



**2021**  
Environmental,  
Social and  
Governance  
Report



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# 1

## INTRODUCTION

We are proud to have served professional drivers and highway travelers for 50 years. Not only is our 50<sup>th</sup> anniversary a momentous occasion to celebrate, it is also an opportunity to reflect on our journey, our goals, and our road to progressing ESG initiatives and securing our standing as a long-time industry leader.

From enhancing guest experiences and emphasizing our corporate culture, to expanding our network and integrating alternative energy, we are transforming the way we serve all stakeholders in the miles ahead.



# A Message From Our CEO

At TravelCenters of America, we are focused on a single mission — to return every traveler to the road better than they came. For many, we are the “open” sign among miles of endless highway, a familiar face following a day of solitude and a safe oasis for rest after a long journey. From professional drivers carrying the things we need, to families traveling home to visit the ones they love, we are the place for all to refresh, refuel and repair, and where the everyday things are done extraordinarily well.

Our emphasis on our mission extends to each aspect of our business, including our approach to Environmental, Social, and Governance (ESG) practices. For us, it all starts with people. We want to ensure our products and services meet our guests’ needs while minimizing the environmental impact for future generations. We want to provide quality amenities, nourishment, and interactions to improve the quality of life for drivers and passengers and make our roadways safer for all. We want our team members to take great pride in their work and have opportunities for personal and professional growth. And we want to conduct ourselves to honor our values and positively contribute to our communities and broader societal goals. Overall, we believe

that meaningful ESG practices are reflected in our business practices, which sustain our ability to do what we do best — serve our many guests.

As we celebrate our 50th year in business, we continue to progress with a significant company transformation that has generated consistent financial improvement during the most unusual of economic events of recent years. TA is further strengthened by a healthier balance sheet that provides the safety and security to invest in our customers and assets, drive value and provide a path for continued growth in the years to come.

Our robust capital investment strategy is focused on travel center upgrades, reimaged food concepts and technology improvements. In 2021, we launched a major site refresh program and have already upgraded over 50 sites with enhancements including renovated restrooms, upgraded showers, more comfortable driver lounges, repaved parking lots, improved signage, new store flow, better lighting and healthy food options to appeal to both professional drivers and motorists. In addition, we are refreshing core systems and infrastructure to drive operational efficiencies and improve resiliency. We are also committed to the greening of the transportation industry

through initiatives led by “eTA,” our business unit tasked with managing alternative energy and sustainability.

Through eTA, we seek to embrace energy alternatives and the transition toward cleaner and more efficient fuels for the benefit of our guests and planet. Our commitment includes taking a leading role in electrification and decarbonization through partnerships and innovative test projects to deploy more electric vehicle (EV) charging stations, offer hydrogen fueling stations, expand diesel exhaust fluid availability and install additional biodiesel blending infrastructure across our portfolio.

While TA has transformed, one aspect of the company remains the same — our commitment to the people who contribute to our success. To our guests, thank you for letting us serve you and be a part of your travels. To our shareholders, thank you for your continued interest and support. And to our team of 19,000, thank you for your exceptional work to improve our business and culture each day.

In the following pages, I welcome you to learn more about TA and our ESG foundation, anchored by five decades of operational strength. We understand that



refining our ESG initiatives is a continual journey similar to that of our guests. We have exciting plans ahead, and I believe that the many actions we are taking now will help us to chart the next 50 years of continued sustainable growth.

Sincerely,



**Jon Pertchik**  
Chief Executive Officer

# About Us

TravelCenters of America Inc. (Nasdaq: TA) is the nation's largest publicly traded full-service travel center network. Founded in 1972 and headquartered in Westlake, Ohio, its 19,000 team members serve guests in over 275 locations in 44 states, principally under the TA®, Petro Stopping Centers®, and TA Express® brands. Offerings include diesel and gasoline fuel, truck maintenance and repair, full-service and quick-service restaurants, travel stores, car and truck parking, and other services dedicated to providing great experiences for its guests.

With its specialized business unit, eTA, TA is committed to sustainability, which focuses on sustainable energy options for professional drivers and motorists, and leverages alternative energy to support its operations.

## Our Mission

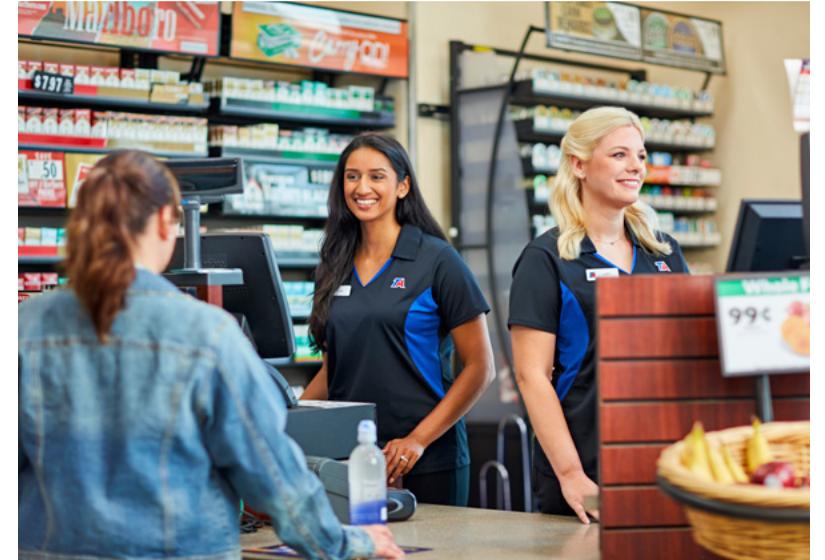
Return every traveler to the road better than they came

## Our Vision

Lead how America's highway travelers refresh, refuel, repair

## Our Values

Welcoming  
Empathetic  
Integrity  
Openness  
Team Player



# Company Snapshot

**275+**

FULL-SERVICE TRAVEL CENTERS

**50**

YEAR OPERATING HISTORY

**26**

AVERAGE SITE ACREAGE

**44**

STATES SERVED

**19K**

TEAM MEMBERS

**150+**

FULL-SERVICE RESTAURANTS

**40**

FRANCHISE OPERATED SITES

**\$7.3B**

IN REVENUES IN 2021

**450**

QUICK-SERVICE RESTAURANTS

Note: All references to site and restaurant count incorporate franchise locations. Company snapshot figures are current as of September 2022.

# About This Report



TA's inaugural ESG report reflects our longstanding and continued commitment to sustainability and transparency. Over time, we seek to build upon our progress by formalizing our approaches and enhancing disclosures in areas most essential to our business and stakeholders.

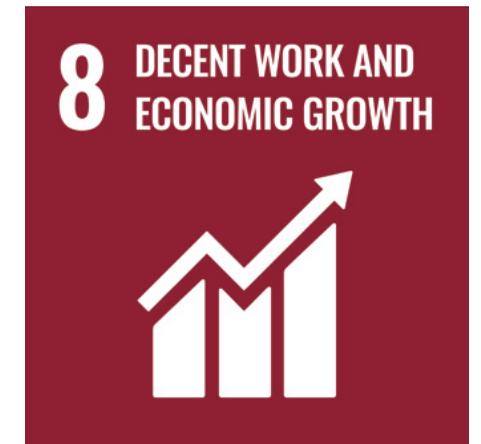
Team members from across our organization contributed to the development of this report with oversight provided by our Senior Vice President, Sustainability, who serves as our ESG program sponsor.

Unless otherwise noted, all metrics included in this report are for the calendar year 2021.

This report supplements information included in our Annual Report/Form 10-K and Proxy Statement.

