



In our quest to change the world and establish our place as a global brand and operator, we have a set of superpowers.

DIVERSITY, EQUITY & INCLUSION

At Yugo, we know high-performing teams include people with diverse perspectives and ways of solving problems. Globally, we continue our efforts to create a culture that fosters a diverse and inclusive environment where all our people are empowered to achieve their full potential and feel a sense of belonging.



Our commitment at Yugo is to promote equality in our policies, practices, and position by encouraging inclusion internally and externally through our Yugoers and students. Our efforts are centered around three main areas:

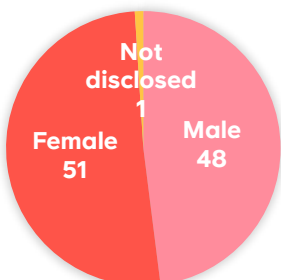
- Policies and Procedures
- Training and Activities Programs
- Support via Mentorship Programs, Employee Resource Groups and Alliance

DIVERSITY SNAPSHOT

833 LOCATED IN
Yugoers & 70 CITIES
9 COUNTRIES

In 2022, our workforce grew by 22%. The majority of the growth matched our business growth in the USA and Spain as we acquired and opened new spaces.

GENDER



50%
WOMEN IN
LEADERSHIP POSITIONS

33%
WORKING
FLEXIBLY

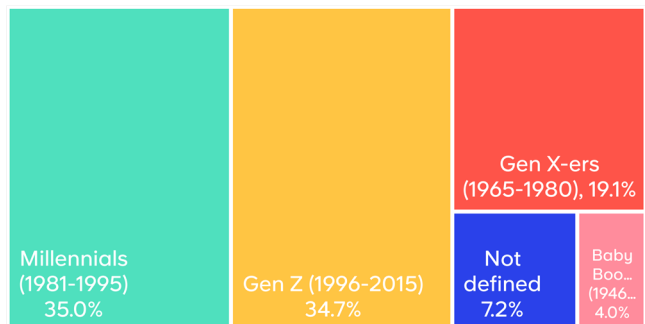
27%
STUDENTS
WORKING WITH US

Yugo's global presence includes over 100 living spaces in nine countries, with over 40,000 student beds in 70 of the top cities in the world for higher education.



11% increase in Nationalities Year over Year (YOY)

MULTI-GENERATIONAL WORKFORCE



DIVERSITY PILLARS

We encourage the recognition and celebration of our diversity through, but not limited to, five Pillars of Diversity and Inclusion and through their protected characteristics.



GLOBAL FOOTPRINT

USA



Europe



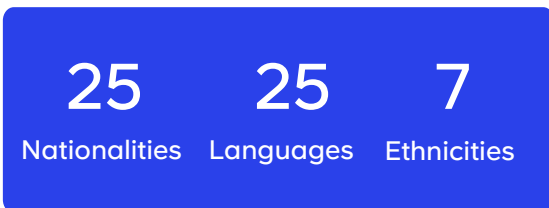
APAC



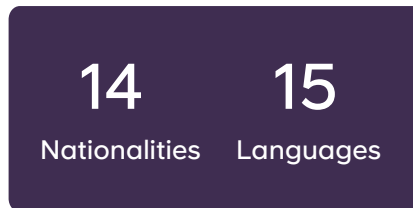
RACE, CULTURE, BELIEF & THINKING

At Yugo, we are all about celebrating different interests, skills, talents, and needs while embracing diverse race, color, descent, and nationality.

USA



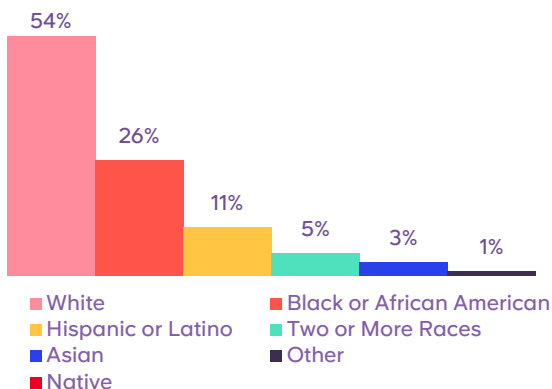
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Europe

