

THE COVID-19 RESPONSE

Travel and tourism are among the most impacted by Covid-19 and as the largest adventure travel company in the world, Intrepid has had to make many difficult decisions during 2020. But, following a successful capital raise and with a new strategic partnership secured, Intrepid is positioned to rebound when tourism returns.

The impact of Covid-19 on global travel and tourism has been truly devastating – the UNWTO estimates international arrivals dropped by 74 per cent globally in 2020, with destinations worldwide receiving one billion fewer international tourists than in 2019. The crisis has also put between 100 and 120 million direct tourism jobs at risk, many of them in small and medium-sized enterprises.

As the largest adventure travel company globally, Intrepid and all its stakeholders – people, customers, communities and partners – felt the immediate seismic impact of borders closing and tourism coming to a sudden halt.

Our ambitious plan to grow with purpose – January 2020 was the strongest month for sales in our 32-year history, and The Intrepid Foundation community raised more than \$700,000 for bushfire relief in Australia – was quickly replaced by one of survival come mid-March.

Once the World Health Organization declared a pandemic and borders started closing, Intrepid had to take quick action.

In March 2020, the immediate priority was to get customers, leaders and crew who were on trips home. At the same time, Intrepid's workforce shrank with many office-based roles made redundant, while the rest of our global team transitioned to remote work.

It also became clear despite Intrepid's strong financial position going into the crisis, the scale of the pandemic meant the business would require new investment in order to secure the company for all stakeholders for the long term.

STRATEGIC PARTNERSHIP TO SECURE FUTURE GROWTH

Following a number of unsolicited external approaches, during 2020 Intrepid's board decided a capital raise was the right approach. This was aimed at three core objectives: to manage through the uncertainty in the short-term; to evolve the business to changed traveller expectations; and to be inquisitive with mergers or acquisitions, if suitable opportunities arose.

The board and core management team, with support from PwC and DLA Piper, executed a capital raise starting in Q3, with legal documents signed with new minority shareholder, French family company Genairgy on 31 December 2020. The deal received regulatory approvals in Q1 2021 and was completed in early April.

This investment – the largest in Intrepid's 32-year history – not only secures the business in the short-term. It allows us to explore new opportunities and synergies, and accelerate our ambitious strategy to become the world's first purpose-led \$1 billion adventure travel company. It also validates Intrepid's business model of balancing purpose and profit, and is an endorsement in the wider sustainable travel industry globally.

The pandemic has had a terrible impact on our business and all our stakeholders but now we're looking ahead to new opportunities to create value.

THE INITIAL RESPONSE

When global operations halted, the priority was repatriating customers who were either on a trip, or about to start one. Intrepid's DMC network was invaluable and by the end of April, 2,853 customers had returned to their homes.

At the same time, Intrepid was forced to make a number of office-based roles redundant and stand down most other office-based staff. Staff in some core offices subsequently returned remotely on reduced hours when government wage subsidies started.

However, the scale of the crisis and the many uncertainties meant Intrepid didn't get everything right.

Some travellers on suspended departures felt let down. Other customers raised concerns about booking conditions and delayed responses to their enquiries. By late April, Intrepid recognised the need for a dedicated global rapid response customer team.

This 65-person team, consisting of staff from a range of functions and different offices across the world, was in place by early May. Within one month, the team had addressed the backlog of queries with response times reduced to five working days for customers who had contacted us directly.

This team was primarily focused on helping customers with their credit and refund requests. In 2020, Intrepid cancelled more departures than it ran. Since 15 March 2020, the total number of departures cancelled during the year due to Covid-19 was 11,245, and 65,586 customers cancelled due to the pandemic.

The majority of these customers accepted the offer of a 110 per cent credit and 39,492 customers were holding credits by 31 December 2020, and a further 3,514 customers had used their credit to rebook.

As it became clear that it would be some time before travel resumes, the decision was made to remove expiry dates on credit for most trips (some exclusions, including polar, apply) – a move that customers and agents have welcomed.

To provide customers with more choice, Intrepid applied a flexible booking policy for all cancellations before 9 June 2020, which saw customers offered 110 per cent credit as an extra option. At that same time, we updated our booking conditions to make them more flexible. These apply to bookings from 9 June 2020 onwards, including new bookings made using credit.

