

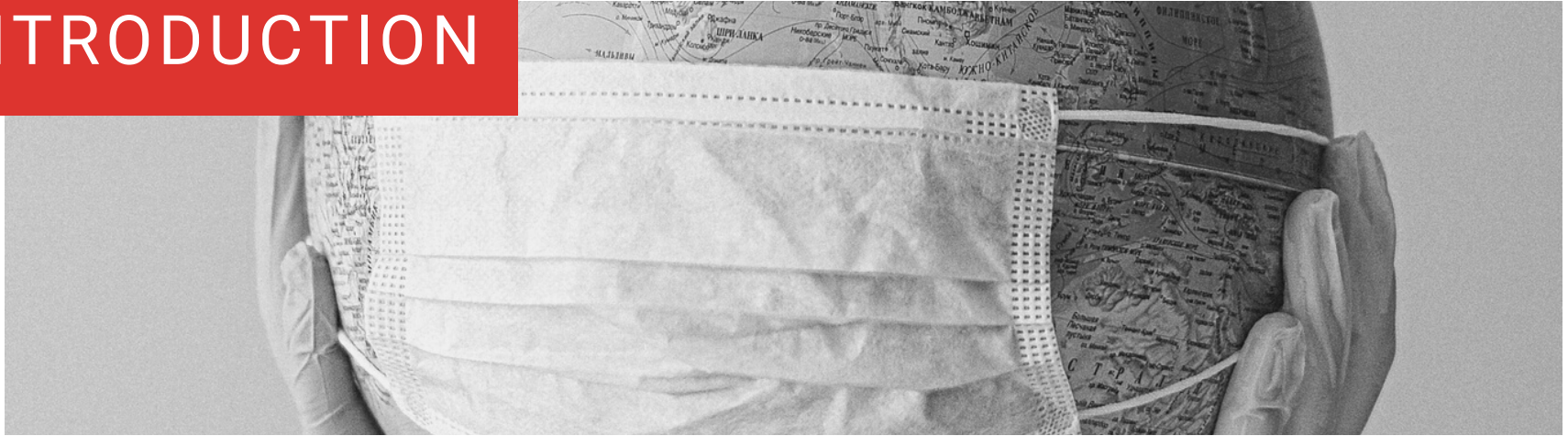


Travel Again

YEAR ONE



INTRODUCTION



September 29, 2020 was launch day for Travel Again. Inspired by the need to give back to the industry and colleagues they care so passionately about, industry veterans Mike McCormick and Ed Silver launched Travel Again with a simple yet lofty mission:



Unite the global travel industry behind a common purpose: to restore traveler confidence, facilitating a restart of travel and our global economy.

Throughout this challenging year for the travel industry, we continuously recalibrated, refined and updated our initiatives, but never our original mission.

From the beginning we set out to:

- Review and disseminate relevant information and best practices to the industry
- Leverage disparate industry initiatives to form a more coordinated platform and set of messages
- Serve as a coordinating body for industry participants
- Inform supporters and the media about the state of the industry

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POLICY ADVISORS

Our initial undertaking involved assembling an impressive group of advisors to help provide guidance on policy priorities and initiatives with a strong focus on the immediate deliverable of crafting our flagship Global Travel Framework. Handpicked from different companies, sectors and geographies of both the leisure and business travel industries, this select group of 24 senior industry leaders was invaluable in this initial deliverable. We are extremely grateful for the time, insight and guidance provided by these travel luminaries.

