**CORPORATE EXPENSE & TRAVEL POLICY**

Policy Statement

The purpose of this policy is to establish consistent, reasonable, and accountable standards to record and control the cost of business travel and entertainment.

Controlling travel and entertainment as well as business meal costs is the responsibility of each employee. It is expected that good judgment will be exercised when authorizing the use of and/or when utilizing Company funds.

As travel is an inherent part of doing business, employees are hired with the expectation that they are willing to travel in accordance with these guidelines and provide supporting documentation.

This policy covers all [AGENCY] employees as well as any individuals under contract with [AGENCY].

Non-compliance with this policy may result in delayed/non-reimbursement and / or disciplinary action up to, and including termination of employment.

**Procedures**

# [AGENCY]-APPROVED TRAVEL AGENCY

All employees are required to make all business travel arrangements through our online booking tool [www.concursolutions.com](http://www.concursolutions.com/). For International Travel, you must book directly with our rep Sylia Francis at Corporate Travel.

Sylia Francis | Travel Manager

**Corporate Traveler New York**

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# AIR TRAVEL

To control company travel expenses, [AGENCY] employees are expected to accept the lowest logical airfare when traveling.

"Lowest logical fare" is defined as the fare quoted by the [AGENCY]-approved travel agency which:

* + Travelers are encouraged to book flights at least 30 days in advance to avoid premium airfare pricing. First-class/Business Class tickets are NOTpermitted
	+ Requires no more than one interim stop each way for domestic travel and no more than two interim stops each way for internationaltravel.
	+ Does not increase the one-way total elapsed trip time (end point to end point) by more than two hours for domestic and four hours for internationaltravel.
	+ Requires departure no more than two hours before or after requested time for domestic travel and no more than six hours before or after requested time for international travel.
	+ Results in arrival no more than two hours before or after requested time for domestic travel and no more than six hours before or after requested time for international travel.

# CLASS OF SERVICE

All [AGENCY] travelers are expected to fly in coach class utilizing the lowest logical airfare when traveling on Company business.

# UPGRADING/DOWNGRADING

**Unauthorized Upgrading:**

Unauthorized upgrading of air tickets from coach to coach plus or coach plus to business class is considered a personal expense and will not be reimbursed by [AGENCY].

Fees for seat assignments /early boarding / etc. are not reimbursable

**Unauthorized Downgrading:**

A traveler may not downgrade air tickets to subsidize personal travel or to subsidize travel for non-[AGENCY] accompanying individuals. In addition, changes may not be made to travel to subsidize another portion of travel – cost savings in one area may not be used to subsidize upgrades and/or other spend. No exceptions to this policy are allowed.

If the air carrier downgrades a traveler, for any reason, the refund must be returned to [AGENCY] via the Expense Report process.

# FREQUENT TRAVELER PROGRAMS

Mileage credits and other benefits from individual frequent traveler programs may be accumulated by [AGENCY] travelers for personal use. Suppliers (airlines, hotels, car rentals, etc.) must be selected without regard to these promotional programs.

Any fees for using frequent flyer miles for upgrade are not reimbursable and upgrade requests must be made directly with the airlines.

# TRAVEL INSURANCE

When travelling abroad, [AGENCY] employees are covered under our Foreign Travel Insurance through CHUBB. You are required to register your trip prior to departure on their site.

[https://www.chubbtravelapp.com](https://www.chubbtravelapp.com/). It’s encouraged to download their mobile app.

# PERSONAL TRAVEL Personal funds

Travelers should review reimbursement guidelines before spending personal funds for business

travel to determine if such expenses are reimbursable. [AGENCY] reserves the right to deny reimbursement of travel-related expenses for failure to comply with policies and procedures.

Travelers who use personal funds to facilitate travel arrangements will not be reimbursed until after the trip occurs and proper documentation is submitted.

# Vacation in conjunction with business travel

In cases in which vacation time is added to a business trip, any cost variance in airfare, car rental or lodging must be clearly identified in writing. [AGENCY] will not prepay any personal expenses with the intention of being “repaid” at a later time, nor will any personal expenses be reimbursed.

# Exceptions

Occasionally it may be necessary for travelers to request exceptions to this travel policy. Requests for exceptions to the policy must be made in writing and approved by supervisors or by the director of finance. In most instances, the expected turnaround time for review and approval is five business days.