## U.N. Sustainable Development Goals

Our ESG program aligns with the principles of the United Nations Sustainable Development Goals. The following goals represent areas where our business can have the most significant positive impact.



# 2

## OUR ENVIRONMENTAL APPROACH

TA's commitment to the environment is two-fold. First, we strive to manage and mitigate the environmental impacts of our operations and offer cleaner fueling options. Second, we seek to support climate change goals by deploying innovative clean energy solutions that meet the evolving needs of our professional and everyday drivers.

Through this dual approach, we aim to secure a sustainable future for our business, guests and communities.



# Environmental Management

TA's environmental program complies with the U.S. Environmental Protection Agency (EPA) and state regulations. Today, our environmental program mitigates spills and tracks water, waste and energy usage. Over time, we aim to enhance our program to better understand and report on our greenhouse gas emissions profile.

## Spill Prevention

At TA, we proactively prevent spills at over 2,000 active storage tanks throughout our network by relying on our comprehensive release prevention program. Our best defense against spills is leak detection. All of TA's regulated tank assets have advanced leak detection monitoring and are subject to regular maintenance. TA's environmental team, in conjunction with our inventory monitoring vendor, monitors our underground storage tank (UST) systems for leaks by addressing sensor alarm conditions as quickly as possible. Newly installed USTs are double-walled and contain leak detection sensors between the tank walls. These sensors are routinely monitored for alarm conditions that could indicate a breach in the tank.

In accordance with applicable regulations, TA tests all UST systems annually, including cathodic protection (CP) systems, where applicable, that protect steel components of UST systems. Any annual testing failures are promptly addressed. Additionally, TA performs required triennial testing of certain UST system components, including spill and overfill prevention equipment.

In the unlikely event of a spill, TA follows all federal and state regulations and has extensive mitigation processes. We operate a 24-hour spill response hotline for site personnel to call for assistance with regulatory reporting and remediation associated with spills. If assistance is necessary, TA dispatches expert third-party emergency response teams.

TA's general managers are required to obtain UST class A/B designated operator training in the state where they work. This training is tracked by TA's training department, which regularly reports to TA's environmental team. Safety-related topics of this training include spill prevention, release detection and associated alarm response, emergency response activities, and environmental and regulatory consequences of petroleum spills.



TA also requires annual spill prevention training associated with above-ground storage tanks at sites with substantial

storage, and we engage a third-party vendor that provides expertise and plans on spill handling.

# Environmental Management

## Water Usage

TA is committed to conserving water use where possible and seeks to reduce water usage over time. In 2021, our company operated sites consumed approximately 738.9 million gallons of water.

One component of our water reduction strategy is the implementation of smart shower heads across our locations, which moderate the amount of water used without compromising water pressure for guests. The smart shower heads use approximately 20% less water per shower than traditional fixtures.

**29%**

**Decrease in water usage from 2019 levels**

**15%**

**Reduction in electricity consumption from 2019 levels**

## Electricity Consumption

In 2021, TA's electricity consumption across all company-operated sites totaled 287-gigawatt hours, a reduction of approximately 15% from 2019 levels.

As part of our site refreshes, TA is investing in energy-efficient LED lighting. These lights will provide brighter sites for our guests while conserving energy. In addition, TA is seeking to upgrade to more sustainable energy-efficient alternatives and shifting to renewable energy sources, where possible. We are also monitoring heating and cooling systems and expenses to identify areas of improvement and educating our team members on energy savings initiatives and procedures.

## Waste Minimization

TA aims to reduce waste in landfills through various recycling and reuse initiatives. At our company-operated sites, approximately 121,835 tons of waste was generated, with 4,785 tons diverted from landfills in 2021.

**4,785**

**Tons of waste diverted from landfills in 2021**



## Retreaded Tires

TA provides our professional drivers with over 140,000 retreaded tires annually — 25,000 are manufactured at our own TA retread facility. These retreaded tires reduce the need for both virgin materials and new tires and thus reduce energy use, disposal and other strains on our natural environment.

Note: 2019 is used as the baseline year for metrics related to water usage, electricity consumption and waste minimization. 2020 metrics are not reflective of a normalized year due pandemic-related impacts, and are not included in our analysis. Waste data reflects tonnage from open-top containers and does not currently include compactor waste.

# Environmental Products



For over a decade, TA has been committed to providing our professional drivers with cleaner fueling options through biodiesel blends and DEF offerings. We continue these offerings and are working on expanding our capabilities further to improve the environmental footprint of our valued guests.

## Bio-Diesel Capabilities

TA provides our professional drivers with biodiesel blends, a cleaner, high-performance fuel. Our blending ratios vary based on state and federal regulations and seasonal product demand. Today, biodiesel blending capabilities are available onsite at 75 locations, with biodiesel blend products offered at over 100 sites.

## Diesel Exhaust Fluid (DEF)

TA has made a substantial capital investment in its DEF availability with plans to expand to every diesel fueling lane across our network in 2022. In addition to improving fuel efficiency, adding DEF to the exhaust stream helps to reduce nitrogen oxide emissions and improve the environmental footprint of truck transportation.

***“We are driving the change in our industry and have been since I started here in 1995. We are always innovating and implementing systems that help our environmental team mitigate issues. When positive change is made, we all win.”***

— Rodney Bresnahan, SVP, Operations



# Investment In Alternative Energy

TA is positioned to play an essential role in advancing the clean energy transition and is doing our part to combat climate change while continuing to serve our guests. Our expansive sites average 26 acres and are located at prime locations on major highways, providing the unique ability to accommodate the co-existence of fossil and non-fossil fuels during a long but steady period of transition.

By forming our dedicated business unit, eTA, we continue to build on our commitment to environmental sustainability and alternative energy. This includes helping to define public policy to ensure that the best interest of consumers is met and enabling connections and strategic partnerships to help accelerate the adoption of alternative energy while designing solutions right-sized for today with provision for tomorrow's growth.

We are taking a leadership role in our industry by establishing significant collaborations and projects to expand alternative fuel offerings where demand is beginning to build. TA is also well regarded as a thought-leader in alternative energy and innovation and engages with lawmakers at the federal and state levels to drive sound alternative energy infrastructure, transportation and energy policy.

## EV Expansion

As EV demand continues to rise in all segments, with passenger vehicles in the forefront, eTA has commenced a phased rollout strategy advised by several factors including the density of EVs in an area and expected rise in adoption, projected utilization rates of chargers, costs and benefits at locations, as well as federal and state funding initiatives and regulatory requirements aimed at reducing carbon emissions. Our strategy allows us to serve the growing needs of our guests in priority locations while also supporting innovative transportation solutions in rural and underserved communities.

To meet the rising need for EV charging for passenger vehicles throughout our network sites, TA has secured grants totaling \$6.5 million from the California Energy Commission and \$0.8 million from the Texas Commission of Environmental Quality to lead innovative industry test projects for EV charging that will also benefit our professional drivers.

The core challenge of providing future-proof EV charging for motorists and professional drivers is creating an infrastructure that can

generate, distribute and store sufficient on-demand charging capability.

In support of this, TA is building a microgrid design into an existing TA site, allowing for numerous EV charging capabilities. Construction is set to begin in 2023.

Our microgrid backbone will enable us to supply multiple types of EV charging for our professional drivers based on three different use cases: 1) lower speed overnight charging, 2) moderate-speed EV charging (under one hour) for daily route medium- and heavy-duty vehicles and 3) ultra high-powered EV charging (less than 20 minutes) for certain medium- and heavy-duty vehicles. Once complete, drivers can "fuel up" on longer breaks or recharge more quickly with what will be one of the highest-power truck charging capabilities in the country.

