

## Departmental Sustainability Performance Indicators

### Marketing

	Status
All within the marketing team fully understand and align to the ethical marketing guidelines	
All within the marketing team fully understand and align to the ethical procurement policy	
The ethical marketing guidelines and ethical procurement policy are included in the new starter onboarding process	
All marketing suppliers commit to our ethical procurement policy	
All marketing suppliers are screened for their social and environmental practices	
Data gathered from all marketing suppliers to help set benchmark (for future goal setting): <ul style="list-style-type: none"> <li>• % Majority-owned by women or individuals from underrepresented populations</li> <li>• % Locally owned (within 30 miles of where items will be used)</li> <li>• % Sustainability certification held</li> </ul>	
External communications acknowledge the environmental impact that travel has on the planet and Company's current and future plans to accelerate the positive impact (and reduce the negative)	
The work of the Foundation is shared regularly in external customer communications	
Company has formal program to incorporate testing of sustainability messaging and feedback into marketing communications	

### Sales

	Status
Help Company to reduce carbon emissions – All sales staff know about train travel offering and will mention rail options to customers where appropriate for European trips.	
All within the sales team fully understand and align to the ethical procurement policy	
All sales execs are confident talking about any social and environmental issues material to trips we offer	
All sales execs are confident talking to customers about how they can prepare for, travel to and enjoy their trip with lowest impact on people and planet	
All sales execs are confident talking to customers about the work of the Company Travels Foundation (where appropriate)	
All comments from customers about our social and environmental impact are fed back to the sustainability team	
All sales suppliers are screened for their social and environmental practices	
Data gathered from sales suppliers to help set benchmark (for future goal setting): <ul style="list-style-type: none"> <li>• % Majority-owned by women or individuals from underrepresented populations</li> </ul>	

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### Customer Operations

	Status
All within the customer ops team fully understand and align to the ethical procurement policy	
All customer ops staff are confident speaking to customers about any social and environmental issues	
Support 100% plastic free trips - appropriate customer communications messaging in all post booking touchpoints	
Help Company to reduce carbon emissions - All post booking customer communications align with our ambition to cut carbon	
All customer ops execs are confident talking to customers about how they can prepare for, travel to and enjoy their trip with lowest impact on people and planet - Review customer packing lists to ensure that there is greater adherence to waste and weight, particularly on iconic trips with porters	
Company regularly monitors customer outcomes and well-being and has formal programs in place to continuously improve outcomes produced for customers (including reducing negative effects or increasing positive effects)	
All customer ops execs are confident talking to customers about the work of the Company Travels Foundation (where appropriate)	
All comments from customers about our social and environmental impact are fed back to the sustainability team	
All customer ops suppliers are screened for their social and environmental practices	
Data gathered from customer ops suppliers to help set benchmark (for future goal setting): <ul style="list-style-type: none"> <li>• % Majority-owned by women or individuals from underrepresented populations</li> <li>• % Locally owned (within 30 miles of where items will be used)</li> <li>• % Sustainability certification held</li> </ul>	

### Product

	Status
Ensure staff are engaged in trip development and how we are working in destinations to support people and places	
All within the product team fully understand and align to the ethical procurement policy	
Carbon impact of each trip is measured	

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Carbon emissions for each trip reviewed annually	
For each trip ways of reducing carbon impact identified where safe and viable to do so by, i.e. <ul style="list-style-type: none"> <li>• Increasing use of public transport where safe and viable,</li> <li>• Increasing inclusion of plant based meals</li> <li>• Reduce potential for food waste</li> </ul>	
Company has formal program to incorporate customer testing and feedback into product design	
All trips:	
<ul style="list-style-type: none"> <li>• Align with Company' animal welfare policy and Childsafe</li> <li>• 100% plastic free trips and activities – direct distribution</li> <li>• 100% plastic free trips and activities – supplier distribution</li> <li>• Dates timed to avoid over-crowding in popular destinations</li> <li>• New trips consider visits to protected spaces and re-wilding programs</li> </ul>	
Work with suppliers to:	
<ul style="list-style-type: none"> <li>• Increase % of trips that support jobs and income for disadvantaged, underrepresented and hard to reach groups (proving that we support economic empowerment)</li> <li>• Increase % of locally owned accommodation and restaurants</li> <li>• 100% align with supplier code of conduct</li> <li>• 100% pay staff living wage</li> </ul>	
The PPP section on website for all trips is up to date	
Company regularly monitors customer outcomes and well-being and has formal programs in place to continuously improve outcomes produced for customers (including reducing negative effects or increasing positive effects)	

### HR

	Status
All within the HR team fully understand and align to the ethical procurement policy	
Pay & benefits:	
<ul style="list-style-type: none"> <li>• 100% of employees on an FTE basis paid at least the equivalent of a living wage (for individual/family)</li> <li>• Company has no gender (and/or other minority) gap in pay, benefits and opportunities</li> <li>• All staff have equivalent benefits regardless of hub location</li> </ul>	
Staff satisfaction - 90%+ employees are satisfied or engaged	
Equitable, diverse and inclusive hiring including:	