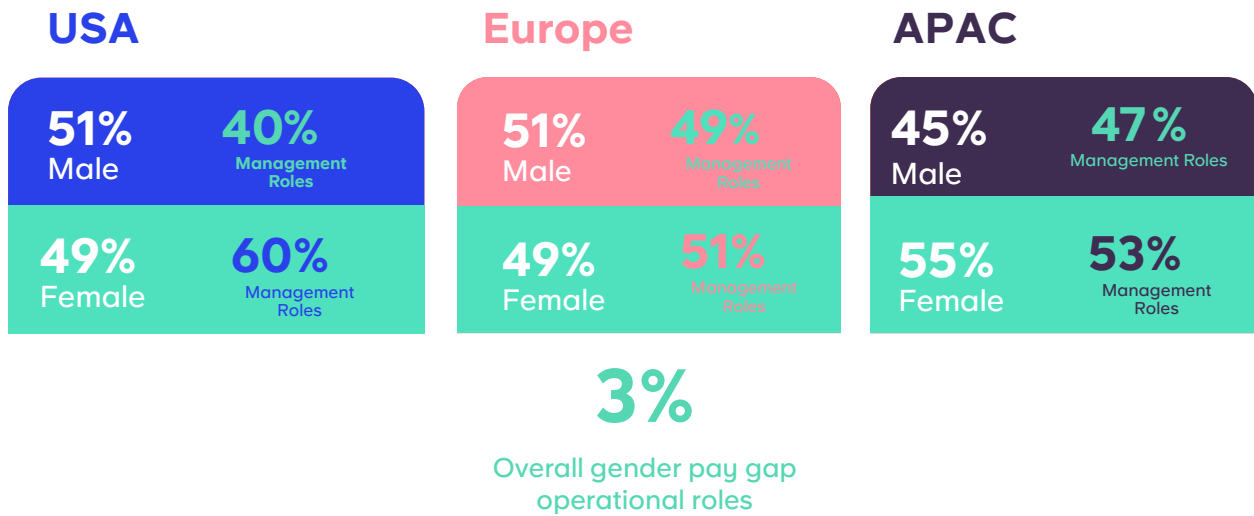


ETHNICITY (USA)



GENDER

We work to ensure people of all genders are treated equally in our workplaces. Employees are hired and promoted at the same rate, given the same opportunities, and paid equally for equal work.



AFFECTION & SEXUALITY

At Yugo, we celebrate variations in identities, expressions, behaviors and feelings of attraction, including varying family organizations, gender, sexual orientation, and any other preferences.

PRIDE MONTH

In celebration of Pride month, we promoted several activities to showcase our culture of diversity and create awareness for the LGBTQB+ community.

- Training organized by myGwork around Inclusion in the workplace. Yugoers learned how they can support other Yugoers, create an inclusive culture, the importance of language, and background and understanding of the difference between identity, expression, gender, and orientation. We had more than 100 Yugoers around the globe join the session!
- Ran a pronouns campaign with support materials to understand their importance.
- Promoted online Virtual Pride Conferences around the world with organizations like Stonewall, mygwork, Trabajando en Positivo, and others.
- Pride competition encouraging Yugoers to showcase support with a temporary or permanent change in their space.

Furthermore, our Yugoers celebrated Pride in their own spaces and even received Proud accreditation in UK & Ireland from Booking.com, meaning LGBTQI+ travelers can book with confidence knowing they are safe and respected in Yugo spaces.



SUCCESSSES

INTERGENERATIONAL

We continue to address differences in expectations and work habits of multiple generations in the workplace. This is all about learning the best ways of communicating as well as each generation's preferences in learning and working. We have four generations in the workplace with more than 69.7% Millennials and Gen Zers.

We collaborated with Generations Working Together to run sessions around Intergenerational age awareness in the workplace. The main goals of these sessions were:

- Raise awareness and knowledge of ageism
- Apply an intergenerational approach
- Change workplace culture as a team and as an individual
- Discover how to bring generations together to overcome barriers



CAPABILITIES

We define this pillar as the different cognitive disabilities, physical abilities & disabilities, mental health, neurodiversity or ethodiversity.

In order to increase our knowledge and awareness, we have run interactive sessions with Enna, a neurodiversity employer network, about:

- The definition and explanation of neurodiversity and what are neurodivergent capabilities.
- Hiring practices for neurodivergent applicants
- Best practices around hiring neurodivergent candidates
- How we can include in our process and hiring practices to ensure we hire a diverse workforce

Creating awareness is the first step to supporting our teams and their networks.



FOCUS GROUPS

A total of 22 Yugoers in our Focus Groups supported setting our priorities and shaping our diversity across our European and APAC markets well as some introductory sessions in the USA. They helped us introduce additional fields in the system to report on our diversity. We organize quarterly meetings to set priorities as well as workshops and sessions for cultural awareness, LGBTQ awareness.