## Hydrogen Fueling

In collaboration with Nikola Corporation, TA is developing hydrogen storage and dispensing capacity for heavy-duty trucks in anticipation of future fueling needs. While we are designing hydrogen fueling capabilities at one site in California today, we may consider developing a nationwide network of hydrogen fueling stations over time as the market necessitates.



***“The transportation industry is rapidly moving to renewable and reduced carbon-emission fuel sources, and TA is committed to being a thought leader and strategically deploying EV charging and sustainable energy infrastructure.”***

— Dean Bushey, SVP, Sustainability

# 3

## OUR TEAM MEMBERS

Our journey to improving the quality of life on the road for our guests begins by creating the best possible experience for our team members.

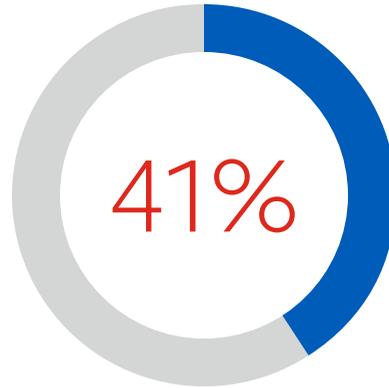
We provide competitive compensation, offer exciting challenges and development opportunities, celebrate successes and build strong personal connections.



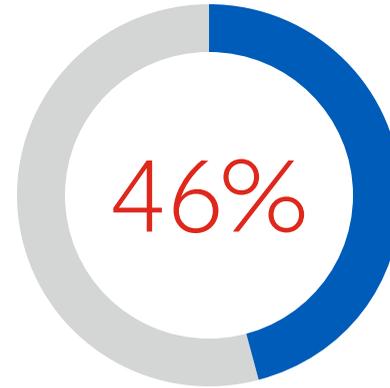
# Diversity, Equity and Inclusion

We believe our workforce should reflect the diversity of the communities in which we operate and the many guests who visit our locations. We continually work to uphold a culture that values differences and promotes respect, equality and inclusivity.

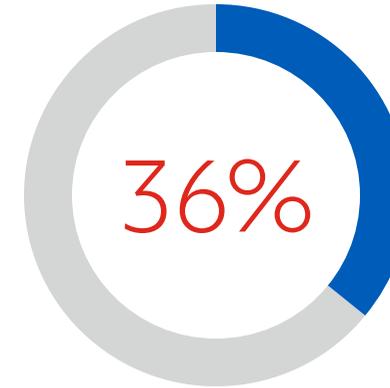
Our overall workforce of 19,000 represents approximately 41% racial and ethnic diversity, with 46% of team members identifying as female. In 2021, 36% of our promotions were awarded to minority team members. In addition, females represented 47% of all promotions during the year.



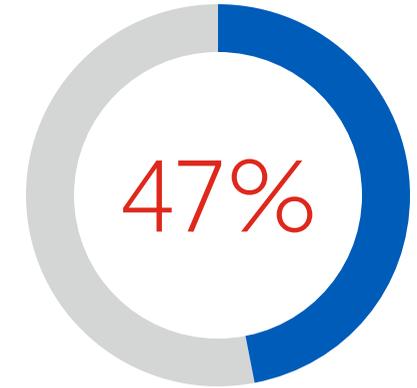
**Racial and/or ethnic diversity**



**Female**



**Promotions awarded to minority team members**



**Promotions awarded to female team members**

## Diversity Statement

Our travel centers serve thousands every day; not one traveler is the same and our team must reflect that.

We can “return every traveler to the road better than they came” only by understanding and celebrating individualism. We commit ourselves to equality and inclusion across: race, religion, gender, sexual orientation, nationality, age, disability, handicap or veteran status.

At TravelCenters of America, we invite everyone to make themselves at home.

*“As an African-American woman with military status, it is refreshing to know this company embraces diverse hiring practices. I know there are no barriers for me; the sky is the limit, and I am so proud to work for a company that includes team members with a variety of backgrounds.”*

— Bonnie Parino, Environmental Associate



# Diversity, Equity and Inclusion

## Equal Opportunity Employment

TA's policy is to provide equal employment opportunities by prohibiting discrimination or harassment against any applicant, contractor, vendor, or employee based on race, color, religion, national or ethnic origin, age, marital status, ancestry, sex, gender, pregnancy, gender identity or expression, sexual orientation, mental or physical disability, handicap, military service or veteran status, genetic information or membership in any other category protected by applicable federal, state or local law.

We support a diverse workforce, ensuring that promotion decisions are consistent with our equal employment opportunity policy principles. In addition, all TA new hires are trained on our Diversity Statement, which commits to a safe and inclusive work environment. TA also executed Diversity, Equity and Inclusion immersive training seminars for senior leadership and the Human Resources recruiting team, as well as unconscious bias training focused on gender diversity.

## Diversity in Recruitment

To create a diverse workforce, we recognize we must start with a diverse pool of applicants. As such, we utilize a variety of diverse networks to find new talent, including the Professional Diversity Network.

In addition, TA engages with a third-party writing enhancement service to ensure our job descriptions promote inclusive language.

## Disability Inclusion

TA is committed to meeting the requirements of the Americans with Disabilities Act (ADA). The ADA prohibits discrimination based on disability and protects qualified applicants and team members with disabilities from discrimination in hiring, promotion, discharge, pay, job training and other aspects of employment.

At TA, all qualified applicants and team members are provided reasonable accommodations to enable them to perform the essential functions of the position held, so long as the accommodation does not pose an undue hardship on the operation of the business.



## Veteran Recruitment and Support

TA is committed to recruiting and hiring veterans and supporting current and former service members. Through our relationship with RecruitMilitary and the Transition Assistance Program (TAP), we help connect with veterans looking to enter corporate careers after serving our country. In addition, we regularly host events at military bases to showcase the job opportunities available at TA.

TA is a proud supporter of Special Operators Transition Foundation (SOTF), an organization dedicated to assisting Special Operations Forces veterans with the successful transition from military service into their next successful career. TA works with SOTF to identify career opportunities for transitioning veterans and is holding a Register Round Up campaign at its sites nationwide in November 2022 to raise funds for the organization.

TA also participates in employU, an organization dedicated to creating inclusive workforces for people with disabilities through education, empowerment and advocacy.

# Team Member Benefits

TA makes available a vast range of benefits to our team members including medical, dental, vision and prescription drug insurance plans; life and disability insurance coverage; 401(k) retirement savings plans; and paid holiday, vacation, sick time and parental leave.



Additional team member resources include:

### Healthy Journeys Wellness Program focused on healthy eating, stress reduction, weight loss and sleep

- Online courses.
- Personal challenges.
- Health risk assessment.
- Smoking cessation program.
- Health and wellness articles.
- Exercise videos.

### Employee Assistance Program (EAP)

- Free counseling sessions to address stress, anxiety, substance abuse, relationship problems, anger management and grief.
- Expert referrals/consultations that provide assistance with financial planning

and finding resources such as child and elder care.

### MyTA Learning Management System

- Online courses on mental health, financial wellness, stress management, physical exercise, ergonomics and other healthy habits.

### Perks at Work

- Discounts on healthy food delivery services.
- Free online fitness classes.
- Discounted membership at fitness centers.

In addition, we offer student loan repayment programs for technicians and tuition reimbursement for up to 75% of costs for all full-time team members who



have completed at least six months of employment. Reimbursement includes costs related to tuition, registration, laboratory and examination fees for approved courses taken at accredited educational institutions.