Intrepid has also refunded customers approximately \$21 million due to Covid-related cancellations in 2020.

WTTC SAFE TRAVELS



All Intrepid trips operate under the [World Travel & Tourism Council's \(WTTC\) Safe Travels](#) protocols for tour operators. Before trips are resumed in any destination, itineraries undergo a comprehensive risk assessment and audit, and leaders and suppliers must complete online Covid-19 health and safety training (see page 75).

CUSTOMER-CENTRIC TEAMS, PRODUCT INNOVATION AND ADVOCACY

The pandemic has been challenging, but it has also been an opportunity to reimagine teams, products and approaches to create value for the long term.

We recognised that there was an opportunity to build on the experience from the global response team and as a result, the Global Customer Care Manager role was created to lead customer advocacy. The customer care team was also restructured to become a global team to ensure a consistent customer experience.

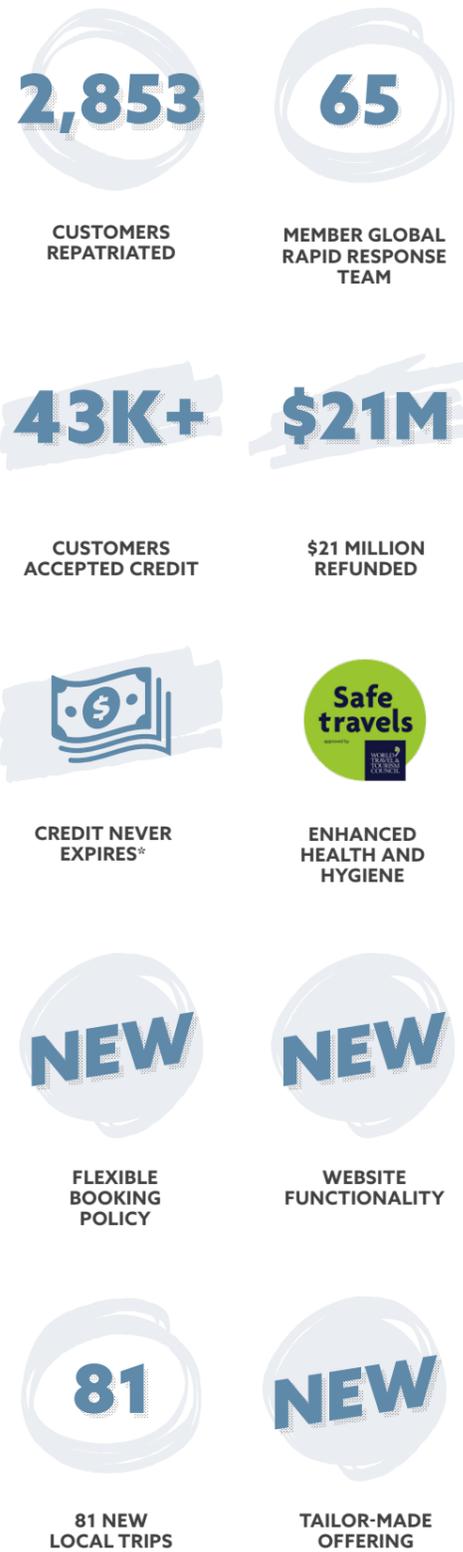
At the same time, by mid-2020, Intrepid had released new local and closer to home trips for customers in Australia, New Zealand, the UK and Europe. We had recognised that local travel and hyper-local experiences would be the first to recover and we needed to offer our customers local trips, including those who were holding credit with us.

We also accelerated the Tailor-Made project, to ensure customers could book personalised or single group departures (see page 67). And, Intrepid Urban Adventures pivoted with Online Experiences, which provided customers with a way to travel while staying at home, and also helped to support tour guides while tourism was on hold.

Finally, Intrepid used the pandemic as an opportunity to advocate for a more responsible return to travel, and to support collective action in the broader tourism industry, to ensure other companies restart their operations in a more sustainable manner. We used our platforms to highlight the climate crisis, animal welfare and other environmental and social issues. Intrepid progressed with work on decarbonisation in 2020 culminating in the business becoming the first tour operator with verified science-based emissions targets (see page 44).

