded to local wildfires and donated to the American National Red Cross and United Way of the Lower Mainland. In 2022, we will streamline the system of identification and creation related to emergency response campaigns.

2021 Impact

**606**

causes supported

**\$167,183**

in total employee donations

**\$632,625**

matched and company donations

**1,563**

employees did volunteer work

**11,632**

hours spent volunteering

### Employees Supporting Environmental Sustainability and Conservation

In an effort to maintain a world worth experiencing, Booking Holdings employees volunteered time and effort to a wide range of environmental initiatives in 2021, spanning social welfare to reforestation and waterway cleanups.

#### Conservation

According to [Agoda's 2021 Sustainable Travel Survey](#), pollution of beaches and waterways ranked second among customers' top concerns regarding the impact of tourism. More than 140 Agoda colleagues from Hong Kong, Singapore, Thailand and Indonesia — along with 100 hotel partner representatives — participated in Agoda's first-ever global beach cleanup.

Together with the World Wide Fund for Nature, Agoda planted 5,000 trees on behalf of Agoda's Gold Circle Award winners, an awards program that recognizes property partners who have distinguished themselves with superior service and guest reviews.

#### Involving Customers

As an exclusive incentive for vaccinated travelers, Agoda donated \$10 per booking for a total of \$20,000 towards WWF-Philippines' whale shark and habitat conservation programs, thereby promoting both environmental awareness and vaccinated travel.

#### Recycling

Booking.com's employees in Japan collected plastic bottle caps and donated them to an NGO that funds vaccines for children in developing countries.

In Germany, Booking.com employees supported disadvantaged individuals by supplying bottles for recycling, which could then be returned to supermarket collection stations in exchange for food purchasing assistance.



# 05

## Taking Care of Our People

### IN THIS SECTION

Engaging with Our Employees →

Diversity, Inclusion and Belonging →

Well-being and Health →

Our Culture of Continuous Learning →



## TAKING CARE OF OUR PEOPLE

Our employees drive our success and are fundamental to delivering on our mission to make it easier for everyone to experience the world. We strive to create an empowering and inclusive work environment through our continued focus on employee engagement, well-being, diversity and inclusion, talent management, and rewarding and recognizing that talent.

## Engaging with Our Employees

Despite the challenges of 2021, we showed that together, our company and our people are capable of great things. We navigated the impacts of the pandemic and of our corporate restructuring, and continued to find ways to stay engaged with our employees. Nevertheless, these trying circumstances highlighted the strength of our passionate and talented employees. Working at our brands is not just a job but an ongoing journey we are making together.

Our human capital management is overseen by the Board's Compensation Committee, working closely with Booking Holdings management and supported by brand Human Resources (HR) teams. While our brands work independently on talent management, bi-weekly calls with executive HR leaders and collaboration on learning and development, among other areas, help us to leverage best practices and learn from each other.

Amid uncertainty in our second year of the pandemic, we forged ahead from our virtual work environments and home offices. To combat social isolation, we continued to focus on well-being and employee engagement programs. Globally, we adopted a remote working stance and are exploring flexible working models for when in-office work resumes. A number of our brands adopted or are exploring more flexible models for work arrangements, including hybrid work from office and home flex programs, and are evaluating long-term fully remote arrangements. We are shifting our mindset about how and where we work, and how we will use our office space in the future.

We facilitated activities and policies designed to bring our people together and support our international workforce — for example, Agoda's International Family Reunion Leave (IFRL) initiative and Booking.com's one-month, work-from-home-country policy.

## Diversity, Inclusion and Belonging

Our business mission encourages understanding, acceptance and a sense of welcome to broaden our horizons, meet new people and cultures, have new experiences, increase our knowledge and grow to appreciate the world in which we live.

Booking Holdings actively supports Diversity, Inclusion and Belonging (DI&B) to reduce inequalities and strive for parity and foster a sense of belonging for everyone. Our workforce aspires to reflect the diverse populations of our customers and the communities where our people live and work. The executive-level Diversity and Inclusion Steering Committee oversees efforts by brands and their management teams to cultivate a diverse and inclusive environment, which is overseen day-to-day by brand HR functions. The Committee includes diversity and inclusion experts, and business and functional leaders from our major brands.

It is our responsibility to ensure a respectful, safe and secure workplace. To enable this, we actively encourage employees to report any sign of harassment or discrimination via our [Compliance Helpline](#).

We are committed to pay equity, regardless of gender, race or ethnicity. We conduct pay equity studies every other year with the help of an independent compensation consultant, and in the alternate years we work on remediation plans to address any outliers.

We also engage with external partners to further drive DI&B initiatives, and we have training and resource partnerships with Catalyst, Workplace Pride, Community Business, Everywoman, MyGWork, Headspace, Smart About Health and LifeWorks.





## HIGHLIGHT

# Inclusive Leadership Training

We are continuing on our journey towards a more inclusive workplace through education and collaboration. In 2021, some Booking Holdings brands conducted inclusive leadership training for their leadership teams, led unconscious bias training for hiring managers and recruiters and participated in female and LGBTQ+-focused recruiting events. In addition, we introduced "See it. Be it," a leadership speaker series for all brands featuring diverse professionals, academics and thought leaders discussing topics such as race, diversity and equality. We also deployed learning resources to empower managers to better understand how we can stand together against racial injustice and support colleagues who may be experiencing its impact.

"I've thoroughly enjoyed the diversity and inclusion content that has been shared by Booking Holdings. The continued emphasis on inclusion not only highlights leadership's commitment to such an important priority, it has also helped me evolve into a more inclusive leader as I manage a team of 50 people from many diverse backgrounds. I am able to more quickly understand and adapt to different communication styles as I have become more conscious of my own biases. It's also been awesome to connect and collaborate with others who are equally passionate about advancing inclusion in the workplace!"



### Vicool Patel

Global Head of Workplace Experience, Diversity and Inclusion, Agoda

## Everyone's Workplace

We have taken steps to increase diversity, inclusion and belonging within our company. We continuously evolve our understanding of how we best serve colleagues, especially those who need additional resources or allyship. By engaging with underrepresented groups, we were able to develop more targeted programming to increase experience of inclusion and belonging.

We aspire to maintain balanced gender representation in all business units and brands, and **49.7% of our employees are female.**

We measure attraction, retention and growth of our workforce through metrics where possible, given certain jurisdictions may present challenges to tracking employee racial or ethnic demographics for legal or privacy reasons. We continued our Women in Leadership program, which empowers emerging leaders to hone their skills and expand their networks within our organization. Since the launch, five cohorts and 137 participants have gone through the program; 96% of participants would recommend it to another colleague.