STUDENT WORKFORCE

In our research, students told us that they were worried about getting good grades and not having the professional skills to secure a role once their studies had concluded.

We are incredibly proud to share, in 2022, 27% of our workforce is now students. This means that we are giving students professional skills with a focus on:

- Sales and Customer Service
- Event Planning
- Performance feedback and goal setting
- Networking and collaboration



SUCCESSSES

We set out to give students who are living with us professional skills support with personal LinkedIn branding, CV/resume writing, and interviewing skills under our YuPro pillar. Our People and Culture team conducted sessions in:

- Birmingham, UK
- Bristol, UK
- Madrid, Spain
- Austin, USA

We also partnered with organizations such as local and global recruiters in Melbourne to deliver this session to our students living in University Square and Infinity Place. We established a partnership with Red Frogs in Australia to promote team building and help welcome our students. Our partnership supported our students with party/celebration safety and local knowledge to support their transition.



KNOWLEDGE IS POWER

Knowledge gives us the ability to survive and thrive in the world. If we want our teams to bring their whole selves to work, we have the responsibility to provide them with the tools and training to understand diversity, equality, and inclusion.

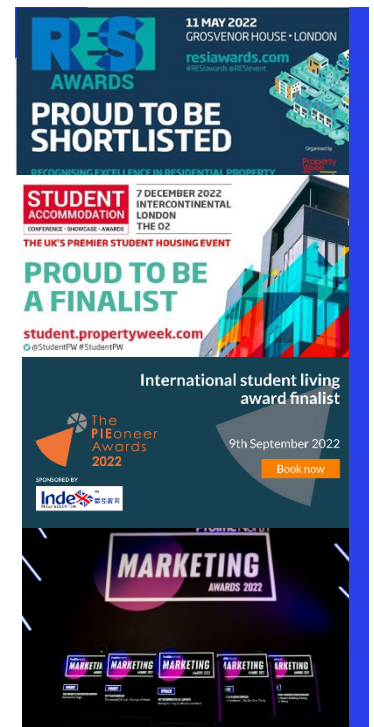
Last year, we launched several online pieces of online training to complement the resources and workshops that are aligned with our six pillars:

- Cross-Cultural Considerations
- Cultural Wellbeing
- Spiritual Wellbeing
- Understanding Religion & Spirituality
- Respect Inclusivity in the Workplace
- Equality & Diversity

AWARDS & NOMINATIONS

Our differentiation at Yugo is our people. Nothing speaks louder than being recognized by industry bodies for our success.

- Finalist for the Best Moving In Experience Award (UK & Ireland) for Global Student Living 2022
- Highly Commended Student Accommodation Operator Award at the RESI Awards
- Shortlisted as a finalist in the PIEoneer Awards for the International Student Living award.
- Global Student Living Awards - Nominated 16 times in 10 different categories and won four awards:
 - Best Environmental Management - Europe
 - Best Student Wellbeing – Europe
 - Best Customer Service – Europe
 - Best Private Housing - Europe
- Yugo Adelaide City nominated for the Best in Class Award
- Student Accommodation Awards - nominated in 7 categories



TRAINING AND DEVELOPMENT

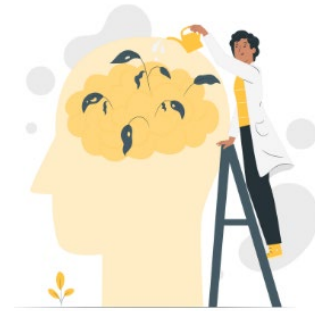
We are committed to the ongoing development of our Yugoers. Our entire global workforce has access to our online training, YuLearn, which supports our Yugoers knowledge of health and safety, diversity and inclusion and legislation, as well as independent soft skills. Yugo recognizes that developing our workforce is important for talent retention, and we support this with externally recognized qualifications.

In 2022, some of these included:

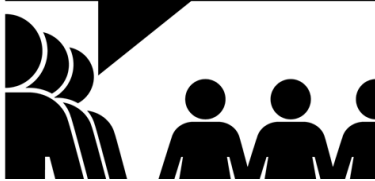
Mental Health First Aid Training

Mental Health First Aid teaches about recovery and resiliency – the belief that individuals experiencing these challenges can and do get better, and use their strengths to stay well. In 2022, we trained 5% of our Yugoers in Mental Health First Aid.

Goal: 10% of our workforce to be trained in Mental First Aid by the end of 2023.



Carbon Literacy Training Organisation



Carbon Literacy

In 2022, over 10% of our workforce completed their Carbon Literacy Training as part of our YugoEco initiative and we achieved Bronze level Certification from the Carbon Literacy Project.

