

Diversity, Equity & Inclusion



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The Principles of Diversity, Equity & Inclusion

WHAT IS DIVERSITY?

Diversity is everything that makes us unique. Broadly defined as the range of similarities and differences that shape our people, our workplaces and our guests.

These include national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, and family structure.

Real diversity is recognizing that people aren't a set of attributes on a spreadsheet and that every voice is unique. It's this approach to diversity that leads into inclusion.

WHAT IS INCLUSION?

Inclusion builds a culture of belonging by actively inviting the contribution and participation of all people. Inclusion is where every person's voice adds value and where everyone has a genuine sense of belonging.

What is the difference between Diversity and Inclusion?

- **Diversity** refers to how varied your workforce is, covering a multitude of different characteristics. That includes race, culture, gender, sexuality, and experience. At its heart, it's about welcoming different worldviews to your business.
- **Inclusion** is when all of your employees feel like they belong in your company. That means that they have the opportunity to voice their opinions, that they don't feel excluded on the basis of their identity, and that they see themselves reflected in your company values.



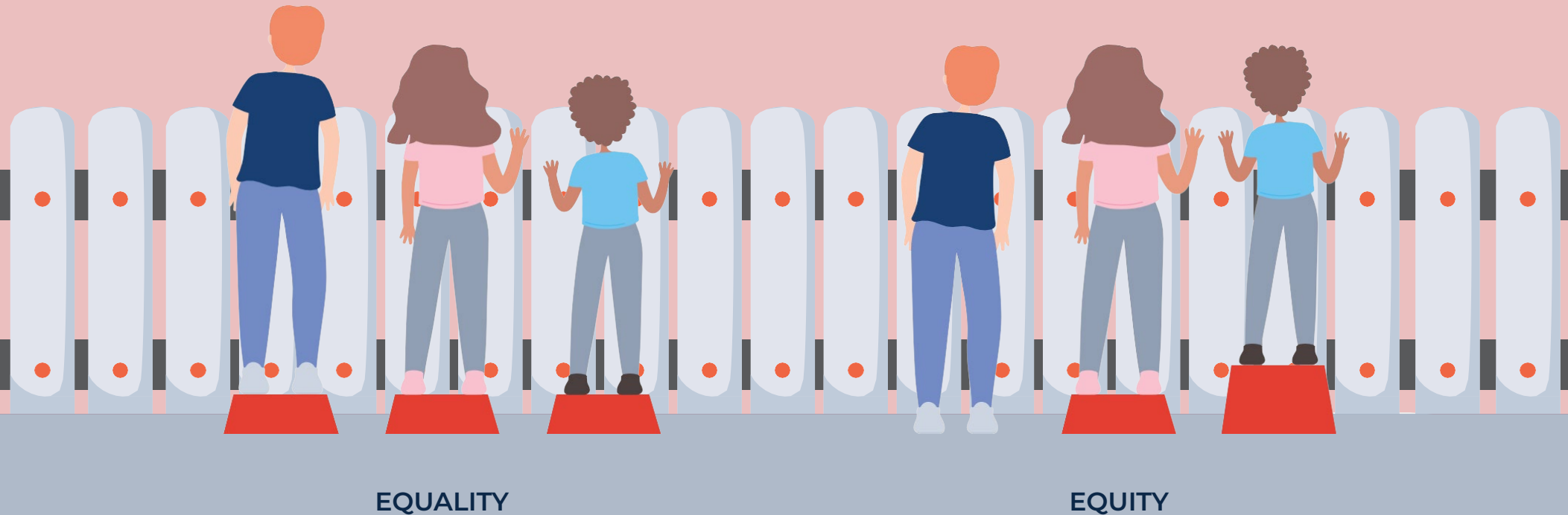
WHAT IS EQUITY?

Equity is creating fair access, opportunity, and advancement for all employees.

What's the difference between Equity vs Equality in the workplace?

Equity and Equality may first appear like synonyms, but there are some essential differences.

- **Equality** assumes that all employees are the same and treats them as such. While this sounds inclusive, it's incredibly open to bias and ignores demographic-specific needs.
- **Equity** recognizes that we are all different, and that's what makes each one of us great. Rather than blanket policies, equity-led businesses consider individual needs, while also rebalancing structures to account for disadvantages faced by minority groups.



TTC's Diversity, Equity and Inclusion Strategy

We have created a DEI strategy which comprises three workstreams; *People & Culture*, *Travel Experiences* and *Marketing*, and identifies the goals, priorities and actions we will take over the next 5 years.

WHAT ARE TTC'S DIVERSITY, EQUITY & INCLUSION GOALS?

Our strategy is focused on three core business functions – People & Culture, Travel Experiences and Marketing which are all aligned to TTC's ultimate commitment to consistently deliver outstanding service, experiences and value to each and every one of our guests.

The strategy is time bound with a clear supporting action plan and tactics that align to each function. Each business function has a lead individual who is responsible for the delivery of the key actions that stem from each of the goals outlined below.