As a moment of celebration and solidarity for the LGBTQ+ community, Pride took center stage across all of the Booking Holdings' brands. Over and above the company's usual activities related to Pride, in light of Booking Pride Week and our sponsorship of the UEFA EURO 2020™ Football Championship, Booking.com adopted Pride-themed branding, contributed to the German Fußball für Vielfalt (Football for Diversity) initiative and donated to the Trevor Project in support of Carl Nassib, the NFL's first openly gay football player.



At Priceline, people leaders completed a course on Inclusive Hiring, which introduced Behavioral-Based Interviewing as the standard for assessing talent for open roles. Participants learned how to create an inclusive, comfortable environment for candidates to bring their best selves to the table for consideration.

In 2022, Priceline will launch a global Diversity Leadership Team that will focus on four pillars: Workforce (representation), Workplace (inclusion, belonging, retention), Marketplace (servicing and meeting the needs of a diverse customer base) and Community (volunteerism and charitable giving aligned with our DI&B commitment).



Agoda organized a Pride Webinar where around 400 Agoda colleagues from around the world connected to share coming-out stories and discuss allyship for LGBTQ+ colleagues.



Booking.com relaunched and expanded B.Champion — a learning and development program for talented and ambitious women in technical roles — to strengthen support for Women in Tech in additional business units. Participants are prepared for their next career step via one-to-one mentorship and a structured learning program provided by our external partner, Everywoman. Booking.com sponsored the Grace Hopper Senior Leadership Summit, attended by four of our own senior technology leaders. The summit convenes senior leaders to hone their skills, address the varied needs of experienced technologists and empower women to have greater influence at the highest level.

Booking.com partnered with the nonprofit Jobs for Humanity (J4H) to work together to secure equal access to employment opportunities for underrepresented individuals. As J4H's first global partner, Booking.com is working with career coaches and talent management specialists at J4H in order to provide a pathway for qualified and interested individuals to join our team from these historically marginalized populations.

## Promoting Allyship via Employee Resource Groups

Employee Resource Groups (ERGs) are an important way to empower our people, and each of the Booking Holdings' brands maintains and expands their own ERGs to support their employees' specific needs.



Agoda's newly launched Agoda Together program, piloted in North America, aims to explore and value cultural diversity by educating, connecting and inspiring. This ERG organized a number of virtual events, including a food challenge for World Day for Cultural Diversity and a Paint & Sip for Hispanic Heritage Month. Learning opportunities were also created through informative Workplace platform posts and guidebooks. Within the first year of the group's launch, Agoda North America measured a higher increase in positive employee sentiment regarding diversity compared to the global average. To foster a greater sense of belonging and visual identity, Agoda set up frameworks and processes to share resources for cultural celebrations and engagement across all offices. Agoda also plans to expand Agoda Together networks to the rest of its global offices.



In 2021, KAYAK and OpenTable held ERG Champion months to highlight ERGs such as Community for Women, LGBTQ Community, People of Color, People with Disabilities, and Community for Veterans. During these months, thematic events included panels on gender equality, pride and ability, as well as fireside chats in celebration of Asian Pacific Month and Hispanic Heritage Month.



Priceline's three resource groups — Women Impacting Priceline (WIP), Team Panorama and Black Employee Network (BEN) — bolstered their efforts to engage employees. WIP provided opportunities for professional growth through breakout networking events, employee discussions, leadership presentations and guest speakers. Team Panorama, based in the Mumbai office, organized diversity-related events and cultural gatherings to create a culture of inclusion with events including a book club and virtual yoga.



Booking.com hosted its annual B.able week in 2021. Powered by its 1,000 members, B.able sets out to empower colleagues with diverse physical and neurological needs to be understood and thrive in an environment that feels comfortable and fair.

In December 2021, Booking.com launched B.harmony, which supports the Asian community. By the end of 2021, the brand's five ERGs — including B.bold, B.equal, B.proud and B.able — collectively maintained almost 8,000 members. Booking.com also held an ERG summit with 136 participants from over 45 different European companies to partake in resources and skills-sharing.



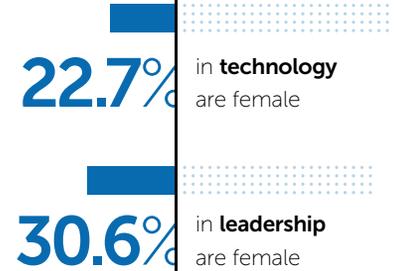
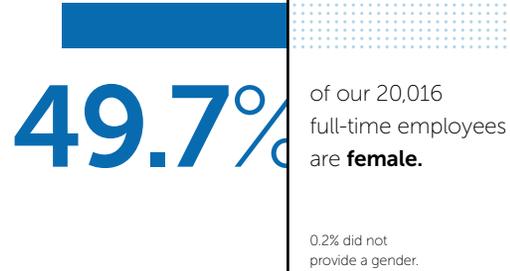
**B.bold:** aims to support, retain and grow Black colleagues into future leaders

**B.equal:** seeks to retain, care for and empower women at Booking.com

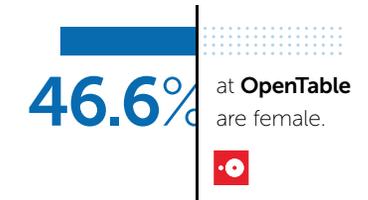
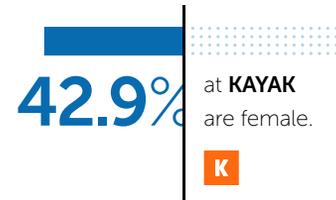
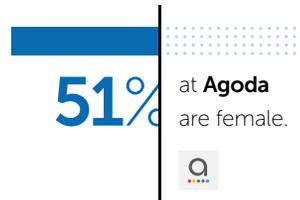
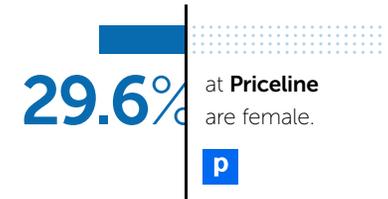
**B.proud:** supports inclusion and acceptance of the LGBTQ+ community

### Our Workforce and Diversity in Numbers

We publicly disclose [EEO-1 data](#) covering the U.S. market, which represents approximately 17% of our global workforce, but it is one of the few countries where we can legally collect this data due to global privacy laws. As part of our ongoing inclusivity efforts, we continue to explore options that might allow the collection of data voluntarily on a global scale. In 2021, together with a third party, we conducted a global inclusion survey for our workforce that gave us more information on the experience of inclusion for our employees in underrepresented groups.