***“TA sincerely cares about my personal development and professional growth, and I feel so privileged to work for a company that is investing in my future. The generous tuition benefit is allowing me to get my college degree; it is invaluable to my life’s career journey, and I’m looking forward to all the opportunities that will soon be at my fingertips.”***

— Amanda Jackson, CFO Executive Assistant, pursuing a bachelor of science degree in business management



# \$195,000

In 2021, 94 team members enrolled in the reimbursement program with nearly \$195,000 provided for tuition-related costs.

# Team Member Benefits

## Team Member Engagement

TA continues to implement initiatives to help foster an engaging work environment. Our hybrid work schedule for corporate team members works to balance personal needs and in-person work collaboration. TA also hosts regular lunch celebrations to encourage fun and fellowship, and offers charitable engagement opportunities including food drives, holiday donation drives and opportunities to participate in local walkathons and events to support charitable organizations.

Our metrics demonstrate our successful approach to team member engagement. In our most recent team member engagement survey:

**96%** of surveyed team members agree that culture is a top priority at TA

**90%** of surveyed team members agree that safety is a top priority at TA

**88%** of surveyed team members agree that TA hires people from a variety of different backgrounds

The team member survey was sent to 2,694 team members and reflects a response rate of 73%.



## TA Named a Top Workplace and Fortune 500 Company

TA was honored as a 2022 Northeast Ohio Top Workplace by Cleveland.com and the Plain Dealer. This prestigious honor is based solely on feedback from a workplace survey that emphasizes the importance of team members feeling valued. The survey measures 15 culture drivers organized into four themes. Scoring well on these statements indicates a healthy organization, which means more engaged team members and better business results.



TA's strong corporate culture also helped the company drive record revenues and earn its place on the 2022 Fortune 500 list of the largest U.S. companies.

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*“Our transformation has enhanced the way we do business and the culture within our company. Our Mission, Vision and Values are our team’s guideposts, and we work to ensure all are reminded of their value. We take pride in our company’s transformation; we are one team, committed to each other and our guests.”*

— Karen Kaminski, SVP, Human Resources

# Training, Development and Recognition

At TA, we are committed to providing each team member with the tools necessary to succeed in fast-paced corporate, hospitality, and service environments while helping them achieve their long-term professional goals.

Our thousands of team members provide immense value in our sites' broad industries, including retail, food/restaurants, truck maintenance and service. We are investing in our team members' futures by implementing robust training systems and allowing easy access to the tools and resources they need to enhance their lives, professionally and personally.

## MyTA

Whether our team members are completing required compliance training, learning new job skills, or preparing for the next steps in their careers, MyTA is the go-to unified talent management platform for keeping

5,500+

MyTA courses offered

our team members engaged and helping them achieve personal and professional development. Within this platform, we offer over 5,500 course offerings, including active listening, presentation, public speaking, and desktop and mobile skills.

Required compliance-based courses such as our Code of Business Conduct and Ethics, non-discrimination, and anti-harassment training is also completed through the MyTA platform.

## Manager In Training Program

The Manager in Training (MIT) Program is designed to identify motivated and talented team members and prepare them for future management positions. The program shows team members how to complete different managerial tasks specific to their core business area. Upon completing the MIT program, graduated team members will have opportunities to advance into a management position based on company needs and team members' desires. In 2021, 276 field team members completed the Manager in Training Program.

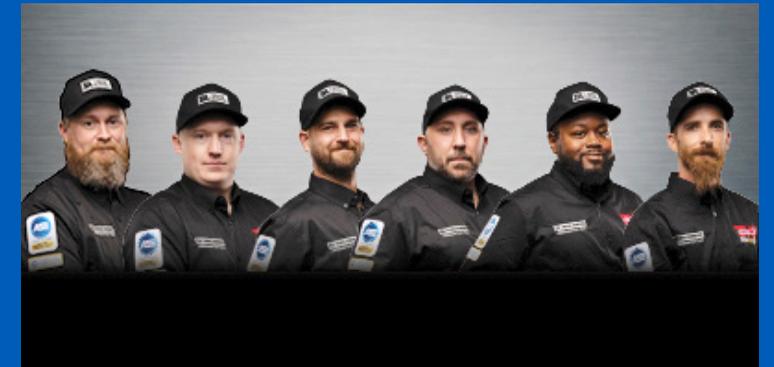
## Performance Evaluations

We believe that an integral part of development involves self-reflection and feedback. Therefore, we regularly evaluate our team members to ensure they are meeting the needs of their current position and are moving forward in their career paths.

We encourage our corporate team members to review their performance before our managers provide feedback. Once a manager submits their written review in the MyTA portal, the manager and team members meet in person to discuss results and plan future goals.

SPOTLIGHT

## 2021 TMC SuperTech Competition



TMC SuperTech is North America's premier skills competition for professional commercial vehicle technicians. Contestants come from all segments of the trucking industry, and many are state, regional or corporate champions. Each year, TA Truck Service sends a team of its best technicians to represent TA at this national championship.

The 2021 competition consisted of a one-day, one-track competition featuring a written test and 11 skills stations. The TA Truck Service team finished with two top three overall winners, and six station wins.

# Training, Development and Recognition

## Technician Training

The trucking industry changes rapidly and so does fleet equipment. At TA Truck Service, we understand that to provide exceptional truck repair and maintenance, we must have the most experienced and certified group of technicians on the interstate.

All our nearly 3,000 technicians take part in our extensive technician training program. Each technician works with a mentor upon hire. Through a combination of eLearning and hands-on training led by certified trainers, technicians learn critical functions, including electronic components and HVAC, along with a curriculum endorsed by the Tire Industry Association. We believe our programs ensure that only the most highly trained technicians are serving our professional drivers.

## National Training Center

TA Truck Service is committed to hiring dedicated technicians and providing them with comprehensive training to provide the highest quality truck maintenance and repair on the highway. We maintain two national training centers in Lodi, Ohio, and Eloy, Arizona, where we host educational programs to develop our technicians

by teaching new skills and relevant technologies. Our technicians go through a planned training path to give them essential training and to help progress each technician through their desired learning journey up to Master Technician/Automotive Service Excellence (ASE) Certified.

## Internship Program

TA is committed to developing the leaders of tomorrow through a meaningful corporate internship program. Throughout our program, interns have the opportunity to meet our executives, work in the corporate office and prepare presentations that showcase their work and projects. To further our interns' education, we also provide Lunch-and-Learn sessions geared toward

preparing stand-out resumes, conducting effective interviews and maintaining appropriate LinkedIn etiquette.

## Team Member Recognition

In 2021, TA worked to enhance our team member recognition programs as part of our comprehensive team member engagement efforts.

Through our new programming, we created an e-card recognition initiative that allows all team members to provide timely, memorable and impactful recognition to anyone in the company: peer to peer, manager to a team member, or team member to manager. We have implemented this program to empower all team members to recognize each other, nurture a culture of

positivity and appreciation, and reinforce the company's mission by identifying behaviors that support TA values.

TA maintains several company-wide awards to recognize team members:

### CEO Award for Leadership & Innovation

CEO Jon Pertchik honors team members who demonstrate outstanding leadership or implement innovative ideas that have positively impacted the business.

### President's Award for Outstanding Service

Chosen by President Barry Richards, this award honors team members who demonstrate an extraordinary level of care and concern for our guests.



***“The consistent success of TA Truck Service technicians at the esteemed TMC SuperTech competition is a testament to the expertise they provide professional drivers every day, and how we work to deliver on our mission of returning every traveler to the road better than they came.”***

— Homer Hogg, VP, TA Truck Service

# Training, Development and Recognition



## Service Award

Awarded at the completion of a team member's first year, fifth year, and every five years after, team members receive a certificate of achievement and can choose an item of choice from a merchandise database.

