

Inclusion & Diversity Report

2021



Mission

Expedia Group's mission is to power global travel for everyone, everywhere.

Our purpose is to strengthen connections, broaden horizons, and bridge divides for our employees, partners, travelers, and communities.

For Employees

We create an inclusive and enriching environment that creates access and opportunities for everyone and celebrates the extraordinary blend of backgrounds, perspectives, and life experiences within our workforce.

For Travelers

We inspire people across the world to experience and connect with new cultures, ideas, landscapes, and people.

For Partners

We embark on a shared inclusion journey and connect them to diverse, global travelers who share their values.

For Communities

We educate, activate, and drive meaningful change to help make the world a safer and more inclusive place.



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Expedia Group employees standing with Michael Davis Velasco and Peter Kern following an Inclusion & Diversity Town Hall.

WELCOMING THE WORLD

We are working to transform the travel industry, starting at home.

Expedia Group’s mission is to power global travel for everyone, everywhere. In order to help realize this vision, we started by looking inward to ensure that we are reflecting the diversity of our travelers and modeling the inclusive mindsets that make travel a force for good.

A year ago, when we released our first Inclusion & Diversity Report, our company, industry, and world were undergoing significant transformations. We realized that we could not stay the same. We needed to radically shift the way we think about and do business by putting our travelers first—and core to that was putting inclusion and diversity at the center.

As a company, we set goals that pushed us beyond our comfort zone and piloted new strategies to begin shifting our culture. With this approach, we saw success in some areas such as integrating Ally Skills into our onboarding program to ensure allyship is core to our culture, launching our first global SelfID+ survey to better support our global workforce, and strengthening and recognizing our Inclusion Business Groups. At the same time, we fell short

on other goals including our U.S. external hiring goal for underrepresented identities.

What fuels us now is a refusal to be fearful of failure. We will continue to challenge ourselves, set bold goals, and test new ideas because it takes big thinking to create bigger change.

I am so inspired by the passion and commitment of our nearly 14,000 Expeditors and am confident that when we empower them with the right skill sets and tools, the possibilities are limitless. We can continue to advance representation, inclusion, and equity—we just have to do the work together.

Read on for more about some of the steps we’re taking, our learnings along the way, and what’s ahead as we continue to expand our boundaries in inclusion and diversity.

Best,



MICHAEL DAVIS VELASCO
CHIEF INCLUSION & DIVERSITY OFFICER

Travel Leadership Team Commitment

Within Expedia Group, Inclusion and Diversity (I&D) is not the responsibility of a singular department. It is the responsibility of each of us and all of us. It starts with a leadership team dedicated to learning, evolving, and driving change.

Our commitment to I&D requires transparency. We share our second report, which demonstrates our progress over the last year—and our recognition of the ongoing journey we are on to transform awareness to action. We are proud of the work of our global team and the efforts they make every day and look forward to championing and driving the continued, collaborative progress in the years to come.

“Expedia Group’s best investments have always been in people.

A culture focused on inclusion and diversity as a core value creates and nurtures better teams that, in turn, make better decisions and innovate more quickly, all of which ultimately creates better experiences for travelers and strengthens the value for everyone in the ecosystem, including shareholders.

Expedia Group is committed to learning from travelers and employees and incorporating their ideas and feedback to continually strengthen the culture and enabling us to be a leader in our industry and beyond. Ensuring that happens is the responsibility of both management and the Board of Directors. While the Board is proud of the inclusion and diversity work to date, we are also keenly aware of the work ahead.”



CHELSEA CLINTON
CHAIR OF COMPENSATION COMMITTEE
EXPEDIA GROUP BOARD OF DIRECTORS

Inclusion and Diversity Journey

2010

Search tools launched for travelers with disabilities

2014

First internal Women in Leadership Summit

2015

First binary gender hiring goals created for 2020

Adoption of Textio tool to promote more inclusive language in job descriptions

2016

Expedia Group earns first 100% Corporate Equality Index Score

First combined Women in Leadership Summit, bringing all into the conversation

2018

Ability Inclusion Movement (AIM) becomes 7th Inclusion Business Group at Expedia Group

2019

First Chief Inclusion Officer in dual role

Diversity & Inclusion (D&I) Platform Strategy White Paper published

Global I&D Team formed

Creation of internal Inclusion Champions program

2020

CEO Action Inclusive Travel Group launched

First full-time Chief Inclusion & Diversity Officer reporting to CEO

Launch of first racial/ethnic hiring goals in the U.S.

Ally Skills scaled globally for Expedia Group employees

Internal Inclusion Learning team formed

Global I&D Advisory Council formed

2021

Published first I&D report

Implemented anonymous SelfID+ survey for Expedia Group employees

Indigenous Diversity, Expeditans and Allies (IDEA) becomes 8th Inclusion Business Group

Launched “Decoding Bias” podcast for Expedia Group employees

Launched Disability Fundamentals for Managers training

Expanded free tools and resources for candidates, including visual interpreting through Aira

2021 Expedia Group I&D Goals

Expedia Group set I&D hiring and program goals based on employee data and the importance of representation in the workforce.

Like many companies around the world, we set these goals while also navigating various market conditions—ongoing pandemic impacts, The Great Resignation, and a highly competitive landscape for talent acquisition.

This was especially true for attracting talent from historically marginalized groups, and we were not alone in doubling down on our efforts after social and racial movements were brought to the forefront in 2020. Following these movements, we reemphasized our commitment to making systematic changes within the company, specifically focusing on increasing hiring and reducing barriers to entry for Black and Latinx/a/o candidates.



We set a binary gender goal to reach a 50/50 balance by the end of 2025 at all levels across Expedia Group, and announced that by the end of 2021, 25% of our external U.S. hires would come from racially and ethnically under-represented identities (URI)—specifically, Black/African American, Latinx, two or more races, American Indian, Native Hawaiian, and other Pacific Islander.

While we made significant changes to reach these goals amid headwinds, 2021 ended with 47% global representation rates for women and 19% for URI talent hiring.

There was measured success in Expedia Group's outreach efforts and representation of women and URI candidates through interviews and offers, however, we have an opportunity to drive higher application rates for both groups.

To do this, we created capacity within the Global Talent Acquisition organization and strategically built out our sourcing function to help increase our network of available talent, build our pipelines, and proactively seek out talent.

Inclusive Recruitment + Hiring

Hiring is key to representation.

We're taking steps to reach a wider pool and mitigate bias including manager training, returnships, and new pay practices.

Reducing bias throughout our hiring process is critical to ensuring the diversity of our candidate population. From skill-based interviews and mixed-gender interviewing requirements, to making our company-wide Interview Training and Inclusive Recruiting program mandatory for all hiring managers and interviewers, we continue to iterate and improve our recruiting and hiring policies and practices to be more inclusive.



In 2021, this included:

Implementing manager training to help mitigate bias during hiring. We paired this initiative with provider recruiters with visibility into candidates in our applicant tracking system who have self-identified as belonging to an underrepresented identity group, or as women, enabling them to select more diverse representation of candidates for interviews.

Introducing a new candidate accommodations request process, which provides greater transparency and support to anyone applying for a role with Expedia Group. We also offer free tools and resources to candidates, such as visual interpretation.

Launching the “Return Ticket” returnship program in partnership with the non-profit organization, Path Forward. This 16-week paid returnship empowers and supports experienced professionals’ transition back to the workforce in technical roles after taking two or more years off for caregiving.

Removing a request for a candidate’s salary history. By making this change, we are ensuring job offers are based on fair market compensation, and not perpetuating salary inequity that often exists with Black and women applicants.

A Look at Our Workforce



For 2021, our hiring targets were based on our available employee data.

Prioritizing an increase in hiring among underrepresented identities aligns with our internal workforce data, the latest U.S. census, and the locations of our offices and as a result, our 25% target for race and ethnic representation in the U.S. will remain in place for 2022.

While we work to achieve greater representation in our workforce around the world, we recognize that we should not wait for data to hire more talent from historically excluded communities.

We all have an important role to play in the way we bring in talent during the hiring process and will continue to prioritize attracting, retaining, and developing talent from marginalized groups, with a focus on the U.S.



Employees gathering in Expedia Group's Singapore office.