### GENDER DIVERSITY OF FULL-TIME EMPLOYEES



## Well-being and Health

The health, safety and well-being of our employees is of the utmost importance. While 2021 continued to be a year of mostly working from home, we focused on stimulating employees' mental well-being in the workplace. Well-being is more than just mental health, and at Booking Holdings, our inclusive approach recognizes that well-being looks different based on identity and backgrounds.

### Support in a Hybrid Workplace

When we were forced to work from home due to the pandemic, many new programs and practices were implemented to help colleagues maintain balance and positive mental health. In 2021, all U.S. employees across brands had access to recurring yoga, meditation and wellness workshops through a partnership with the Wellness Project.

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KAYAK and OpenTable launched Spring Health, a personalized mental healthcare offering that includes resources like coaching and access to therapy for employees and certain dependents, as well as programming related to mindfulness and meditation training.

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In 2020, Booking.com launched an inclusion and well-being program called Small Steps, which aims to drive and evolve the culture and inclusive behaviors into everyday, practical steps. In 2021, this program was expanded to a year-long digital learning campaign outlining our inclusion and well-being philosophy, and promoting a healthy lifestyle by focusing on the micro-habits and micro-behaviors employees can follow for better work-life balance.



### HIGHLIGHT

## Facilitating Well-being in the Workplace

When we were forced to work from home due to the COVID-19 pandemic, we created many new programs and practices to help our colleagues maintain balance and good mental health. After a successful introduction of Headspace at Booking.com in 2020, we expanded this to all of our brands in 2021. This led to us being a best-in-class Headspace partner in terms of enrollment uptake at 52% and engagement at 21%. To support our partnership, Headspace built us an engagement calendar with monthly webinars, which they lead on topics ranging from stress management to healthy eating and improving our relationship with food. Colleagues also participated in meditation groups and supported each other on their wellness journeys.

"I feel very fortunate to have this Headspace subscription and have found it to be an invaluable resource over the past year, from the focus music that I use to concentrate at work, to starting our department meetings with a Headspace meditation, as well as for the personal well-being resources."

### Heather Royce

Senior Vice President, Human Resources,  
Booking Holdings Inc.



## Global Mental Health Events

On Global Mental Health Day in October, our brands organized events around mental health and well-being. Agoda celebrated Global Well-being Month with a festival that included webinars for managers on how to support mental health. Booking.com celebrated its first ever Mental Health Awareness Week to further the integration of its well-being program, B.Well. The theme of that week, "Mental Health for All in an Unequal World," embraced diversity, inclusion and community engagement and featured panels about topics like beating burnout that were broadcasted to the internal audience.



## Employee Health and Safety

Beyond our normal health and safety offerings for employees, we also provided specific support around COVID-19. We opened offices when allowed, offering our employees a safe work environment, and closed offices when the risk became too high. We worked with our Regional Crisis Management Teams and Local Incident Response Teams to respond to immediate crises and to set working arrangements and reopening/closing procedures. In close collaboration with Global Security & Resilience, these teams monitored the safety measures taken by governments impacting the continuation of our business, while keeping our colleagues safe in the office, on business travel and at events. We also developed protocols for situations where vaccination becomes mandatory in countries and were fortunate to be able to reopen many of our global offices in 2021.

Our International SOS COVID-19 support line, available for all Booking Holdings employees, continued to keep colleagues and contingent workers safe. Additionally, our 24/7 medical support and advice helpline facilitated track and trace of COVID-19 positive persons who may have visited an office, enabling us to manage requirements for people to work from home or test, as appropriate, to minimize chances of transmission. All our brands provided employees with time away from work as needed to get vaccinated.

## Additional Employee Benefits

Booking Holdings created new and extended its existing COVID-19 leave policies to support employees. Brand policies range from three to ten days covering COVID-19-related situations where it is difficult to complete work, including difficulties around school closing and childcare. HR and managers throughout the brands worked to offer flexibility where employees expressed difficulties during these unique times. They also offered work-from-home support to help employees create an optimal workspace at home.

Brands also extended support for parents. Parental leave was expanded to at least 10 weeks of paid leave for Agoda colleagues and 12 weeks for Booking Holdings and Priceline colleagues, regardless of gender and inclusive of adoption, surrogacy or fostering situations.

Leaders across the brands continued their focus on employee well-being by introducing more available time off. Brands provided bonus days off for employees to enjoy. We maintain a 401(k) plan for all eligible U.S.-based employees and certain eligible employees based elsewhere in the world.

## Our Culture of Continuous Learning

Booking Holdings is a community of passionate learners, and we maintain a skills-centric and knowledge-sharing culture to encourage lifelong learning. We believe investing in people is a key element in our commitment to social responsibility.

For training and development, our approach includes both live and asynchronous learning. We provide for and encourage our global employee population to continue learning and growing wherever they are. Across all our brands, we have invested in new programs to extend the availability of third-party learning resources, equipping employees with self-driven learning.

We offer a range of learning content from external providers like Coursera, LinkedIn Learning, Udemy and Skift. Significant attention is paid to language skills development. Agoda launched Learnship, a robust English-language learning platform for employees.

Priceline designed and launched Priceline Pathways, a learning management system, that gives employees access to more than 52,000 courses, eBooks, audiobooks and training. The brand also launched a competency-based speaker series, an 18-month program of monthly live webcasts designed to boost competencies, drive social engagement and provide leadership insights on career development. Furthermore, nearly 600 employees took advantage of a new learning benefit, which allows employees to access \$2,000 for continuous learning purposes.

Learning and Development (L&D) support teams continuously improve the learning content and regularly assess programs and initiatives that support employee development. Booking.com's annual L&D survey resulted in the Build Your Skills toolkit that launched in 2021. By sharing information, resources and activities, this monthly L&D series supports Booking.com's employees' holistic understanding of their individual and broader contributions to our company's mission within their team.





## HIGHLIGHT

# Agoda's Manager Team-Building Toolkit

As we navigated extended work from home, Agoda focused on creating resources to help managers lead their teams at scale, virtually. Our newly created manager resources reached more than 500 managers and included communication guides with newsletter summaries of our CEO town halls, along with team-building toolkits with lots of ideas and best practices on how to engage with and empower their teams in a virtual setting. The program included additional budgets to support virtual welcome sessions for remote new joiners.

