

IMPACT REPORT



**CHAMPIONING
THE GREAT OUTDOORS**

Contents

03 INTRODUCTION

- 03 Welcome
- 04 About us
- 05 Our destinations
- 06 Key achievements

07 PLANET

- 08 Our Nature & Climate Action Plan
- 09 Respecting
- 15 Reducing & removing
- 24 Reconnecting
- 29 Replenishing

33 PEOPLE

- 34 Our team
- 40 Our customers
- 43 Appendix



INTRODUCTION

Welcome

In autumn 2025, we proudly launched our **Nature & Climate Action Plan 2030** - our guiding vision and a clear direction for the next five years. It's a collective mission for every corner of our business and places the great outdoors at the heart of our purpose.

The momentum in our business is palpable. We're taking responsibility on behalf of our guests, learning fast as we go and I hope, acting with courage to change what needs to change.

In our second impact report, you'll see the steps we took over the past year – some small, some really quite significant – such as the **19% emissions intensity reduction for Inghams** and **16% reduction for Santa's Lapland** since our baseline measurement year in 2022.

We've also aimed to be fully transparent about the challenges we face and laid out our ambitions for the year ahead.

Most significantly, this year's report brings a myriad of stories and perspectives from the people who matter most: those we work alongside to drive change and those whose lives are directly touched by our actions. For me, it's these voices that make the report such a special and meaningful read.



John Mansell
Managing Director,
Inghams & Santa's Lapland

P.S. Please share your views
and feedback with us at:
sustainability@hotelplan.co.uk