A Look at Our Workforce

2021 Hiring & Attrition

Hiring & Attrition

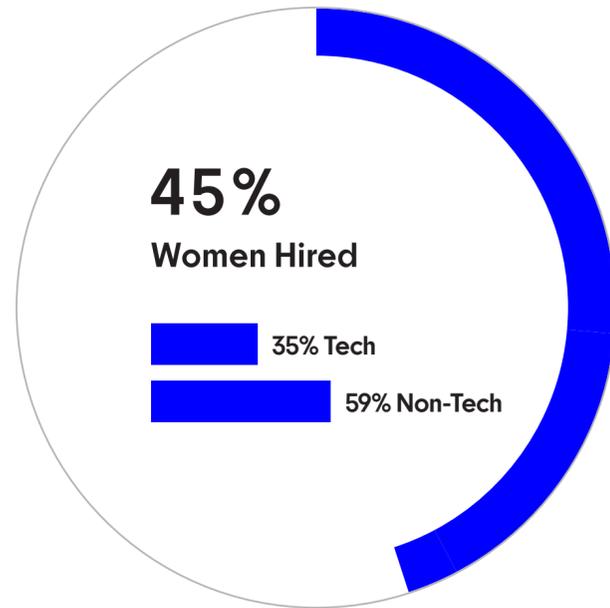
● Women ● Men ● URI ● Non-URI

Race/Ethnicity

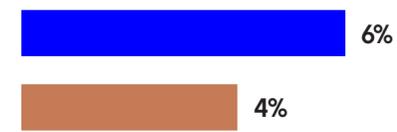
➤ Hires ➤ Exits

Global Gender

➤ Exits ● Exits
● Hires ● Hires



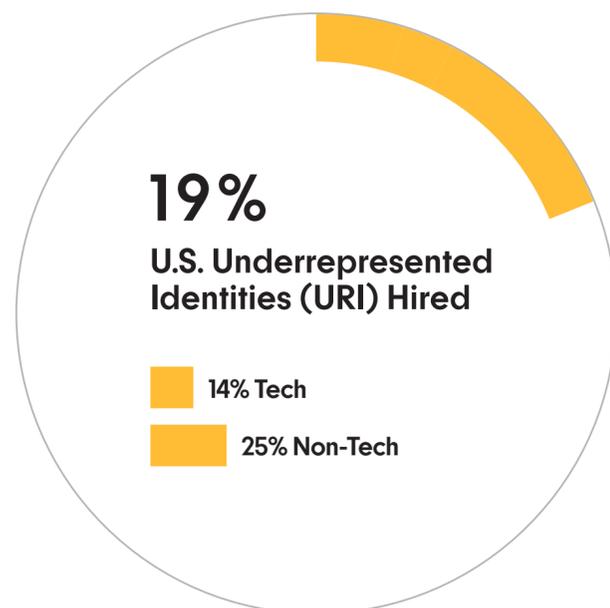
Interview Rates



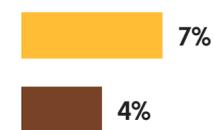
Offer Rates



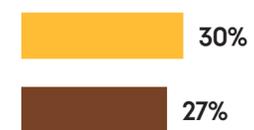
● Women ● Men



Interview Rates

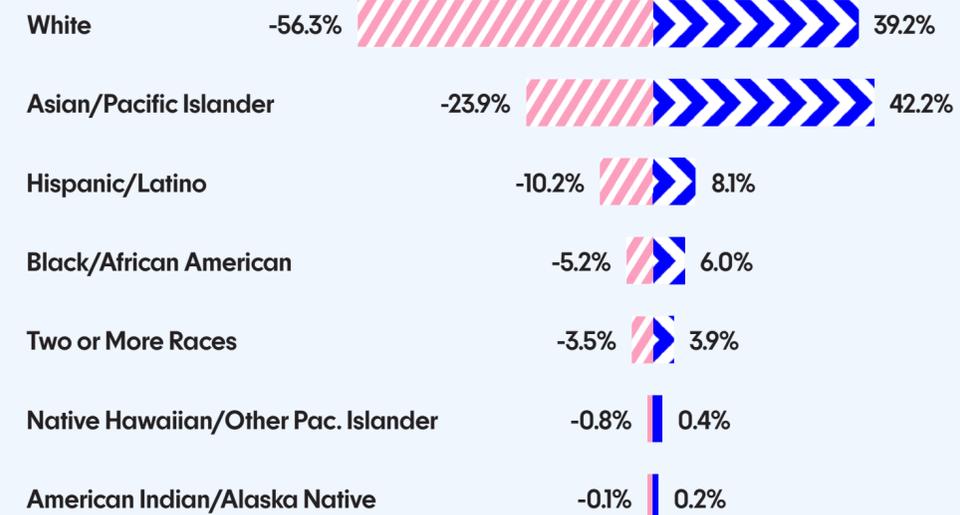


Offer Rates



● URI ● Non-URI

2021 Exits & Hires by U.S. Race/Ethnicity



2021 Exits & Hires by Global Gender



We hired nearly the same percentage of URI talent that left the company in the U.S.

We also hired nearly twice the amount of Asian/Pacific Islander talent that left Expedia Group.

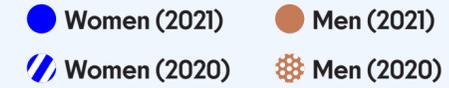
We have an opportunity to focus on URI retention, particularly for our Hispanic/Latino community.