"At Agoda we believe in empowering our managers to create a productive and engaged workplace. Through these resources, I believe we can connect and build stronger and more impactful relationships with our employees and help everyone stay healthy, motivated and productive. It's been truly inspiring to see managers at Agoda prioritize the happiness and well-being of their teams, and we will continue to support our workforce as we learn and adapt to the new needs of our employees."



**Eliana Carmel**

Chief People Officer, Agoda

## Career Development Planning

Alongside these learning programs and efforts to facilitate employee development, we aim to improve dialogue and communications around development across all levels within Booking Holdings. There are frequent opportunities for feedback regarding career development, and performance review cycles are organized between managers and team members. This encourages flexible ongoing management of personal development plans and meaningful career development.

At Booking Holdings, we weave our mission into the daily work of our people to create a positive and empowering atmosphere. Agoda continued its GROW Boost program, which provides online content to employees before their 18-month tenure and encourages them to drive career conversations with their managers. Over the course of 2021, GROW Boost reached more than 500 employees around the world. To lead its employees through the challenges of COVID-19, Agoda invested in the development of managers at all levels and increased focus on building additional resources and guidance. KAYAK also introduced monthly learning challenges to improve leadership skills for managers.



## Our Future Plans

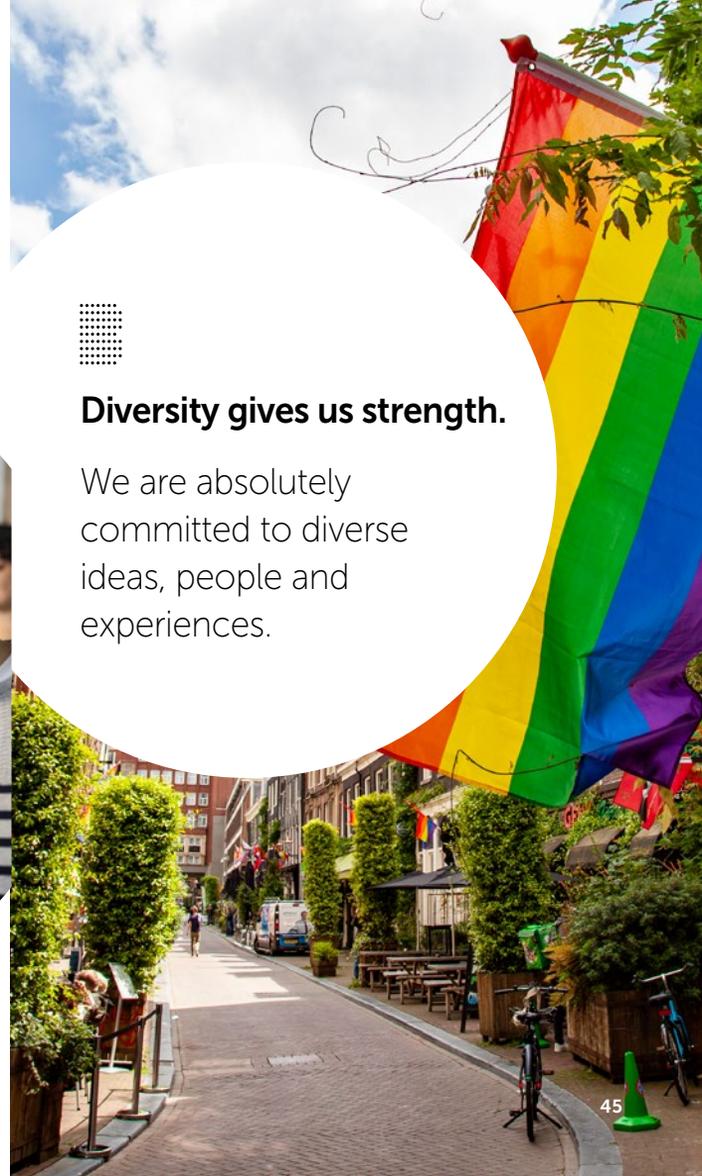
Booking Holdings continued to support employees throughout the challenging times we faced both at work and at home. By developing content and platforms for initiatives, including Global Well-being Month, B.Champion and, most notably, the year-long Small Steps campaign, we are proud to encourage our people to focus on their health and well-being and to draw attention to one of our key values: diversity gives us strength.

We are committed to continuous focus and improvement on employee engagement, talent management, reward, recognition and inclusivity. We will continue to monitor the effectiveness of our approach and refine it accordingly by gauging employee sentiment and tracking key performance indicators (KPIs). Our employees demonstrate that great talent can do anything – from anywhere – and make an incredible impact. We are proud of the diverse and dynamic culture that we have, and we strive continually to provide a place where everyone can do their best work.



**Diversity gives us strength.**

We are absolutely committed to diverse ideas, people and experiences.





# 06

## Foundation for Business Excellence

### IN THIS SECTION

- [Our Corporate Governance →](#)
- [Our Compliance and Ethics →](#)
- [Human Rights →](#)
- [Our Customer Privacy and Data Protection →](#)



## FOUNDATION FOR BUSINESS EXCELLENCE

Our strong corporate governance and ethical decision-making help us find the right solutions the right way — for each other, our communities and the world around us. We embed compliance and ethics in everything we do to allow us to achieve our mission: making it easier for everyone to experience the world. At Booking Holdings, we are working to further mature our compliance controls across business functions regarding human rights and the data privacy of our customers. We closely follow developments in the regulatory environment and aim to be a good corporate steward and, through this commitment, deliver value to all our stakeholders.

## Our Corporate Governance

Booking Holdings' corporate governance practices and policies provide the framework we use to fulfill our duties to stockholders and serve as a good corporate steward. We are committed to operating with integrity, honesty and accountability and in compliance with applicable regulations.

We strive to conduct business in ways that protect and grow long-term stockholder value. We are guided by our [Corporate Governance Principles](#), which promote the effective functioning of our Board and its committees and ensure a common set of expectations as to how our Board, its committees, directors and management should perform their respective functions. We are also guided by our [Code of Conduct](#), which applies to all officers, employees and members of our Board.

The Board is elected by and accountable to our stockholders and is responsible for our strategic direction and oversight of management. Of the 11 members on the Board, 10 are independent, including both an independent Chair and a Lead Independent Director. There are three Board committees — Audit, Compensation and Corporate Governance — on which only independent directors serve.