NAME	COMPANY	TITLE
Stewart Alvarez	Amadeus	Head of Industry Affairs Americas
Erica Antony	CWT	Chief Product Officer
Jason Bryant	Nor1	Chief Executive Officer
Jim Carter	American Airlines	Managing Director, Sales
Bruce Charendoff	BlueWave Merchant Partners	Managing Director
Ben Coleman	Facebook	Head of Global Security Protective Services
Lotten Fowler	Swedish Business Travel Association	General Manager
Dave Harvey	Southwest Airlines	Vice President Southwest Business
Kevin Iwamoto	Bizly	Chief Strategy Officer
Kurt Knackstedt	Troovo	CEO
Mike Koetting	SAP Concur	Chief Product Officer
Bruce McIndoe	McIndoe Risk Advisory	President
Aaron McMillan	United Airlines	Managing Director - Operations Policy & Support
Oral Muir	Hilton	Vice President Global Distribution Channels
Tony O'Connor	Butler Caroye	Managing Director
Eric Okon	The BLS Company	COO & President
Vic Pynn	Pynn Enterprises	President & CEO
Tobias Ragge	HRS	CEO
Dean Sivley	Berkshire Hathaway Travel Protection	President
Thad Slaton	BCD Travel	SVP, Global Marketing & Communications
Jennifer Steinke	PPD	Head of Global Travel
Yukari Tortorich	Discovery, Inc	Vice President of Global Travel Services
Betty Wilson	Intercontinental Hotels Group (IHG)	VP, Global Accounts
Jennifer Wilson-Buttigieg	Valerie Wilson Travel	Co-President & Owner

GLOBAL RECOVERY FRAMEWORK

Initially released in December, the *Global Recovery Framework* was our first major initiative with the knowledge that we could not begin a sustainable recovery process unless we systematically addressed the issues facing traveler confidence on a pan-industry, global level. This framework outlines Travel Again’s vision of a phased recovery, and provides detailed recommendations for priorities, requirements standardization, and confidence-building actions.

This framework was arguably one of the first comprehensive sets of recommendations to address the work required to restore traveler confidence and restart the travel ecosystem. We continue to be encouraged with the industry’s commitment to working together and driving recovery and are pleased by the high level of interest in adopting this document including a briefing requested by the U.S. Commerce Department’s Travel and Tourism Advisory Board.

[View the Global Recovery Framework Here](#)

PHASES OF RECOVERY

- PHASE 0**
Widespread vaccine dissemination occurs.
- PHASE 1**
SEP 2021 - DEC 2023
Policies and best practices implemented in 2021 will reach maturity.
- PHASE 2**
2024 - 2025
New baseline is established which will determine length and strength of the recovery.

RECOVERY FRAMEWORK
continued

THE THREE AREAS OF OPPORTUNITY
In order for a sustainable recovery process to begin, we must systematically address both the issues facing traveler confidence on a pan-industry, global level and government concerns over containing the spread of COVID-19. The recovery framework should incorporate three areas of opportunity:

- Manage Trip Risk**
This area involves pan-industry efforts to provide safe travel environments and take ownership for pro-actively sharing best practices and standards across industry sectors. In addition, increased effort and resources must be focused on encouraging cross-border cooperation on travel and COVID-related policy.
- Standardize Traveler Requirements**
Testing and traveler certification must reach wide adoption levels not only for the current COVID-19 crisis, but for on-going integration into long-term "COVID-X" prevention planning.
- Restore Confidence in Traveling**
The travel industry must coalesce around a common set of measurements, messaging and priorities.