The pandemic has changed our business – although we didn't get everything right, we are now positioned to once again realise our ambitions.

We will continue to change the way people see the world.



*Some exclusions, including Polar, apply



ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) address pressing global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. Created by the United Nations in 2015, the 17 goals and 169 actionable targets are designed to meet the greatest challenges facing the world by 2030. The Covid-19 pandemic has highlighted deep inequalities within societies – and the SDGs are vital for a strong and sustainable recovery.

OUR CONTRIBUTION TO THE SDGS

Intrepid has identified eight SDGs that best align to our key focus areas and we work to contribute to, rather than diminish, their health and value.



SDG

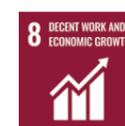
OUR APPROACH

MAJOR ACTIVITIES IN 2020



Tourism can empower women in many ways, but particularly through the creation of jobs and income generating opportunities in small and larger-scale tourism and hospitality-related enterprises.

- Achieved equal gender representation through our company spokespeople
- Partnered with social enterprise Women in Travel to launch three female-led day-tour businesses
- Committed in 2020 to double number of female porters globally by 2025
- Committed to working with our 200 largest suppliers to reduce gender inequality by 2025
- Committed to reporting on gender pay gap by 2025



Tourism is one of the driving forces of global economic growth and before the pandemic, accounted for one in every 10 jobs worldwide.

- Expanded our Human Rights Policy
- Launched modern slavery review in response to Australian legislation
- The Intrepid Foundation created 226 jobs and supported 139 people to become job ready



Tourism can be a powerful tool in reducing inequality if it engages local communities and key stakeholders in its development.

- Launched Innovate Reconciliation Action Plan in Australia to support reconciliation and a more equal country for all
- Launched mandatory anti-racism training for staff and leaders



A city that is not good for its citizens is not good for tourists.

- Partnership formed between Urban Adventures and Intercruise to supply more sustainable shore excursions



Tourism stakeholders should play a leading role in the global response to climate change.

- Approved science-based targets by the Science-Based Targets initiative
- Declared a climate emergency with a seven-point commitment plan



Tourism can contribute to healthy oceans, seas, reefs and marine areas, on which many countries, including island states, rely.

- Joined the Tourism Action Coalition Working Group for the Ocean Panel
- Partnered with WWF-Australia on selected Antarctica trips
- Partnered with WWF Adria on Lastovo Island, Croatia



Tourism can contribute toward conservation and the protection of biodiverse areas, including national parks, forests and mountain regions.

- Partnership formed between Intrepid, The Intrepid Foundation, Eden Reforestation Projects and Ecologi in Kenya's Kijabe Forest
- The Intrepid Foundation raised more than \$700,000 for bushfire relief in Australia



Due to its cross-sectorial nature, tourism can strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve SDGs and other common goals.

- Signatory to the UN Global Compact since 2008
- Member of Global Sustainable Tourism Council (GSTC) board
- Member of Reconciliation Australia
- Certified B Corp since 2018
- The Intrepid Foundation works with 24 partners to deliver community impact and tourism opportunities in 12 countries

PARTNERS, CERTIFICATIONS AND COLLABORATIONS

We work with many organisations around the world, including:



B CORP

Certified B Corps are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability.



ECOLOGI

Ecologi partners with climate projects all over the world to fund the world's best climate crisis solutions and offset carbon emissions.



GIZ

GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.



GLOBAL SUSTAINABLE TOURISM COUNCIL

GSTC manages global standards for sustainable travel and tourism, and acts as the international accreditation body for sustainable tourism certification.



OCEAN PANEL

The High Level Panel for a Sustainable Ocean Economy (Ocean Panel) is an initiative by 14 world leaders who are building momentum for a sustainable ocean economy.



RAINFOREST ALLIANCE

This international non-profit organisation works at the intersection of business, agriculture and forests to make responsible business the new normal.



RETHINK ORPHANAGES

ReThink Orphanages is a global, cross-sector coalition working to prevent family separation by shifting countries away from institutional models of care towards family-based care.