## Daymaker

Celebrates those team members who do the everyday things extraordinarily well by demonstrating our values.

Team members are also often recognized in company-wide CEO audio recordings, and every TA Town Hall includes a recognition section where team members are personally introduced and highlighted for their heroic actions, team contributions or community service activities. In addition, TA also ensures team members are recognized in the Weekly Wrap-Up internal newsletter with several feature sections.

## CEO Corner

CEO weekly message calls out team members for demonstrating positive actions and lessons learned.

## Story of the Week

Highlights a team or team member for going above and beyond for our guests or each other.

## Company News

Features the week's news and often recognizes team members for important contributions.

## 25+ Club

Recognizes team members celebrating 25 years or more with the company.

## Promotions to Management

Showcases team members across the nation who have been promoted to higher positions of responsibility. Those who have graduated from the Manager in Training program are also recognized.

## TA Spotlight

Feature on a selected TA team member conducted through a 10-question interview that blends personal and professional information to allow team members to learn more about their peers and their history with TA.

## Site Spotlight

Feature on a TA site that includes interesting facts about the site's location and team members.

In addition to regular communications, TA recognizes high-performing team members at its annual Leadership Expo, which convenes managers from across the nation. At this meeting, the top-performing site general managers and regional district managers receive awards. In addition, several store, fuel, and truck service profit center managers receive recognition for outstanding performance.

# Team Member Health, Safety and Well-being

We prioritize our team's health, safety and well-being and are committed to enhancing our initiatives to promote a healthier work environment for team members. Through comprehensive policies and training, we seek to create an environment where every team member feels safe and secure.

We also consult with a Corporate Medical Director from Cleveland Clinic to ensure best practices are maintained at the company regarding health and wellness initiatives and are reviewing plans to enhance team member health. Cleveland Clinic health and wellness materials will be available for educational guidance as part of our overarching well-being initiative for the team.

## Health and Safety Program

We maintain a comprehensive health and safety program that our safety department reviews regularly to ensure all exposure areas are addressed. Any new hazards identified during each review are included in the safety program, implemented at all relevant sites, and communicated to the appropriate team members.

We value the insight from all of our team members. To amplify the voices of everyone, we have created site safety committees comprised of both management and non-management. This gives team members additional avenues to make suggestions and to share ideas, questions and concerns with their supervisors.

## Safety Training

All field team members are mandated to receive safety training, which occurs at orientation and biannually after. This program includes parking lot safety, lock-out/tag-out program training, general housekeeping, hazard communication, bloodborne pathogen training, electrical hazards, reporting accidents and emergency readiness. We also ensure that all field team members undergo fire safety training and safe lifting basics training, with active shooter training available. We require specialized safety training across all roles within the company to ensure that everyone is working in a safe environment. Through ongoing education and training, TA reduced costs related to team members incidents by 19% compared to 2019 levels.

## Personal Protective Equipment Requirements

Where warranted, we require personal protective equipment (PPE) to be worn by team members on site. Some of the equipment that may be necessary includes slip-resistant shoes, bump caps, safety glasses with side shields, goggles, face shields, welder's helmets, PVC aprons and welding gloves, among others.

## Blue Ribbon Truck Service Safety Panel

To minimize workplace hazards in our truck service department, we have created a cross-functional panel of leaders comprised of operations management, technical team members and risk management to address potential areas of concern.

The panel meets periodically with responsibility for investigating near misses and accidents; analyzing accident trends, determining solutions and making recommendations to management; and reviewing suggestions made by team members and ways to improve training, techniques, tools and equipment.

## Safety Inspection and Checklists

TA performs comprehensive safety inspections throughout our business to ensure team member and customer safety. This allows us to correct potential hazards before they cause problems while complying with Occupational Safety and Health Administration (OSHA) regulations. In addition, safety checklists are conducted by managers at each site in all departments on a monthly basis.

## Emergency Action Plan and Program

TA has a detailed Emergency Action Plan and Program to handle emergencies throughout the company. This guide details emergency reporting and weather monitoring procedures, evacuation processes, rescue, first aid and training. TA implements precautionary measures including holding regular conference calls and safety meetings in advance of major weather and potential natural disaster events.

# 4

## OUR GUESTS AND COMMUNITIES

TA was founded 50 years ago with a goal to provide a home away from home for professional drivers and the best service on the interstate for all travelers.

That goal holds true today, and each of our locations is designed for professional drivers' and motorists' many and varied needs. We continually strive to elevate and enhance the guest experience for travelers and better serve the needs of our local communities, with a recent increased focus on guest health and wellness.



# Guest Experience

TA focuses on the guest experience through various initiatives as part of the company-wide transformation. To help execute this plan, a formal customer experience survey program was launched in 2021 to gain direct insight from guests. Action plans are being formed and implemented based on this feedback.

Through our suite of amenities and services, we are improving life on the road with an emphasis on the health and well-being of our guests.

TA began a working relationship with Cleveland Clinic in 2022 to enhance the health and well-being of professional drivers with a focus on food offerings. Initiatives include creating healthy meal options for inclusion on menus in our Country Pride and Iron Skillet full-service restaurants, taking into consideration what fleet companies

and trucking industry health advisors see as the most concerning health issues for drivers: diabetes, high blood pressure and sleep apnea.

The Cleveland Clinic will provide educational content for health and wellness campaigns to promote these new healthy menu options and an overall healthy lifestyle. The company plans to expand beyond menus by working with the Cleveland Clinic to identify healthy snack and grab-and-go food options in its travel stores.

In addition, our robust capital investment strategy is focused on further enhancing the guest experience through travel center upgrades, reimagined food concepts and technology improvements. We have already upgraded 50 sites with enhancements, including renovated restrooms, upgraded showers, improved signage, more

comfortable driver lounges, and new flooring and fixtures. In addition, providing a safe environment is a top priority, and we are enhancing our parking lots with upgraded lighting, painting and surface repairs.

Food service changes are also in progress with the opening of new full-service and quick-service restaurants as well as “The Kitchen” concepts that provide freshly prepared food and packaged meals. In addition, TA is focused on digital enhancements to make for a more seamless guest experience, including mobile payment options, self-checkout and additional features to our TruckSmart mobile app.

Many TA locations are equipped with fitness rooms, basketball hoops, walking trails, pet parks and chapels to promote physical activity and mental and spiritual health. We also offer onsite medical clinics at several

## TA Named USA Today’s 10Best



In 2022, TA was honored as a Best Gas Station Brand in USA Today’s 10Best Readers’ Choice Travel Awards. The

**nomination was made by an expert panel with winners determined by popular vote from the public.**

locations that provide U.S. Department of Transportation physicals, chiropractic care and other services.

## Guest Safety

TA prioritizes the safety and security of every guest who visits our locations. From our store layouts to our robust food safety policies and procedures, our actions are designed to ensure our guests return to the road better than they came.



***“Our goal is to provide top-of-the-industry service to all, and we are always aiming to improve life on the road for professional drivers and provide a safe, welcoming place for motorists, families and communities.”***

— Kevin Kelly, SVP, Hospitality

# Industry and Community Engagement

TA has a long history of supporting causes within the scope of our business and the customers we serve. We also continue to look for opportunities for our team members to engage and partner with our local communities.

Through company-sponsored donations, Round Up campaigns and volunteer hours, TA supports core organizations that:

- Promote the health and well-being of professional drivers;
- Provide assistance to human trafficking victims;
- Support the development of youth;
- Provide disaster relief/aid to the local communities we serve;
- Support veterans, retired and active-duty military and their families; and
- Support diversity initiatives.