See past 5 years: [Go to appendix](#) →



A Look at Our Workforce Representation

Global Gender Representation

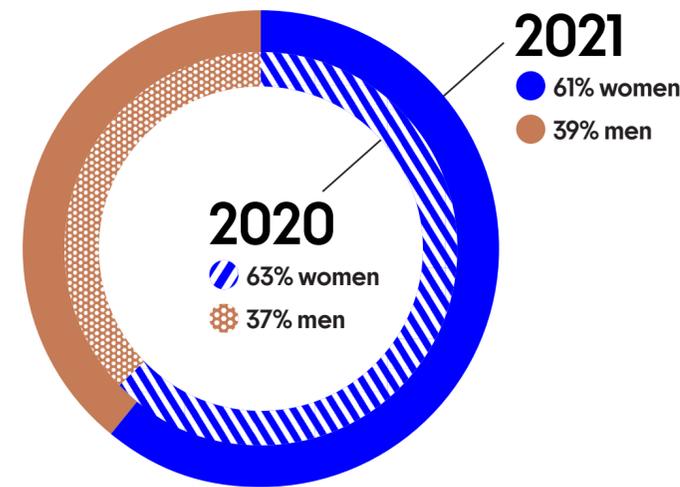


U.S. Race/Ethnicity

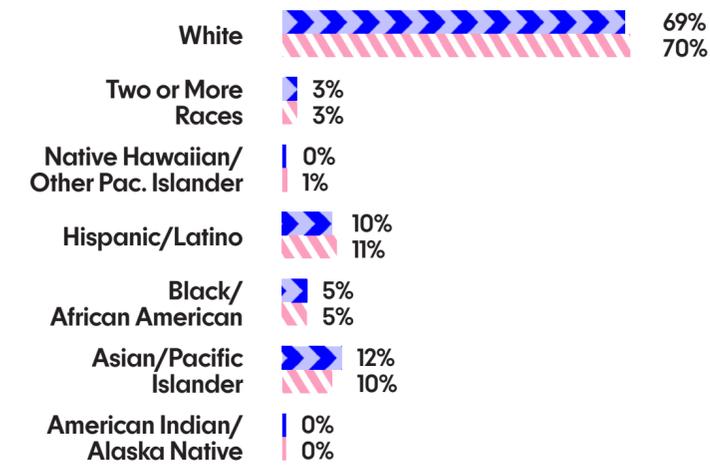


Non-Tech

By Global Gender

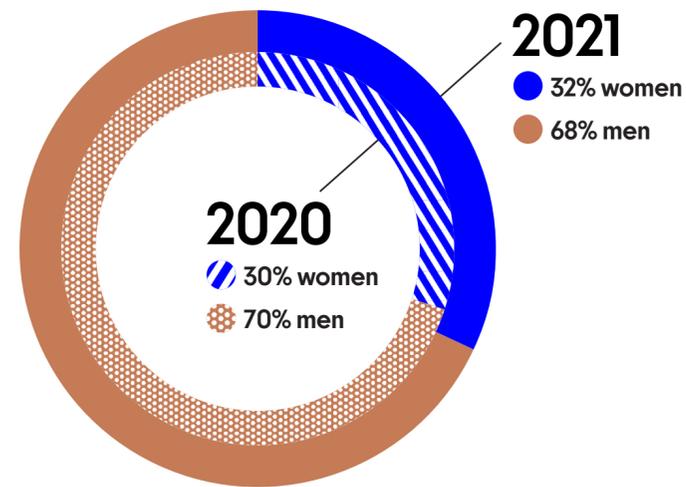


US Race/Ethnicity

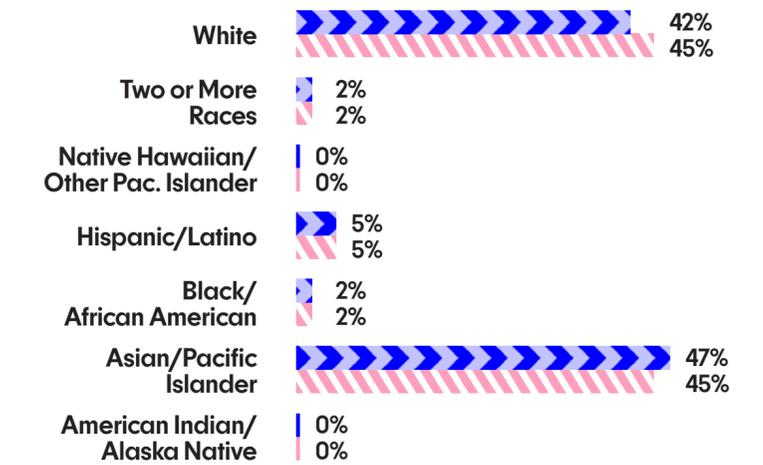


Tech

By Global Gender

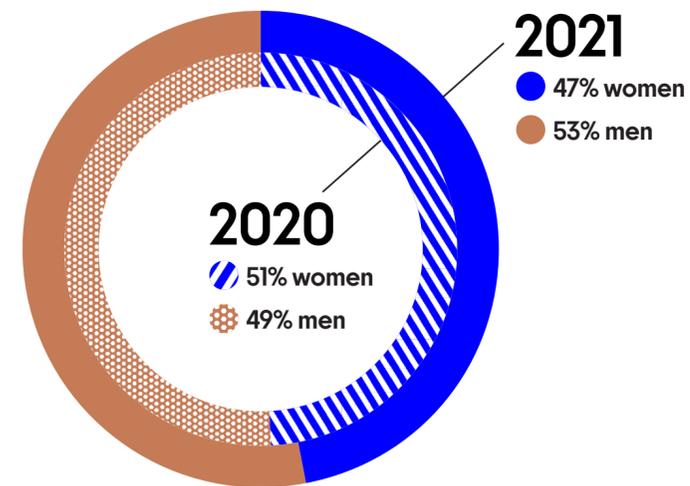


By US Race/Ethnicity

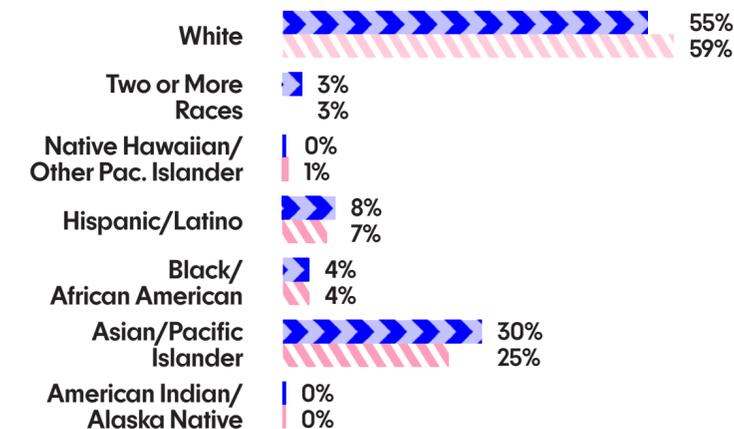


Overall

By Global Gender

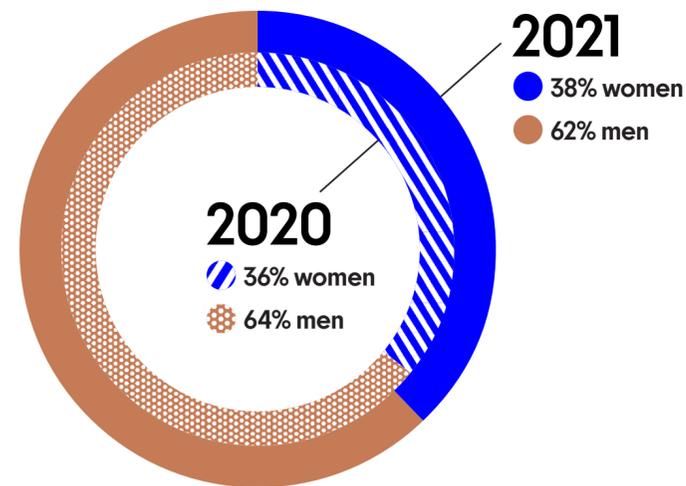


US Race/Ethnicity

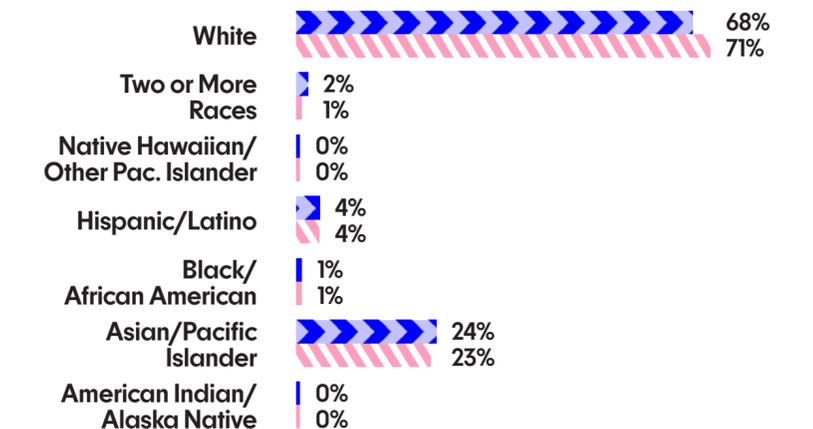


Leadership

By Global Gender



By US Race/Ethnicity

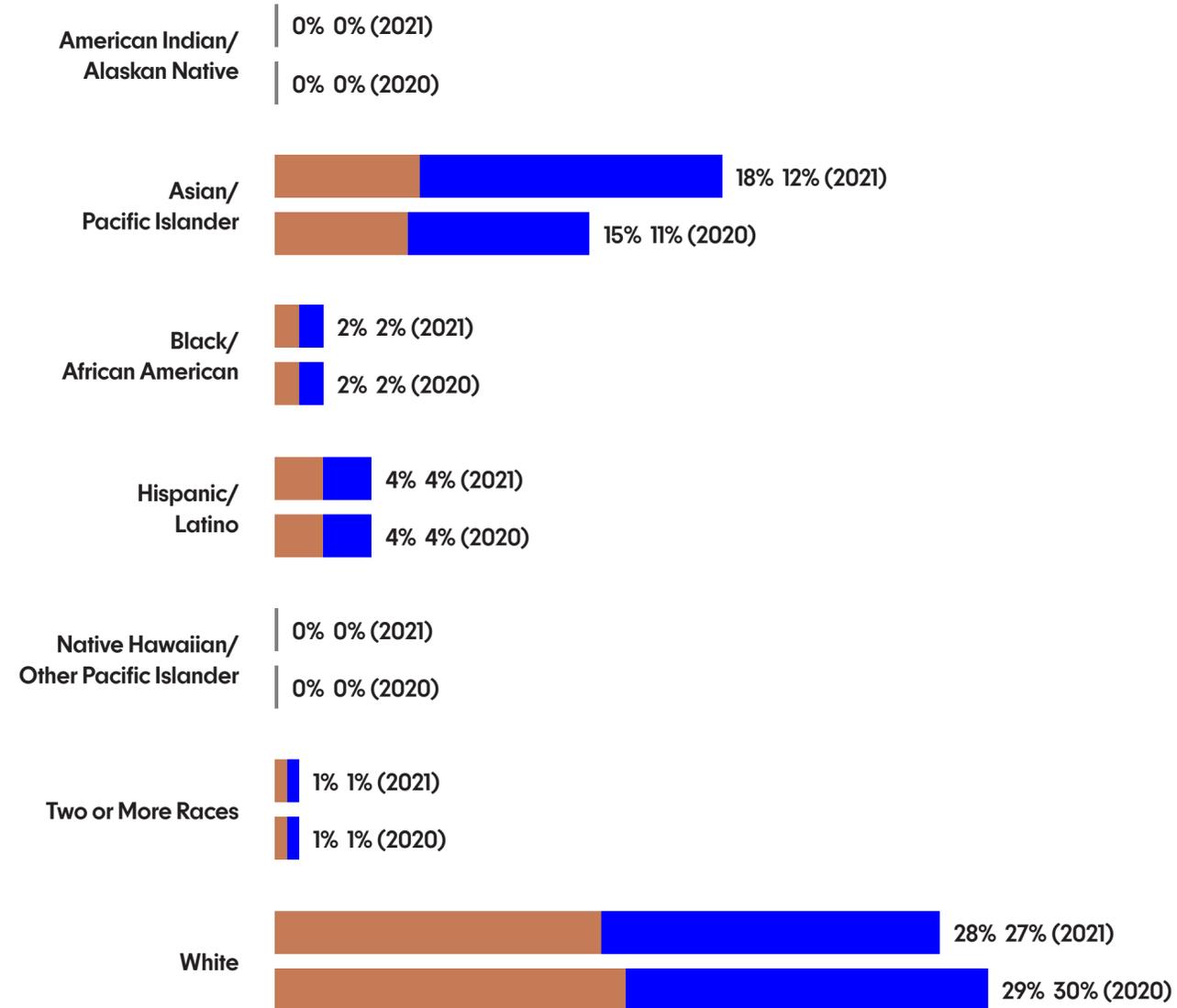


A Look at Our Workforce

Intersectional Representation

Intersectional Representation (US Only)

● Men ● Women



Intersectional representation figures have remained similar in comparison with last year. A few notable differences include (rounded up):

- A decrease in White women (-2% pts)
- An increase in Asian/Pacific Islander women (+7% pts) & decrease in Asian/Pacific Islander men (-3% pts)

↓ 2%
White women

↑ 7%
Asian/Pacific
Islander women

↓ 3%
Asian/Pacific
Islander men



SelfID+ Campaign



To supplement our workforce data, we launched our first SelfID+ campaign in 2021 to learn more about who we are as an organization and give employees a forum to anonymously share their identities and experiences of inclusion and diversity at Expedia Group.

The results are helping us better understand our unique identities and experiences so we can further mold and sustain an inclusive workplace by improving the experience of our underrepresented groups.

The anonymous, voluntary survey was issued to eligible employees in 11 countries (reaching 75% of Expedia Group's workforce) with questions based on country-specific legal guidelines. The survey had a response rate of 51%.



75% in allyship



73% in sense of belonging
(Compared to global benchmark of 62%)

We rated high in allyship and sense of belonging, as well as having a culture of calling out negative behaviors. While this is a strong foundation, we recognize and commit to the work we must do to ensure all employees have a high sense of belonging regardless of race, ethnicity, gender identity, or ability. We utilized these insights, made changes to our 2022 roadmap, and have plans to re-open SelfID+ this year.

I&D Key Priorities



01. Shift mindsets

Engage individuals to learn about identities first-hand.

02. Build skill sets

Engage individuals and teams via Expedia Group's Inclusion Learning programs.

03. Redesign tools

Engage teams who own Expedia Group's talent, technology, and marketing policies in creating institutional change that builds equity and drives accountability.

I&D Key Priority 1

Shift mindsets



The journey to create an inclusive workforce does not stop at recruiting. We recognize that if we are going to change the workforce, we need to continuously support, engage, listen to, and invest in our own. When we do that, we open more doors and inclusive experiences for our people and our travelers, partners, and communities in which we serve.

Employee-led Inclusion Business Groups

Expedia Group's employee-led Inclusion Business Groups (IBGs) are important to championing inclusion and allyship across our company. They provide an avenue to access communal support, mentorship, and learning opportunities to help communities further cement their role as the current and future inclusive leaders at Expedia Group, as stated in our IBG Mission Statement. Our IBG community is often described as the heart and soul of our business, engaging our workforce and helping build the future of our company.

Our IBGs play an instrumental role in helping inform key business decisions and developing our current and next generation of leadership.

We spent 2021 focusing on how the company can build on the program's strong foundation. More structure and governance were put in place, ensuring the original purpose of the program remained front and center.

Our 2021 progress within IBGs included:



Recognition Program
\$10,000 USD
in restricted stock units per global leader per year

Reward Program
\$1,000 USD
in travel and wellbeing credits for all past and current global leaders

"We invested significant time and resources in 2021 dedicated to renovating basic IBG infrastructure across global leadership and governance, goals and impact, and critical skills development. With these foundations in place, our Inclusion Business Groups will continue to evolve their roles beyond company culture drivers and further into industry transformers."



BEN DELK
DIRECTOR INCLUSION & DIVERSITY

SPOTLIGHT:

The newest group introduced in 2021 is **Indigenous Diversity, Expeditors & Allies (IDEA)**. With the creation of IDEA, our IBGs now represent **8 communities**.



IBG IMPACT

75%

of offices globally
Across our offices globally, 75% had 2 or more IBG local chapters

4k

employees
By the end of 2021, over 4,000 employees were members in one or more of our 8 IBGs, representing a 54% year-over-year growth in membership

8th

and newest IBG
Welcomed our 8th and newest global IBG dedicated to Indigenous inclusion, Indigenous Diversity, Expeditors & Allies (IDEA)

1st

IBG Town Hall
Hosted our first-ever all-company IBG Town Hall with 2,480 attendees

75%

of our IBG Pres.
Of our IBG Global Presidents, 75% were promoted within their hired roles during the past year

“In a globalized world where you will find Indigenous communities everywhere, it’s increasingly vital that large organizations find value in inclusion groups like IDEA where employees with this identity can feel they have a place to belong, see themselves accurately represented, and where allies learn and contribute.”