RESTORE CONFIDENCE IN TRAVELLING
EFFECTIVELY MANAGE TRIP RISK
STANDARDIZE TRAVELLER REQUIREMENTS

11 | Travel Again - Global Travel Recovery Framework

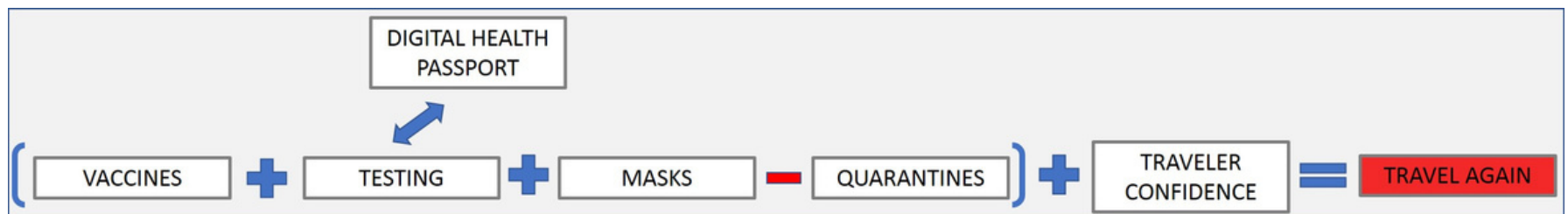
TRAVEL RECOVERY FORMULA



From the start, Travel Again offered up a simple formula for travel recovery. It called for a universal system using vaccinations and testing as well as masking and other safety measures, rather than ineffective blanket quarantines along with a way to digitally show proof of your vaccination and/or testing status. This combined with education efforts to increase traveler confidence would be the primary driver in getting travel on the road to recovery. This formula, however, requires collaborative efforts from all stakeholders including governments and policymakers to travel suppliers, front-line staff and travelers themselves.



Safely and responsibly reopening travel is important not only for the travel industry, but for our global economy.



TRAVELER CONFIDENCE SURVEY

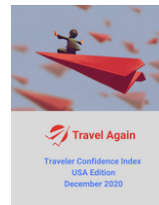
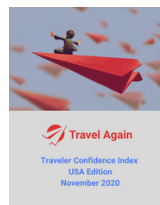
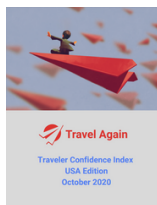
Launched in October, our monthly confidence survey has provided an industry benchmark and ongoing pulse of where our industry stands vis-à-vis actual U.S. travelers helping guide the prioritization of future travel industry initiatives. Providing specifics regarding traveler sentiment, the survey continues to track just how travelers feel about testing and quarantine requirements, safety protocols, the effect of vaccines, and the impact of COVID-19's evolution.

As evidenced by robust media pick-up, both social and traditional, the monthly survey is an invaluable tool in our arsenal.

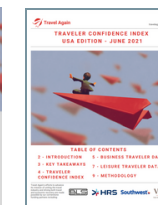
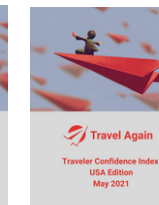
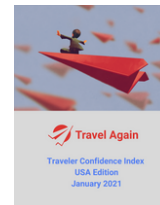
View the full monthly survey results by clicking below:



2020



2021



TRAVEL ASSOCIATION ROUNDTABLE

In March, Travel Again hosted a roundtable to global travel associations to advance our goals of leveraging the power of our large and diverse industry, and coordinate dialogue among the many disparate initiatives. The objective for all was to further align global efforts behind common messaging and industry standards developed in collaboration with medical experts.

Recognizing the need to reopen travel safely and responsibly, the session focused on identifying common global standards and policies that could help accelerate the recovery of the travel industry. We were thrilled to have active industry participation, with 19 global associations in attendance. They included:



As a result of the initial roundtable and a follow-up session in June that focused on opening borders of international travel and particularly what work still needed to be done as well as digital health certifications, association members were equipped to advance their initiatives with a better understanding of their colleagues' plans and, we hope, were more inclined to reach out and better coordinate their activities.

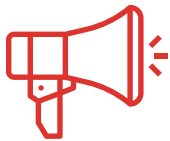


There's so much good work being done, we feel strongly that better communication among our industry's associations drives better results.

CHAMPIONS NETWORK



Since our inception we've built a strong network of champions who we rely on to amplify our work and messaging. Currently more than 300 strong, we share our survey results, key message points, current relevant news and a social media toolkit to help them spread the word.



Travel Again Champions amplify the travel industry's positions and promote important work being done by the industry organizations globally.

