

Diversity, Equity & Inclusion Strategic Plan

OCTOBER 2021



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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.



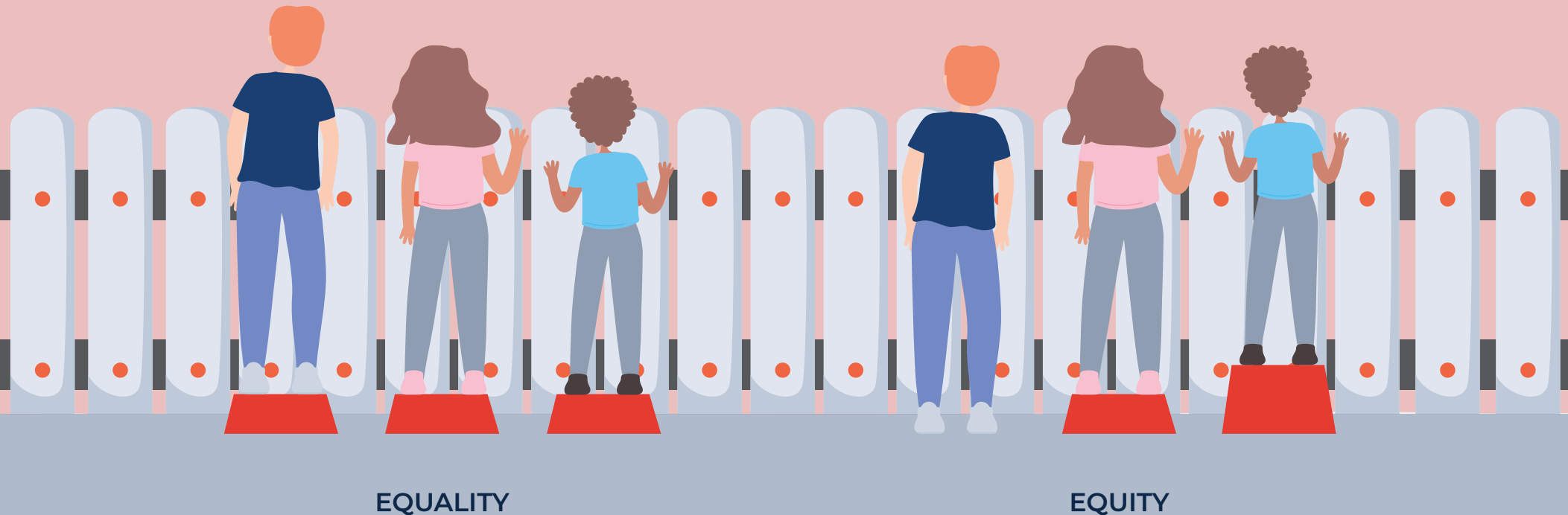
WHAT IS EQUITY?

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.



Diversity, Equity & Inclusion (DEI) Maturity Model

For many years TTC has sporadically focused on steps to improving our Diversity, Equity and Inclusion and we openly acknowledge that this was the beginning and there is much more we need to do. Our focus on DEI is a journey that started many years ago and with the formulation of a DEI strategy we are now formalizing our roadmap whilst also taking a look at where we are from a DEI maturity perspective and where we want to get to.



DEI Maturity Model

TTC 2016 ↓ TTC 2019 ↓ TTC 2021 ↓ → Our ambition

Avoidance	Tickbox	Inconsistent	Established	Integrated	Embedded
No recognition of the need for inclusion and diversity activity.	Compliance with the law.	Ad hoc programs and initiatives, often focused on one inequality and unconnected.	Business case established with support from leadership and champions within the organization. Processes, systems and policies are in place, a program of initiatives is designed which results in measurable progress but not all areas of the organization are implementing established policies/ processes effectively.	Diversity, equity and inclusion are seen as priority business matters. The culture shows clear signs of change. The lived experience for the majority of employees is positive and the actions of leaders and line managers match the companies overall DEI vision and commitment.	Diversity, equity and inclusion are seen as major assets, truly embedded into all areas and considered in decision making. All employees see an inclusive culture as being beneficial and as their responsibility to maintain. Both employees and organizations reap the benefits.