IDEA provides an opportunity to contribute to a community that I have a strong and vested passion for and brings me closer to the other Indigenous identities and communities that exist around the world.

We have a great deal of diversity just within the Indigenous community itself, so it’s fascinating to see what other cultures, practices, and beliefs exist just within ourselves, and think of ways to share that out with our colleagues, and by extension, the world.”

JOHN CONWAY,
IDEA GLOBAL
COMMUNICATIONS CHAIR



Inclusion Champions

Inclusion Champions, our network of employees seeking opportunities to deepen their inclusion and diversity interest and engagement through volunteer projects, continues to be instrumental in driving forward our I&D priorities across the globe. They take on projects spanning content development, event planning, research, and benchmarking, as well as program execution.



A gathering of some of our IBG leaders + Champions

50+

Inclusion Champions

27

Locations Globally

2021 saw the most engagement from our Inclusion Champions, further scaling company-wide since the program's inception in 2019. With over 50 unique participants across 27 locations globally in 2021, the program completed 24 critical projects, including:

A research project with Vrbo, helping the brand understand how travelers discover and interpret the I&D property banner when searching properties on the marketplace

An Accessibility Concepting Workshop to facilitate ideation sessions covering our products' digital accessibility and usability, and overall end-to-end trip journey experience

The development of 9 new resource guides that employees and partners can access to continue their learning journeys and host discussions based on these shared resources. Topics include: Emotional Intelligence, Xenophobia, Islamophobia, Transgender Identities, Indigenous Communities, Inclusive Design, Antisemitism, Cultural Appropriation, and Classism



DARSHANA SHIRODKAR
ADVISORY COUNCIL MEMBER
SENIOR DIRECTOR, MARKET MANAGEMENT

Inclusion & Diversity Advisory Council

Expedia Group's Inclusion & Diversity Advisory Council is an internal advisory forum comprised of more than 20 senior leaders across all Expedia Group divisions and super-regions, ensuring that our global inclusion work is locally relevant and embedded into all business areas.

In a challenging year, the Council continued to serve as a sounding board for policies and practices by modeling inclusive leadership and ensuring global programs are customized to regional needs.

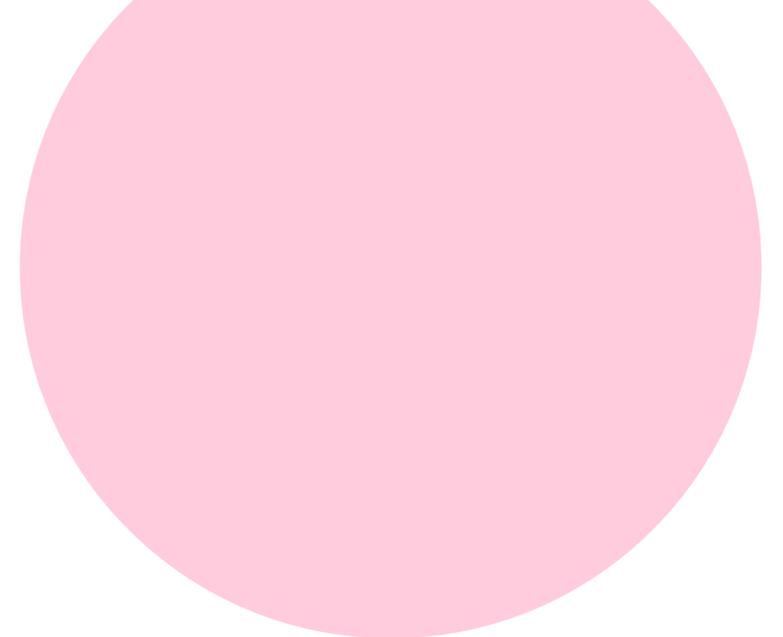
When the Council was established in 2020, Expedia Group was focused on building awareness and education around I&D.

The journey took off in 2021, with the Council driving measurable progress related to policy changes, intentional goal setting, and evolving hiring processes, including adoption and implementation of the SelfID+ campaign. The Council played a key role in putting structure in place

across the regions to facilitate dialogue and action. Every region now has a system to talk about I&D, understanding their role and how they contribute to our journey.

To further support these senior leaders on their learning journeys, Expedia Group partnered with Upskill Digital in 2021 to provide I&D specific skills training to all Advisory Council members.

Regional Councils were also established in LATAM, EMEA, and APAC to help amplify and localize our global I&D initiatives in partnership with IBGs and Advisory Council members. Regional Councils, consisting of members in different role levels and business groups, began as a grassroots effort in 2021 and will become more centralized in how they're managed over the course of 2022.



Build skill sets

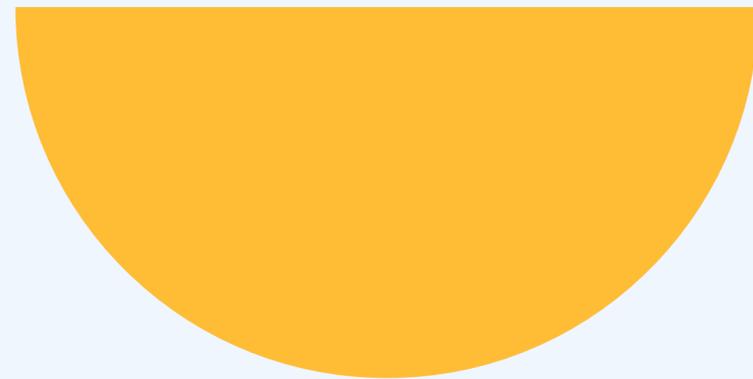


Allyship is a lifelong journey of learning and growing and remains the catalyst for inclusive change at Expedia Group.

As we continue this journey of intentional allyship as an organization, we expanded our Inclusion Learning suite developed in 2020 by introducing a variety of new learning and development opportunities and initiatives that engage employees at all levels to deepen their allyship knowledge, skills, and competencies.

These programs encourage employees to explore teachable moments in their daily work, allowing them to identify strengths and gaps in their individual allyship journey and implement new habits and behaviors to become champions of inclusion.

Inclusive Learning



We have fully integrated Ally Skills into the onboarding process to ensure all new employees complete the program and build foundational awareness of allyship into Expedia Group's culture. In 2021, we committed to a Conscious Inclusion initiative, which launched as the "Decoding Bias" podcast and resulted in a 90% participation rate. We also launched the Disability Fundamentals for Managers training for people leaders (and optional otherwise), which achieved an 88% participation rate from eligible leaders.

These programs encourage employees to explore teachable moments in their daily work, allowing them to identify strengths and gaps in their individual allyship journey and implement new habits and behaviors to become champions of inclusion.



SPOTLIGHT: Decoding Bias Podcast Series

Recognizing that we all have biases is an important piece to allyship. We introduced a new podcast series, Decoding Bias, tying conversations with Gori Yahaya from Upskill Digital and Stacey A. Gordon from Rework Work to fellow employees, to discuss how bias shows up in the workplace and what we can do to mitigate it.

The podcast series launched with 3 episodes in 7 languages, including English, Dutch, French, French Canadian, German, Japanese, and

Spanish, and was the first required I&D learning for all Expedia Group employees. The series drove high employee engagement in 2021, generating a collective 1.6 million hours of listening time.

We plan to expand Decoding Bias with new episodes covering various topics, including Inclusive Leadership, and find new ways to integrate the series through additional employee touchpoints, starting with the onboarding experience.

Inclusive Learning

SPOTLIGHT: Voices of Change Speaker Series

In 2020, we introduced the Voices of Change speaker series to bring in inspiring people with diverse identities and lived experiences to drive conversations that challenge how we think about I&D and equality. We also wanted to create a safe place for these challenging discussions, which are important to have within our diverse and multicultural communities. Building on that

framework, in 2021, we invited new speakers—including Laxmi Narayan Tripathi, Haben Girma, and Helen Zia—to share their stories with our employees. We carefully selected each speaker to elevate their unique voices and adopt learnings from their presentations into the DNA of our organization. This speaker series is a program we are continuing in 2022.

**Voices of
Change**
S P E A K E R S E R I E S



“The Voices of Change speaker series has allowed us to have courageous conversations about the inequities that exist around us, learn what causes them and how they intersect—and most importantly understand how each of us can challenge the status quo.

I facilitated one such fire side chat with Laxmi Tripathi who opened our minds to the unique socio cultural and economic challenges experienced by the transgender community in South Asia, inspiring all of us at Expedia Group to reflect on actions we can take to make a real difference.”

DARSHANA SHIRODKAR
ADVISORY COUNCIL MEMBER
SENIOR DIRECTOR, MARKET MANAGEMENT
INDIA SUBCONTINENT & REST OF SEA



SPOTLIGHT: Global Accessibility Awareness Day Panel

Global Accessibility Awareness Day (GAAD) increases awareness and understanding about the importance of being inclusive in our business practices, and we’ve participated in GAAD for the past 7 years. In 2021, eIT (Expedia IT) hosted a panel on equal access to employment and how technology and company culture can create the intersection for impactful change and opportunities, with participants from the eIT team, Slack, and the University of Washington.

Inclusive Language Integration

The Expedia IT team is influencing the culture of inclusion within Expedia Group and the tech industry by increasing awareness and enacting feature changes in the third-party technologies we provide, support, and enable.

Expedia Group employees rely on third-party technology solutions, like Slack, as a means of connecting to teams, communities, systems, and workflows, but our everyday language and communication can often unintentionally exclude different backgrounds, genders, and disabilities.

In our commitment to show up as allies in our daily work, we launched an inclusive language Slackbot project that utilizes Expedia Group's Inclusive Language Service API to monitor the Expedia Slack workspace for potentially harmful or non-inclusive terminology. The Bot directly messages a user to notify them that they used a non-inclusive term or expression, and provides alternate, recommended inclusive terms from an Inclusive Terminology List. We are also working with dedicated partners at Slack to promote change within their organization, in an effort to enable inclusive access to this key technology solution for all.



Promoting Mindfulness in Digital Communications

Mindfulness is a core component of our digital-first culture. In 2021, we provided a set of Slack emojis and status messages to help employees easily and passively communicate their personal and business status, across a variety of scenarios.