TOURISM CARES

Tourism Cares is the non-profit, philanthropic arm of the travel and tourism industry whose mission is to advance the travel industry's positive social and environmental impact.



WWF-AUSTRALIA, WWF ADRIA

WWF is dedicated to wilderness preservation and the reduction of human impact on the environment. Intrepid partners with WWF-Australia and WWF Adria on some specific itineraries.



WOMEN IN TRAVEL

This social enterprise leverages travel and tourism to provide women with the opportunity to fulfil their potential. Intrepid partners with WIT on our new women-led day-tours in London.



WORLD ANIMAL PROTECTION

World Animal Protection is a global animal welfare organisation that has been campaigning for over 50 years to end animal cruelty and suffering.



WATERBEAR

This streaming platform features documentaries from NGO partners. Intrepid is its first travel partner, which enables members to book travel directly through the platform.

MEMBERSHIPS AND SIGNATORIES



ONE BUSINESS; A WORLD OF EXPERIENCES

In 2020, Intrepid included three tour operator brands, a global network of destination management companies, a not-for-profit and a number of related brands. Together, we're a vertically integrated provider of sustainable experience-rich travel.

INTREPID TRAVEL

As our flagship brand, Intrepid Travel offers small group and private Tailor-Made adventures for travellers of every age, budget and appetite for adventure. With four distinct travel styles to choose from – Basix, Original, Comfort and Premium – and nearly 800 itineraries across 100-plus destinations, Intrepid Travel has the broadest product offering of our brands. No matter which trip customers might choose, they all enjoy the hallmarks of what makes our sustainable, experience-rich products so special: a small group style of travel that allows them to eat, sleep and travel

like the locals do, an expert local leader who can show them the highlights, as well as hidden gems and unique experiences, with an emphasis on low-impact responsible travel. In addition to our core destination itineraries, Intrepid Travel features 15 themes: Cycling, Food, Polar, Sailing, Adventure Cruising, Family, 18 to 29s, Active, Walking and Trekking, Festivals, Lonely Planet Experiences, Retreats, Wildlife, Short Breaks and Tailor-Made.

799

Itineraries

15

Themes

9

Avg. Group Size

49

Avg. Age

PEAK DMC

With a core purpose to create, innovate and deliver sustainable experience-rich travel, Intrepid's DMC network is the trusted operating partner to many of the world's leading travel brands. Our DMC's global operating network of 23 destination management companies operates more than 80 per cent of Intrepid-branded trips, as well as itineraries for a wide range of other travel companies. With operational capability across 90-plus countries in Asia, Africa, Europe and Latin America,

our global staff provide invaluable local destination knowledge to assist in designing and arranging itineraries. Our DMCs collectively recruit, train and manage more than 700 tour leaders and local guides globally. All DMCs are part of our global network, ensuring we develop, implement and consistently deliver global best practice around the world.

700

Tour leaders & guides

90+

Countries

23

DMCs



Amman, Jordan



Inca Trail, Peru



KOTO Restaurant, Vietnam



Halong Bay, Vietnam



Toronto, Canada



Antarctica

THE INTREPID FOUNDATION

The Intrepid Foundation provides a transparent and trusted way for travellers to support destinations and communities. Our mission is to improve the livelihoods of vulnerable individuals and communities around the world by supporting local initiatives that deliver real impact. Read more about the Foundation on page 89



PEREGRINE ADVENTURES

Peregrine Adventures delivers premium trips with a focus on immersive local experiences. We offer sustainable itineraries with award-winning local leaders, hand-picked accommodation and small private vehicles. Peregrine Adventures offers a variety of product themes to cater to travellers' special interests.



INTREPID URBAN ADVENTURES

Intrepid Urban Adventures offers a style of day tour that enables travellers to escape the tourist traps and connect with the cities they visit, and those who live there. By taking our travellers into local neighbourhoods with a local guide, they can directly engage with the community in a way that few other city tours can offer. Urban Adventures Online Experiences provides customers with a unique, immersive virtual experience led by a local guide all from their own home.



OUR PARTNERS

Intrepid owns global online travel publication Adventure.com and has joint venture partnerships with RAW Travel, Kimberley Wild Expeditions and Chimu Adventures. These companies have been excluded from this report on the basis of materiality.