



# PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY 2024 - 2026

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Welcome To The  
PEOPLE & ORGANISATIONAL DEVELOPMENT  
STRATEGY 2024 – 2026

We're an ambitious and fast-growing business, and our people are critical to our success

At Diversity Travel, we know that by working together we can achieve great things. From designing and arranging complex multi-sector international travel itineraries for some clients, to achieve their humanitarian mission or academic research project, to planning and coordinating national taxi and rail travel on behalf of other clients, safe travel and customer-centricity is at the heart of everything we do.

As is our commitment to sustainability and social responsibility. In fact, everything we do has our people at its core. It is vital therefore, that we invest in, support and develop all colleagues, and we are pleased to introduce this new People & Organisational Development (OD) Strategy, which sets out how we will do this.

With an already strong foundation, we want to continue to be a business where our colleagues are proud to belong – a welcoming, inclusive place, no matter which office location you enter or who you speak to. We aim to live by our Values, celebrate the rich diversity of people's culture and experiences, be ethical in our approach and behaviours, and to create and enable opportunities for all of our people.

At Diversity Travel, we want to be a business where people thrive and flourish professionally and personally and strive for excellence in their work. We want to become a top Employer of Choice.

This Strategy will help us to achieve our exciting ambitions, with our people at the core of our future success.



**Christopher Airey**

Chief Executive  
Officer



**Louise Woolridge**

Head of People &  
Organisational Development





## Introduction

The new People & OD Strategy 2024-2026 has been formulated with the ideas and suggestions volunteered by colleagues, both from conversations with individuals, and from Staff Surveys conducted in 2023 and early 2024.

It is important to recognise that whilst the People & OD Department will play a key role in leading this strategy, the Leadership team and all colleagues across the business are responsible for achieving the ambitions set out herein.

As a Department, we encourage each member of staff; new and long-serving, to think about their contribution to the People & OD Strategy and to the business, and to consider what they will continue to do well, and what they will now do differently.

In an ever-changing, uncertain and often volatile world, we know that all businesses face challenges over the next few years, but by living and promoting our Diversity Travel values in our roles, together we will be successful. It's important to be agile and adaptable whilst looking towards the future. The People & OD Strategy and its Priorities

align with, and support, the delivery of Diversity Travel's Strategic Plan 2022-2026. A new Strategy will be developed in 2026, in line with objectives and requirements at that time and for our next exciting phase of growth.

This Strategy contributes to the development of a strong employer brand, and does so by focusing on and investing in our People as we strive for customer-centricity and operational excellence.

The People & OD Department will continue to actively engage and collaborate with colleagues to ensure that all voices are heard and are instrumental in forming our strategy and achieving our Strategic Priorities. These Priorities, set out later within this document, will drive the required developments in people operations, culture, talent acquisition and management, performance, reward and recognition, ways of working and structure, to ensure that the business achieves its strategic goals, our people achieve their objectives and career aspirations, and that our clients achieve all of the same.

## Diversity Travel Mission, Vision & Values

We believe in great customer service, and people are at the core of our organisation – our customers include our colleagues, our clients, our partners, our suppliers, and our visitors. Our people share our vision, work to our mission and collective aims, and live by our values.

### Our Mission

“Our mission is to support global change, one journey at a time, as the Not-for-Profit Travel Experts”

We are passionate about travel, about making a difference, and helping you to change the world. We're led by 3 company Values that help us do this, the Diversity Travel way.

### Our Company Vision, Our Value Proposition

At the heart of Diversity Travel is our reason for existing and it's why we make the perfect travel partner: for humanitarian, non-profit and educational organisations to change the world by nurturing long-term travel partnerships, simplifying the booking of complex travel and minimising cost”

### Our Values are our Heartbeat

## Passionate. Bold. Mindful. The Not-For-Profit Travel Experts.

#### Passionate:

We are inspired by our charity and university customer missions and committed to providing personalised and value-driven travel solutions that meet their unique needs and objectives.

#### Bold:

We embrace innovation, challenge the status quo, and continuously seek new ways to enhance our services, exceed expectations, and contribute to the success of our not-for-profit clients

#### Mindful:

We are conscientious of our impact on the planet, the communities we visit, and our clients. We prioritise sustainability, ethical practices, and responsible travel, ensuring that our services leave a positive and lasting impression.