The General Counsel sits on the Leadership team. Each of our brands has its own General Counsel, and we leverage knowledge and experience across our brands through regular General Counsel calls and updates to the Board. In addition to global policies — such as Insider Trading, Anti-Bribery and Corruption, and Political Contributions — there are additional brand-specific policies based on operational model and location. Employees are trained on the Code of Conduct, and there are additional role-specific and brand-specific trainings that set the expectations for our corporate governance.

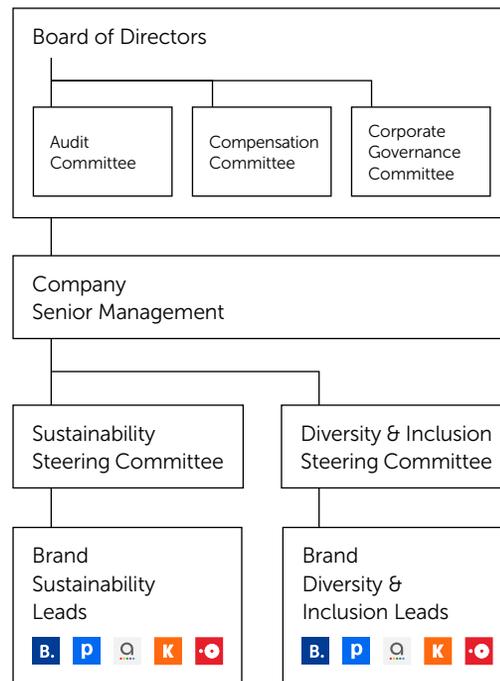
Our annual Proxy Statement and 10-K include additional information on our corporate governance; other information about relevant policies and practices can be found on our [Investor Relations](#) page.

### ESG Governance

In 2021, we created a corporate function and operating model at Booking Holdings to unify our sustainability approach, and we launched a Sustainability Steering Committee, which is chaired by our Global Director of Sustainability. Members of this Committee report directly to the CEO of Booking Holdings.

At the Board of Directors level, our Corporate Governance Committee has primary oversight of sustainability, with other committees contributing on specific environmental, social and governance (ESG) topics. The Sustainability strategy and our progress against it is presented to the Governance Committee twice a year and discussed with the full Board at least once a year.

### ESG Governance Structure



### 2021 Board Highlights

**17**  
committee meetings held

**8**  
Board meetings held

**36%**  
of our Board members are women

**2 of 3**  
committee chairs are women

**18%**  
of Directors are racially or ethnically diverse

## Our Compliance and Ethics

Our values guide our actions at every level. Our vision is to have a best-in-class compliance and ethics program, characterized by a culture of inclusion and integrity that contributes, measurably, to the sustainable growth of our business and lives up to the company's ubiquitous compliance and ethics tagline — the Right Results, the Right Way.

### Unifying Our Approach

Across Booking Holdings, we expect high standards of ethical behavior, and we challenge ourselves to do better every day. We set clear expectations through our policies, training and resources designed to promote ethical conduct and accountability. The Booking Holdings and brand compliance and ethics teams manage evolving standards and ensure compliance.

The Compliance and Ethics function provides robust policies, systems and controls to prevent, detect and respond to violations of law and our company policies, and promote a high-integrity culture and commitment to ethical business conduct. The Compliance and Ethics team is part of the Legal Department and supports employees in living up to our values by raising awareness, providing tools and resources, and answering employee questions or concerns. Our Legal and Compliance counselors help implement our programs regionally. Separately, our Regulatory Change Management Program maintains our awareness of upcoming changes or new regulations that impact our business.

Our Code of Conduct ("the Code") is the foundation of our commitment to compliance and ethics. This Code contains our expectations of employee behavior on a variety of topics, including our standards of respect, anti-bribery and corruption, financial integrity and reporting, conflict of interest, and privacy and data security. The Code also describes mechanisms for reporting violations, including our [reporting helpline](#), which allows for anonymous reporting. In 2021, we improved our annual mandatory compliance and ethics training for employees, including developing new effectiveness KPIs other than completion rate. We also rolled out a Global Investigation Service (GIS), which provides centralized investigations for all helpline or other compliance reports.

In 2021, Booking Holdings focused on third-party risk management. Our approach ensures that we take our travel provider partners along on our journey, by educating instead of dictating and simply sharing our expectations. In an effort to mitigate the compliance and ethical risks in our supply chain, we launched our [Supplier Code of Conduct](#). The code includes expectations covering a range of topics, including environmental sustainability and human rights standards.



### Compliance Reports

**358**

reports total

**139**

reports resulted in investigation

**54.7%**

of which were found proven

**41**

median days to close

**-9%**

YoY decrease in total reports

**1.8**

reports per 100 employees

## Our Compliance and Ethics Program

We regularly assess our ethics culture and the design, implementation and effectiveness of our Compliance and Ethics Program across our brands. According to the Compliance Legal Systems Group, Booking Holdings' Compliance and Ethics Program has made outstanding strides since its last review four years ago. Challenges remain but are the kind that confront any relatively mature Compliance and Ethics Program in pursuit of continuous improvement.

To maintain awareness and engagement, we regularly conduct mandatory compliance e-learning courses for employees and new hires on topics like conflicts of interest, our Code of Conduct, privacy and data protection, accountability and ethical leadership. In 2021 we reached a learning completion rate of 96.1%. In addition, in an Ethical Perception survey, 85% of our employees stated that they have a positive perception of the company ethics culture — a 4% improvement compared to 2019.

We focused on driving internal awareness of compliance and ethics processes. We run an Ethics Ambassador Program for employees across all of our brands, with 438 Ethics Ambassadors around the globe. Ambassadors provide guidance, direction and support to our colleagues on compliance and ethics matters and topics. This network allows us to embed compliance and ethics deeper into the organization.

In December 2021, Booking Holdings held its second annual Global Ethics Day with all brands. This year's theme, "Trust Is Everything," aimed to celebrate how trust drives our cultural commitment to integrity and to explore how to further build trust with our co-workers, partners and suppliers. Our CEO kicked off a full day's agenda, which included panels and talks on a range of topics such as inclusive leadership, ethics and technology, DIB, investigations, privacy and customer trust. Over 1,600 employees participated in the livestream, which was viewed over 2,750 times.

Other initiatives include targeted awareness campaigns designed to give employees information and resources to address the most common daily challenges or occurrences. In 2021, Booking.com held a Conflicts of Interest month, which included events designed to help employees navigate various types of conflicts that can arise between their work commitments and their own activities or interests.



