

OUR COMMITMENTS

We believe that companies need to take a pledge to create inclusive workplaces, and recognize that within each company, we have the power to ignite the hearts and minds of our people. In doing so, we can make a profound difference.

- **COMMIT & ACT:** We understand that a conversation is not enough, that we must take action now. We think of inclusion and diversity as long-term sustainable efforts.
- **PRIORITIZE INCLUSION:** We have adopted a no-tolerance policy for racism or discrimination in our workplace and recognize that we must have a clearly articulated position on inclusion. We believe that by creating conditions where all employees feel seen and heard, we fully enable employees to bring their best selves to work.
- **INVITE DIVERSE TALENT:** We are creating awareness of selection bias and reviewing our talent processes with an inclusive lens and addressing areas that are susceptible to bias. We cannot rely on the usual ways to attract talent and we must challenge existing norms on selection and promotions. We need to ask “who will be a culture add to my team” not a “culture fit”.
- **ADOPT INCLUSIVE POLICIES AND PRACTICES:** We are evaluating and integrating an inclusive lens into our policies, programs and collaborative processes.
- **DEEPEN OUR COLLECTIVE AWARENESS:** We are investing in education, dialogue and experiences to increase our cultural agility so we can not only understand unconscious bias, but be consciously inclusive. We believe that equipping our leaders to know how to lead inclusively and support diverse teams will be crucial to fostering an enriching and fulfilling culture.
- **SET INCLUSION & DIVERSITY GOALS:** We have established organization-wide goals and a comprehensive plan to create actionable strategies to achieve our goals. This demonstrates our belief that action matters and we need to show tangible outcomes and meaningful impact.
- **GENUINELY CARE:** We believe our employees deserve to make a living wage, have affordable health care coverage, paid leave and robust support for employees and their families. By doing so, our employees feel cared for and will bring their whole and best selves to work.
- **SOCIAL IMPACT:** We believe in taking an active role in our communities so that we have a positive impact on socioeconomic and geographic disparities in our communities.
- **HOLD OURSELVES ACCOUNTABLE:** We must hold people leaders at every level accountable for demonstrating inclusive leadership.



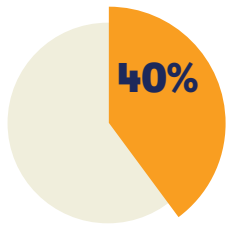
INCLUSION & DIVERSITY COMMITMENT

COMMIT & ACT

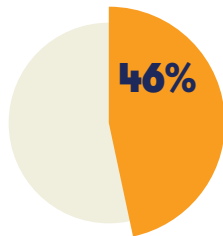
WHY IT MATTERS TO US

To achieve our growth ambition and win in the marketplace, we must challenge ourselves to think creatively, work collaboratively and leverage different perspectives. We rely on diverse perspectives, thoughts, backgrounds and cultures to fuel our innovation and growth. We are committed to creating a climate of inclusion where all employees have an opportunity to contribute, feel valued and have a sense of belonging. This is what makes us a better brand for our consumers and a better employer for our people.

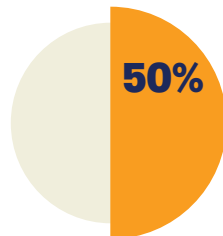
AT THE START OF Q4 2024



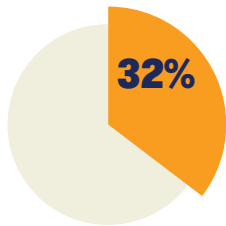
of our total workforce are female



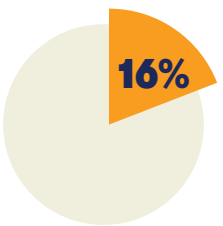
of our managers and above are female



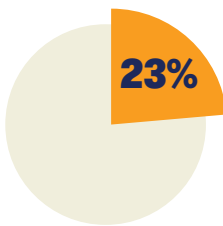
of our directors and above are female



of our workforce are racially and ethnically diverse



of our managers and above are people of color



of our directors and above are people of color

OUR DEFINITIONS OF INCLUSION & DIVERSITY

INCLUSION: Creating an inclusive environment where every person feels valued and experiences a sense of belonging and purpose

DIVERSITY: Valuing our differences including but not limited to race, ethnicity, religion, national origin, sexual orientation, gender identity and expression, age, disability, veteran status, socio-economic background and geography

INCLUSION & DIVERSITY FRAMEWORK: CENTERED ON 4 GOALS

■ CONSCIOUS INCLUSION

Employees role-modeling inclusive behavior. Engage a broad spectrum of employees in inclusion and diversity efforts.