Using an emoji or status update in Slack empowers employees to effectively communicate their needs, energy level and ability to reply, and respecting those status updates is a key part of allyship. The addition of these features is a small step toward being more mindful about health, wellness and work-life balance.

-  **Please do not disturb**
-  **Away from keyboard**
-  **Out sick**
-  **Vacation/Holiday**
-  **Caring for others**

I&D Key Priority 3

Redesign Tools



Our mission is to remove barriers, so that exceptional people can do their best work.

ABILITY INCLUSION MOVEMENT IBG MISSION STATEMENT

Making Expedia Group More Accessible to Talent Worldwide

Expedia Group's journey to elevate underrepresented voices includes ensuring our employees have an accessible and equitable workplace.

Our discovery process began with our SelfID+ voluntary survey, which revealed that approximately 8% of those who responded identified as having a disability, with 55% citing a disability that is a mental disability or not visible.

Last year, through our IBG AIM (Ability Inclusion Movement), Expedia Group celebrated many inclusive events, including the global observance of the International Day for Persons with Disabilities, to spread awareness of what it takes to live and thrive as someone with a disability. It is important to create the space for conversations on the opportunities, challenges, and barriers that people who live with disabilities face every day.

8%

Identified as having a disability

55%

Cited a disability that is a mental disability or not visible



Disability:IN Disability Equality Index



On Disability:IN's 2021 Disability Equality Index, Expedia Group surpassed our goal, achieving a score of 90 out of 100 for actions taken such as publishing an Expedia Group-wide commitment to accessibility, policies for requesting employee accommodations, and external best practices for including accessibility in website and application design that includes working to ensure all videos have closed captions. This year, we're looking to maintain or exceed this score.

Mental Health Ambassadors



Mental Health Ambassadors are employees who have been certified in Mental Health First Aid (MHFA). These ambassadors are a friendly and approachable support system for employees struggling with mental health and substance abuse challenges. Using a peer-to-peer approach, Mental Health Ambassadors are available to other employees, providing their time, advice, and guidance to help employees find professional help or use other Expedia Group benefits and other resources.

Inclusive Benefits

Expedia Group offers progressive, inclusive benefits, including support for the LGBTQIA+ community, our employees' mental wellbeing, and their families.

In 2021, we introduced even more flexibility and resources to reflect the needs of our workforce:

Mental wellness coverage through a partnership with Talkspace for all employees and their dependents

Creation of a Wellbeing hub and community that provides support, insights, and trainings for our employees worldwide

Updated Wellbeing and Travel Reimbursement, giving employees more choice in how to use the funds, and added \$400 USD in value, encouraging employees to support their wellbeing needs



“The Return Ticket program is an excellent opportunity to get back to work after having a long break for caregiving! I received all the needed support to ramp myself up for work.

Weekly networking sessions by Path Forward and Return Ticket cohort meetings are a great help! Having a talent champion and team navigator to guide you is great! I am very much thankful to Path Forward and Expedia Group for this opportunity.”

**PRAJAKTA PATHAK,
SOFTWARE DEVELOPMENT ENGINEER**

Conducting a Facilities Review

We understand the importance of physical space in creating an inclusive environment. Our global Real Estate & Facilities team is learning best practices on and improving workspaces that work for all.

55
Offices reviewed

15
Countries

90%
of global team impacted

In 2021, we reviewed 55 office locations in 15 countries, impacting over 90% of our team. We also issued a Global Real Estate Universal Design survey to our Facilities team to understand the current state of accessibility across our global office portfolio. While we always adhere to the most stringent building codes, using the Americans with Disabilities Act (ADA) Standards for Accessible Design, we strive to do better and look to incorporate Universal Design (UD) principles. The premise of the concept is if the design works well for people with disabilities, it will work well for everyone. Our journey to reimagining our workspaces has only just begun, and we continue to update our global facilities, such as providing lower counters throughout spaces and displaying merchandise and other items vertically so that all items are reachable to all users, among other key areas to ensure our workspaces are truly inclusive.



Digital Accessibility

We realize that accessibility is not just about our physical workspaces. It requires us to think about and prioritize accessibility from an internal tooling and processes perspective, ensuring that our products and solutions do not exclude people, including our travelers, employees, and partners, with various disabilities.

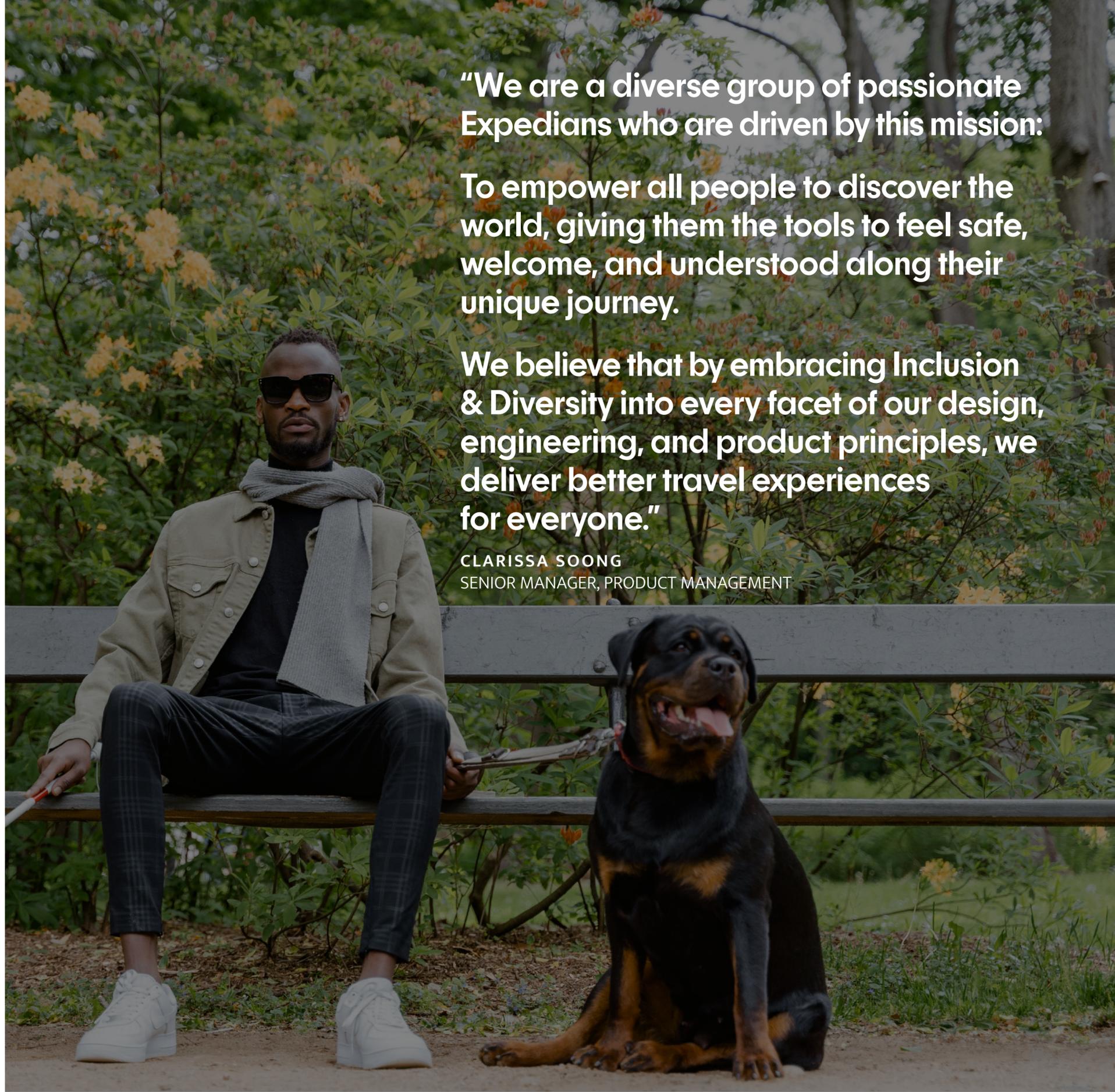
As a company, Expedia Group believes it's important to meet the following digital accessibility goals:

- Every traveler can successfully use any Expedia Group product
- Every Expedia Group employee has equitable access to the tools and accommodations they need to succeed in their job
- Expedia Group partners have access to B2B solutions that meet the needs of all of their employees and customers

In 2021, we saw a 50% year-over-year reduction in average resolution time for block bugs, meaning we were able to solve accessibility issues more quickly. For example, we ensure that images on sites like Expedia.com have correct and meaningful descriptions for screen readers.

Customer Inclusion & Diversity Program

In 2021, following in-depth data analysis, we doubled down on prioritizing initiatives for travelers with accessibility needs, who represent 26% of the U.S. adult population ([CDC](#)). They have the desire to travel more, and do travel more than any underrepresented group, yet have the worst experiences doing so. Our customer data shows that their experiences are 2x worse than our overall customer.



“We are a diverse group of passionate Expeditors who are driven by this mission:

To empower all people to discover the world, giving them the tools to feel safe, welcome, and understood along their unique journey.

We believe that by embracing Inclusion & Diversity into every facet of our design, engineering, and product principles, we deliver better travel experiences for everyone.”

CLARISSA SOONG
SENIOR MANAGER, PRODUCT MANAGEMENT

Travelers with Accessibility Needs

Our work encompasses accessible travel for travelers using wheelchairs, visually or hearing-impaired travelers, caregivers, and beyond. Our end goal is to create equitable travel experiences for travelers with disabilities and amplify the voice of the Disability community with our peers in the travel industry.