## St. Christopher Truckers Relief Fund

### Promoting the Health and Well-being of Professional Drivers

TA is committed to providing aid to professional drivers and is a proud supporter of the St. Christopher Truckers Relief Fund (SCF), an organization that helps professional drivers and their families when an illness or injury has caused them to be out of work. Since 2010, TA has raised nearly \$3 million for the SCF through various promotions, fundraisers and cash contributions.

## Truckers Against Trafficking

### Providing Assistance to Human Trafficking Victims

In 2011, TA joined forces with Truckers Against Trafficking (TAT), an organization that seeks to combat human trafficking along the nation's highways. TA was the first company to launch a nationwide product promotion to bring attention to the work of TAT, and continues to support the organization through fundraisers, including cause marketing campaigns, team member events and direct cash contributions.

### SPOTLIGHT



## The Citizen Driver Award Program

TA launched the Citizen Driver program in 2013 to recognize the professional drivers who keep America moving and go above and beyond in their service to customers and the community.

In honor of those drivers, a bronze historical marker with the driver's image and accomplishments is placed at the front of the TA location of their choosing, allowing their story to be shared with all travelers passing through. Recipients are also given \$2,500 to donate to a charity of their choice. To date, 37 Citizen Drivers have been awarded this prestigious honor.

*“TravelCenters of America goes above and beyond to make sure professional drivers like me know they’re appreciated and more so, respected. I chose a profession where I am away from my family and my home for periods of time, and I’m thankful to have TA to turn to while I’m on the road.”*

— Jimmy Ardis,  
Citizen Driver Honoree

# Industry and Community Engagement

***“TA fosters a culture of giving back. Whether through philanthropy or helping others by our everyday actions, our goal is to make a difference.”***

— Tina Arundel, Sr. Director, Communications



## The American Red Cross

### Providing Disaster Relief/Aid to the Local Communities We Serve

With locations across the country, TA provides relief to our communities impacted by natural disasters by assisting groups including emergency responders, the Federal Emergency Management Agency (FEMA) and the American Red Cross. TA sites commonly provide these groups with parking, staging areas for command posts and fuel reserves, among other needs.

For several years, TA’s corporate office has maintained a relationship with the American Red Cross by regularly hosting blood drives and volunteering at Red Cross events, such as fire alarm installations in the community. The corporate office also holds annual holiday toy drives for families affected by house fires. In addition, TA also maintains an internal Red Cross microsite allowing team members to donate directly to local communities impacted by natural disasters.

## Paying Tribute to Service Members

TA teamed up with Mobil Delvac™ heavy-duty diesel engine oil to donate \$50,000 to Folds of Honor, an organization providing educational scholarships to the spouses and children of America’s fallen and disabled service members. To date, the organization has awarded nearly 44,000 academic scholarships to the families of these American heroes. TA is one of the largest supporters of Folds of Honor.

In November 2021, TA held a Round Up campaign, raising more than \$60,000 for wounded soldiers and their families. Due to the campaign’s success, and in honor of Veterans Day every November, TA plans to hold a Round Up campaign for an organization that benefits those who have served.



## Celebrating Its 50<sup>th</sup> Anniversary With Charitable Giving

In 2022, in honor of its 50<sup>th</sup> anniversary, TA held a campaign, “Celebrating 50 Years with \$50,000 of Giving.” TA team members nationwide submitted their favorite charitable organizations for consideration. A committee including 15 of TA’s most tenured team members — each with over 42 years with the company — selected the 10 organizations to receive donations of \$5,000 each.

# 5

## OUR GOVERNANCE

Our commitment to our guests and shareholders starts with strong corroborate governance. TA's success and reputation depend on our team members' honesty and fairness.

We adhere to high standards of ethics and conduct through our robust policies and practices and seek business partners who share in our commitment. Our team members are team players who foster a culture of empathy, integrity and openness, welcoming all who work at or visit our sites.



# Our Leadership

## TA Board of Directors



**Barbara D. Gilmore**  
Lead Independent Director



**Lisa Harris Jones**  
Independent Director



**Joseph L. Morea**  
Independent Director



**Rajan Penkar**  
Independent Director



**Elena Poptodorova**  
Independent Director



**Adam D. Portnoy**  
Managing Director



**Jonathan M. Pertchik**  
Managing Director and  
Chief Executive Officer

*“Sustainability at TA is built upon a strong governance foundation. We are driven by integrity at every level — from our Board and management team who execute our strategy to our individual team members who contribute to our day-to-day success. Together, we are working to provide the best path toward sustainable growth, greater societal good and long-term value creation.”*

— Mark Young, EVP and General Counsel



# Our Leadership

## Key Responsibilities of Our Board

Our commitment to robust and ethical governance is set at the highest level of our organization. Our Board of Directors oversees our strategy, corporate policies, initiatives, expanding ESG commitment and overall performance. Our three standing Board committees — Audit, Compensation and Nominating, and Governance — meet regularly to assist the Board with its oversight responsibilities.

At a high level, the expectations of our Board are as follows:

### Oversight of Strategy

Business strategy is a key focus of our Board. Company management is responsible for executing business strategy and providing regular performance updates to our Board.

### Oversight of Risk

Board committees, which meet regularly and report to our entire Board, play significant roles in the risk oversight function. Company management is charged with managing risk through robust internal processes and effective internal controls.

### Succession Planning

Our Nominating and Governance

Committee makes an annual report to our Board on succession planning. In the event of succession, our entire Board may work with our Nominating and Governance Committee, or the Independent Directors, to nominate and evaluate potential successors.

Our governance guidelines, which set forth our governance principles, roles and responsibilities of the Board, and the charters for each of our standing Board committees, are available on the [Corporate Governance](#) section of our website.

## Board Oversight of ESG Matters

We continue to incorporate sustainability into our business and take a values-driven approach when developing our strategies. Positively impacting the environment and society are key pieces of our business strategy. We believe companies that are environmentally conscientious, passionate about giving and embrace diversity will be successful in the long term.

Historically, ESG matters have been implicitly incorporated into the oversight activities of our Audit Committee through risk management reviews and general guidance from the Board. In addition, our senior management has been fully involved

in developing and directing our ESG program. The Board is routinely updated on ESG progress and considers ESG as part of its oversight of our strategy, operations and risk.

## Board Diversity

TA is currently governed by a seven-member Board. Ensuring our Board is comprised of Directors who bring diverse viewpoints and perspectives, exhibit various skills, professional experience and backgrounds, and effectively further our long-term interests is a top priority of our Board and our Nominating and Governance Committee. Our Board and Nominating and Governance Committee regularly evaluates

our Board's composition; recent expansion and refreshment activities have increased the ratio of Independent Directors to Managing Directors and created more skill mix and diversity.

Our Nominating and Governance Committee continues to identify and recruit highly qualified director candidates with diverse experiences, perspectives and backgrounds to join our Board.

## Our Relationships

At TA, we partner with organizations that share our commitment to good governance. Our two most extensive relationships are with The RMR Group LLC (RMR) and Service Properties Trust (SVC), both of which are committed to improving ESG practices across their operations.

We lease most of our travel center real estate from SVC, an ENERGY STAR® partner. RMR is a U.S. Green Building Council (USGBC) member. In addition, RMR provides us with business management services while setting an example of and providing advice regarding ESG development through its sustainable business practices and multi-year ESG reporting record.

43%

Women board members

29%

Underrepresented community board members

# Our Leadership

## Industry Leadership

TA is an active member of American Trucking Associations (ATA), an organization committed to developing, advocating and advancing innovative research-based policies that promote highway safety, security, environmental sustainability and profitability. As the recognized leader in truck transportation advocacy, ATA diligently educates and guides policymakers at all levels of government about the essential role that trucking plays in the economy. TA also supports the Truckload Carriers Association (TCA), which is committed to enhancing the truckload industry's ability to provide safe, high-quality reliable truckload transportation services to the shipping public.