How do I enable everyone on my team to fully participate and contribute? Do all of our people feel included and free to be themselves? How will I widen my circle?

■ DIVERSITY OF PEOPLE & PERSPECTIVES

Create pipelines and partnerships to invite diverse talent to join our teams. Create awareness of selection bias and review our talent processes with an inclusive lens and address areas that are susceptible to bias.

Do I seek diverse views and perspectives on my teams? Do I seek out those who will be a culture add to my team?

■ CULTURAL AGILITY

Deliver bias awareness and inclusive behavior education. Equip leaders to better support diverse teams. Bring education to employees that can have a positive impact on culture and foster inclusion.

How do I adapt my behavior to connect with people who are different from me? Am I aware of my own biases and how it affects my job or interaction with others?

■ SOCIAL IMPACT ON BUSINESS, BRAND & COMMUNITY

Increase the effectiveness and connection to our brand. Seek to understand and have an impact on racial, economic and geographic disparities in our communities.

Are we integrating an inclusive lens in our business socioeconomic and equity issues in our communities? Are we taking an active role in affecting the socioeconomic and equity issues in our communities?



DIVERSITY OF PEOPLE & PERSPECTIVES

Develop and utilize inclusive hiring practices to invite and engage diverse talent to Tillamook

CULTURE AGILITY

Deepen our collective awareness on unconscious bias and inequities

CONSCIOUS INCLUSION

Act to foster an inclusive culture and enable each person to participate fully

SOCIAL IMPACT

Model an inclusive brand experience and support actions that has a positive impact on our communities

DIVERSITY OF PEOPLE & PERSPECTIVES

Objective 1: Develop and utilize inclusive hiring practices to invite and engage diverse talent to Tillamook

1. Train managers on inclusive hiring practices and selection bias
2. Career site to reflect I&D commitment
3. Implement I&D questions/diverse panels and practices in selection processes

Objective 2: Diversify future pipeline of talent to achieve racial and ethnic diversity in our workforce and leadership

1. Build partnership to diversify our pipeline of talent for leadership and staff positions
2. Track demographics for progress and turnover
3. Prioritize development opportunities to create advancement opportunities to increase the diversity at our leadership levels

Objective 3: Strive for gender balance workforce in our employee base and leadership positions

1. Create a supportive culture for women to advance and flourish
2. Ensure pay equity across the organization

CULTURE AGILITY

Objective 1: Deepen our collective awareness on unconscious bias and inequities

1. Offer unconscious bias staff education to employees to attend regularly
2. Offer dialogue and conversation sessions & speakers to educate staff; celebrate heritage opportunities
3. Develop strong allyship through education and programs

Objective 2: Develop leaders to foster an inclusive culture and support diverse teams

1. Offer ongoing education for leaders on bias, how to coach and develop, and be more inclusive
2. Equip leaders to lead and support diverse teams

Objective 3: Communicate and model our inclusion commitments

1. Implement communication plan to increase the awareness of our I&D efforts internally
2. CEO and Sr leaders actively engage and communicate inclusion and commitment

CONSCIOUS INCLUSION

Objective 1: Measure inclusion climate of the organization and monitor on regular basis

1. Create an inclusion baseline in 2020 and monitor progress yearly

Objective 2: Ensure policies and practices are inclusive and equitable

1. Review healthcare plan to incorporate domestic partners, transgender coverage, etc.
2. Create programs that support work flexibility and supports women and families
3. Create equitable and inclusive practices in selection and promotions through training
4. Assess TCCA for accessibility and execute on recommendations