# CANCELLED RESERVATIONS AND CHANGES

If a trip has been ticketed and then cancelled, it is the responsibility of the individual traveler (or travel planner) to advise the agency of the cancellation prior to the departure date. This will ensure that electronic tickets can be refunded if there is any value, or documented and used toward future travel if the ticket is non-refundable.

Should it become necessary to change reservations after the ticket has been issued, the original ticket may, in most cases, be exchanged for a new airline ticket - airline change fees may apply. If a paper ticket was issued, it must be returned.

# Contact Corporate Travel for details concerning refunded airline tickets.

1. **LOST AIRLINE TICKETS**

In the unusual event that a paper ticket was issued and has been lost, please contact Corporate Travel or issuing airline immediately for assistance.

# GROUND TRANSPORTATION

The most cost-effective means of transportation must be used while on Company business. The employee should investigate the use of alternative transportation (i.e., airport shuttle, taxi, etc.) before deciding to rent a car.

# CAR RENTALS

* All car reservations must be made through our online booking tool [www.concursolutions.com.](http://www.concursolutions.com/) Insurance must be accepted when renting.
* All employees are expected to rent intermediate size cars or smaller. If two or more [AGENCY] travelers choose to share a car, the renter may upgrade to a full size car. A list of travelers must be submitted with expense report.
* Cars may not be rented Internationally.
* It is the employee's responsibility to ensure that the proper rate is being charged at the time of rental. Please refer to your travel itinerary.
* In the event an employee has an accident, the following procedures should be followed:
	+ Contact local police authorities immediately and file an accident report.
	+ If another party is involved, obtain the appropriate information such as driver's license number, vehicle registration number, and insurance information.
	+ Notify the local car rental office from which the car was rented and fill out a car rental accident form.
	+ Upon your return, forward a copy of the police report, car rental accident report, and rental agreement to Corporate Travel.
* Fines incurred due to parking, speeding or other violations of the law are NOT reimbursable and must be paid on or before the due date.
* Employees are to decline all fuel option purchases and return the car with a full tank of gas). If circumstances prevent the refueling of the car, a detailed explanation must be included on the expense report.

# PERSONAL AUTOMOBILES

Employees may be asked to use their personal automobiles for Company business. Mileage for business travel plus actual tolls and parking is reimbursed. In the US, mileage is reimbursed at the IRS standard mileage rate $.54cents). Mileage should be calculated as the distance from home to destination minus commuting distance from home to regular office.

If mileage is claimed fuel will not be reimbursed.

The employee has the sole responsibility for properly insuring his/her vehicle against damage incurred while on legitimate Company business.

# TRANSPORTATION FROM HOME TO THE AIRPORT

The most cost-effective car service (e.g. taxis, uber, sedan service) may be used when travelling.

# AIRPORT PARKING

Employees who park their personal car at the airport, must use long-term parking while traveling on Company business.

# USE OF TAXI SERVICE

The daily expense for utilizing a taxi must not exceed the cost of a car rental.

# LODGING

All hotel reservations must be made through the [AGENCY] online booking tool, with the exception of client hosted lodging.

Only single room rates are authorized for booking or reimbursement unless otherwise approved or if a second party is representing the agency in an authorized capacity. If the lodging receipt shows more than a single occupancy, the single room rate must be noted. If reimbursement for more than the single room rate is requested, the name of the second person must be included.

Hotel cancellations must be made per the hotel's cancellation policy to avoid "No Show" charges. "No Show" charges incurred due to employee's negligence will not be reimbursed if paid with personal credit card.

Frequent traveler programs must not receive priority over cost savings for [AGENCY].

# A. HOTEL DIRECT BILLING

The corporate credit card for Executives, or personal credit card, if not in the corporate card program, must be used for hotel accommodations.

# TRAVEL MEALS

Employees will be reimbursed for reasonable meal expenses (breakfast, lunch and dinner) incurred while traveling on approved Company business. What is deemed reasonable will depend on the location traveled.

* Itemized receipts are required for any single meal costing $15.00 or more. All receipts must be itemized and imprinted with the name of the establishment. The date and amount of the expense must appear. Alcoholic beverages are not reimbursable outside of customer entertainment or business meals with external guests.
* Reimbursable Travel Meal Expenses are reimbursable when:
	+ Overnight travel is required to conduct Company business.
	+ A one-day trip takes the employee outside their normal work location. This would include:
		- Breakfast if the employee is required to leave home more than two hours earlier than normal.
		- Lunch.
		- Dinner when an employee cannot reasonably return home until two hours or more after normal working hours.