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<ul style="list-style-type: none"> <li>• a statement in all job postings with a commitment to diversity, equity, and inclusion</li> <li>• Conducting anonymous or "blind" reviews of applications or resumes without attaching names or identifiable characteristics</li> <li>• Actively recruiting through organisations or services that serve individuals from underrepresented populations</li> <li>• Not asking about incarceration history during application process</li> <li>• Conducting analyses of job description language and requirements to ensure they are inclusive and equitable</li> <li>• Setting specific, measurable diversity improvement goals that are reviewed by senior executives</li> </ul>	
<p>Career development:</p> <ul style="list-style-type: none"> <li>• All staff have a 360 degree feedback process with input from peers and subordinates</li> <li>• Policy to encourage internal promotions and hiring for advanced positions (e.g. posting job openings internally first)</li> <li>• Company provides cross-skills training for career advancements or transitions (e.g. public speaking, management training for non-managers)</li> <li>• Provide non-career-specific life-skill training (e.g. financial literacy, English as a Second Language)</li> </ul>	
<p>Data gathered from HR suppliers to help set benchmark (for future goal setting):</p> <ul style="list-style-type: none"> <li>• % Majority-owned by women or individuals from underrepresented populations</li> <li>• % Locally owned (within 30 miles of where items will be used)</li> <li>• % Sustainability certification held</li> </ul>	
<p>Help Company to reduce carbon emissions - Home working:</p> <ul style="list-style-type: none"> <li>• Policy encouraging environmentally preferred products and practices in employee virtual offices (e.g. recycling)</li> <li>• Resources shared with employees regarding environmental stewardship in home offices (e.g. energy efficiency)</li> <li>• Policy in place for the safe disposal of e-waste and other hazardous materials purchased for employee home offices</li> <li>• Employees are provided with a list of environmentally-preferred vendors for office supplies</li> </ul>	

### IT

	Status
All within the IT team fully understand and align to the ethical procurement policy	
Help Company to reduce carbon emissions – identify most sustainable solutions for hosting, infrastructure etc.	
<p>Data gathered from IT suppliers to help set benchmark (for future goal setting):</p> <ul style="list-style-type: none"> <li>• % Majority-owned by women or individuals from underrepresented populations</li> </ul>	

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<ul style="list-style-type: none"> <li>• % Locally owned (within 30 miles of where items will be used)</li> <li>• % Sustainability certification held</li> </ul>	
100% suppliers audited or reviewed at least every two years including questions on their social or environmental impact	

### Finance

	Status
All within the finance team fully understand and align to the ethical procurement policy	
100% of employees on an FTE basis paid at least the equivalent of a living wage (exclude students and interns)	
All staff have access to financial literacy training	
All staff have receive detail about Company's financial goals, budgets and progress	
Budget available so that 100% of service providers in destinations are paid a fair price for their work	
Help Company to reduce carbon emissions – contribute timely data for accurate impact reporting	
Gather data from all finance suppliers to help set benchmark: <ul style="list-style-type: none"> <li>• Majority-owned by women or individuals from underrepresented populations?</li> <li>• Locally owned (within 30 miles of where items will be used)</li> <li>• Sustainability certification held?</li> </ul>	
Donate minimum 1% of revenue to charitable organisations	
We measure our externalities in monetary terms and incorporate them into our financial balances	

### Commercial

	Status
All within the commercial team fully understand and align to the ethical procurement policy	
Help Company to reduce carbon emissions – contribute timely data for accurate impact reporting	
Help Company to reduce carbon emissions – identify commercial opportunities to promote lower impact travel	
Gather data from all commercial suppliers to help set benchmark: <ul style="list-style-type: none"> <li>• Majority-owned by women or individuals from underrepresented populations?</li> <li>• Locally owned (within 30 miles of where items will be used)</li> <li>• Sustainability certification held?</li> </ul>	

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### Facilities

	Status
Monitoring of indoor environmental quality to ensure a healthy and comfortable work space and avoid "Sick Building Syndrome" in all locations	
Facilitate zero waste to landfill and efficiency in energy and water across the estate.	
Gather data from all facility suppliers to help set benchmark: <ul style="list-style-type: none"> <li>• Majority-owned by women or individuals from underrepresented populations?</li> <li>• Locally owned (within 30 miles of where items will be used)</li> <li>• Sustainability certification held?</li> </ul>	

### Sustainability

	Status
Increase in % of suppliers participating in annual sustainability survey	
100% of staff aware of the work of the Company Travels Foundation	
100% Company staff know 3 main sustainability goals	
5 DMCs apply for Community Kick Start funding grants to help create positive benefits in destinations.	
Help Company to reduce carbon emissions – contribute timely data for accurate impact reporting	
Help Company to reduce carbon emissions - Identify and support effective carbon action and mitigation programmes that also engage staff, customers and wider stakeholders	
Increase awareness and on-trip donations to the Foundation.	