Individual industry leadership positions are also held by TA executives. CEO Jon Pertchik sits on the Board of the National Association of Truck Stop Operators (NATSO), an organization committed to initiatives that promote safety within the travel plaza and truck stop industry. NATSO is committed to advancing the industry's general welfare and image, encouraging honest practices and integrity of conduct, advocating for industry needs before government and promoting the commercial interests of its members.

Vice President, Truck Service Homer Hogg serves on the Board of the Institute for Automotive Service Excellence (ASE). In his role, Homer plays an instrumental role in helping ASE continue to improve the quality of vehicle repair and service by testing and certifying automotive professionals. Homer is also the Chairman of the Technical & Maintenance Council S-16 Service Provider Study Group, which promotes activities that improve maintenance and business practices between equipment users, OEM service-dealers and independent service providers.

In addition, President Barry Richards serves on the Truckers Against Trafficking Board of Directors.

## Human Rights

TravelCenters of America is committed to honest and ethical conduct and believes all human beings are born free and equal in dignity and rights. We have a zero-tolerance approach to modern slavery in all forms and actively work to prevent human trafficking across our operations. TA rejects child labor and supports international labor standards to protect children's rights. We respect and obey all applicable human rights laws, rules and regulations where we operate and seek partners who are also committed to these principles.



## Standing Against Human Trafficking

As the eyes and ears of our nation's highways, TA is uniquely positioned to offer aid to individuals who may be at risk of violence or human trafficking. We partner with Truckers Against Trafficking (TAT) to educate our team members on topics of human trafficking and their role to combat it. Since 2019, new hire teams have completed nearly 42,000 Human Trafficking Awareness eLearning trainings. In 2021 alone, TA team members participated in 2,500 human trafficking awareness hours.

Individual TA team members have been recipients of the Harriet Tubman Award, TAT's prestigious award created to honor a member of the trucking industry whose direct actions help save or improve the lives of those enslaved or prevent human trafficking from taking place. In 2020, TAT awarded TA the Champion Award for our outstanding creative, innovative, generous, and dedicated efforts towards ending human trafficking, recovering more survivors and prosecuting more perpetrators.

TA is a proud participant in the TAT Coalition Builds, which works to establish an effective and sustainable working relationship between key leaders in the trucking and busing industries and law enforcement at the state and local levels to prevent human trafficking.

In addition, TA serves as a member of the Department of Homeland Security (DHS) Blue Campaign, an awareness campaign dedicated to educating the public on human trafficking.

# Conduct and Ethics

At TA, we believe integrity is everyone's responsibility, and we are committed to creating a workplace free of prejudice, bias, unlawful harassment and retaliation. All team members are responsible for avoiding and eliminating all forms of prohibited conduct. Our interests are never served by unlawful or unethical business practices.

Our [Code of Business Conduct and Ethics](#) reflects our commitment to follow the highest standards of personal and professional integrity and to comply with all applicable laws, regulations and TA policies. Our Board has complete oversight of the code, and the code is regularly reviewed to reflect our most current ethical standards. The code applies to all TA team members, including senior and executive officers, the TA Board, and senior and executive officers of RMR. We expect our contractors, consultants, and other agents who conduct and do business with us or on our behalf to operate according to the highest standards of personal and professional integrity and ethics and in compliance with all applicable laws and regulations.

## Code of Conduct Training

The importance of our code is reflected in our annual training and certification program. Each year, we require designated team members to complete certification and re-acknowledgment of our code. In 2021, more than 99% of assigned team members completed the certification.

## Confidential Reporting

Our code covers policies around core governance topics, including our approach to compliance and our anti-bribery and corruption standards. We do not tolerate any form of bribery, corruption, discrimination or harassment and we require all TA team members to report any inappropriate or unethical behavior immediately.

Potential violations of laws, rules, regulations or codes are reported to our Director of Internal Audit or a member of our Audit Committee. Concerns are immediately reported to the Human Resources Department for suspected situations of discrimination, harassment or retaliation.

TA also maintains a confidential message system to report conduct violations. We describe how such reports can be submitted and provide a means to submit a report through our website at [ta-petro.com](https://ta-petro.com).

Team members are protected from retaliation for making a complaint or for assisting or participating in investigating a complaint.

## Our Suppliers

With each new business relationship, we aim to enhance our commitment to ethical governance and support of the local communities in which we operate. Our business's widespread, national nature allows us to work with a wide range of partners, from major retailers to small businesses in our local communities. Wherever possible, we aspire to provide benefits to our surrounding local economies, and we greatly value the diversity present within our supplier base.

Looking ahead, we endeavor to formalize the ESG expectations we hold for our suppliers. To date, we work with a widely recognized supplier base, allowing us to have an inherent understanding of the ESG risks in our supply chain.

## Our Franchises

Our franchising program allows us great opportunities to expand our commitment to supporting America's drivers. We have franchise agreements with owners of travel centers. Before entering a franchise relationship, we get to know each potential franchisee and determine whether they are a fit for our brand. We review each potential franchisee's facility and business plans before starting an application process, and we uphold TA's high standards of ethics and integrity through every new relationship.

If a franchise agreement is executed, we help incorporate TA branding and design recommendations into a facility based on our decades of experience operating travel centers. Upon opening, we send experienced cashiers and managers from neighboring locations until the new team is comfortable with day-to-day operations as a TA facility. We offer franchise team members training and continued support throughout our relationship, including leadership and technician training opportunities through TA University locations, and we take pride in expanding TA's footprint with great franchise operators.

# Data Privacy and Security



We rely on commercially available and proprietary IT systems, software, tools and monitoring to maintain and enhance our IT systems’ operational functionality and provide security for the processing, transmission and storage of confidential information.

In recent years, we have invested heavily in our cybersecurity programs. Our Vice President of Information Security leads a highly skilled team responsible for safeguarding our cybersecurity systems and protecting the confidential information

of TA and its guests. TA has undertaken a “defensive in depth” approach to improving cyber risk mitigation by adopting the NIST Cybersecurity Framework (CSF), an industry-recognized framework adopted by many Fortune 500 companies. We have built our cybersecurity program through a combination of internal and external staffing strategies, which includes dedicated cybersecurity personnel. Our environment is continuously monitored for malicious cybersecurity events. We perform penetration testing at least annually with a trusted third-party security consultant.

Looking ahead, we plan to continue solidifying our cybersecurity program and data governance to ensure company and guest information protection.

## Cybersecurity Training

To strengthen our workforce’s skills and protect the data of our team members and guests, we provide mandatory cybersecurity training to TA team members who regularly interface with a computer. Our Written Information Security Policy outlines

expectations for team members to protect all company and customer information according to applicable data protection laws and Payment Card Industry Data Security Standards (“PCI DSS”). Applicable team members must review and consent to this policy upon hire and annually after that.

Additionally, we provide advanced training, including formal security awareness courses required annually, at minimum, for team members. Cyber threat awareness topics are also included in our team member newsletter and regular phishing assessments are conducted.

In 2021, TA team members had over a 99% completion rate for required cybersecurity training<sup>2</sup>. For 2022, to ensure all team members understand cybersecurity responsibilities within the PCI DSS, we will provide formal PCI-specific training for approximately 10,000 front-line workers handling payment cards. We expect that by the end of 2022, we will have trained nearly 13,000 TA Team members — over two-thirds of our workforce — in cybersecurity practices, including security

of credit, debit and cash card transactions to protect against the misuse of guest personal information.