We are committed to making continuous improvements to our Compliance and Ethics Program. Our future ambition is to continue the journey to improve our transparency as a company and to embed **integrity by design** in the development of products and offerings for our consumers.





## HIGHLIGHT

# Launch of the Supplier Code of Conduct

We believe everyone should be treated with integrity, and that we should integrate trust into everything we do and everyone with whom we engage. Our newly launched Supplier Code of Conduct covers a range of expectations for our suppliers. Addressing these topics with our suppliers and partners drives high standards with important implications for creating a more sustainable travel industry. After an initial focus on suppliers with high-risk engagements before graduating to low-risk suppliers, we aim to help all suppliers on their journey through collaboration and co-creation.

“We can proudly say that we are in the process of implementing Booking Holdings' Supplier Code of Conduct across all suppliers, and we really see the effects of this. Our suppliers really interpret our message seriously, and we see that they increasingly have taken our messaging to heart.”

### **Kerith Knechtel**

VP, Associate General Counsel,  
Compliance and Ethics Officer, Priceline



# Human Rights

As part of Booking Holdings' mission – to make it easier for everyone to experience the world – our company recognizes the potential of travel for bringing people together and promoting human rights. We support and respect international human rights standards, strive to avoid infringing on the rights of others and work to address adverse human rights impacts of our business.

In 2021, Booking Holdings developed a strategic approach towards respecting human rights. Our strategy is based on internationally recognized standards and principles, and is founded on three key dimensions:

- Booking Holdings is committed to respecting human rights through implementation of the UN Guiding Principles, including ongoing human rights due diligence, and engagement with rights holders and other stakeholders.
- Booking Holdings condemns discrimination, harassment, violence and abuse of any form in its value chain, including sexual harassment and any other gender-based violence. We are building capabilities to better detect, mitigate and remedy possible incidents of these and other negative human rights impacts in our value chain.
- Booking Holdings will provide our customers with information on topics such as human rights and the implications of travel to high-risk areas.



## Our Human Rights Program

In 2021, we continued to work with partners such as Business for Social Responsibility (BSR) and other human rights experts on articulating and implementing our human rights commitments. We launched a Human Rights Program and began developing policies to address our most salient human rights impacts. Our Human Rights Statement will articulate our commitment to implementing the UN Guiding Principles on Business and Human Rights. Our Safe Stay Policy will set out our commitment to safe, harassment- and violence-free travel experiences, as well as our approach to addressing the risk of modern slavery, forced labor, child labor and human trafficking in our value chain. Our forthcoming Modern Slavery Statement will be applicable across all brands.

In 2021, we met with internal stakeholders like employees and senior leadership, and external stakeholders like investors, governments and civil society groups to discuss our Human Rights Program and commitments. Our engagement with civil society groups included meetings with internationally respected human rights organizations and civil society groups representing the interests of rights holders in high-risk areas where we operate. We have carefully considered their feedback and views in the design and implementation of our human rights policies.

“Setting clear expectations premised on our shared values and beliefs is central to how we work — within our company and externally, too. One measure. One yardstick. One goal: absolute integrity.”

**Femi Thomas**

Chief Compliance Officer and Global Head of Litigation, Booking.com

Another core focus of our work involved developing guidelines for brands on how to assess, mitigate and avoid negative human rights impacts. We tested new procedures on how to assess and mitigate human rights impacts in Myanmar and Afghanistan this year. Best practices will be incorporated in other high-risk regions.

In addition, we developed a pilot program for providing enhanced data and information to customers considering travel to high-risk parts of the world. We hope that this will help customers make informed, sustainable travel choices.



## Our Customer Privacy and Data Protection

Managing cybersecurity, privacy and data protection risk is key among our responsibilities to customers and other persons whose data we collect and process. We collect and process millions of instances of customer personal data, including names, credit card information, email addresses and travel destinations. Our customers provide their personal data to us with the expectation that we will safeguard it appropriately from misuse or unauthorized processing.

Booking Holdings is guided not only legally by our obligations under global data protection laws, but also ethically by our six Privacy Principles, which are published in our Code of Conduct and which provide enterprise-wide expectations for the responsible collection and use of personal data. These Privacy Principles are: Transparency, Purpose, Choice, Security, Individual Rights and Accountability. We reinforce these Principles and expectations regarding employee responsibilities through mandatory privacy and data security training for all employees. Additionally, Booking Holdings furthers its commitment to protecting personal data through privacy programs that endeavor to meet the controls and standards set and monitored by our Global Privacy Team.

To sustain privacy focus and compliance, Booking.com introduced a multi-channel and multi-format privacy training approach, which complements the aforementioned training, supplies employees with recurring privacy-relevant updates and provides subject matter expertise on specific personal data

protection topics. In addition, a Security Ambassadors Program was introduced last year to create a security-first culture and security-advocacy for a safe, secure, compliant and trustworthy business environment. Security Ambassadors are employees who act as an extension of the Security and Fraud Department for security awareness.

Privacy is embedded into much of what we do as a company, and we have built an operating model and framework for managing data protection and privacy risks. Booking Holdings' Vice President of Global Privacy is responsible for managing the enterprise-wide privacy program strategy and reports to the enterprise Global Compliance and Ethics Officer. The group's Global Privacy Team responsibilities include: setting the enterprise-wide privacy program strategy, framework and standards for the brands, determining risk accountability, providing oversight of brands' remediation plans and creating a consistent approach to privacy and data protection aspects across the group. Booking Holdings' Vice President of Global Privacy, together with brand-level privacy leaders, form the Global Privacy Advisory Council and jointly monitor internal and external risks and align strategies to mitigate and/or remediate risks. Additionally, each brand's privacy leader manages a brand-level program and team. The brand privacy leaders work closely with the brands' information security leaders. They work through privacy and data protection risks through their own brand's governance structure and provide updates or escalations to Booking Holdings Global Privacy as needed. Despite the state of the market, in 2021 we increased headcounts for the Global Privacy Team and each brand's privacy team in order to build out our capabilities.



The Audit Committee maintains primary oversight of privacy and data security risks. Members of management with enterprise-wide responsibility for cybersecurity, privacy, data protection and associated technology risks provide a quarterly update to the Audit Committee and a semiannual update to the Board. In 2021, we matured our regulatory change management approach to adapt to the quickly changing privacy and security landscape. We created a Privacy Support Team in 2021 for first-level privacy regulatory change management. This central point of contact allows us to evaluate our external exposure by monitoring regulations, external events, dispositions, case law and other changes, and alert brand privacy leaders.