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.

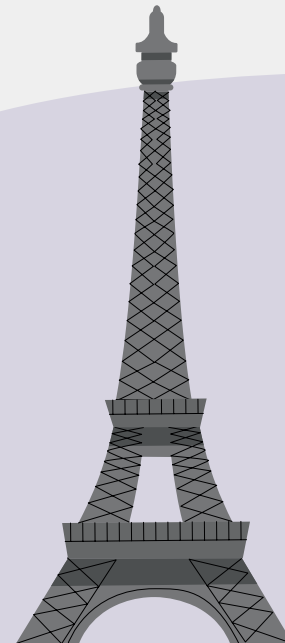


People & Culture

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.

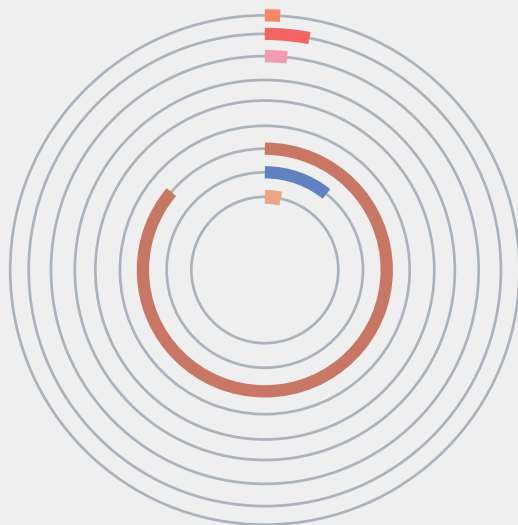
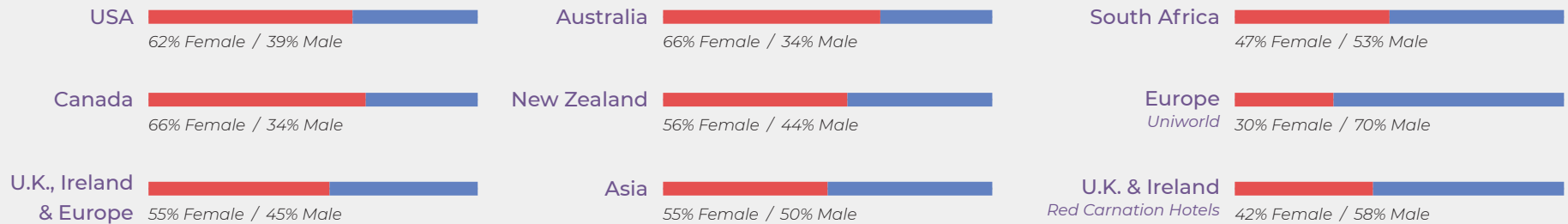


What The Data Tells Us

As part of TTC's commitment to creating an inclusive space for all in August 2020 we launched the TTC Demographics Survey. We asked every employee to take part in this short confidential survey to give us an accurate understanding of our employee base.

This information will allow us to make targeted improvements in how we work, increasing diversity, equity and inclusion and the overall experience we provide our employees.