## People & OD Vision

Customer-centricity (both internally and externally) and operational excellence is at the core of our Strategy. We are our colleagues' customers, and they are ours, and collectively we work together to provide an excellent service and experience to our external customers as well as inwardly to each other.

The People & OD Department will ensure we have the best possible operations in place to support the delivery of a high quality end to end Travel Management service, from which, all parts of the business, and our clients' businesses, benefit. For our people, this will lead to an improved employee experience at every stage of their career. It is through our people that we will achieve our mission, aims and goals.

To succeed, we need the best people with the right skills and values in place to take the business forward. We need excellent, experienced leaders and managers who influence and help shape our culture, live and promote our Values, nurture and facilitate exceptional performance amongst all colleagues, as well as a talented, diverse, skilled, highly motivated and engaged workforce.

All our activities will support our colleagues' wellbeing and success in achieving their aspirations. We will inspire, engage and further equip our Leadership Team to strengthen operational, cultural and mindset developments needed to influence and enable growth and to tackle challenges. We will focus on support for individual and group Learning & Development, including the creation of

both formal and informal Career Pathways that will enable all our people to experience professional growth and to achieve and sustain high performance.

Our people have told us that Diversity Travel is a great place to work, and we know that our competitive advantage is predicated upon this. So now we will work to make it a fantastic place to work, where everyone feels valued and included, in a truly diverse culture. We will do this by aligning our activities, policies, procedures and practices with the creation of a new Equality, Diversity & Inclusion Plan, from this as the overarching Strategy, as we continue to develop and build on our foundations of support and collaboration.

We're proud that our newly formed People & OD Department is innovative, analytical, forward-thinking and supportive, and one which challenges the status quo. With our combined skills and specialist knowledge from a vast array of backgrounds, we will meet the internal and external demands of competitive markets, employee expectations and significantly changing ways of working, particularly evident since the Pandemic and now the beginning of AI's future impact on people and the working world.

The People & OD Department comprises 3 Teams, each managed by a Business Partner:

- People
- Talent Acquisition
- Learning, Development & Culture



## People & Organisational Development Team



## Our Strategic Priorities

As a new collective of specialists, we are a People & OD function that is supportive, creative, pragmatic and forward-thinking, and one which meets the internal and external demands of competitive global markets, the expectations of our people and the new and changing ways of working.

Over the next three years we will focus on delivering our Strategic Priorities, which underpin and transverse our 5 Strategic Pillars:

### Performance & Growth

**Performance & Growth** – We will implement processes that support high-performance, enable and facilitate ambitious growth, attract the best talent, and enable the development of Career Pathways, nurturing personal and professional growth.

### Culture

**Culture** – We will further develop a rich culture and the behaviours linked to our core values, and will build a more inclusive environment. In line with our Equality, Diversity & Inclusion (E,D&I) Plan, we will recognise and celebrate diversity, improve inclusivity and cohesion across all of our company locations, and will support strong decision-making influenced by, and responsive to, the needs and views of our people and our clients.

### Wellbeing

**Wellbeing** – We will increase and widen engagement in a positive, healthy way. We will promote and encourage healthy behaviours and habits, enabling our people to make their wellbeing a priority. We will improve employee relations, taking a collaborative approach, and encouraging openness and transparency. We will increase the extent to which colleagues feel supported, valued and appropriately rewarded.

### Leadership

**Leadership** – We will inspire, prepare, develop and engage our leadership and management teams, to meet the significant challenges of the future. We will ensure that our leaders and managers are equipped with the skills and knowledge to effectively manage and develop our people as the business grows. We will support the ambitions of all our people, and will grow and develop our own future leaders and managers.

### Customer-Centricity

**Customer-Centricity** – We will focus on excellent customer service, both inwardly and externally, exceeding expectations through responsiveness, error minimisation, increased client and service knowledge, accessibility and exceptional quality, and by using clear, motivational metrics to monitor and measure improvements in our service provision.



## Our 5 Strategic Pillars

These 5 Strategic Pillars are predicated upon and support the above Strategic Priorities, and set out the areas and themes of strategic management of People and Organisational Development that will be the focus for 2024-2026.