In 2021, we took large strides in unifying and formalizing our approach across brands. We structured our updated information security framework, as well as our privacy framework, to align with the National Institute of Standards and Technology (NIST) frameworks for Cybersecurity and for Privacy. Each of these NIST frameworks will better align the security and privacy functions and provide the brands with a holistic risk management framework.

All brand Privacy Leaders were involved in the development of our group framework. In 2022, brands will measure and advance their program maturity against this framework, and a third party will assess each brand's current state against this framework. Brands will then develop implementation plans to meet their goals for 2022 and 2023. Adopting this framework aligns with our company's overall enterprise risk management framework, which uses policies, procedures, controls and multi-level risk assessments to identify and mitigate inherent and emerging risks, including in the areas of cybersecurity and privacy. Our enterprise-wide Information Security Program is also independently assessed by a third party as part of our enterprise risk management, and our Audit Committee reviews the assessment findings.



## HIGHLIGHT

### Investing in Our Infrastructure

We continue to invest in the people, processes and technology for protecting the personal data of our customers, partners and employees. For 2021, this included additional resourcing for privacy program management, legal counsel and privacy operations, as well as privacy engineering. In addition, we restructured our privacy guidance into an updated and more centrally maintained privacy framework, which underpins our company-wide privacy policy with privacy processes, standards, procedures and privacy controls supported by a Governance, Risk and Compliance (GRC) system and external frameworks such as the NIST Privacy Framework. Privacy program management has also become more integrated into the cross-functional planning process so that regulatory changes and process improvements can be implemented more efficiently.

**"We aim to be a frontrunner on privacy and cybersecurity, and following the NIST framework is a big step towards realizing that ambition. We understand that our data practices are key to our success, and we are committed to enhancing our privacy and security programs to meet expectations by consumers, partners, employees and regulators."**

**Mikaela Karlsson**

Senior Privacy Counsel, KAYAK and OpenTable



An underwater photograph of a diver with long brown hair, wearing a black wetsuit and clear diving goggles, swimming horizontally. The water is clear and greenish, with a dense field of seagrass or eelgrass in the foreground and middle ground. The lighting is soft, creating a serene atmosphere.

07

# About This Report

### Report Scope

This 2021 Sustainability Report covers Booking Holdings' active operations from January 1 through December 31, 2021, unless otherwise indicated. This includes the following brands: Booking.com, Priceline, Agoda, Rentalcars.com, KAYAK and OpenTable.

### Reporting Principles

As a global operator, we conduct business and have offices all over the world, including the European Union and United States. We are evolving to meet expectations such as from the EU's Green Deal and its directives, including the EU Taxonomy and Corporate Sustainability Reporting Directive (CSRD). In the U.S. and EU, regulatory developments are accelerating the focus on climate disclosures and other environmental, social and governance transparency measures. We took steps to improve our reporting by further aligning with Sustainability Accounting Standards Board (SASB) and referencing Global Reporting Initiative (GRI) standards, and submitting our carbon disclosure to the CDP (formerly the Carbon Disclosure Project). Our SASB and GRI Content Index can be found [here](#).

### Sustainability Materiality Assessment and Stakeholder Engagement

To manage stakeholder expectations, we assess sustainability topics that are most impactful to our business. We conducted our first sustainability materiality assessment in 2020. This assessment includes research on priority topics within the industry, sustainability rankings, societal developments and relevant themes in the media, as well as topics raised by stakeholders. A subset of stakeholders from different Booking Holdings brands was selected for a mapping exercise. This group was represented by senior management and employees in key functions across the brands who have regular interaction with one or more of the broader stakeholder groups. To be as accurate and up to date as possible, and to align with evolving stakeholders expectations, we plan to refresh our sustainability materiality assessment in 2022.

The report content reflects our most important sustainability topics as identified through our sustainability materiality assessment plus other topics of interest to our stakeholders.

## SUSTAINABILITY MATERIAL TOPICS

### Compliance, ethics and integrity

Ensuring compliance with laws and regulations and conducting our business with integrity.

### Data privacy and security

Protecting employee and customer personal data and safeguarding it from misuse and unauthorized processing.

### Diversity and inclusion

Promoting and supporting a diverse workforce that is inclusive for all employees.

### Employee health and well-being

Fostering an environment that supports the physical and emotional health of our employees.

### Environmental impact of offices and operations

Managing the environmental impact of our offices and operations, such as energy, water and waste.

### Human rights

Respecting and supporting human rights in our own operations and in our value chain.

### Sustainable travel

Mitigating the negative effects of the tourism sector on the climate and overtourism, amplifying the benefits of tourism and stimulating sustainable travel choices.

### Volunteering and charitable donations

Supporting local communities through corporate giving and employee volunteering.

In 2021, while working with our sustainability priorities, we concluded that two previously defined topics in the initial analysis had a great overlap in its interpretation and have since combined them into the “Sustainable Travel” topic. The topic, “Engaging Customers on Sustainability,” goes hand in hand with “Sustainable Tourism” when executed within our organization. Engagement with our customers on sustainability is, as we have learned, a step that is needed to achieve sustainable tourism.

### Performance Data

We track relevant indicators related to our sustainability material topics, and we are committed to providing our stakeholders with transparent disclosures. Please find the compiled data regarding our progress in our [2021 Sustainability Performance Data Table](#).

### Data Quality

This year, to secure the quality of our data consolidation and reporting, we have implemented several control measures on employee numbers, environmental data and community engagement indicators. To ensure that we report on the most relevant topics to our business, we introduced new key performance indicators such as number of travel provider partners who have earned the Sustainable Travel badge and number of CO<sub>2</sub> sorts using the KAYAK’s Least CO<sub>2</sub> sorter. We also introduced new Ethics and Compliance indicators such as the number of Ethics Ambassadors and the completion rate of the mandatory compliance e-learning courses.

In 2021, the importance of uniformity of data was emphasized. However, local systems and different measuring methods and calculation approaches may result in some uncertainties. Booking Holdings will continue to improve the data collection process.

Throughout the report, financial figures in euros (€) were converted into dollars at an exchange rate of €1 to \$1.14.

Gross bookings refers to the total dollar value, generally inclusive of taxes and fees, of all travel services booked by our customers, net of cancellations.