GENDER DISTRIBUTION AT TTC SENIOR POSITIONS ● Female ● Male

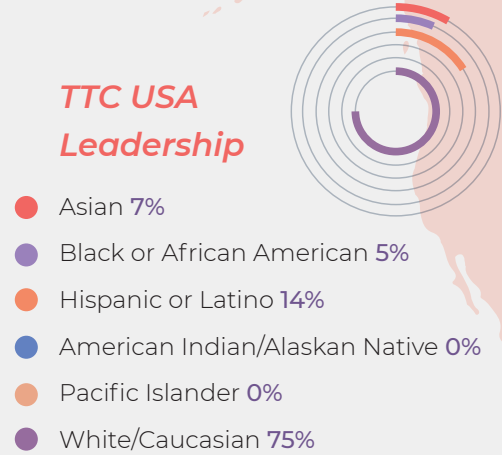
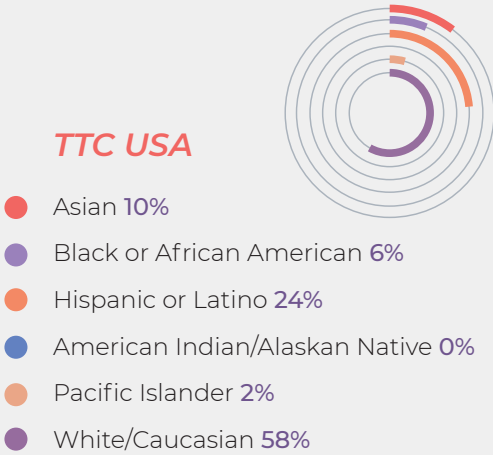
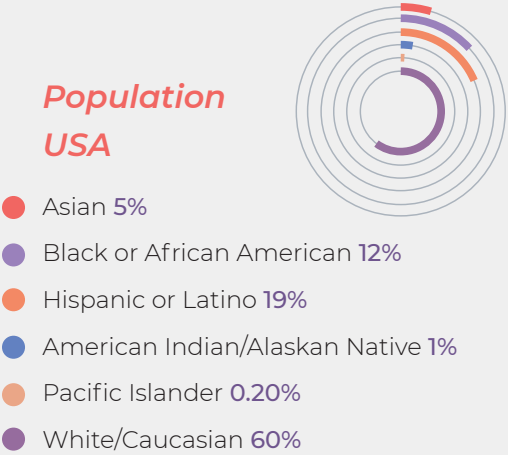


