

Justice
Equity
Diversity

Inclusion



At EXO Travel, we believe that diversity enriches our culture, inclusion strengthens our collaboration, and equity ensures that everyone has a fair opportunity to succeed. Guided by our values : We Care Deeply, We Seek Excellence, and We Inspire Joy, we are committed to using our business as a force for good.

Our JEDI (Justice, Equity, Diversity, and Inclusion) policy provides a framework to create a workplace where every individual, regardless of identity, background, or circumstance, feels respected, valued, and empowered to contribute.

This policy ensures that our daily practices uphold fairness, dignity, and opportunity for all, while strengthening our collective impact across the communities and destinations where we operate.



Hamish Keith - CEO

Definitions



Justice:

Dismantling systemic barriers that prevent individuals and communities from accessing resources and opportunities, enabling everyone to live full, dignified lives.

Equity:

Creating fair and accountable policies, processes, and programs that appreciate differences, ensuring inclusive, safe, and just working environments.

Diversity:

Valuing a breadth of perspectives—including age, race, ethnicity, gender identity, sexual orientation, physical ability, neurocognitive differences, and more as proven contributors to organizational effectiveness.

Inclusion:

Ensuring all voices are invited, valued, and empowered, fostering a culture in which everyone feels they belong and can participate fully.

Key Pillars

Compliance :

All EXO Travel destinations are expected to follow this policy as closely as possible. Where local laws or regulations prevent full compliance, teams should still act in the spirit of the policy, ensuring that our shared values of justice, equity, diversity, and inclusion guide decision-making. In every case, legal requirements must be respected, while striving to remain aligned with the intent of this policy.