This helped create an awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions on an individual, community, and organizational basis.

Goal: To achieve Silver level certification by December.

Blue 4 Leadership

This style of leadership represents behavior that combines setting direction with being concerned about people, whether they are working for the organization, its suppliers, customers, or business partners. Our global senior leadership team completed their Blue 4 Leadership in November.

Goal: To train all Regional Leaders in Blue 4 Leadership in 2023



FOCUS GROUPS

We understand our Yugoers are often the best source of problem-solving, and creating solutions, and our biggest brand ambassadors which is why we create focus groups. This ensures that our activities are meeting the needs of our teams and their day-to-day business pain points.

We had 12 global Yugoers participate in the engagement focus group

15 Yugoers participating on Diversity and Inclusion group

25 global Yugoers support our brand initiatives through training and feedback

TRAINING AND DEVELOPMENT

Learning happens in many different ways. This year, we implemented Masterclass sessions with our global leaders. We have successfully kicked off these bite-size learning opportunities that give Yugoers an opportunity to connect with others around our business.



In October, we had our CEO, Rui Barros, share a Masterclass The Ultimate Guide to Objectives and Key Results (OKRs) and in November, we had our Legal Counsel Alexander Pankonin share a Masterclass on The Contract Process: Everything You Need to Know.

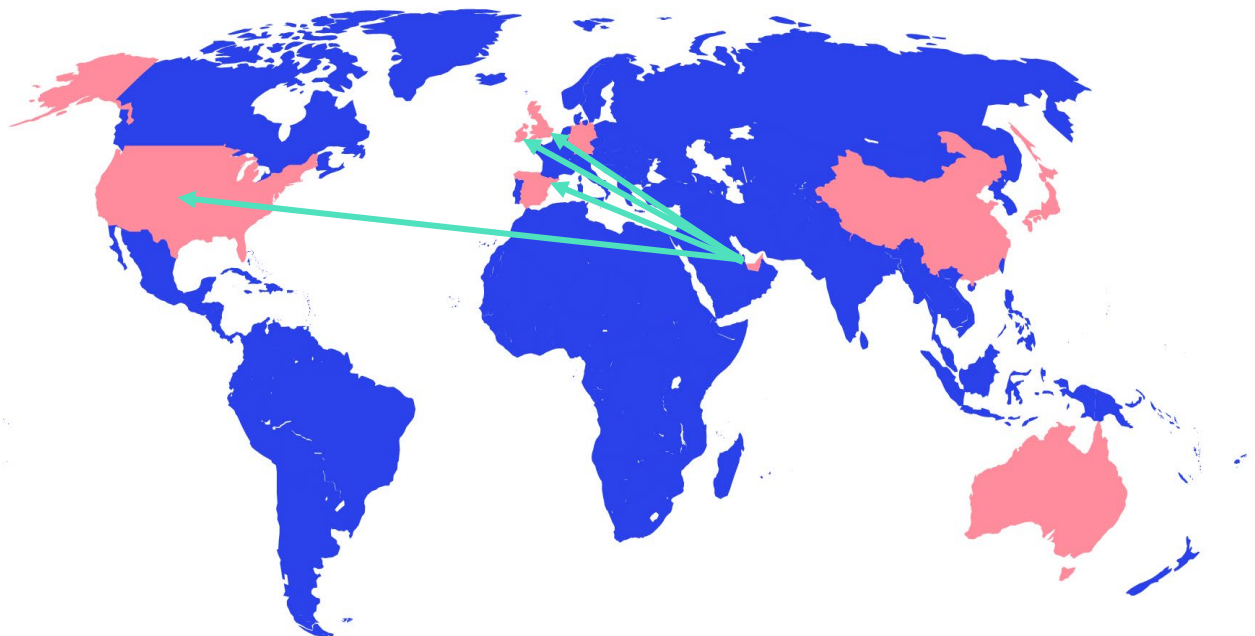
In our 2023 schedule, we are learning about Systems and Cyber Security, Financial Management, Mastering Sales, and Career Development.

Global Secondments and Movements

During the summer period, we encourage our Yugoers to work in different markets, promoting cultural integration, learning, and building global networks. In 2022, we had members from Germany work in Ireland, UK members work in Dublin, and our Spanish team support check-in in Germany.

47 Support staff in our functional departments went back to the floor for turn and check-in in 2022. We find that this helps build stronger relationships among our teams.