# BUSINESS MEALS AND ENTERTAINMENT EXPENSES

This category is not to be confused with individual meals for traveling employees (See Item V Travel Meals above). [AGENCY] will reimburse employees for necessary and verifiable business meal, entertainment expenses, and internal catering. For a business meal, entertainment expense or internal catering to be considered reimbursable, a business discussion must take place during, directly proceeding, or directly following the event.

# DEFINITIONS

“**Meal Internal**” is defined as a meal where business discussions take place and all participants are [AGENCY] employees. Billed to [AGENCY].

“**Meal Business**” is defined as a meal that includes at least one non-[AGENCY] participant (such as a current or potential customer, supplier, consultant, or industry associate). Billed to the Client.

“**Entertainment Business**” is defined as a business appropriate activity. If there is an activity and a meal is also provided, the entire cost is considered entertainment. Billed to the Client. “**Event Costs Internal**” is defined as an organized on-site meal function for non-

business purposes. Billed to [AGENCY].

“**Event Costs Business**” is defined as on or off-site meal function for business purposes relating to a client. Billed to Client

# PAYMENT

Business meal or entertainment expenses must be incurred and reported by the most senior person present. An employee may not report business meal or entertainment expenses if his/her manager was present.

Internal catering does not follow the payment guidelines above, but when expensing internal catering, the host cost center must be entered on the expense report and the following must be included: host name, event name, attendee list or name of organization hosting the event.

For business meals, entertainment and internal catering expenses an attendee list must be submitted.

# ATTENDANCE

An employee hosting a business meal or entertainment should limit the business associates and other participants to only those who can be expected to contribute to the accomplishment of the business purpose.

# APPROVAL

Entertainment expenses in excess of $300.00 and all [AGENCY] sponsored off sites and teambuilding events must have Vice President (VP) or their manager’s approval.

# NON-[AGENCY] TRAVELERS

1. **INDEPENDENT CONTRACTORS**

Employees must book all independent contractors/freelancers travel on the online booking tool. Once the travel is complete, the employee is responsible for expensing the travel on their month end expense report.

If a non-employee traveler cannot attend an already booked trip, and if any segment is non transferrable or can be cancelled with no fees incurred, they are responsible for reimbursing [AGENCY] for any fees related to the booking. They are required to send a check payable to [AGENCY] in the amount of the total cost of all segments booked.

# SPOUSAL/GUEST TRAVEL EXPENSES

Spousal/guest (“guest”) travel expenses will not be reimbursed by [AGENCY]. Any exceptions to this policy will need the approval of the COO.

Guest travel expenses include all incremental costs associated with that individual's portion of the trip, including meals, airfare, lodging, ground transportation, and incidental expenses.

Guests must submit an itemized invoice with accompanied receipts to the Director of Finance within 7 days of travel for reimbursement.

# EXPENSE REPORTING AND RECORD KEEPING

All Expense Reports must be processed through [**www.concursolutions.com**](http://www.concursolutions.com/)**.** Expenses labelled “**Business**” are expenses that are billed back to the client/s and must list a client/s associated with that expense.

Expenses labelled “**Internal**” are corporate expenses incurred by [AGENCY]. If they are “new Business” related, you must note that in the purpose field.

\* Employee Expense Reports should be submitted at the end of every month. Reports submitted more than 7 days after the last day of month will be considered late. It is suggested that you download the mobile app and enter your expenses on a daily basis or as they are incurred along with capturing images of the receipts. Any expense

purchased on the company card must be documented and recording on the online expense tool. All transactions must be assigned to an expense report monthly in the month they are incurred.

The following items must be included with the Expense Report:

* Original itemized receipts, however, if the vendor does not provide a receipt or if the receipt is lost, [AGENCY] will reimburse for the expense up to a maximum of $15.00 for any single item. This includes, but is not limited to, meals, taxis, limousine service, or other forms of local transportation. Each site may impose more restrictive receipt requirements based on local tax regulations. Itemized receipts are required for lodging, car rental, cell phone bills and retail purchases regardless of amount. Itemized receipts for purchases charged to miscellaneous and other employee benefits are highly recommended. If the original receipt is lost, contact the supplier for a copy.
* All receipts must be itemized and imprinted with the name of the establishment. The date and amount of the expense must appear

All expenses must be itemized.