Recruitment and Hiring



Workplace Culture & Safe Workspaces



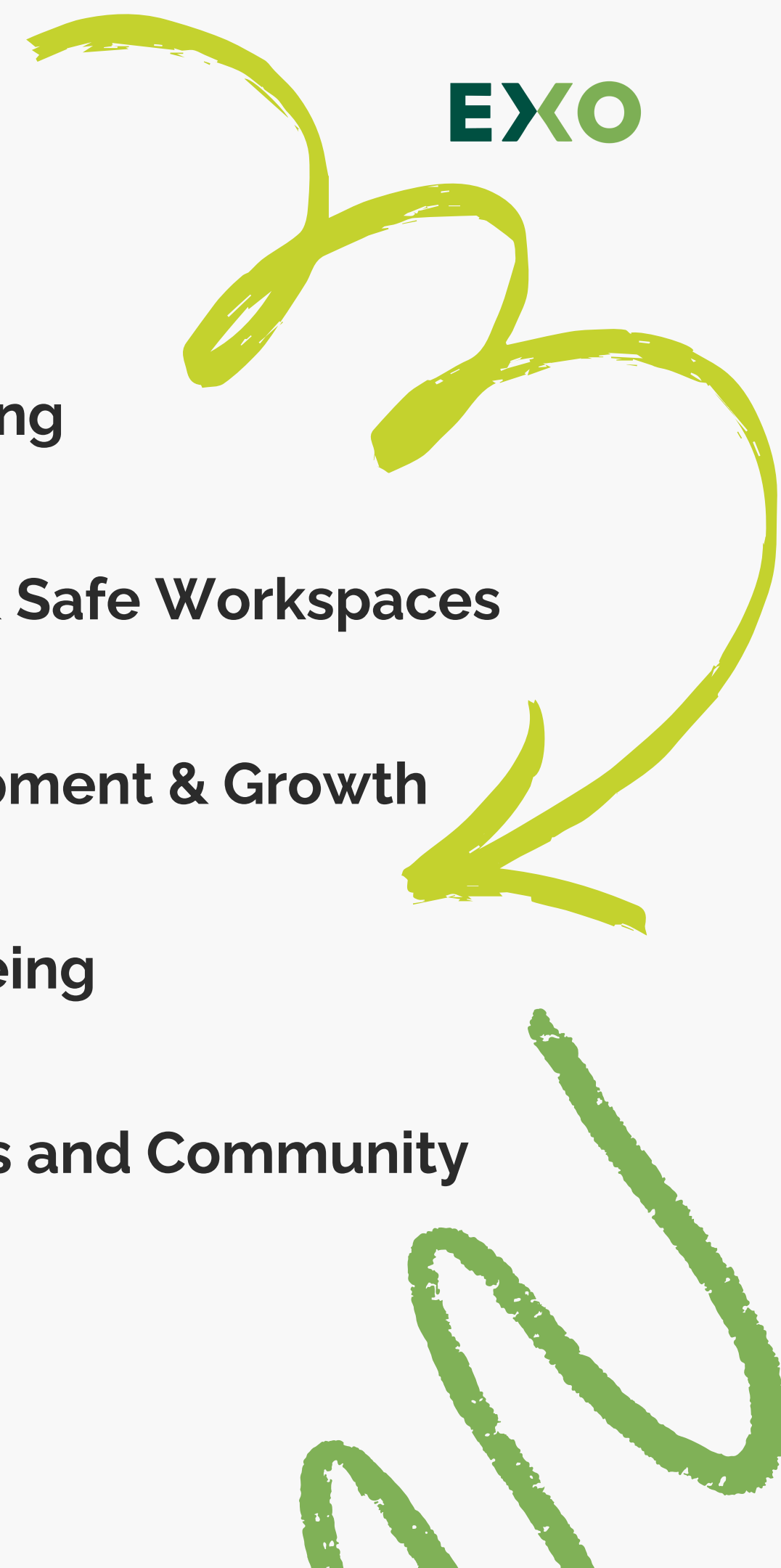
Professional Development & Growth



Benefits and Well-being



External Partnerships and Community Engagement



1. Recruitment



Inclusive Job Advertisements

Job descriptions are regularly reviewed to ensure we use clear, unbiased language and include an equal-opportunity statement in all postings.



Skills-based selection

We assess candidates based on skills, experience, alignment with our values and job requirements. Personal characteristics such as age, gender, ethnicity, or marital status are never a basis for consideration.



Internal First mobility

We actively promote internal mobility by giving priority to qualified internal candidates for open roles to support growth and career development.



Salary Transparency

We disclose salary ranges early in the hiring process. Compensation is not negotiated based on non-merit-based factors.



Fair Interviewing Practices

Interviewers are trained in inclusive hiring practices and guided by structured interviews. Discriminatory or personal questions, such as those related to age, marital status, family plans, religion, or appearance, are strictly prohibited.



Within our communities



We prioritize hiring locally and offering short-term internships, with a focus on applicants from diverse backgrounds and especially those with fewer opportunities. We actively nurture talent within the communities where we operate and also run employee referral programs to build trusted, locally rooted teams.



Diverse Interview Panels

For senior-level positions, we encourage the use of diverse interview panels to ensure varied perspectives and reduce the risk of bias in the evaluation process.

“We are committed to fair, inclusive, and skills-based recruitment that builds a diverse, locally rooted team and removes barriers throughout the process.”



2. Workplace Culture & Safe Workspaces

Inclusive & Supportive


Our values and expected leadership behaviors (lead with integrity, foster collaboration, empower others) set the standard for how we act, decide, and create an environment where everyone can thrive

We are committed to maintaining workplaces that are comfortable, safe, inclusive, respectful, and supportive for all employees, regardless of background, identity, or location. Our offices are designed to be welcoming and accessible, upholding dignity for all. We celebrate successes and regularly acknowledge a wide range of cultural, religious, and gender-diverse events to foster belonging and awareness.


To ensure every team member can thrive, we also provide reasonable accommodations in our work processes and workplace policies, including for individuals with learning or emotional disabilities.

Such accommodations may involve adapting training methods, communication styles, scheduling flexibility, or other workplace practices to guarantee equal opportunity, dignity, and support for all.