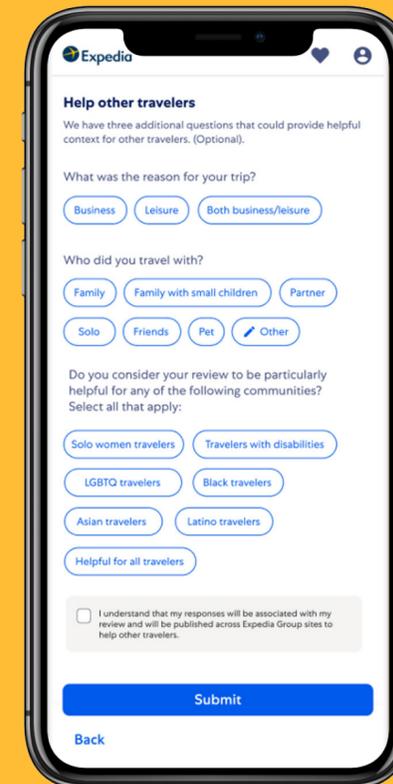
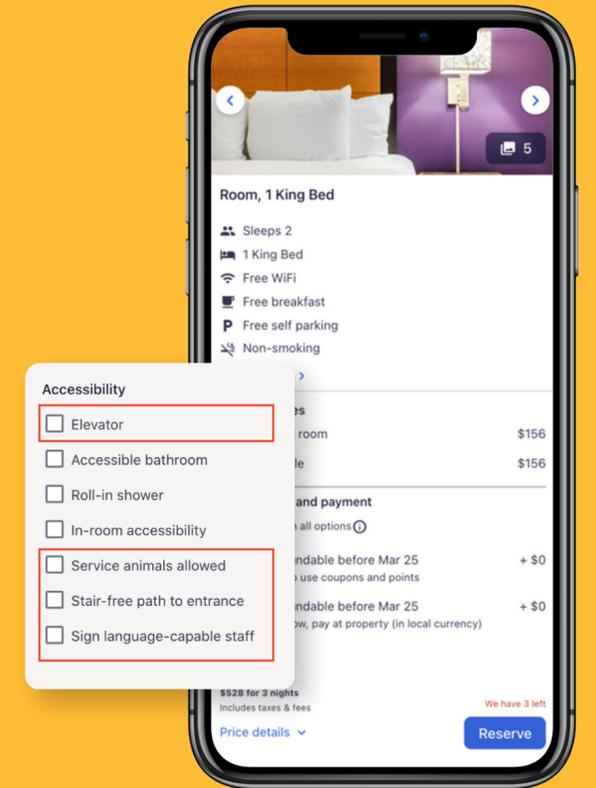
In the past, Expedia Group worked with our air and lodging partners to provide the accessibility information that travelers need to review their flight and hotel options to determine if what's being offered is suitable for their needs and preferences. We made accessible filter improvements on Expedia.com, expanding filter options to include elevator, service animals' accommodations, roll-in shower, sign-language staff availability, and more, resulting in an 80% increase in accessible filter engagement.



In response to feedback that showed an increase in travelers being allocated to accessible rooms that they had not requested or needed, we implemented changes on Expedia.com to ensure accessible rooms are presented to travelers accurately and that those who need these accommodations can book accordingly.

We also recently launched new reporting capabilities on Vrbo to empower travelers to report property listings that feature inaccurate, offensive, or fraudulent content. This feature will be available on Expedia.com later this year. Finally, we completed our first generative study to understand travelers' experiences with accessibility needs and their caregivers across our brands. These insights guide us in taking a truly user-centered approach to evolving the traveler experience.

These new tools and features are an important starting point for our broader Customer I&D journey and will help us better serve travelers with disabilities now and in the future.



SPOTLIGHT: Inclusive Lodging Reviews

On Expedia.com and Vrbo, we presented a question to travelers within the U.S., prompting them to recommend their reviews to specific travelers from a variety of communities, such as travelers with disabilities, solo women travelers, and members of Black, Latinx or Asian communities, so that they can make appropriate lodging selections for their needs. Since the feature was launched in 2021, we have collected over 650,000 reviews and are working on displaying these reviews back to our travelers this year.

Representing Our Travelers, Strengthening Communities

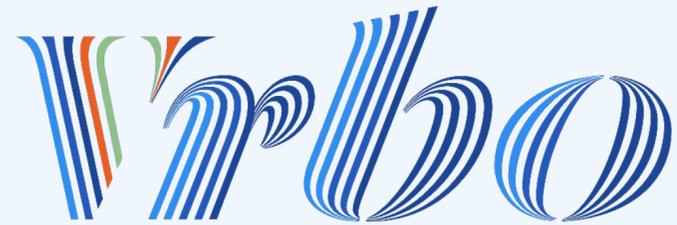


Travelers are looking for brands and suppliers that represent them and their values. We are committed to improving inclusivity and diversity across all Expedia Group brands.

This starts with how our brands show up in the marketplace and how travelers perceive us. Our work continues with the experiences that they have on our sites, where they come to be inspired, research, or book travel. It also covers our work with our travel partners on a range of inclusivity initiatives—from representation on our sites to on-site or in-destination experiences.

We made significant progress during 2021, including focused initiatives and campaigns on Vrbo, Expedia.com, and Orbitz, and will continue to implement changes across our brand portfolio to better reflect all travelers everywhere.

Removing Problematic Terms



Vrbo is one of our brands that consciously includes more Black, Indigenous, and people of color in its representation of family travelers.

In partnership with 360 Agency, the team developed internal I&D guides and resources for improved traveler communication and continued its essential work with our host partners on addressing appropriative, offensive, or insensitive content and messaging on the site. The project focused on removing or adding context to problematic terms in Vrbo listings and products, such as plantations, master bed and bathrooms, or teepees.

LGBTQIA+ Welcoming Hotel Search



Building on its more than 20 years of allyship in the LGBTQIA+ community, Orbitz launched its “Travel As You Are” campaign, encouraging LGBTQIA+ consumers to travel on their own terms through content that showcases individuality and reflects the beauty of the authentic, real relationships of these travelers. The campaign was well-received and won a Campaign U.S. Big Award in 2021 under the travel and leisure category. Introduced with

the campaign was a new search capability to improve access to lodging partners that have signed an Inclusivity Pledge against discrimination based on gender and sexual identity. More than 35,000 independent, boutique, and name-brand hotels opted in, making it a powerful search tool and resource for LGBTQIA+ travelers. The search filter has also been applied to Expedia and Hotels.com, and more than 40,000 hotels have opted-in to date.

Inclusion & Diversity in Travel Advertising Guidelines



Our global travel advertising platform, Expedia Group Media Solutions, which connects our partners with travelers across our brands, developed the [Inclusion & Diversity in Travel Advertising Guidelines](#).

The guide is designed to support our partners on their journey to represent diversity and inclusion in travel marketing.

This resource provides education and guidance on travel advertising imagery, content and language, and accessibility.

We are also committed to supporting communities all over, helping make connections between travelers and the destinations they visit, raising awareness and understanding of how to experience and appreciate new cultures.

Working with our travel partners, we can encourage inclusive travel practices by promoting local communities, activities, and experiences that respect and benefit local cultures.

Acts of Reconciliation in Australia

As a corporate organization in Australia, Expedia Group promotes and creates opportunities for reconciliation, education, and understanding among our employees, our travelers, and the greater Australian community.

In 2021, Expedia Group Australia established a Reconciliation Action Plan (RAP), endorsed by Reconciliation Australia, as part of our work to ensure we are better allies for underrepresented people in society.

The RAP lays out the long-term commitments toward reconciliation, including education, allyship, and relationship building to bring greater awareness and understanding of Australia's Aboriginal and Torres Strait Islander tourism.

SPOTLIGHT:

The Star of Taroom— A Localized Approach to Global I&D Efforts



STAR OF TAROOM
Walking Together

Our Wotif brand has been on a journey to build greater respect for Australia's Aboriginal and Torres Strait Islander peoples, including focusing on supporting [First Nations tourism](#). In July 2021, we supported and participated in the act of reconciliation, The Star of Taroom walk, which saw a sacred and ancient stone walked and returned by hand to its rightful owners.

The Star of Taroom is one of the tens of thousands of cultural heritage items taken from Ancestral Lands in Australia since 1788. Wotif provided accommodation for walkers and guests along the more than 300-mile journey from Brisbane to Taroom, and [our team members participated in the walk](#).



"The success of the Star of Taroom walk was a result of the collective goodwill, resources, and tireless effort of the many communities that worked together to help return the Star of Taroom safely home to Iman Country.

We are grateful to have partnered with Wotif, who not only provided lodging for our participants, but also walked beside us in our effort to heal old divisions and wounds in our community."

JOHN D.
ORGANIZER OF THE STAR OF TAROOM WALK



EXPEDIA GROUP
REFLECT
RECONCILIATION ACTION PLAN
April 2021 - March 2022



I&D Awards & Benchmarking

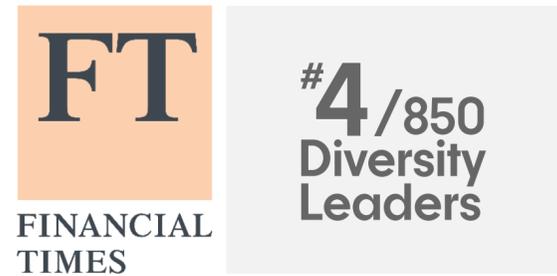


Despite another challenging year, our dedication to our employees and travelers continues to make a difference.

We take pride in our commitment to ensure inclusion and diversity are at the forefront of our workplace and partnerships, and in the communities we serve. To help us understand and address identity-based trends, we often rely on external benchmarking as we set goals, create strategies, and measure progress. This also includes working with like-minded organizations and entities to raise awareness and support social justice causes and important legislation that aids in systematic, long-term change, especially for underserved communities.

Receiving awards for our inclusion and diversity work is a powerful testament to the employee and traveler experience we set out to provide each and every day.

Recognition



The Financial Times ranked Expedia Group 4th out of 850 in its third annual Diversity Leaders publication for Europe.



External Commitments & Partnerships



CEO ACTION FOR DIVERSITY & INCLUSION



Title/Topic	Details
Valuable 500	CEO Peter Kern and Expedia Group joined the global Valuable 500 community in January 2021 and agreed to prioritize disability inclusion efforts. Our work can be seen on the Valuable 500 on website .
100+ Corporations & Partner Organizations Support COVID-19 Action Agenda	Expedia Group is a part of a consortium addressing the adverse impacts of the COVID-19 outbreak .
CEO Action Pledge	Expedia Group signed the CEO Action for Diversity & Inclusion™ pledge in 2019, committing to work to mobilize the travel industry to make major, actionable steps to promote diversity and inclusion.
Corporate Equality Index	Expedia Group earned a top score on the 2021 Corporate Equality Index, a national benchmarking survey and report issued by the HRC measuring corporate policies and practices related to LGBTQIA+ workplace equality.
Disability:IN	Expedia Group is a corporate partner of Disability:IN, the leading nonprofit resource for business disability inclusion worldwide.
Business Coalition for the Equality Act	Expedia Group signed HRC's Business Coalition for the Equality Act , a bipartisan, US federal LGBTQIA+-rights bill.
International Association of Accessibility Professionals (IAAP)	Expedia Group is an active member of the International Association of Accessibility Professionals (IAAP).
Pregnant Workers Fairness Act	Expedia Group joined the list of organizations that support this bill .