<b>Our People, Our Talent</b>	<b>Talent Acquisition</b> (creatively and professionally attracting & Onboarding and Inducting)  Successful hires Higher retention rates	<b>Employer Branding</b> Creative recruitment, modern media usage – appeal, attracting the best people  <b>Profile &amp; Communications</b>	Internal Mobility and Skills Diversification Supported, defined <b>Career Pathways</b>	Partnering, Connecting and Collaborating
<b>A Thriving Environment of Growth</b>	<b>Talent Management &amp; Development</b> Continuous Developing & Growth of our Leaders, Managers and all colleagues	<b>Workforce Planning</b> Succession Planning Structural Review and Agility	<b>Equality, Diversity &amp; Inclusion</b> at the heart of our culture, operations and everything we do  Inclusivity across all company locations	Celebrating rich diversity – recognising and celebrating multi-cultural events, activities, festivals, national days, etc.
<b>Our Empowered Employees</b>	<b>Culture &amp; Values</b> Evolving our Culture and the future of work  Living and being Inspired by our Values  <b>Clear Communications – Style &amp; Tone</b>	<b>Performance Management</b> Nurturing and supporting exceptional performance	<b>Customer Centricity and Excellence</b> A focus on exceeding expectations, and sustaining business relations	<b>Employee Engagement &amp; Voice</b>
<b>Total Reward &amp; Recognition</b>	<b>Total Reward Strategy &amp; Policy</b> Competitive Pay Well performing pensions Enhanced range of benefits Work/life balance benefits Facilities / infrastructure	Investing in <b>People Development</b> – flexible approach  Invest in <b>talent retention</b> before it's needed	Recognising and rewarding <b>excellent performance</b> , achievement and loyalty	Culture of performance recognition, gratitude and mutual gain
<b>Our Ethical Approach</b>	<b>Supporting and promoting Health &amp; Wellbeing of all our people</b> Safeguarding and enhancing the health and wellbeing of our people and our clients	<b>Sustainability Focus</b> - sustainable travel, and sustainable working  Reducing Carbon Footprint	<b>CSR</b> - Safeguarding our people and our customers, at home and off the beaten track.  Helping boost overseas employment rates with in-situ recruitment & development	Politically astute and responsible – FCO, WHO, Sherpa, guided. Legally compliant. Responsive and fast acting.



## Aligned With and Enabling Our Key Associated Plans

At Diversity Travel, we are passionate about creating a diverse and inclusive workforce that can achieve our strategic goals and embody our values. We value the health & wellbeing of our People and are keen to support staff to maintain and enhance their health and wellbeing, wherever possible. Attracting, engaging and retaining high calibre People is important to us also, and so the provision of competitive salaries, fair and equal pay, and a wide range of flexible benefits providing the types of rewards that our People want, is another priority.

Therefore, linked to this over-arching Strategy, 2024 will see the introduction of three new Policies & Plans: an Equality, Diversity & Inclusion Policy & Plan, a Health & Wellbeing Policy & Plan and a Reward & Recognition Policy & Plan.

Over the lifetime of these Associated Policies & Plans, we will ensure that:

- Our Talent Acquisition activities are far reaching, inclusive and attract and retain potential colleagues from a wide range of backgrounds;
- Our recruitment practices continue to deliver the diverse workforce we need, and our processes feel inclusive and welcoming to all candidates;
- New starters feel welcomed, included and engaged throughout our onboarding, arrival and induction processes;
- Our Employee Engagement activities are inclusive, diverse, meaningful and valued and enjoyed by all of our People;
- There is fair access to opportunities for all of our People, and that opportunities for development focus on both personal and professional goals;
- We foster positive and inclusive relationships, striving for excellent stakeholder relations;
- We understand what motivates and rewards all of our employees in all locations and cultures and provide the rights kinds of benefits;
- We proactively support the physical and mental health & wellbeing of our People, promoting healthy lifestyles, educating and informing choices, enabling a good work/life balance, and providing access to health care and other support;
- We maintain our competitive advantage, mindful of changing market conditions, ensuring excellent remuneration packages and meeting today's requirements for flexibility, agility and adaptability;
- Our exit processes are meaningful, respectful and treat colleagues with dignity.

## Get in Touch with the People & OD Teams

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