Open Communication & Feedback

- Anonymous suggestion boxes and accessible online reporting forms
 - Regular employee engagement surveys and 360° performance reviews
 - Transparent internal communication at all levels of the organization
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Zero Tolerance for Discrimination and Harassment

- We promote respectful dialogue and inclusion, and will not tolerate Sexual, verbal, physical, or psychological harassment
 - Discrimination based on race, gender, age, disability, religion, nationality, sexual orientation, or other personal characteristics
 - Racism, vulgar or offensive language, body-shaming, or exclusionary conduct
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Safe

Reporting Mechanisms

You are responsible for raising concerns involving EXO team members, contractors/suppliers, or third parties. Reports can be made via:

- A direct supervisor (unless involved in the concern)
- The Director of People and Culture
- The General Manager of the relevant area
- An online confidential reporting form



It is not the responsibility of the reporting individual to investigate the claim — only to raise it for review. All reported incidents will be addressed confidentially, promptly, and in line with our grievance and disciplinary procedures outlined in the Employee Handbook. Retaliation against those who raise concerns in good faith is strictly prohibited.

Awareness & Education

Training at EXO goes beyond on-the-job skills to include soft skills, leadership development, and lifelong learning. We use an e-Learning management System, destination-based sessions and peer-to-peer learning with internal subject-matter experts to ensure accessible, inclusive, and collaborative development for all.

3. Professional Development & Growth

We foster an environment where all team members can grow and reach their potential, with equitable access regardless of role or location. Our approach aligns development with personal aspirations, leadership behaviors, and business needs

We support each team member in **building a personalized plan** aligned to their strengths, aspirations, and EXO's needs. We provide **clear career paths** and role expectations so employees understand opportunities and the skills required to grow within EXO.

Individual Development

We make **training accessible to all** and link development to our values and leadership behaviors to strengthen both individual growth and our culture. That way, we ensure that career planning not only supports personal aspirations but also strengthens our culture and collective impact.

Personalized Development Paths &

Self-paced Learning

Employees build a skills profile and tailored development plan. This process is designed to support individual growth, career progression, and long-term engagement.

External course/certification costs may be covered when aligned with business needs and approved by management.

To ensure fairness and transparency, requests are evaluated on role relevance, strategic alignment, and long-term benefit to the employee and EXO. Employees may also request unpaid study leave to pursue further education, ensuring flexibility for lifelong learning.



EXO Tools for

Personal Growth

We provide access to technical, leadership, and personal-effectiveness resources and toolkits. We foster collaborative learning with internal experts that both share and recognize expertise. This helps us build a culture where everyone contributes to collective growth.

Coaching and Mentorship Programs


We give access to external professional coaching and internal mentorship across offices and destinations. Coaching is performance/skills-focused while mentoring offers longer-term career guidance and relationship-based support. Using both provides tailored help, diverse perspectives, and practical experience





Equitable Leadership Development

Leadership at EXO is defined by how we live our values, not hierarchy alone. We ensure equitable access to leadership opportunities and emphasize cross-cultural leadership in our multi-country context. Our leadership development initiatives recognize that employees may have different starting points based on their experiences, identity, or role within the organization. Therefore, we actively design pathways that provide equal access to leadership roles and opportunities across destinations. This includes:

- Structured identification of high-potential talent in every country/department
 - Clear expectations and career paths into leadership
 - Leadership development integrated into accessible learning plans
 - Unconscious bias training for all managers to ensure fair assessment, transparent decisions, and equitable support
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Promotions