SEXUAL ORIENTATION AT TTC GLOBALLY

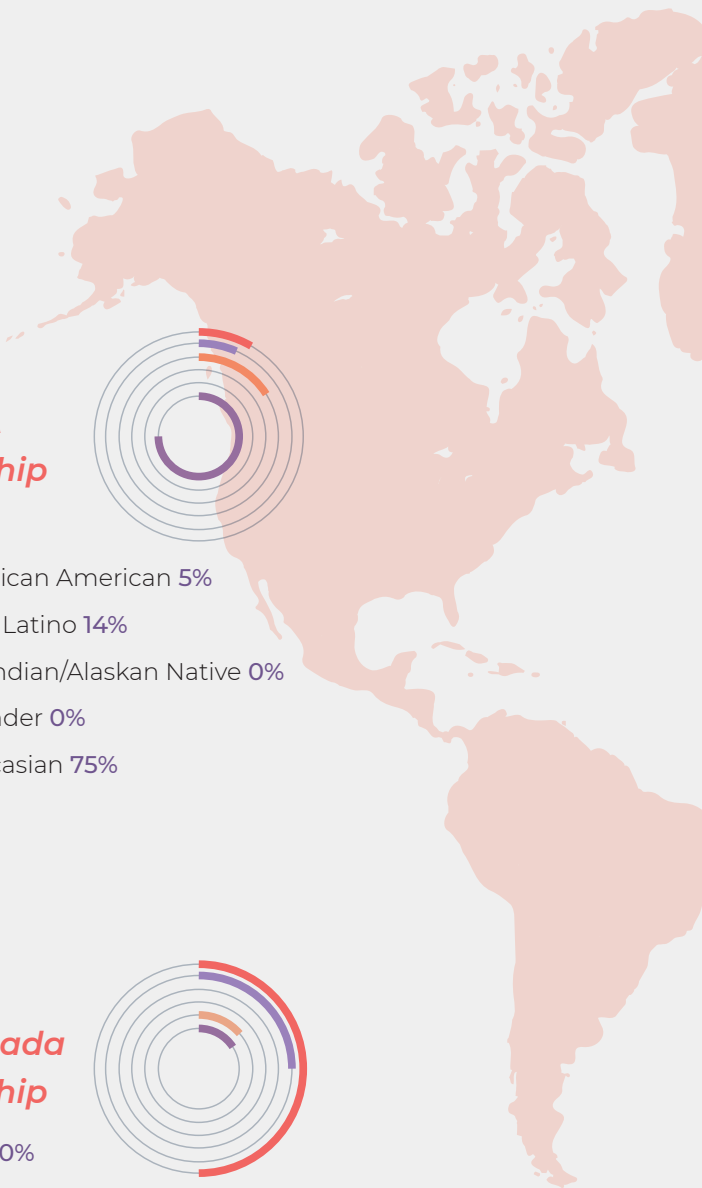
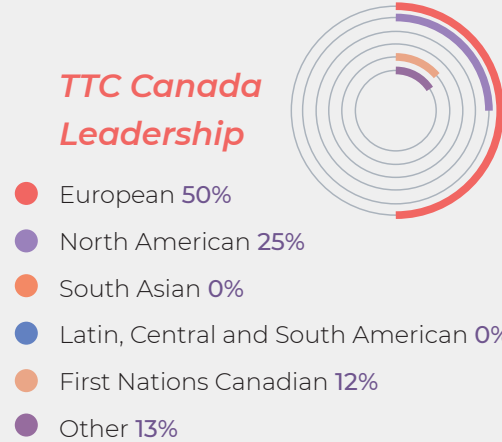
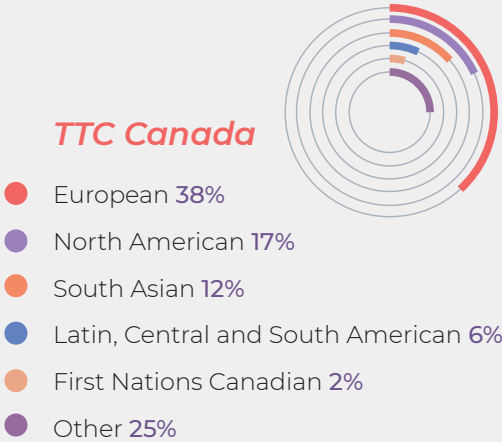
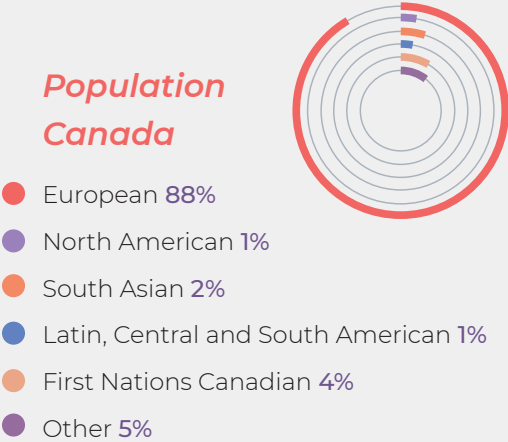
- Lesbian 1%
- Gay 4%
- Bisexual 2%
- Queer 0%
- Asexual 0%
- Intersex 0%
- Heterosexual 83%
- Prefer not to say 8%
- Prefer to self-describe 2%



ETHNIC DIVERSITY IN THE UNITED STATES



ETHNIC DIVERSITY IN CANADA



ETHNIC DIVERSITY IN EUROPE

*Population ethnicity data is omitted as we operate across multiple countries in Europe

TTC Europe

- White European 77%
- White British 16%
- Other 7%



TTC Europe Leadership

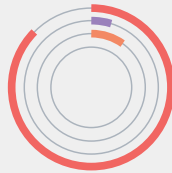
- White European 100%
- White British 0%
- Other 0%