The Expense Report should include an explanation of any deviations of the policy, i.e., the use of unauthorized travel agencies, lodging, or transportation, etc. If receipts are missing, you must sign a “Missing Receipt Affidavit”.

Reimbursement of approved expenses processed through the [AGENCY] Web based Expense Report system are as follows: Employees will receive a company check within 7 days of submitting their report. Employees will only be reimbursed for purchases incurred by their own personal card or cash.

Please refer to the [AGENCY] Manual on the full process of entering and submitting expense reports.

# PAYMENT METHODS

* All employees issued a corporate credit card are required to use their card for all business purchases
* Please use the credit card of your respective VP.
* Corporate cards are to be used for Company business only.
* It is expected that the employee will submit his/her Expense Reports in a timely manner by the last day of the month.
* Employees who do not qualify for a corporate credit card must utilize their personal credit card for travel expenditures while travelling.

# MISCELLANEOUS

1. **TELEPHONE EXPENSES**
* [AGENCY] realizes the need for employees to maintain communication with their clients and coworkers while traveling. Employees are encouraged to minimize the cost of these telephone calls. The Company will reimburse actual and reasonable call/data costs with the proper approval. These fees should not exceed $50.

# Cell Phone quick tricks of the traveling trade

* 1. Do your research: Regardless of your current plan, it is advantageous to talk with your carrier provider to cover all your data tracks.
	2. Monitor data usage: Check your smartphone’s settings to see which apps use the most data, and quit them when you’re done to avoid background data usage.
	3. Be the master of finding Wi-Fi: look for a sign or just ask. Many places with heavy foot traffic down to the small pub on the corner often offer free Wi-Fi networks for customers.
	4. Stop syncing: Make sure automatic photo syncing for apps such as Google+, Dropbox and Flickr are toggled off.
	5. Big jet plane: If you’re down to your past MB of data, switch to Airplane mode to cut your device’s connection to cellular and Wi-Fi networks. This doesn’t mean you cannot connect to a Wi-Fi network when you find one… plus, it’s a great way to save battery life and recharge quicker.

# MEDICAL EXPENSES

* If an employee is required to travel to a country where vaccines or immunophylaxis are recommended by the traveler's health care provider, [AGENCY] will reimburse for the amount not covered by the traveler's health care insurance provider. Employees should seek care for emergency, urgent and unforeseeable outpatient medical and dental expenses resulting from sickness or injury during business travel, including necessary medical treatment, services and prescriptions.
* Employees should seek reimbursement from their medical insurance provider for all medical expenses incurred while traveling on company business.
* If immediate payment is required, please contact the Director of Finance.
* Reimbursement request must be submitted via "Miscellaneous" Expense Type, along with supporting documentation: insurance claim form and explanation of benefits and the bill and receipts from the attending healthcare provider.
* [AGENCY] reserves the right to consider each case on a case-by-case basis, including the amount of reimbursement. The following charges are not eligible for reimbursement:
	+ over the counter drugs without a doctor’s prescription
	+ planned / elective treatment
	+ any services not requiring immediate medical attention and could be reasonably postponed until the employee returns to home country

# MEDICAL EMERGENCIES AND EVACUATIONS

In the event of a medical emergency requiring evacuation while traveling on Company business, [AGENCY]'s Foreign Travel Insurance https://[www.chubbtravelapp.com](http://www.chubbtravelapp.com/) carrier provides referral and support services. Travelers should report any medical emergency to the insurance company as soon as possible and to your manager.

# NON-REIMBURSABLE EXPENSES (not an inclusive list)

* Alcoholic Beverages outside of customer entertainment or business meals external
* Laptop Bags/Cases
* Boarding fees for pets
* Baby-sitting fees
* Registered-Traveler Identification Programs
* Airline preferred seat assignments/upgrades
* Airline preferred boarding
* Airline early boarding
* Airline club membership fees
* Flight insurance
* Transportation between home and office on regular workdays
* Traffic or parking tickets
* Frequent Traveler Program fees
* Additional travel or car rental insurance costs
* GPS systems, satellite radio, prepaid fuel or fuel option (FPO) in rental cars
* In-room movies
* Any personal items lost, stolen or damaged while traveling on Company business.
* Medications and Recurring Prescriptions
* Transportation, duties, taxes and other fees associated with the shipment of personal effects.