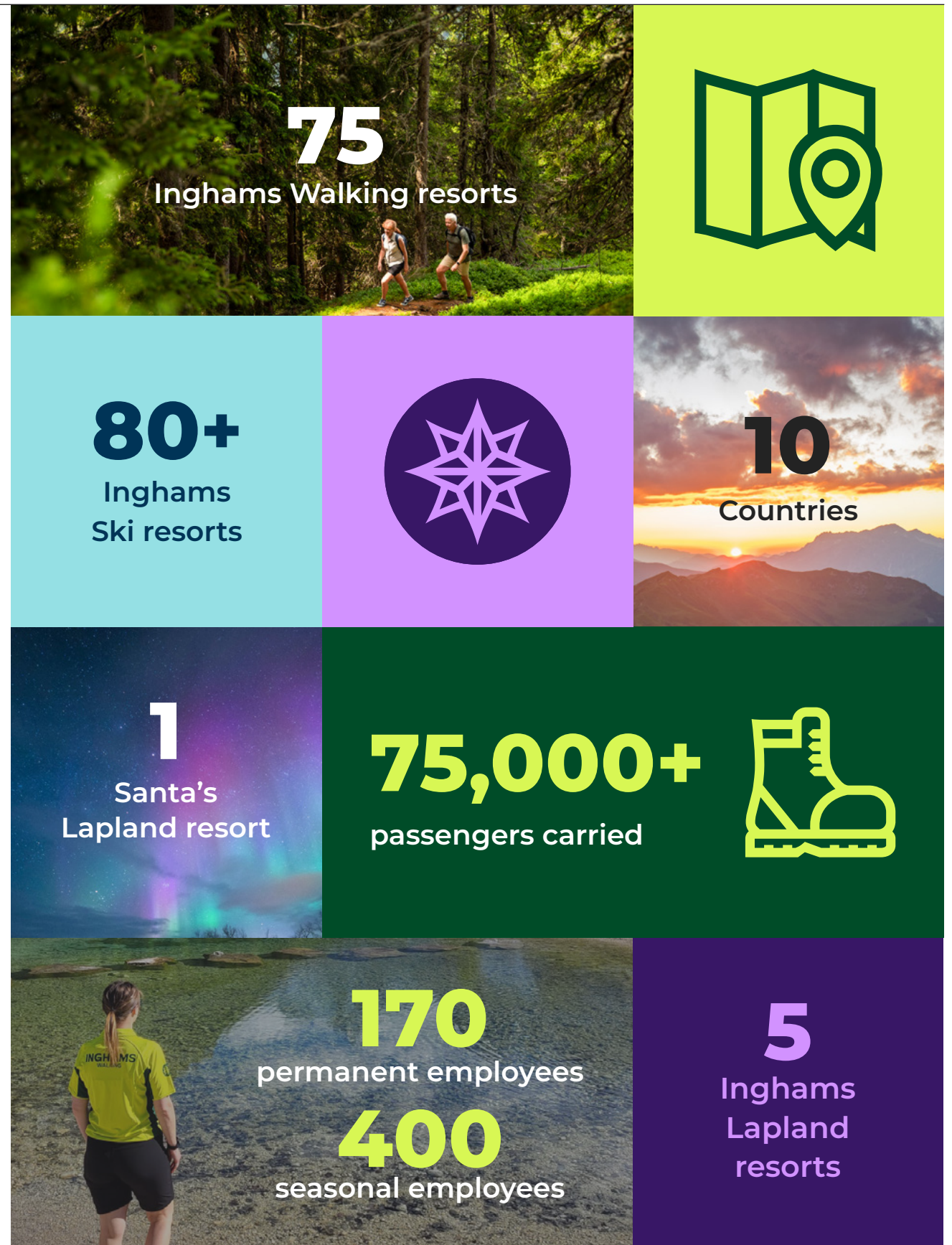
INTRODUCTION

About us

Inghams was founded by Walter Ingham in 1934, born out of his enduring passion for skiing, mountaineering and walking. For over 90 years, Inghams has continued to help our guests make the most of the great outdoors, creating holidays for those who love the fresh air and spending time in nature. Today, Inghams Ski offers winter skiing holidays in over 80 resorts across eight countries. Inghams Walking offers stay-and-walk holidays in 75 resorts across eight countries, while Inghams Lapland offers winter wonderland trips to explore Finnish Lapland.

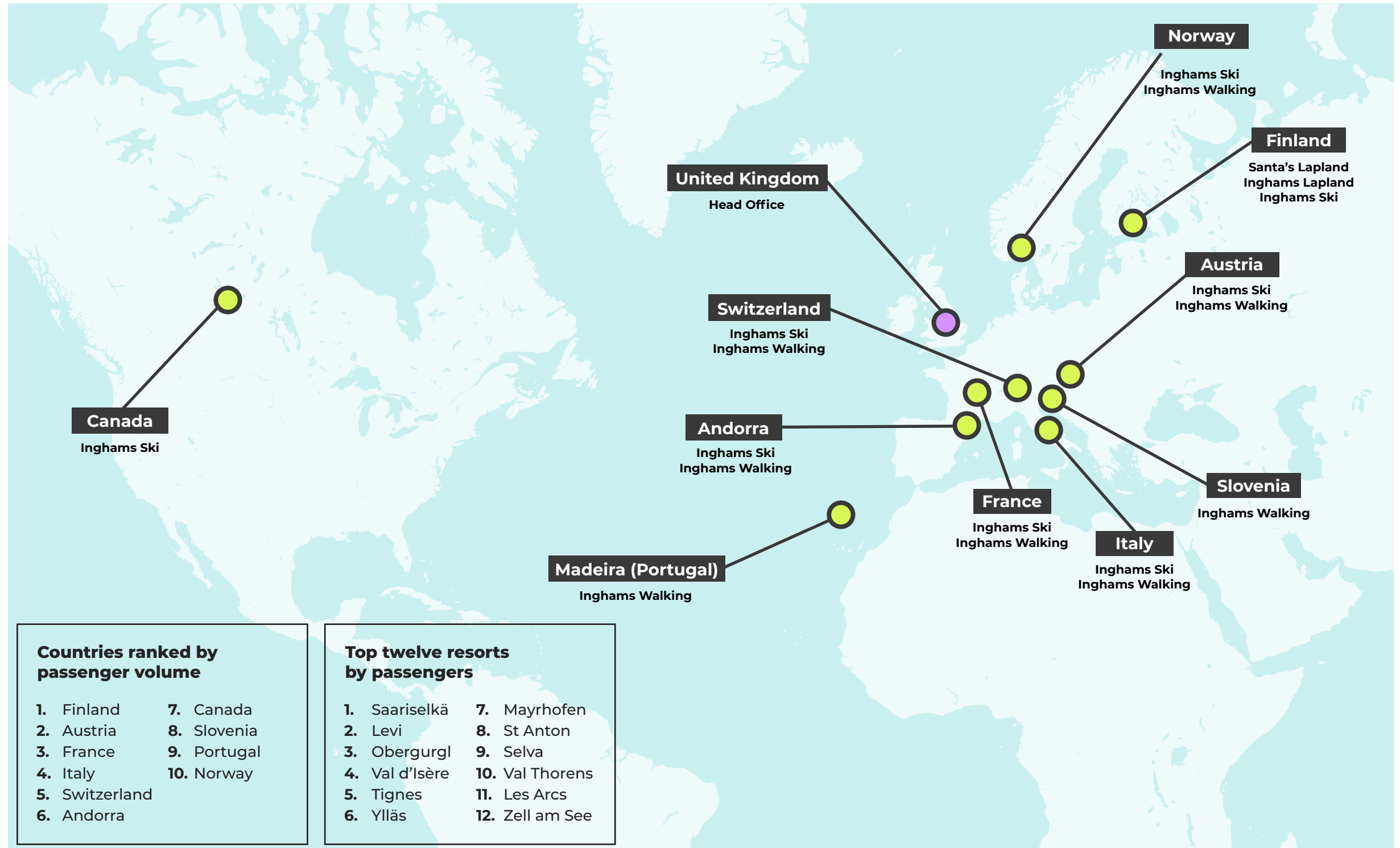
Santa's Lapland offers the kind of Christmas holiday that comes but once in a lifetime, whisking families away to Lapland during the festive period and giving them the chance to join the great search for Santa, take a reindeer ride and go sledging with huskies.

