

## DECKERS' COMMITMENT TO CREATING A BETTER TOMORROW

Deckers Family,

Following George Floyd's murder last May and the social unrest that followed, I spoke to you about Deckers' commitment to take an active stance against racism, discrimination and intolerance in any form.

As I have shared with all of you over the last several months, we also have an obligation to ensure Deckers is a place where every one of us can COME AS YOU ARE and where we are all respected, valued, welcomed and heard. This requires a firm and lasting commitment to embed EQUITY, INCLUSION AND DIVERSITY into the very fabric of our company. At all levels. On all teams. In all regions. And for all employees.

I know that these statements alone are not enough, and I know that actions speak louder than words. In the time since my first statement, our teams have been actively working to create lasting, sustainable, and meaningful change throughout the entire organization. I want to share what we have been doing and our commitment to our employees, our consumers, and our shareholders:

### **We are listening with open hearts and open minds**

Leaders across the business, starting with me, have been purposefully listening to our employees. To learn-and more importantly, unlearn what we have been taught because of existing structures and systemic injustice.

In the US, we held a retail listening tour between our executives and our Black retail employees, and we are planning similar initiatives in our regions.

The entire executive leadership team is participating in Inclusive Leadership sessions with a consulting firm we have engaged to help guide us on this journey.

We are conducting a survey of our employees to better understand employee opinions, thoughts, and impressions of Deckers' state on equity, inclusion and diversity, as well as areas of opportunity.

### **We are investing in this journey**

We are investing resources, time, people, and passion. In June, we appointed Deckers' first Director of Equity, Inclusion, and Diversity (EID); in September, we appointed our first Manager of EID; and we have a regional EID lead in EMEA. Together we are formulating a comprehensive, global strategy for the organization.

We are conducting a comprehensive talent lifecycle audit to identify critical decision points that affect representation levels within the talent pipeline and will take action to address gaps we find during the audit.

We are implementing a software platform to help remove unconscious bias from job descriptions and postings. We are also rolling out training on inclusive interview and selection practices.



**We are empowering our most valuable assets: our talent**

We created our LEAD Team that serves as an advisory board on EID matters, a regional taskforce in EMEA, and have over 100 employee ambassadors from our offices across the world who have volunteered to participate in our Workforce, Workplace, and Marketplace committees to help provide input on EID-related initiatives.

We have launched a framework for Employee Resource Groups (ERGs) so that employees with common interests can come together and easily start ERGs that are critical to helping foster awareness, respect and inclusion within the workplace.

We have launched an internal employee resource site with updates on current EID initiatives, educational materials, and curated content.

In the US, we are partnering with HBCUs and both local and national professional organizations, and we are exploring similar partnerships in our other regions in order to expand the pool from which we source talent for the organization.

We are creating opportunities for the incredible talent already under our roof and will be piloting a career path program for our retail, distribution center and customer experience teams to corporate.

We are piloting a global mentorship program to help provide our talent with opportunities for networking and engagement.

**We are being transparent about our efforts.**

At Deckers, our US employees come from the following groups\*:

- White 42.8%
- Hispanic or Latinx 29.5%
- Black or African American 11.1%
- Asian 6.8%
- Two or more races 2.8%
- Native Hawaiian or Pacific Islander 0.7%
- American Indian or Alaskan Native 0.6%
- Middle Eastern 0.3%
- Undeclared 5.4%

We are proud that our Board of Directors includes 55% individuals from underrepresented groups (including ethnicity and sexual orientation); however, we recognize that this representation decreases materially at higher levels of management within the organization: in the US, we have 15.0% BIPOC (Black, Indigenous, People of Color) at Director level and above\*.

*\*As of September 1, 2020*

We will therefore commit to having 25% representation of BIPOC at Director levels and above in the US by 2027. We will keep ourselves accountable by sharing annual updates of our progress towards these targets.

We know that we have to do more both within our organization, and externally as well.

UGG, HOKA, Teva, Sanuk, and Koolaburra have each committed to featuring 60% BIPOC, LGBTQ+, and diversity of body types and abilities in marketing.

### **We are committing ourselves to ongoing learning and development**

We have launched mandatory unconscious bias and allyship training, and will be rolling out anti-Black racism training that all current and new employees will be required to complete.

We are requiring that our entire executive leadership team have inclusion and diversity related goals.

We will be requiring that all Director level and above positions are interviewed by a panel that includes underrepresented groups (gender and BIPOC).

### **We are using our platforms to help elevate others**

We have so far donated \$500,000 to organizations taking action against systemic injustices facing Black lives across America and beyond, including the NAACP, the ACLU, and the Tides Foundation in support of Black Lives Matter Support Fund.

We are ensuring that our charitable donations will include regional, national and international organizations that focus on social justice, racial equality and youth activism.

We have launched voter registration efforts in the US, both for our employees and our customers.

### **We are standing up and speaking up**

We can no longer ignore what's happening because it makes us uncomfortable. We can't pretend racism doesn't exist, or that it doesn't touch our communities around the world. Because it does. And we each have an obligation to show up. We have to stand up. We have to transfer the benefits of our privilege to help uplift those around us. We have to learn how to be allies. We have to vote in the upcoming US election and make our voices heard. We will do better because the more perspectives we share, the better we can be.

Onwards and in solidarity,



Dave Powers  
Deckers Brands President and CEO

**#BetterTogether**  
**#BlackLivesMatter**