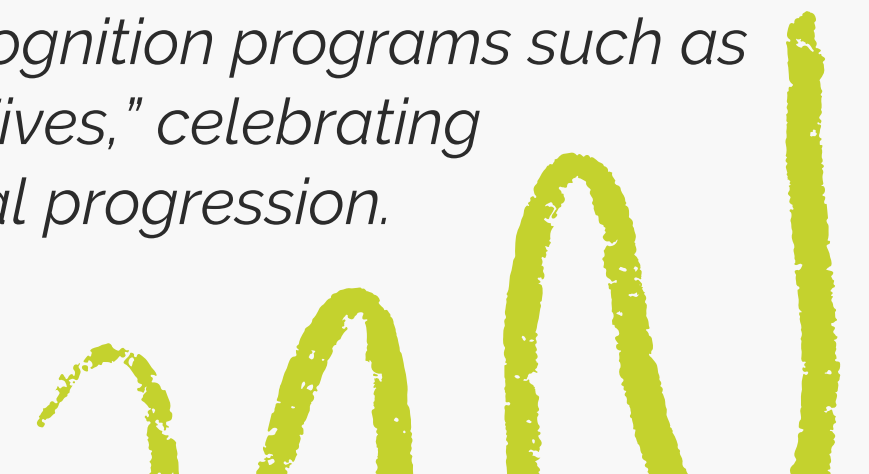
& Advancement

Promotions at EXO are guided by principles of fairness, transparency, merit and alignment with EXO's purpose and values. Promotion opportunities aim to recognize high performance, retain/motivate talent, integrate personal aspirations with EXO's structure, and ensure equity and consistency across the Group.

When employees step into management roles, we equip them with the tools, training, and guidance they need to build confidence and grow into effective leaders. Personal characteristics such as age, gender, ethnicity, religion, marital status, sexual orientation, or disability are never factors in promotion decisions.

Promotions Decisions rests on 3 pillars:




-  **Performance** – demonstrated through skills evaluation and OKRs achievements.
-  **Potential** – alignment with EXO's leadership behaviors and ability to grow into broader responsibilities.
-  **Organizational needs** – ensuring advancement supports both individual aspirations and business priorities.
-  **Regular 360 Reviews & recognition**
We conduct transparent and constructive performance reviews that feed into career and promotion discussions, while promotion decisions are communicated openly and reinforced through recognition programs such as EXO Stars and peer "High Fives," celebrating contributions beyond formal progression.





4. Benefits & Well-being

Rest and balance are essential to sustainable performance. We actively encourage employees to plan and take their full annual leave and to truly recharge.

-  **Paid Annual leave:** On average, EXO employees benefit from 28 days of paid holidays per year, inclusive of Public Holidays and Annual Leaves, with a commitment to review and adapt entitlements based on evolving needs.
-  **Additional special paid leave:** Employees also benefit from leaves such as birthday leave, health leave (for sickness, mental health, menstrual pain etc.), volunteer leave, adoption leave and other types of leaves (where applicable), to support life's diverse needs.
-  **True disconnection:** We encourage everyone to use their leave to break away from work, take meaningful rest, and return with renewed energy.





4. Benefits & Well-being



Flexible working hours and locations: Our policies are designed to allow for flexible work-from-home arrangements and adaptable schedules to help employees find the right work-life balance.



Travel benefits : Our employees will benefit from tariffs at costs or best possible rates for travel services provided by EXO Travel including ticketing, accommodations and experiences.



Leadership role modeling: Managers are expected to lead by example by taking their own leave, respecting boundaries, and encouraging their teams to fully disconnect during holidays.



Health & Wellness

We support physical, mental, and emotional well-being through **accessible, inclusive, and culturally sensitive** initiatives. By fostering a culture of openness and care, we aim to ensure that every team member feels supported in maintaining their health and well-being at work and beyond.

- **Mental health support:** Wherever possible, employees have access to confidential consultations, counseling, or guidance. Offerings may vary by destination and budget, but our commitment remains: everyone should have facilitated access to well-being resources.
- **Empowered HR leaders:** HR leaders are trained to recognize well-being challenges, provide appropriate support, and connect employees to resources.

Equitable Compensation & Incentives

At EXO, we value our employees and are committed to ensuring that their work is fairly recognized and compensated. Our approach to compensation reflects both our responsibility as an employer and our dedication to fairness, transparency, and recognition. We aim to motivate our people, retain key talent, and demonstrate our deep commitment to equity across all levels of EXO.