Inghams and Santa's Lapland are part of DERTOUR UK.



INTRODUCTION

Our destinations



INTRODUCTION

Key achievements 2025

43%

employees carbon literacy trained



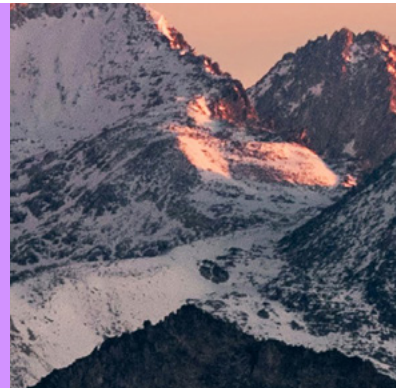
2

British Sign Language qualified Santa's Lapland rangers



Santa's Lapland carbon intensity reduction

↓ 16%
since baseline



Launched **Nature & Climate Action Plan 2030**

3,115

tonnes of carbon removals contracted



30%
of Inghams' resorts reachable by rail

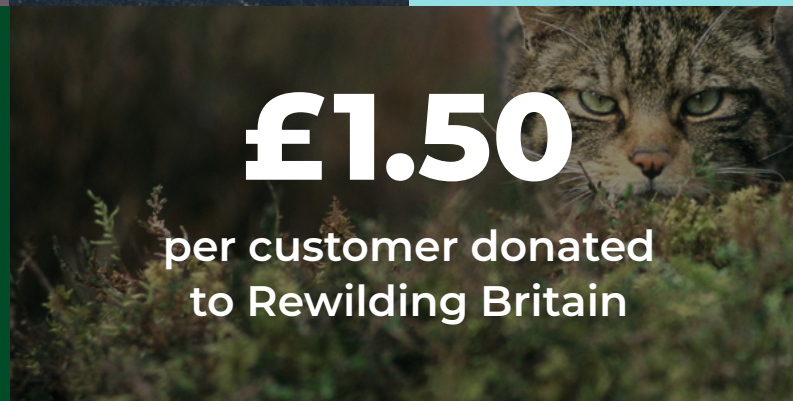
Inghams Ski carbon intensity reduction

↓ 25%
since baseline



Inghams Walking carbon intensity reduction

↓ 24%
since baseline



£1.50

per customer donated to Rewilding Britain

37

employee nationalities

117

employee volunteering days

2

equivalent return trips to the moon by customers and staff travelling by train

£45,452

donated to charitable causes



PLANET

PLANET

Our 10 step Nature & Climate Action Plan

CHAMPIONING THE GREAT OUTDOORS

This strategic action plan, released in November 2025, is our roadmap for impact, up to 2030. It **builds on existing initiatives and acts as a framework to assess our annual progress.** Goals set in last year's impact report have been incorporated into the plan and referenced throughout this report, however for ease, these goals are also tracked separately in the appendix.