**Energy use and carbon emissions** Booking Holdings reports in line with the Greenhouse Gas Protocol. Carbon emissions of Booking Holdings are calculated according to the Greenhouse Gas Emissions (GHG) reporting manual. The manual outlines the standards, boundaries, methodology and data sources that are used to measure and report on its GHG emissions. The market-based method and location-based method are used as a reference for calculating our operational carbon footprint. We used the hybrid method to calculate our scope 3 emissions. GHG emissions are expressed in metric tons of carbon dioxide equivalent (mtCO<sub>2</sub>e). Reporting on greenhouse gas emissions is inherently subject to limitations on the accuracy of information. Booking Holdings applies conversion factors from external sources to estimate the greenhouse gas emissions because actual emission monitoring is not a commonly used practice.

Booking Holdings applies the following estimations in its reporting:

- Scope 1 emissions are the direct GHG emissions from operations that are owned or controlled by Booking Holdings: facilities, installations and company-owned vehicles. Direct emission sources include diesel, gasoline, natural gas, fuel oil and renewable fuels (biodiesel, bioethanol). The availability of data on actual consumption of direct emission sources is limited. An estimation is applied to derive the scope 1 emissions, based on the 2019 Global Status Report for Buildings and Construction prepared by the International Energy Agency (IEA).
- Scope 2 emissions are the indirect GHG emissions from the generation of purchased electricity, steam, heat or cooling consumed. Energy-indirect emissions are accounted for both location-based and market-based emissions. To calculate the total scope 2 emissions of our facilities, we estimate the electricity consumption for facilities for which no consumption data is available. We estimate the electricity consumption based on occupancy rate, operational surface area, heating degree days and cooling degree days and the average electricity consumption from the facilities for which consumption data is available.
- Scope 3 emissions are all other indirect GHG emissions generated within our supply chain, including both upstream and downstream emissions. Per SBTi guidelines for a 1.5°C future, we included three of the GHG Protocol Scope 3 categories that have a total share of over 66.67%. This includes: Purchased Goods and Services, Business Travel and Employee Commuting. Third-party travel provider partner emissions are not included in scope 3. To calculate our employee commuting footprint, we used the average-data-method, which involves estimating emissions from employee commuting based on average national data on commuting patterns. We did these calculations for 80% of travel and extrapolated the rest.
- To calculate the emissions of our largest supplier, we made use of the supplier-specific method, meaning we collected allocated scope 1 and 2 emissions directly from the supplier. For all other purchased goods and services, we used the spend-based method, which estimates emissions for goods and services by collecting data on the economic value of goods and services purchased and multiplying it by relevant industry average emission factors (average emissions per monetary value of goods). For 2021, we extrapolated the 2019 and 2020 analysis to the Booking.com uncategorized spend for 2021. We then extrapolated this to the rest of the company.
- For a number of data centers, electricity usage data is only available as apparent power (in kVA). For these data centers, the electricity consumption is calculated using the power factor provided by the vendor and multiplying by time.

Energy consumption and CO<sub>2</sub> emissions are reported on an annual basis.

E-waste data is based on the figures from Booking.com and Agoda.

**Employee data** The total number of employees comprises all employees as of December 31, 2021, but excludes contingency workers and interns.

Women in Leadership includes the Booking Holdings' senior female leadership members and extends 1 to 4 levels below the Chief Executive Officer of each brand company (depending on the number of employees within each brand). Women in Technology includes female employees whose job profiles fit technology.

**Third-party data** Across our reporting process, we do not intend to report on the broader impacts of outsourcing partners or suppliers, because these issues should be included in their own sustainability reporting.

This statement is applicable for all key performance indicators that we collect and include in each year's report.

### Data Restatements

Emission reporting methodologies evolve over time and are dependent on external developments. This influences the way Booking Holdings measures and calculates its greenhouse gas emissions. In order to keep our environmental performance comparable over time, we revise our prior year data when we update our emission reporting methodology.

In 2021, we expanded our scope 3 emission categories by adding Employee Commuting and Purchased Goods and Services. In addition, emissions from data centers were previously reported as scope 2 and have been corrected to be a scope 3 category.

We also have revised our scope 1 and 2 emissions of 2019 and 2020 as more accurate data became available during the reporting period. The revised figures can be found in the [2021 Sustainability Report Performance Data](#).

For more information or to offer comments and suggestions about this report, contact us at [sustainability@bookingholdings.com](mailto:sustainability@bookingholdings.com)

### ACRONYMS

**APAC**

Asia Pacific

**BEN**

Black Employee Network

**BEPS**

Inclusive Framework on Base Erosion and Profit Shifting

**BSR**

Business for Social Responsibility

**CDP**

Carbon Disclosure Project

**COP26**

2021 United Nations Climate Change Conference of Parties

**CO<sub>2</sub>**

Carbon Dioxide

**CSR**

Corporate Social Responsibility

**CSRD**

Corporate Sustainability Reporting Directive

**DI&B**

Diversity, Inclusion and Belonging

**EMEA**

Europe, the Middle East and Africa

**EOCD**

Economic Cooperation and Development

**ERG**

Employee Resource Groups

**ESG**

Environmental, Social, and Governance

**EU**

European Union

**GHG**

Greenhouse Gas emissions

**GIS**

Global Investigation Service

**GRI**

Global Reporting Initiative

**G20**

Group of 20

**HR**

Human Resources

**IFRL**

International Family Reunion Leave

**KPI**

Key Performance Indicator

**LGBTQ+**

Lesbian, Gay, Bisexual, Transgender, Queer +

**L&D**

Learning and Development

**NFL**

National Football League

**NIST**

National Institute of Standards and Technology

**NGO**

Nongovernmental Organization

**REDD**

Reducing Emissions from Deforestation and forest Degradation

**SASB**

Sustainability Accounting Standards Board

**SBTi**

Science-Based Targets initiative

**STRs**

Short-Term Rentals

**UEFA**

Union of European Football Associations

**UN**

United Nations

**VCS**

Verified Carbon Standard

**WIP**

Women Impacting Priceline

**WWF**

World Wide Fund



The report reflects the most accurate information available at the time of publishing. In this report, Booking Holdings (which includes subsidiaries) is at times referred to in the first person as "we," "our" or "the company." This report contains forward-looking statements, which reflect the views of our management regarding current expectations based on currently available information about future events. Any such statements are not guarantees of future performance and are subject to risks and uncertainties. For a detailed discussion of risk factors that could cause our actual results to differ materially from those described in any forward-looking statements included in this report, please see our most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission and any subsequently filed Quarterly Reports on Form 10-Q. Unless required by law, we do not undertake any obligation to update publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.