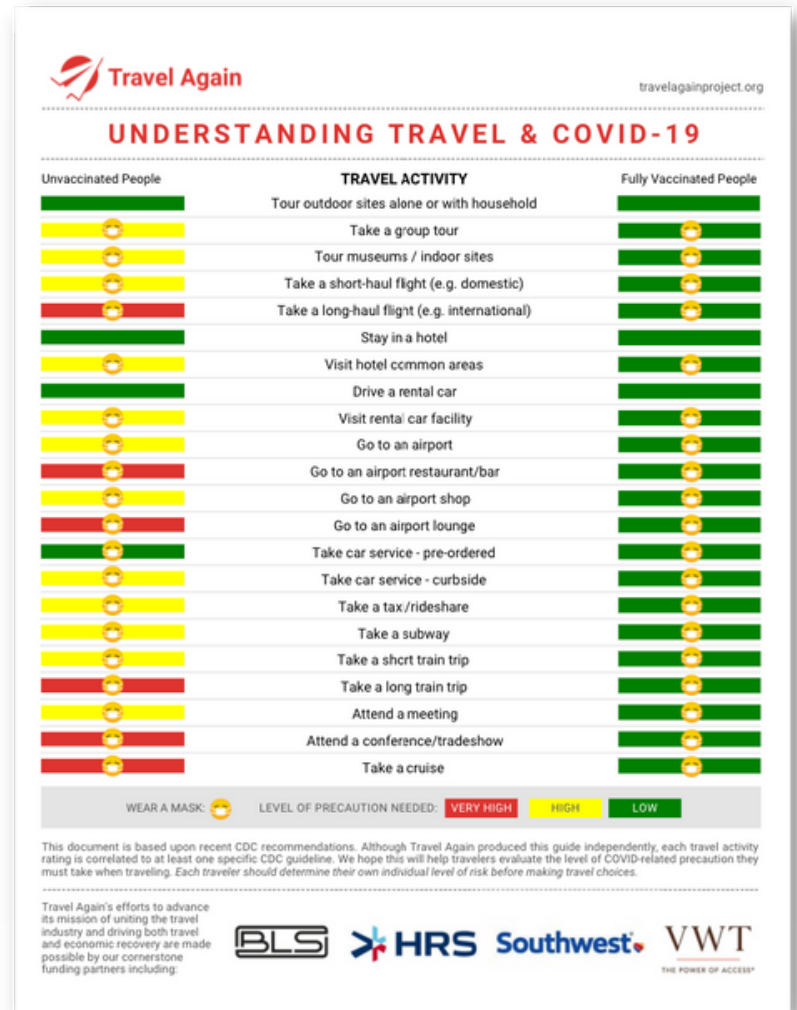
Please encourage your colleagues and friends to join our Champions Network here.

UNDERSTANDING TRAVEL & COVID-19

Sensing a missed opportunity, in May (and updated in June) we released our Understanding Travel and COVID-19 guide.

Modeled on a CDC document, and using guidelines published by the CDC we produced our own guide to help travelers navigate travel safety recommendations.

Through its striking visual comparison of how you can travel safely when vaccinated (green) versus when not (red), it clearly demonstrates the importance of vaccines in the travel recovery.

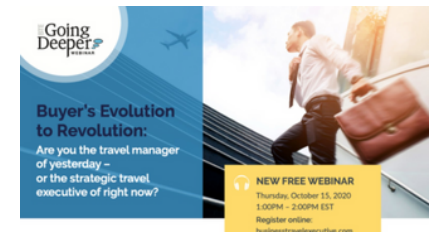


SPEAKING ENGAGEMENTS

Travel Again has hosted and participated in a variety of speaking engagements over the past year to be a presence and voice around unified industry messaging and the importance of travel confidence.

A few of these appearances include:

- Travel Again Briefing – with FIND's Chief Scientific Officer, Dr. Ranga Sampath
- Travel Again Briefing – with Monument Advocacy Partners Kate Mills & Stewart Verdery
- Business Travel Executive Webinar – Buyer's Evolution to Revolution
- TAMS Webinar – Travel is Not Done - Global Series
- TAMS Webinar – Travel in Not Done Part II - Global Series
- CAPA Live – April Keynote
- CAPA Live – Business Travel Recovery Panel
- SAP Concur Travel Industry Summit Panel



MEDIA COVERAGE

An important role for Travel Again was providing a voice in the media to advance industry-wide recovery messaging around restoring traveler confidence, which is a necessary step in driving the recovery. Travel Again received a steady drumbeat of coverage in travel trade publications as well as national and broadcast media. Below is a sampling of Travel Again's media coverage over the last year.