# MOBILE APPLICATIONS

[AGENCY] encourages employees to use the Concur Mobile application, Trip It and Chubb Travel App.

# SOCIAL MEDIA

[AGENCY] strictly forbids employees from posting negative "reviews" or comments about suppliers on social networking sites like Facebook, Twitter and Trip Advisor. Please contact Corporate Travel to report any negative experiences with the vendors.

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**Guidelines for Expenditures**

**Airfare:**

When booking airfare book as far in advance as possible and look for a low cost flexible ticket. If flying on for new business or any internal affairs, airfare should not exceed $450.

Always look for the best prices for client booked trips too, we want to pass our savings down to the client.

**Food & Beverage:**

The employee should normally select restaurants which are reasonably priced for the locality and which are consistent with normal living standards. Receipts must be attached for all meal purchases and be described as follows: date, amount, place and explanation of nature of business and list of names of those entertained.

Meals Suggested Maximum Amount Per Person (Including tax, tip and alcohol)

**Breakfast $12-$20 Lunch $18-$35 Dinner $50-$80**

Amounts in excess of these guidelines may be permissible based upon circumstances such as the business purpose of the meal, the guests present and other factors with prior approval from your supervisor. We also recognize that typical meal expenses can range widely depending on circumstances. A breakfast meeting in a hotel restaurant will be far more expensive than coffee at a local coffee shop. Hence, the above guidelines are presented as a range rather than a single amount. In all cases, fiscal prudence and good judgment should be exercised.

**Travel/Mileage:**

The mileage rate for 2017 is (53.5 cents) intended to cover the incremental costs incurred when using your private vehicle for business related travel. Mileage reimbursement is in lieu of fuel charges, we will not reimburse for both. This does not include transportation to and from work.

# [AGENCY] TRAVEL PROTOCOL

**Situation Analysis**

Public Relations is not like all industries, especially in the luxury hospitality market. Many of the properties [AGENCY] represents are considered the best in the world and their hoteliers are very well-educated and extremely well-traveled. They have hired [AGENCY] not only based on our expertise in this niche, but also because of our reputation and our image. Our clients are looking for us to be an extension of who they are, and to represent them to the highest degree, which means that as an agency, we need to make not only the client look good, but also ourselves. While on property, we must always look as though we fit in.

# Objective

To establish consistent protocol for [AGENCY] employees while traveling to visit clients for meetings, conferences, events and/or host press trips. [AGENCY] employees are expected to represent the agency and the client with the utmost respect, maturity and professionalism at all times. Of course [AGENCY] trusts you to use your best judgment and decision-making skills, but below, are a couple **travel tips** to keep in mind…

# Travel Tips

Clients have selected [AGENCY] not just for our experience, but because they believe will are a good fit in their business family. They are looking for the human qualities that make the difference in business relationships: courtesy, respect, trust and reliability. Manners and respect are the underlying foundation of good relationships, and good relationships translate to business success.

Greet the client with enthusiasm and energy. Smile, make eye contact, and try to maintain an open posture (line your shoulders up with their shoulders) as you shake hands with each individual you meet. If possible, walk around the side of the table or desk to shake hands; try not to have a barrier between you and the person you are meeting. Introduce yourself using your first and last name as you shake hands, and, say your first and last name as you shake hands.

*Conversation*

* Make sure to read the client’s press kit/website prior to seeing them – it will help you pose thoughtful questions about client offerings. Also a good tip: read the most current activity report to discuss current or upcoming clips for the client. Know too highlights of the latest news/trends, and brush up on area current events. Having such knowledge will help you to be viewed as sincere and current, enabling you to engage on many levels in any setting.
* Be open-minded. Do not pass disparaging remarks about any political group, religious group, ethnicity, etc. You may inadvertently insult a client or colleague so better to listen and steer these conversations in a different direction. *If you are on a press trip and one of the journalists is taking this*

*type or any type of inflammatory conversation too far, please interject and switch the subject – it is your responsibility!*

* A good conversation tip is to be prepared with current world affairs and what’s happening within the travel industry.
* Any personal stories that you would only share with close friends, please keep private. There is no need to share this with the client. Keep in mind: perception is reality. You want to avoid having the client perceive you as insecure or self-involved.
* Other good conversations pieces – perhaps a good book you’ve read, an interesting place recently visited – a new restaurant, play, game, museum, etc. Conversations pieces to avoid: The “crazy days” of college; recent late- night outing, a bad date, tabloid gossip, etc. *Also, in the presence of a client, do not talk a lot about other clients in the presence of aclient!*
* Keep in mind to “monitor” conversations on press trips. It is your responsibility to balance, maintain and encourage dialogue between the client and journalists. It may mean that you have to instigate a question you may already know the answer to as a means to get the client to share more of with the journalists. It may also mean delicately switching conversation topics that could be deemed awkward or inappropriate.
* Make a point to spend time with everyone on a press trip, even the people with difficult dispositions. Find a common ground or point of interest with all journalists.