## Cybersecurity Oversight

Our Vice President of Information Security meets quarterly with our Security Governance Board, comprised of executive leadership. With oversight from the Security Governance Board, TA develops its cybersecurity strategy by leveraging a variety of inputs, including assessments by security consultants. Our Audit Committee also receives quarterly updates related to our cybersecurity program.

**TA had no material cybersecurity breaches in 2021.**

<sup>2</sup> In 2021, 2,232 TA team members were targeted to participate in cybersecurity training, which is roughly 12% of TA’s overall employee population. This population was selected as our team members deemed “knowledge workers” that regularly interface with a computer.

# Stakeholder Engagement

| STAKEHOLDER                              | HOW WE ENGAGE, LISTEN AND INFORM  |
|--|---|
| <b>Investors and Financial Community</b> | <ul style="list-style-type: none"> <li>• Active outreach to investors and sell-side analysts through conferences, office meetings, video/phone calls and emails.</li> <li>• Quarterly earnings releases and management conference calls.</li> <li>• Periodic updates via SEC filings, press releases, website and email.</li> <li>• Annual meeting of stockholders.</li> <li>• Regular management availability for investors and prospective investors following quarterly reporting and at other appropriate times.</li> </ul> |
| <b>Team Members</b>                      | <ul style="list-style-type: none"> <li>• Weekly company-wide newsletter.</li> <li>• Company-wide audio recordings from CEO.</li> <li>• Regular manager communication.</li> <li>• Company-wide Town Halls with executives.</li> <li>• Annual team member engagement surveys.</li> <li>• Performance reviews.</li> <li>• Complaint/concern process and confidential and anonymous hotline.</li> </ul>   |
| <b>Guests</b>                            | <ul style="list-style-type: none"> <li>• Feedback initiative launched through receipts, in-app pushes, signage and loyalty program.</li> <li>• Confidential and anonymous hotline for issues related to customer experience.</li> <li>• Regular meetings between senior leadership and customers, including site visits to obtain constructive feedback.</li> <li>• Annual Truck Service Advisory Group event with fleet company leaders to discuss best practices to best serve their drivers.</li> </ul>                      |
| <b>Community</b>                         | <ul style="list-style-type: none"> <li>• “Cause marketing” to raise money for charity through product sales and guest donations.</li> <li>• Targeted corporate charitable giving.</li> <li>• Team member volunteer opportunities.</li> </ul>  |
| <b>Industry</b>                          | <ul style="list-style-type: none"> <li>• Individual industry leadership and board positions held by TA executives.</li> <li>• Participation in industry organizations to support professional drivers and prevent human trafficking.</li> </ul>   |

## 6

## APPENDIX

In our inaugural ESG report, we aim to provide the same level of transparency and accuracy represented in other TA publications. Therefore, full disclosure of available ESG metrics is included in the Appendix section of this report regarding applicable Sustainability Accounting Standards Board (SASB) references.

In addition to the information included in this report, we remain diligent in our compliance with all applicable reporting laws for our environmental performance, workforce data, customer protection inquiries and all other areas required by law. For more information on our financial and non-financial performance metrics, please refer to our [10-K](#) and [2021 Proxy Statement](#).



# Team Member Training

| TYPE OF TRAINING                                | HOURS |
|---|-------|
| <b>All Team Members</b>                         |       |
| Online Training (Orientation/Compliance)        | 4     |
| Online Training (Skills-Safety Training)        | 5     |
| Total   | 9     |
| <b>Entry Level Position Training (Hands-On)</b> |       |
| Porter  | 4     |
| Cashiers-Servers                                | 24    |
| Cooks   | 40    |
| Technicians                                     | 200   |
| Managers  | 300   |

# Employment Data

| Job Categories                              | MALE               |       |                           |                                     |       |                                  |                   | FEMALE             |       |                           |                                     |       |                                  |                   |
|---|--------------------|-------|---------------------------|-------------------------------------|-------|----------------------------------|-------------------|--------------------|-------|---------------------------|-------------------------------------|-------|----------------------------------|-------------------|
|   | Hispanic or Latino | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaska Native | Two or More Races | Hispanic or Latino | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaska Native | Two or More Races |
| Executive/Senior Level Officials & Managers | 1                  | 28    | 1                         | 0                                   | 0     | 0                                | 0                 | 1                  | 9     | 0                         | 0                                   | 2     | 0                                | 1                 |
| First/Mid-Level Officials & Managers        | 156                | 728   | 113                       | 2                                   | 8     | 7                                | 30                | 126                | 723   | 131                       | 1                                   | 4     | 9                                | 26                |
| Professionals                               | 9                  | 164   | 9                         | 0                                   | 10    | 0                                | 2                 | 3                  | 79    | 7                         | 0                                   | 2     | 0                                | 0                 |
| Technicians                                 | 27                 | 176   | 29                        | 0                                   | 0     | 2                                | 9                 | 0                  | 1     | 0                         | 0                                   | 0     | 0                                | 0                 |
| Sales Workers                               | 0                  | 0     | 0                         | 0                                   | 0     | 0                                | 0                 | 0                  | 0     | 0                         | 0                                   | 0     | 0                                | 0                 |
| Administrative Support Workers              | 11                 | 96    | 15                        | 0                                   | 1     | 0                                | 0                 | 14                 | 187   | 34                        | 1                                   | 2     | 1                                | 7                 |
| Craft Workers                               | 537                | 1901  | 389                       | 13                                  | 12    | 46                               | 125               | 13                 | 30    | 12                        | 0                                   | 0     | 2                                | 2                 |
| Operatives                                  | 10                 | 24    | 7                         | 0                                   | 0     | 1                                | 1                 | 1                  | 8     | 1                         | 0                                   | 0     | 1                                | 0                 |
| Laborers & Helpers                          | 466                | 1481  | 829                       | 5                                   | 9     | 74                               | 123               | 271                | 798   | 281                       | 7                                   | 13    | 30                               | 50                |
| Service Workers                             | 556                | 1284  | 433                       | 7                                   | 17    | 29                               | 127               | 1012               | 3417  | 1090                      | 16                                  | 35    | 89                               | 206               |
| <b>Total</b>                                | 1773               | 5882  | 1825                      | 27                                  | 57    | 159                              | 417               | 1441               | 5252  | 1556                      | 25                                  | 58    | 132                              | 292               |
| <b>Previous Year Total</b>                  | 1744               | 6145  | 1758                      | 30                                  | 58    | 146                              | 406               | 1495               | 5637  | 1618                      | 20                                  | 56    | 124                              | 299               |

# SASB Index

| SASB CODE   | TOPIC   | 2021 RESPONSE  |
|---|---|--|
| <b>Water Management</b>                                     |   |  |
| EM-RM-140a.1  | (1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress.                            | See discussion on pg. <a href="#">10</a> .                         |
| <b>Hazardous Materials Management</b>                       |   |  |
| EM-RM-150a.2  | (1) Number of underground storage tanks (USTs), (2) number of UST releases requiring cleanup, and (3) percentage in states with UST financial assurance funds.    | See discussion on pg. <a href="#">9</a> .                          |
| <b>Workforce Health &amp; Safety</b>                        |   |  |
| EM-RM-320a.2  | Discussion of management systems used to integrate a culture of safety.   | See discussion on pg. <a href="#">21</a> .                         |
| <b>Management of the Legal &amp; Regulatory Environment</b> |   |  |
| EM-RM-530a.1  | Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry. | See discussion on pgs. <a href="#">12</a> and <a href="#">29</a> . |



24601 Center Ridge Road  
Westlake, Ohio 44145  
[www.ta-petro.com](http://www.ta-petro.com)

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