External Commitments & Partnerships

Title/Topic

Details

APAC
Women Who Code

EMEA

- Diversifying.io
- Handicap.fr
- myGwork
- Out in Tech
- Tech Ladies
- WomenHack

Partner Recruitment Organizations

NORAM

- Ability Jobs
- AfroTech
- ALPFA
- Black Tech Jobs
- Blacks in Tech
- Black Tech Pipeline
- Diversityjobs.com
- Fairygodboss
- HACE
- HirePurpose
- Latinas in Tech
- NABA
- Out in Tech
- Path Forward
- PowerToFly
- Prospanica
- tapABILITY.org
- WomenHack
- Women in Product
- WORK180



A person stands on a rocky peak overlooking a vast, forested mountain range under a hazy sky. The scene is bathed in warm, golden light, suggesting sunrise or sunset. The person is small in the frame, emphasizing the scale of the landscape.

Commitment to the Future: Progress Not Perfection

Every day, Expeditors across the globe build a platform to bring these experiences to life for our travelers, partners, and communities. To accomplish our mission, we must ensure that our workforce is balanced at all levels as representation impacts our ability to do our best work for our travelers around the world. Join us on our journey.

2022 Goals

This year, we will adjust our I&D strategy to better serve our key global audiences, including:

- 01 Support our employees
- 02 Empower our travelers
- 03 Enable our partners
- 04 Strengthen our communities



- Disability Inclusion:**

Centralize Disability Inclusion strategy with pillars supporting our four key audiences: travelers, partners, communities, and employees

Maintain or exceed 90/100 score on Disability Equality Index (DEI)
- Communities:**

2/5 Expedia Group employees will be a member of 1 or more Inclusion Business Groups (IBG)
- Diversity Hiring / Enablement:**

Global Goal: Women occupy 50% of roles at all levels by the end of 2025

U.S. Specific Goal: 25% U.S. external hires from URI¹ by 2022
- Inclusion Learning:**

Achieve 100% participation of recruiter and people management training including Ally Skills Training, Decoding Bias, and Disability Fundamentals for People Leaders in relevant markets

¹ Underrepresented Identities (URI) refers to people who hold these race and ethnicity identities: Black/African American, Hispanic/Latino, Two or More Races, American Indian/Alaska Native, Native Hawaiian/Other Pacific Islander

Appendix



**“Don’t be color blind,
be color brave.
Embrace diversity
as a competitive
advantage.”**

MELLODY HOBSON
FINANCIAL EXECUTIVE

Appendix: Glossary of Terms

Accessible

Inclusive for people with disabilities.

Ally

Any person who wants to take action for the equality of a marginalized group they're not a part of.

Bias

A natural inclination for or against an idea, object, group, or individual. It is often learned and is highly dependent on variables like a person's socioeconomic status, race, ethnicity, educational background, etc.

Binary Gender

The classification of gender into two distinct forms of feminine and masculine. At Expedia Group, we recognize that gender is a spectrum and that our employees and travelers may identify with none, one, or more gender identity along that spectrum.

Diversity

The variety of people, identities, and ideas within a company.

Hires

Refers to external hires (hires outside of Expedia Group) and does not include internal movement.

IBGs

Inclusion Business Groups, an Expedia Group unique category of Employee Resource Groups, that are strategic, self-organized, I&D Team sponsored groups focused on advancing the vision of Inclusion & Diversity in the communities we serve through cultivating a sense of belonging at Expedia Group and beyond.

Inclusion

Creating an environment in which people feel involved, respected, valued, and connected.

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage; a theoretical approach based on such a premise. (Oxford Dictionary)

I&D

Abbreviation for Inclusion & Diversity.

Leadership

Includes compensation level Director and above.

LGBTQIA+

Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, and Asexual and/or Ally.

Partners

Travel companies whose services/products are featured on Expedia Group platforms. Examples include airlines, hotels, vacation rentals, car rental companies and cruise lines.

Privilege

Any earned or unearned advantage given by society to some but not all.

Tech

Includes Technology and Information Technology job functions.

Non-Tech

Refers to job functions excluding Technology and Information Technology.

Underrepresented Identities (URI)

Refers to under-represented individuals within Expedia Group, and aligns with the percentage of employees in relation to demographics of the local labor pool, and includes the following race/ethnicity categories: Black/African American, Hispanic/Latino, Two or More Races, American Indian/ Alaska Native, Native Hawaiian/Oth. Pac. Islander.

Non-URI

Refers to the percentage of Expedia Group employees in relation to demographics of the local labor pool and includes the following race/ethnicity categories: Asian/Pacific Islander and White.

Note: While Asian/Pacific Islanders might be historically marginalized racially, they are considered Non-URI's at Expedia Group because they make up a majority population of its workforce.

Women and Men (Gender)

As explained by the World Health Organization, “[Woman and Man as a] Gender refers to the socially constructed characteristics of women and men, such as norms, roles, and relationships of and between groups of women and men. It varies from society to society and can be changed.” Socially women are often defined by their subscription to feminine qualities and characteristics, while men are defined by their subscription to masculine qualities and characteristics.

Female and Male (Sex)

As explained by the World Health Organization, “Sex refers to the biological characteristics that define humans as female or male. While these sets of biological characteristics are not mutually exclusive, as there are individuals who possess both, they tend to differentiate humans as males and females.”

Methodology: Workforce Data

All reporting for representation, hires, and terms excludes any contingent workers. Employees who have not specified a gender and/or ethnicity are not included in our analysis. Data for each year is as of December.

All reporting on gender, unless otherwise stated, reflects global data. While Expedia Group collected data in 2021 on non-binary gender through a self-identification survey in a limited number of countries, this is not reflected in this report's visualizations and related analyses.

All reporting on race reflects U.S. data. While Expedia Group collected data in 2021 on race/ethnicity through a self-identification survey in a limited number of countries outside of the U.S., this is not reflected in this report's visualizations and related analyses.

In some cases, due to rounding and how we count multiracial individuals, the percentages may not add up exactly to the overall percentage. Historical figures may differ slightly due to rounding and corrections in methodology year over year. Most of the figures in visualizations are rounded up.



5-Year Look Backs

[View our recent stats >](#)

Representation: U.S. Race/Ethnicity

		American Indian/ Alaska Native	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native Hawaiian/Oth Pac Island	Two or More Races	White	Not Specified	N(total population) excludes Not Specified
Overall	2016	0.3%	22.8%	4.8%	8.8%	0.9%	2.6%	60.6%	345	7793
	2017	0.3%	24.0%	4.7%	8.3%	0.9%	2.6%	59.3%	432	8039
	2018	0.3%	24.1%	4.6%	9.1%	0.7%	2.7%	58.5%	714	9913
	2019	0.4%	24.4%	4.6%	9.3%	0.7%	2.8%	58.0%	820	10169
	2020	0.3%	25.4%	4.0%	8.1%	0.5%	2.7%	58.9%	618	7773
	2021	0.3%	30.4%	3.5%	7.5%	0.4%	2.7%	55.2%	363	6561
Tech	2016	0.2%	43.6%	2.0%	3.4%	0.3%	1.5%	48.9%	140	2839
	2017	0.2%	44.7%	2.1%	3.3%	0.3%	1.8%	47.6%	184	2971
	2018	0.2%	43.5%	2.3%	4.1%	0.3%	1.6%	47.9%	323	4001
	2019	0.3%	44.3%	2.2%	4.8%	0.3%	1.8%	46.4%	376	4132
	2020	0.2%	45.3%	2.2%	5.0%	0.3%	2.0%	44.9%	332	3364
	2021	0.3%	47.3%	2.5%	5.0%	0.3%	2.5%	42.2%	218	3420
Non-Tech	2016	0.3%	10.9%	6.4%	10.7%	1.2%	3.2%	67.3%	205	4954
	2017	0.4%	11.8%	6.2%	11.2%	1.2%	3.1%	66.1%	248	5068
	2018	0.3%	11.0%	6.2%	12.4%	1.0%	3.4%	65.7%	391	5912
	2019	0.4%	10.8%	6.2%	12.3%	0.9%	3.5%	65.9%	444	6037
	2020	0.4%	10.3%	5.3%	10.5%	0.7%	3.2%	69.6%	286	4409
	2021	0.4%	12.0%	4.6%	10.2%	0.4%	3.0%	69.3%	134	3141
Leadership	2016	0.1%	24.7%	1.5%	2.2%	0.3%	1.7%	69.4%	39	712
	2017	0.1%	24.8%	1.7%	2.8%	0.3%	1.1%	69.3%	45	787
	2018	0.1%	23.3%	1.1%	3.8%	0.2%	1.6%	69.9%	61	1024
	2019	0.0%	24.1%	0.9%	3.6%	0.1%	1.4%	69.9%	77	1079
	2020	0.1%	22.7%	0.6%	3.8%	0.2%	1.4%	71.2%	70	886
	2021	0.1%	24.3%	1.0%	4.0%	0.2%	2.2%	68.1%	53	859



5-Year Look Backs

[View our recent stats >](#)

Representation: Global Gender

		Men	Women	Not Specified	N(Total Population) excludes Not specified
Overall	2016	48.4%	51.6%	65	16192
	2017	48.4%	51.6%	66	17641
	2018	49.1%	50.9%	77	22216
	2019	48.3%	51.7%	102	22948
	2020	48.7%	51.3%	74	18279
	2021	52.8%	47.2%	39	13911
Tech	2016	75.6%	24.4%	10	4735
	2017	74.4%	25.6%	9	5331
	2018	72.9%	27.1%	12	7201
	2019	71.2%	28.8%	10	7583
	2020	70.3%	29.7%	10	6581
	2021	68.2%	31.8%	9	6609
Non-Tech	2016	37.1%	62.9%	55	11457
	2017	37.1%	62.9%	57	12310
	2018	37.7%	62.3%	65	15015
	2019	37.1%	62.9%	92	15365
	2020	36.6%	63.4%	64	11698
	2021	39.0%	61.0%	30	7302
Leadership	2016	68.7%	31.3%	0	1154
	2017	65.4%	34.6%	0	1279
	2018	65.8%	34.2%	0	1650
	2019	65.0%	35.0%	0	1767
	2020	63.7%	36.3%	0	1506
	2021	62.4%	37.6%	0	1413