Working across 9 different markets means that we get to promote global relocations. Moving is a significant event in a person's life, and in 2022 we experienced the excitement and challenge of relocating a number of our Yugoers internationally. Yugo's internal promotion rate stood at 16% for 2022.



OUR 2022 SNAPSHOT

Throughout last year, we promoted activities that aligned with our pillars, values and commitment to supporting our Yugoers' growth and wellness. We understand that having a globally diverse workforce means that activities need to be varied to serve different cultural and generational backgrounds. Here is a peek into some of the activities we had in 2022.

Highest performing teams include people with diverse perspectives and ways of solving problems.



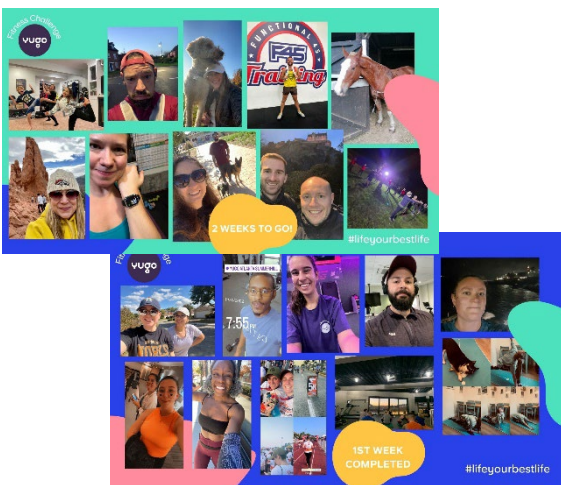
- ✓ **Volunteering.** The team in Bristol signed up to collect rubbish in and around the streets of Bristol. The team collected over 20 bags of rubbish in 90 minutes.
- ✓ **Carbon Literacy Training.** 10% of our workforce completed the training in 2022.



- ✓ **Neurodiversity.** Attracting diverse talent with Enna.
- ✓ **Inclusive Language.** Our Yugoers learned how they can support other Yugoers by creating an inclusive culture as well as the importance of language.
- ✓ **Intergenerational Awareness.** Addressing differences in expectations and work habits of different generations in the workplace.



- ✓ **Be your own Superhero – Anita Confidence Hackers.** A workshop designed to build confidence and empowerment by constructing, designing & starring in your own superhero comic.
- ✓ **Wellness & Nutrition.** Nourish (Rebecca Greco) taught basic Yoga techniques to aid with relaxation and general well-being practices to promote good mental health as well as a nutrition overview and cooking class.
- ✓ **Mental Wellbeing Maintenance.** Learn how we can connect again to what is important for our wellbeing by slowing down
- ✓ **Mindfulness for Health & Well-being.** A simple form of meditation that focuses awareness on the present moment.
- ✓ **Online training.** Access to Mental Health First Aid, Mental Health Awareness, and Stress Management for Employees.
- ✓ **Financial Wellness Webinar.** With inflation and economic changes, we know our Yugoers are feeling the pressure. This session was about the small steps we can all take in our personal finances.
- ✓ **Annual Fitness Challenge.** Thirty minutes of exercise every day in November, helping to create and sustain healthy habits. We had 114 Yugoers sign up globally to participate in the year's Fitness Challenge.



OUR 2023 OBJECTIVES

Our main objective is to create a culture that allows our Yugoers to feel a sense of belonging. We want to remain consistent in providing content and resources to our teams and to ensure we drive our culture and educate ourselves in all areas of diversity, equality, and inclusion.

Resources Available

- Global policy
- Guide to inclusive language
- Guide to connect and support
- List of pillar resources
- Training sessions / recording



Training and Development

Create internal training and ensure 100% completion of our Managers' awareness

Data and Reporting

Establish a baseline and metrics to track progress

Recruitment Practices

Commit to a conscious effort to increase diversity among candidates and to continue our exchange program implemented in 2021.

Policies and Procedures

Review company policies and systems to ensure inclusive language.

Create a Diversity Council

Working closely with senior leaders to ensure tight alignment with the organization's overall business strategy and to help accelerate diversity, equality, and inclusion goals.

The main objective council is to help create accountability for results and provide governance and oversight on diversity efforts. Our council will include a diverse group of senior leadership, operational area teams, support teams, and students across the globe.

Throughout the year, we will continue our diversity activities centered around:



In 2023, our Yugoers have access to additional benefits like:

- Paid YuDay to actively encourage our Yugoers to practice self-care. All Yugoers will be entitled to a paid day off to support their wellness journey.
- Increased paid new parent leave.
- YuStay rates at selected spaces to encourage cost-effective travel, cross-cultural learning, and fulfilment.