10%
of profits to impact initiatives (from 2026)

Replenishing...

10
Local, national & global biodiversity

Reconnecting...

8
Guests with richer nature-based experiences & tips for nature-positive holidays

9
Underrepresented communities with access to nature

Reducing & removing...

6
Waste & consumption

5
Greenhouse gas emissions

7
Water usage

Respecting...

1
Local & indigenous communities as nature custodians

2
Employees as changemakers for fairer futures

4
Our role as advocates for change

3
Animal protection policy



Respecting...



Impact begins with respect

– for nature and for the communities who call the places we visit home. We believe tourism should make a positive contribution: strengthening biodiversity and benefitting residents, whether that means the indigenous Sámi community in Lapland or those living in and around mountain resorts.

PLANET Respecting

1 Local & indigenous communities as custodians of nature

Respecting the important role that local people have for the conservation of nature and cultures is crucial. This year, we've been focused on building our internal tools and processes to help make better informed decisions about new product, excursions and destinations. To understand potential risks and impacts to local communities and nature, we've created a **Destination Impact Assessment Tool** and an **Overtourism Assessment Tool** for our teams.

We also launched a climate emergency fund in conjunction with our sister companies Explore Worldwide and Intravel to help destinations when needed.

Challenges

Even though our overseas and purchasing teams often live or spend long periods in the communities we visit, listening deeply and effectively to local people's views on tourism is essential and can be challenging. Tackling this is the core purpose of our new Grounded Voices Advisory Board for 2026.

Grounded Voices Advisory Board (GVAB)

Due to hold its inaugural meeting in Spring 2026 and made up of three independent voices representing key communities and ecological expertise, the GVAB will act as a critical friend to our General Management Team, to discuss business plans for the future, ensuring that our actions contribute positively to places and people.



Gavin Fernie-Jones
Resident of the French Alps, **Founder of One Tree at a Time and the Re-Action Collective** which works to reduce waste, repurpose outdoor gear and build community-led solutions.



Dom Winter
Head of Advocacy at Protect Our Winters UK, where he helps rally outdoor communities to lead meaningful climate action by providing education and mobilising advocacy on the environment.



Hattie Branson
A geospatial and biodiversity expert at Biodiversify, combining fieldwork experience across multiple continents to help businesses and destinations integrate biodiversity and sustainable tourism, land use and ecological restoration strategies.



2026 Goals

Grounded Voices Advisory Board to meet in spring and late summer with our General Management Team.

“ Viewpoint

"The Grounded Voices Advisory Board has real potential to influence future business decisions for the better. For Protect Our Winters UK, our role is to ensure that the voices of communities affected by tourism, the outdoor industry and climate change are heard clearly."

Dom Winter, POW



PLANET Respecting

2

Employees as changemakers for fairer futures

Our people are our enablers. Activating their ideas for positive impact is crucial and their collective action has helped drive the rapid transformation of our business. This year, our employee-specific sustainability initiatives have involved:

GREEN WEEK

Tips, competitions and volunteering opportunities.

REPAIR REBELS

Matching skilled volunteer repairers to employees with items in need of repairing, such as clothing, bikes and electrical items.



LEFT LUGGAGE LOCKER

A swap shop for employees to give away pre-loved outdoor gear, kids' clothing, furniture, food produce and more.

CARBON LITERACY TRAINING

67 employees

This represents **43%** of our permanent team, exceeding our **30%** target, trained by our Head of Sustainability and qualified in-house carbon literacy trainers using a bespoke course developed with Ecollective. To achieve Carbon Literacy Project certification, participants commit to both individual and group carbon-reduction pledges. These have included: becoming a 'rail ambassador', launching an internal sustainability newsletter, switching commuting journeys to rail, and developing new ways to work with guests to reduce energy use in ski chalets.