*Dress Code*

* + Always pack professionally. For many clients, the dress will require elegant outfits for dinners and excursions. A good tip is to also pack one pair of black pants with you as they can be interchangeable with different tops. A blazer is always a safe bet as well.
	+ Never wear jeans or open-toed shoes while traveling or attending client meetings or meals. If an activity requires jeans and/or sneakers, then pack them. The client will let you know if casual dress is required, and even then, you should stay away from trendy looks and stick to the classics.
	+ If you are unsure of what to pack prior to leaving, be sure to ask one of your AD’s or VP’s. Best to be over-dressed than under dressed. You are, after all, an extension of your clients’ brand.

*What To Do*

* + Always be polite – “thank you, please, excuse me,” etc. go a long way.
	+ Always carry a notebook and pen to take notes along the way, especially if you’re asked a question that you need to get back to the client (or journalist) with, or you’re told about something that’s upcoming that you will need to update your strategy. *Always take notes at meetings.*
	+ Think proactively – learn to check flight times and details BEFORE your colleagues or journalists ask. Have a folder or notebook with you with all trip information with you including flight information, itineraries or meeting agendas, phone numbers, passport numbers if traveling abroad,etc.
	+ Always show up on time, if not a few minutes early to meet the client, journalists, attend an event, etc.
	+ Stay confident and calm! Do not get worked up over stressful situations – think things through logically and try to stay diplomatic about things. This will make the situation much easier to deal with.
	+ Be considerate. When staying at the hotel, please tip the bellman, the maid, chauffeur, etc. If you are unsure of whether to tip for a complimentary spa treatment or activity, please ask the client.
	+ Be smart - Brush up on area current events and culture before you go. Don’t talk about your personal life too much. While this can be organic to a conversation; it is best to stick to polite pleasantries, and avoid personal details.
	+ Know the Scene - Research cultural norms before you go. Being aware of and respectful of different customs defines sophisticated travelers. For example, before a trip to Asia, know how to properly present your business card – and accept others - so you do not disrespect.
	+ Be mindful of eye contact: Remember to how important it is to look at one another during a toast.
	+ Write and mail (snail mail) a thank you note to each person on the press trip, including the client, within 24-48 hours of your return home. You may send clients a quick email thank-you message if you believe that your note will take a long time to reach them, but a hand-written note shows your good manners.

*What Not To Do*

* + If you are having a tasting menu or the Chef sends out something that you may not like, do not make a negative comment about it. Act courteous and do not eat it. That said, try to be daring and try – it will reflect well on you as a travel pro.
	+ Cuisine is very important in what we do and it is a perk to try different menus, experience wine tastings, attend cocktail receptions, etc. However, it is critical that as a representative of this firm you drink responsibly. Additionally, we strongly advise against smoking with the client, unless invited to do so.
	+ If you are on a site visit or press trip, do not comment on what or how you see other guests behaving. You have to keep in mind that some of these guests maybe be return guests and friendly with the hotel staff.
	+ Be careful around topics that will divulge your age, like movies or music. Likewise, when speaking with journalists or clients, watch responses like “Oh yeah, my mom/dad LOVES that too!” which can make them feel old / you look young. While age is not something that clients should care about, they do!
	+ If you are receiving or notice poor service while on a press trip, do not be afraid to bring it up to a client. They want to put their best foot forward, and will appreciate your feedback so they can correct it. To do this, pull them aside and away from the group (if they are with you), or send an email during free time if it needs to be addressed while on-site.
	+ During group meals, attempt to take the seat with the “worst” view so the journalists don’t have the back to the ocean, facing a wall. If a client is joining the meal, make sure the “right” writers are sitting closest to them; if the client is joining multiple meals, make sure every attendee has exposure to them vs. someone hogging their time all night.

While some of these things you will learn as you go, it wouldn’t hurt to google and/or ask experienced colleagues in advance.