Objective 3: Support racial equity internally & externally

1. Celebrate and recognize heritage events at Tillamook (women's day, MLK)
2. Foster community partnership in communities of color
3. Sponsor and promote opportunities to celebrate equity and diversity in our communities

SOCIAL IMPACT

Objective 1: Model an inclusive brand and customer experience

1. Increase effectiveness of our brand by leveraging diverse consumers and influencers
2. Measure consumer associations in the Core & Growth regions on brand tracker attributes related to inclusion
3. Implement brand message and communication plan to increase the awareness of our I&D efforts externally

Objective 2: Increase inclusion of diverse enterprises through supplier and vendor practices

1. Create access for women and minority owned enterprises to do business with TCCA
2. Create tools for us to work with more caterers and venues where we support MWOB

Objective 3: Create a welcoming environment for all retail consumers

1. Provide education and training to our staff to deliver responsive and respectful service and creating a welcoming environment for all
2. Ensure signage, history and artifacts appropriately reflect and honor our communities

Objective 4: Amplify and support efforts on racial equity and improving socioeconomic status

1. Identify organizations where we can have an impact on the future of farming in under represented communities
2. Identify partnerships that will improve food insecurities in underprivileged communities
3. Support opportunities and amplify voices of those who are transforming thinking and societal norms toward a more racially equitable society

“There isn’t a more important time to be vigilant when it comes to intentionally strengthening our workplace culture, and especially fostering inclusion and helping each person feel a sense of belonging.”

Sheila Murty
EVP, People and Culture





OUR COMMIT & ACT PLAN INCLUSION & DIVERSITY

DIVERSITY OF PEOPLE & PERSPECTIVES

Objective 1: Develop and utilize inclusive hiring practices to invite and engage diverse talent to Tillamook

Implement I&D questions/diverse panels and practices on selection; train managers on inclusive hiring

Objective 2: Diversify future pipeline of talent to achieve racial and ethnic diversity in our workforce and leadership

Build partnership to diversify our pipeline of talent and prioritize development opportunities to create advancement opportunities to increase the diversity at our leadership levels

Objective 3: Strive for gender balance in our employee base and leadership positions

Create a supportive culture and development opportunities for women to advance and grow



CULTURE AGILITY

Objective 1: Deepen our collective awareness on unconscious bias and inequities

Offer unconscious bias staff education to employees to on a regular basis

Objective 2: Develop leaders to foster an inclusive culture and support diverse teams

Offer ongoing education for leaders on bias, how to coach and develop, and be more inclusive

Objective 3: Communicate and model our inclusion commitments

Implement communication plan to increase the awareness of our I&D efforts internally and to engage employees

CONSCIOUS INCLUSION

Objective 1: Measure inclusion climate of the organization and monitor on regular basis

Create an inclusion baseline in 2020 and monitor progress yearly

Objective 2: Ensure policies and practices are inclusive and equitable

Review healthcare plan to incorporate domestic partners, transgender coverage, etc.; create equitable and inclusive practices in selection and promotions through training

Objective 3: Support racial equity internally & externally

Sponsor and promote opportunities to celebrate equity and diversity in our communities



SOCIAL IMPACT

Objective 1: Model an inclusive brand and customer experience

Implement brand message and communication plan to increase the awareness of our I&D efforts externally

Objective 2: Increase inclusion of diverse enterprises through supplier and vendor practices

Create access for women and minority owned enterprises to do business with TCCA

Objective 3: Create a welcoming environment for all retail consumers

Provide education and training to our staff to deliver responsive and respectful service and creating a welcoming environment for all

Objective 4: Amplify and support efforts on racial equity and improving socioeconomic status

Support opportunities and amplify voices of those who are transforming thinking and societal norms toward a more racially equitable society

“There isn’t a more important time to be vigilant when it comes to intentionally strengthening our workplace culture, and especially fostering inclusion and helping each person feel a sense of belonging.”

Sheila Murty
EVP, People and Culture