ETHNIC DIVERSITY IN THE U.K. AND IRELAND

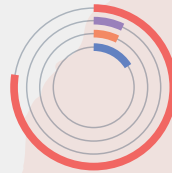
Population U.K./Ireland

- White 86%
- Black/Black British 3%
- Asian/Black Asian 8%
- Other 0%



TTC U.K./Ireland

- White 77%
- Black/Black British 4%
- Asian/Black Asian 4%
- Other 15%



TTC U.K./Ireland Leadership

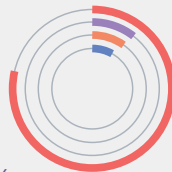
- White 86%
- Black/Black British 4%
- Asian/Black Asian 0%
- Other 10%



ETHNIC DIVERSITY IN SOUTH AFRICA

Population South Africa

- Black South African 76%
- White South African 9%
- Colored South African 8%
- Other 7%



TTC South Africa

- Black South African 51%
- White South African 24%
- Colored South African 20%
- Other 5%



TTC South Africa Leadership

- Black South African 0%
- White South African 100%
- Colored South African 0%
- Other 0%



ETHNIC DIVERSITY IN ASIA

*Population ethnicity data is omitted as we operate across multiple countries in Asia

TTC Asia

- Chinese 65%
- Indian 18%
- Malay 2%
- Filipino 2%
- Other 13%



TTC Asia Leadership

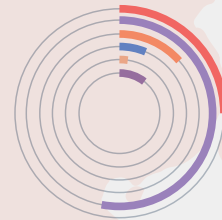
- Chinese 100%
- Indian 0%
- Malay 0%
- Filipino 0%
- Other 0%



ETHNIC DIVERSITY IN AUSTRALIA

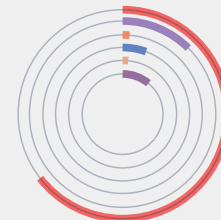
Population Australia

- Australian 25%
- European 54%
- Australian Aboriginal 15%
- Asian 5%
- North African/Middle East 1%
- Other 10%



TTC Australia

- Australian 67%
- European 14%
- Australian Aboriginal 1%
- Asian 6%
- North African/Middle East 1%
- Other 12%



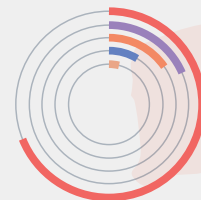
TTC Australia Leadership

- Australian 40%
- European 40%
- Australian Aboriginal 0%
- Asian 0%
- North African/Middle East 20%
- Other 0%



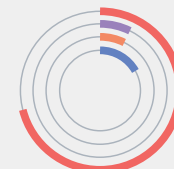
Population New Zealand

- NZ European 70%
- Māori 17%
- Asian 15%
- Pasifika 8%
- Other 3%



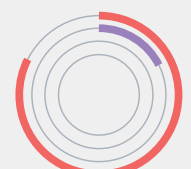
TTC New Zealand

- European 71%
- Māori 6%
- Asian 6%
- Other 17%



TTC New Zealand Leadership

- European 85%
- Māori 15%
- Asian 0%
- Other 0%



What is TTC IDEA?