BROADCASTS



[FOX5 On The Hill](#) - Travel Latest: Mike McCormick of Travel Again details his efforts to safely resuscitate the travel industry during the coronavirus pandemic



[Okon Bros Podcast](#) - When Will Business Travel Start Again? An Interview With Mike McCormick Of The Travel Again Project

NATIONAL/TOP-TIER

THE WALL STREET JOURNAL [What You Need to Know for Traveling in 2021](#)

The Washington Post [What to Expect if You're Traveling This Summer](#)

Forbes

[Do I Need a Covid Test to Travel and other Summer Travel Questions](#)

The Atlanta Journal-Constitution

[International travel gradually reopens - with lots of caveats](#)

Forbes

[Is It Safe to Travel Yet? Here's the Definitive Answer](#)

TRADE

BTN - [Former GBTA Execs to Launch Travel Industry Advocacy Org](#)

USAE - [Travel Luminaries Launch 'Travel Again' Project](#)

The Company Dime - [What Will It Take To Get On The Road Again?](#)

Skift - [Why Digital Health Passports Offer a False Hope for Business Travel's Immediate Revival](#)

Travel Daily News International - [Travel Again releases recovery framework and recommendations](#)

Elliott Confidential - [This is a contrarian story about travel](#)

BTN - [New CDC Guidance Loosens Recommendations for Fully Vaccinated Travelers](#)

The Business Travel Magazine - [When Will We Travel Again?](#)

Travel Pulse - [Some Travelers Will Not Take COVID-19 Vaccine When Available](#)

The Company Dime - [Travel Again Gathers 19 Groups to Unify Business Travel's Voice](#)

LOOKING FORWARD

Thinking back to the Travel Again mission, our dedication to achieving it remains as strong as ever:



Unite the global travel industry behind a common purpose: to restore traveler confidence, facilitating a restart of travel and our global economy.

As we write this, the Delta variant of COVID-19 reminds us that the effects of the pandemic will not be resolved as quickly as we all hoped. Countries are again grappling with surges in infections and hospitalizations, even those with strong vaccination rates. Medical professionals and politicians are debating booster vaccination shots, mask mandates and further restrictions. The TSA just recently extended the mask mandate on flights and all public transit in the United States until at least January 2022.

Our beloved travel industry is recovering in fits and starts: one step forward here, one step back there. One border opens while another closes again. As long as there's a need for Travel Again's mission, we're committed to working towards a travel industry that's once again thriving, hiring and more resilient. And in order to do that, we need highly collaborative efforts between the public and private sector - the speed of the recovery of our global economy, as well as the travel industry, depends on it.

Thank you for your ongoing support!
The Travel Again Team

Mike McCormick, Co-Founder

Ed Silver, Co-Founder

Chris Schutte, Operations Director

Colleen Gallagher and Meghan Henning, Public Relations (OnWrd & UpWrd)



ABOUT

Travel Again unites the global travel industry to restore consumer and corporate confidence in traveling and to encourage responsible government policy.



Visit travelagainproject.org for more information.



Join travelagainproject.org/joinus and support the global recovery of the travel industry.

Follow Travel Again on
LinkedIn, Twitter & Facebook



Thank You

We secured our initial funding from our cornerstone funding partners as well as additional private funding sources earlier this year. Although we're a very lean organization, this funding helps us cover the costs of our website, emails, document production, monthly surveys, public relations, and general operations. While we continue to solicit funding so that we advance our mission, we want to give a special thank you to our initial funding partners.

We are proud to have the support of these established travel companies who understand that a sustainable recovery process must be driven by a united global industry rather than a patchwork of recovery efforts:



HRS Southwest

VWT
THE POWER OF ACCESS
A FROTSCH COMPANY