Fair and Transparent Compensation

- We use the family living wage in each destination as the minimum threshold for setting salaries, ensuring that every employee earns enough to support themselves and their families with dignity.

- Salaries are reviewed regularly to account for increases in cost of living and inflation, so that compensation remains fair and relevant over time.

Performance-based Incentives

- Bonuses reflect both company results and individual performance; structures are fair, transparent, and communicated with clear rationale across roles and destinations.

Recognition and Development Incentives

- Annual staff trips, gatherings, and training; plus non-financial recognition (EXO Stars, peer appreciation, regular feedback) to celebrate contributions that reflect our values and behaviors.



EXO

5. External Partnerships and Community Engagement

Our JEDI commitment extends beyond EXO. Employees play a crucial role in connecting with communities and building respectful, diverse collaborations across the tourism value chain. We amplify our impact by linking efforts to our Responsible Travel Policy and Ethical Code.

Ethical Partnerships

We value long-term, respectful relationships with partners who share our commitment to fairness, dignity, and inclusion. We work to ensure that our business relationships promote social justice and equity across the supply chain.




Fair Business Practices

We act with integrity and fairness toward all partners, competitors, and clients, and expect the same in return. For detailed commitments, please refer to our **Ethical Code**.



JEDI-Aligned Contracting & Purchasing

We prioritize suppliers willing to build capacity around JEDI principles, aim to purchase from businesses within our operating communities, particularly from locally owned enterprises, and minority-, women-, and under-represented-led businesses so destination revenue benefits local people.





Transparency and Accountability

We encourage transparency across our supply chain and expect partners to uphold strong social and environmental standards. Where appropriate, we conduct screenings, and we will end relationships with any partner found to be involved in human rights abuses or discriminatory behavior.



Capacity Building

We share best practices and offer resources to help partners strengthen their JEDI performance. We also promote responsible travel choices to our clients that support ethical tourism providers.

Community Support

We believe that tourism should contribute positively to the well-being and resilience of communities. Our employees, through their daily actions and interactions, play an essential role in building trust and fostering meaningful connections with local stakeholders.

Inclusive Community Engagement

We engage with communities in ways that are respectful, equitable, and empowering, while safeguarding their rights and livelihoods. This includes compliance with all applicable legal frameworks and ensuring that EXO activities do not limit community access to basic services or livelihoods. For details, see our Responsible Travel Policy.

JEDI-Oriented Projects

We collaborate, support and fund initiatives that advance social equity, representation, and community well-being across our destinations.

EXO Cares Volunteering Program

Through EXO Cares, our volunteering platform, employees are encouraged to participate in local initiatives, grassroots projects, and inclusive development programs, whether during or outside of working hours, in order to strengthen ties between EXO and the communities where we operate. If it is done during working hours, employees are entitled to volunteering 2 days per year and this will be accounted for as a contribution in our annual social impact report.



Advocacy & Awareness

As a purpose-driven business, EXO uses its voice to encourage greater equity and inclusion in the tourism industry and beyond.

Public JEDI Commitment

We publish our JEDI policy on our website to demonstrate accountability and transparency, and invite dialogue with partners, clients, and communities.

Social Justice Promotion

We actively follow, support, and promote social justice initiatives relevant to the countries and communities in which we operate.

Partner Education and Training

We offer awareness and training to partners on inclusive practices and JEDI principles.

Implementation & Accountability

Tracking & Review

We assess progress annually, using internal data, surveys, and feedback to guide improvements. Our strategy evolves based on measurable outcomes. We have set specific, measurable diversity improvement goals that are reviewed by senior executives or our Board of Directors.

JEDI Committee

A dedicated team leads implementation, offers guidance, and champions JEDI initiatives across all EXO destinations. They report regularly to leadership and help integrate JEDI into everyday operations.

Inclusive Stakeholder Engagement

Employees, partners, and local communities are regularly consulted to ensure our approach remains inclusive, grounded, and contextually relevant.

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