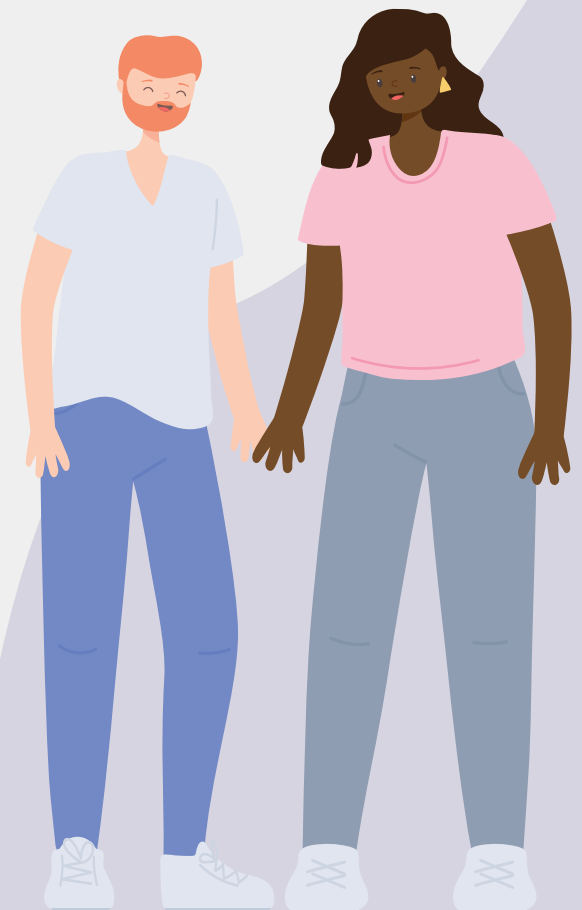
TTC IDEA is our employee resource group. IDEA stands for Inclusion, Diversity, Equity and ACTION. This group which was launched in March 2020 is based on building community, providing support and contributing to personal and professional development in the work environment.

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?

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

- People & Culture – Liz Mc Givern and Brooke Edmonds
- Travel Experiences – Kirsten Bain and Claire Hanney
- Marketing – Gemma Myhill, Shirnett Fleet and Rachel Story

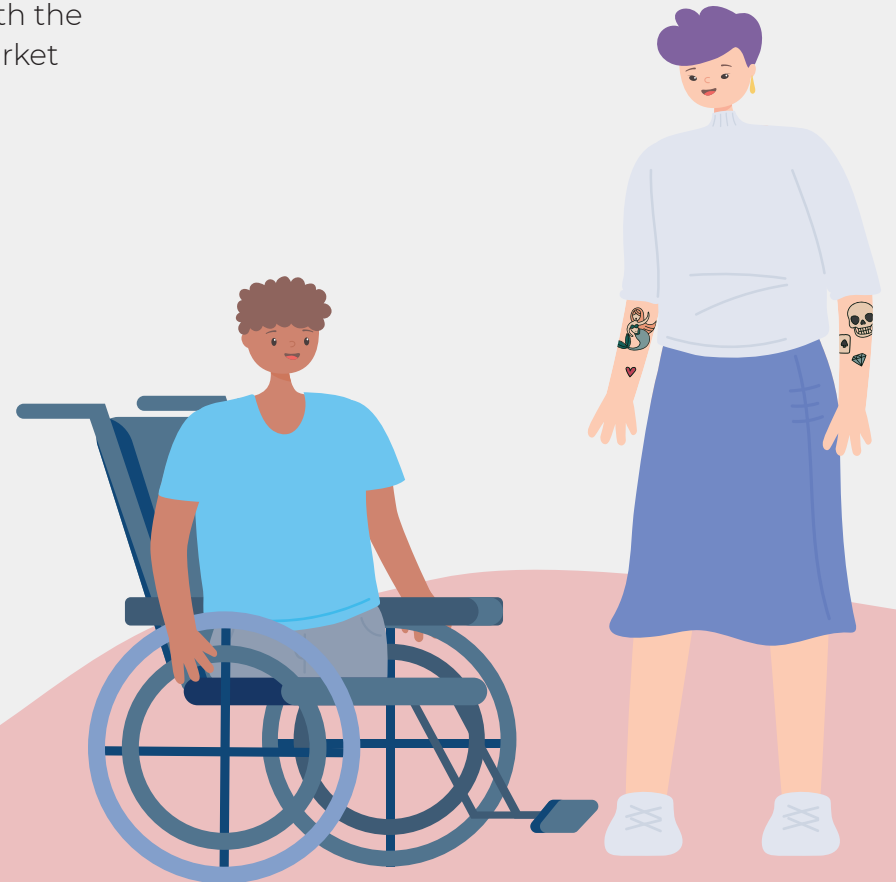
TRACKING AND MEASURING PROGRESS ON DEI

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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