



DEI Statement From Leadership

We are excited to announce that we have recently engaged Yardstick Management as our partner to help us advance our commitment to diversity, equity and inclusion at Orangetheory. Our selection for a strategic partner considered the feedback we received from members and staff alike, which included finding a DEI partner with a strong team that will work with the Orangetheory Diversity Council to ensure we reach the identified short- and long-term objectives.

Orangetheory Goals:

- Assess various aspects of the quality of diversity, equity and inclusion (DEI) within the Orangetheory Headquarters.
- Develop action plans to help us continue to build a culture of inclusion within the brand.
- Implement talent acquisition and employee growth and retention strategies with DEI as guiding tenets.
- Educate the Orangetheory leadership team on various aspects of DEI and present opportunities.
- Establish and communicate DEI best practices throughout the organization.
- Educate Orangetheory team members on DEI concepts and actions they can take.
- Create an Orangetheory playbook that incorporates DEI into our values and mission.

We understand change is a lengthy process. But we have already made some great strides with our new partnership. One breakthrough was a series of candid, confidential conversations with Yardstick Management and our leaders and team members about their experiences here at Orangetheory and how they have related to DEI efforts. Yardstick valued hearing directly from employees about their DEI vision for transformational change, their willingness to collaborate and their degree of commitment to customizing strategic plans for our future.

Additionally, we have provided data regarding our employee demographics, pay equity and culture, which has been assessed by Yardstick to highlight where we stand on the bar toward greater diversity, equity, and inclusion. The qualitative and quantitative data have helped form a comprehensive DEI approach for transformational change, which we plan to deliver in the coming months. We were intrigued by the results and intend to use the data as a foundation for our steps ahead.

To date, on the Talent Acquisition front, we have conducted two DEI training sessions for our people managers. Facilitated by the Yardstick team, these training sessions focused on two important topics: Inclusive Hiring and Expanding Your Network.


Inclusive Hiring addressed the myth of talent scarcity, tone-deaf mistakes, the power to include or exclude, the hiring cycle, job description development, resume screening, interviews and candidate selection.

Expanding Your Network focused on learning the value of your network, knowing what room exists, being your authentic self and building genuine connections.

We are looking forward to our upcoming training centered around unconscious bias to address social stereotypes and biases formulated by individuals' tendencies to categorize groups of people.

We very much appreciate the input our members and employees have given so far, and we look forward to sharing our progress and receiving your continued guidance to help make change happen. If you would like to share any feedback or suggestions, please email DEI@orangetheory.com.

Respectfully,

 Orangetheory Leadership Team

Dave Long, Co-founder and Chief Executive Officer

Ellen Latham, Creator and Co-founder

Dave Carney, President

Carrie Julier, Chief Operating Officer

Kevin Keith, Chief Brand Officer

Ameen Kazerouni, Chief Analytics Officer

David Hammer, Chief Financial Officer

Joe Rubbone, General Counsel