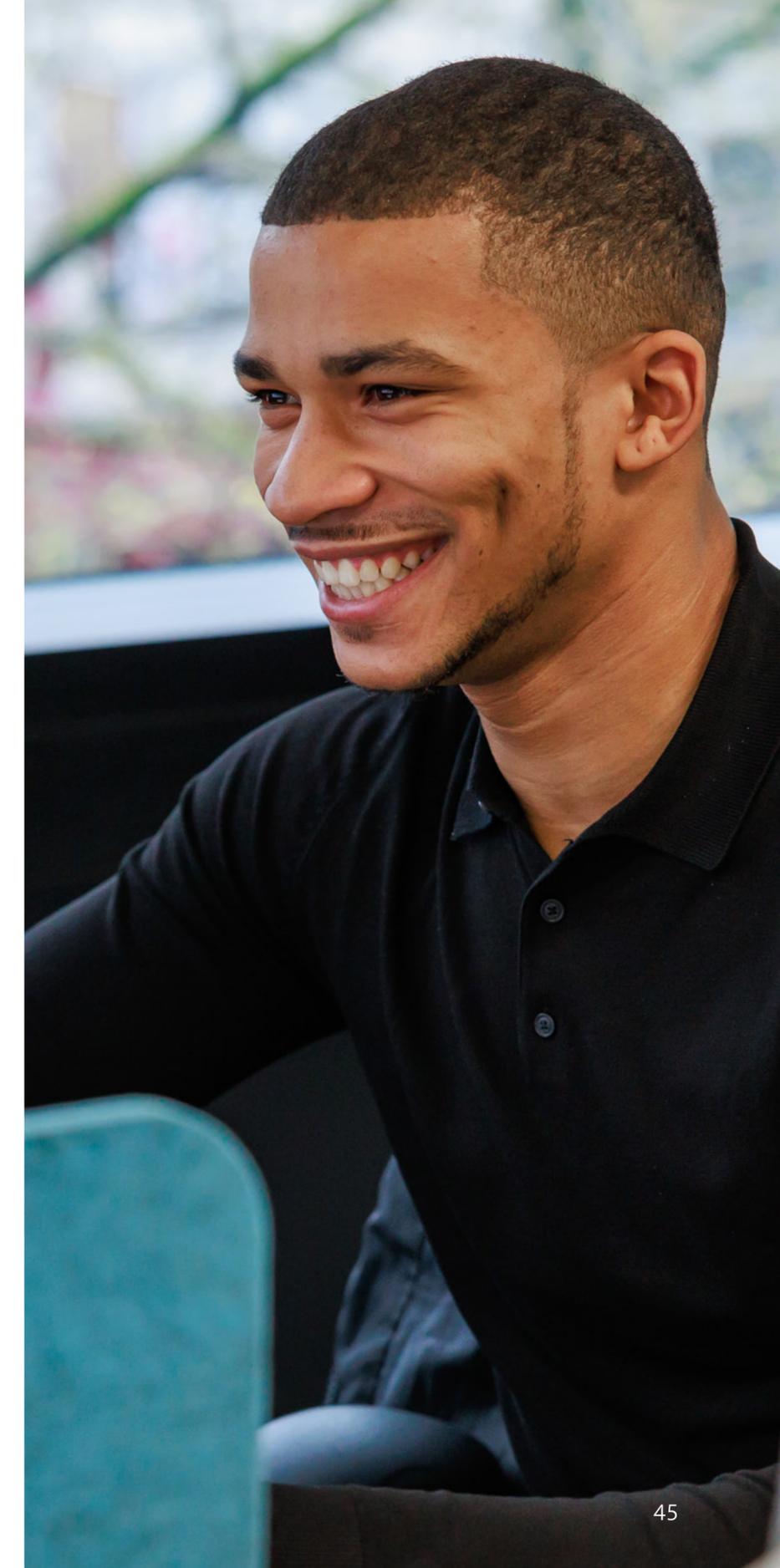


5-Year Look Backs

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Intersectional Representation: Women

		American Indian/ Alaska Native	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native Hawaiian/Oth Pac Island	Two or More Races	White	Not Specified
Overall	2016	0.2%	9.3%	3.0%	4.7%	0.6%	1.6%	30.8%	158
	2017	0.1%	10.0%	2.8%	4.9%	0.6%	1.5%	30.4%	193
	2018	0.1%	9.9%	2.7%	5.1%	0.5%	1.5%	29.1%	310
	2019	0.2%	10.1%	2.6%	5.2%	0.5%	1.6%	29.4%	368
	2020	0.2%	10.6%	2.2%	4.4%	0.3%	1.4%	30.3%	259
	2021	0.2%	12.4%	1.5%	3.9%	0.2%	1.3%	27.2%	144
Tech	2016	0.1%	14.7%	0.6%	0.8%	0.2%	0.4%	11.0%	35
	2017	0.0%	15.3%	0.5%	0.8%	0.2%	0.5%	11.4%	55
	2018	0.0%	14.8%	0.5%	0.9%	0.1%	0.5%	11.9%	93
	2019	0.1%	15.6%	0.5%	1.2%	0.1%	0.6%	12.0%	107
	2020	0.1%	15.7%	0.7%	1.5%	0.1%	0.6%	11.8%	94
	2021	0.1%	16.7%	0.7%	1.6%	0.1%	1.0%	12.0%	66
Non-Tech	2016	0.2%	6.3%	4.4%	7.0%	0.8%	2.2%	42.1%	123
	2017	0.2%	6.9%	4.2%	7.3%	0.9%	2.2%	41.6%	138
	2018	0.2%	6.6%	4.2%	8.0%	0.8%	2.3%	40.8%	217
	2019	0.3%	6.4%	4.1%	7.9%	0.7%	2.2%	41.3%	261
	2020	0.2%	6.6%	3.4%	6.7%	0.5%	2.0%	44.4%	165
	2021	0.2%	7.7%	2.5%	6.4%	0.2%	1.6%	43.8%	78
Leadership	2016	0.1%	7.7%	0.4%	0.6%	0.1%	0.7%	22.8%	16
	2017	0.1%	7.9%	0.5%	0.8%	0.1%	0.6%	26.3%	21
	2018	0.1%	7.8%	0.3%	1.3%	0.1%	0.6%	25.9%	23
	2019	0.0%	8.3%	0.3%	1.0%	0.0%	0.5%	26.2%	27
	2020	0.1%	8.2%	0.2%	1.4%	0.1%	0.6%	27.3%	24
	2021	0.1%	8.5%	0.6%	1.4%	0.1%	0.8%	27.6%	22



5-Year Look Backs

[View our recent stats >](#)

Intersectional Representation: Men

		American Indian/ Alaska Native	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native Hawaiian/Oth Pac Island	Two or More Races	White	Not Specified
Overall	2016	0.1%	13.4%	1.8%	3.3%	0.3%	1.1%	29.9%	187
	2017	0.1%	14.0%	1.9%	3.4%	0.2%	1.1%	28.8%	239
	2018	0.2%	14.2%	1.9%	4.0%	0.2%	1.1%	29.4%	402
	2019	0.2%	14.2%	1.9%	4.1%	0.2%	1.2%	28.6%	450
	2020	0.1%	14.9%	1.7%	3.7%	0.2%	1.2%	28.6%	357
	2021	0.2%	18.0%	2.0%	3.6%	0.2%	1.4%	28.0%	219
Tech	2016	0.1%	29.0%	1.5%	2.6%	0.1%	1.2%	37.9%	105
	2017	0.2%	29.4%	1.6%	2.5%	0.1%	1.3%	36.2%	129
	2018	0.2%	28.7%	1.8%	3.2%	0.1%	1.1%	36.0%	228
	2019	0.2%	28.7%	1.6%	3.6%	0.1%	1.3%	34.4%	267
	2020	0.1%	29.5%	1.6%	3.6%	0.2%	1.4%	33.1%	236
	2021	0.2%	30.6%	1.8%	3.4%	0.2%	1.5%	30.2%	152
Non-Tech	2016	0.1%	4.5%	1.9%	3.7%	0.4%	1.0%	25.2%	82
	2017	0.1%	4.9%	2.0%	3.9%	0.3%	1.0%	24.5%	110
	2018	0.1%	4.4%	2.0%	4.5%	0.3%	1.1%	24.9%	174
	2019	0.1%	4.3%	2.1%	4.4%	0.2%	1.2%	24.6%	183
	2020	0.1%	3.7%	1.9%	3.8%	0.2%	1.1%	25.2%	121
	2021	0.2%	4.3%	2.2%	3.8%	0.3%	1.4%	25.6%	67
Leadership	2016	0.0%	17.0%	1.1%	1.7%	0.1%	1.0%	46.6%	23
	2017	0.0%	16.9%	1.1%	2.0%	0.1%	0.5%	42.9%	24
	2018	0.0%	15.5%	0.8%	2.5%	0.1%	1.0%	44.0%	38
	2019	0.0%	15.8%	0.6%	2.6%	0.1%	0.9%	43.7%	50
	2020	0.0%	14.4%	0.3%	2.5%	0.1%	0.8%	43.9%	46
	2021	0.0%	15.8%	0.5%	2.6%	0.1%	1.4%	40.5%	31



A wide-angle photograph of a stunning mountain landscape. In the foreground, a vibrant turquoise lake reflects the clear blue sky. Several wooden rowing boats are scattered across the water, with people visible inside them. The middle ground is dominated by steep, rocky mountainsides covered in dense green forests. In the background, majestic, rugged mountain peaks rise against a clear sky, with some snow patches visible in the valleys. The overall scene is peaceful and beautiful, capturing the essence of a natural wonder.

**In diversity there is beauty
and there is strength.**

MAYA ANGELOU
AUTHOR, POET, CIVIL RIGHTS ACTIVIST



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