OUR GOALS

PEOPLE & CULTURE

Goal 1: Increase targeted recruitment from underrepresented communities.

Goal 2: Cultivate a supportive, welcoming, work environment.

Goal 3: Achieve a more diverse executive leadership.

TRAVEL EXPERIENCES

Goal 4: Create safe environments.

Goal 5: Support underrepresented businesses.

Goal 6: Deliver DEI training.

MARKETING

Goal 7: Identify new audiences.

Goal 8: Grow our partnerships.

Goal 9: Represent diversity in our marketing.

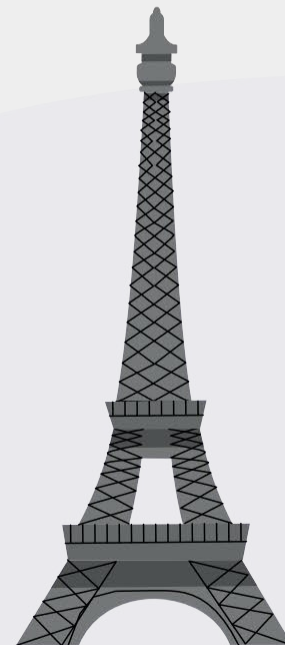


People & Culture

Inclusivity and high-performance go hand in hand - these objectives are not mutually exclusive. This is our core belief. We aim to create a culture where everyone showcases their best self, but this means being deliberate with our actions. To create a culture shift is difficult but essential. Establishing this culture of belonging is only possible when everyone feels welcomed and treated equitably. We must foster colleague development, growth and advancement to drive our commercial success.

The data shows we have specific under-representation; which includes Black colleagues, colleagues from socio-economically marginalised backgrounds, and colleagues with disabilities. **To address historic imbalances, and gain true equity, we must develop targeted and strategic recruitment and retention tactics.**

Training plays an important role, but most important is a culture of curiosity and sustained learning built on impactful allyship. Only we can change our perspective, behaviours and language to contribute to a culture of belonging for all. The conversation will ever evolve as we follow through on our actions already in place. Our work here will never be done.



Travel Experiences

Collectively, TTC brands have been committed to diversity and inclusivity within our experiences for some time, but evidence of this is anecdotal and the implementation and execution varies across teams.

The goals seek to embed consistency through knowledge sharing across all regions in terms of implementation.

It is important that any new experiences cultivated or sought out are culturally appropriate and meaningful to both the guests and suppliers. The learnings gained from a better understanding of appropriate cultural interaction will greatly assist this endeavor.



Marketing

As a diverse and inclusive organization, our goal and ambition are to ensure that across our marketing we represent and showcase our customers (both globally and regionally) and our supplier networks accurately and diversely.

- **We will ensure our brand tone of voice guidelines are inclusive, up to date and respectful.**
- We will work with content creators, photographers, videographers, models, influencers and creative networks from diverse backgrounds to ensure our content highlights a diverse and inclusive community and importantly supports creatives from under-represented or marginalized backgrounds.
- Our brands will work to promote a varied marketing calendar of storytelling throughout the year to celebrate, highlight and raise the voice of a wide range of communities.
- This also extends to our partnership opportunities and working collaboratively with the partnerships colleagues to establish opportunities to work with other brands who have the same ethos as TTC.



What is TTC IDEA?

TTC IDEA is our employee resource group. IDEA stands for Inclusion, Diversity, Equity and ACTION. This group which was launched in March 2020 is based on building community, providing support and contributing to personal and professional development in the work environment.

TTC IDEA GOALS

- Celebrate and support diverse cultures and experiences
- Drive awareness and education efforts around diverse identities
- Empower and motivate diverse employee career growth
- Grow diverse employee recruitment
- Champion representation of marginalized groups
- Identify targeted business opportunities

HOW TTC IDEA WORKS

TTC IDEA is open to all employees globally and everyone is welcome to join their regional chapter as an Active Member or to join as an Identity Circle Member or both.



Managing our DEI Strategy

WHO IS LEADING TTC'S DEI STRATEGY?

TTC's DEI global leads and each core function has a lead who is responsible for the delivery of the agreed goals.

TRACKING AND MEASURING PROGRESS ON DEI

TTC's DEI strategy is a fundamental part of *How We Thread Right (HWTR)*, our 5 year sustainability strategy. The DEI global leads work closely with the TreadRight team to achieve HWTR Goal 9: Increase employee and market sentiment regarding diversity and inclusion.

Reporting on DEI will be twofold:

Internal Reporting: DEI's global leads will provide bi-annual updates to TTC's Chief Executive and Executive Committee regarding progress on our goals.

External Reporting: TTC will track and measure progress on our goals through annual Impact Reports. The first report is scheduled for release in Q2 2022. We will measure employee sentiment regarding DEI at TTC through our annual employee TTC Demographics Survey that is conducted anonymously. We will measure market sentiment regarding DEI at TTC through annual market research.





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