VICKY'S CARBON LITERACY PLEDGE:

"My work is hybrid, with 2 days in the office each week. The journey is 23 miles each way, door to door. 46 in total. I plan to get the train from 5 miles into the journey, therefore saving 18 miles of driving each way. My aim is to replace 2 of the 8 round trip journeys I drive in a

month, saving 72 miles of car driving every four weeks. Across a year this could equate to 0.25 tonnes of CO2e, based on 26 journeys done by train." **Status: achieved**

Vicky Hales, Director of Strategic Projects



Green Week



Left Luggage Locker

Viewpoint

"I love the Left Luggage Locker initiative as it's good to recycle unwanted items. I recently brought a bag of girls' clothes into our office and I was very happy that these were reused. I also loved the apples a colleague brought in, as I made a delicious gluten free apple crumble. I feel this is good for the environment as nothing is going to waste, and this also brings us closer together during the carbon literacy training."

Tina Faulkner, Operations Executive

"It was great to be able to learn, ask questions and come together to generate ideas."

Jessica Howell, Senior Destination Manager

"The carbon training was fascinating! I watched Cowspiracy last night as a result, and have now added some plant free alternatives to my shopping delivery tomorrow."

Ashleigh Curran, Guest Relations Executive

2026 Goals

Increase the proportion of employees who are carbon-literacy trained to at least 60%.

PLANET Respecting

Employee community fundraising

£12,250
raised

A sponsored walk for charity partner, Mind Over Mountains, with 38 employees - along with our sister brand, Explore - walking the Surrey Three Peaks and Royal Parks walk.

£9,000+
raised

Match funding for employees' personal fundraising efforts in aid of Farnborough Food Bank, Macmillan, Make-A-Wash Foundation UK, Marie Curie and Movember.



“ Viewpoint



“Taking part in the Northumberland mighty hike for Macmillan Cancer Support means so much to me. Although the 26 mile walk itself is very challenging, it makes me realise that it’s a privilege to grow old and reminds me of too many close family and friends I have lost or are suffering with cancer. Everyone who donated was so generous and I am so grateful to the business match funding the donations.”

Wendy Youmans, Guest Relations Executive



“The company’s support means a lot, as it helps increase the efforts of everyone involved and strengthens the impact of the money we raised for Movember which is such an important cause.”

Pavel Palmer, Head of Sales

“Every step of my walk felt meaningful. Make-A-Wish is especially close to me, as in my job, I often see children’s wishes come true - many dreaming of magical trips to Lapland. It’s impossible not to be moved by their strength and hope. Taking on this challenge felt like my way of giving something back. When my employer chose to match my fundraising, it meant more than I can express, I was over the moon. Their support didn’t just back my effort it helped grant life-changing wishes for children who truly deserve a little magic.”

Rachel Gould, Reservations Sales Consultant

PLANET Respecting

Employee community volunteering

117 days

...of employee volunteering completed, during a range of local team events, including nature conservation and 'haloing' two 500 year old oak trees at Farnham Park, donation sorting at Farnborough Food Bank, using sand and straw to build a cob wall at Rosamund Community Gardens in Guildford, litter picking in Hayling Island and packing children's Christmas gift boxes in Anney, France, with charity Lake Aid.



2026 Goals

Employees to use 50% or more of the two volunteering days per person, per year entitlement.



Challenges

Our aim was for all staff to use at least one day of their two day volunteering allowance. We reached 26%, which although more than double last year, fell short of our 50% target. While uptake is improving, many colleagues still find it challenging to step away from day-to-day responsibilities. In the coming year, we'll work with senior leaders to embed volunteering more actively into team planning and culture.

“ Viewpoint

“Thank you so much for taking the time to volunteer at the Farnborough Foodbank warehouse. Your support with sorting, bagging, and preparing stock was incredibly valuable, and it made a real difference to our operations.”

Farnborough Food Bank

“You guys were awesome as per usual. It is always a joy to have you guys! I'm really impressed with you and your team for what you achieved today. Not only that, but everyone is so nice, what a great team.”

Nick McFarlane, Warden, Farnham Park



Farnham Park



Farnborough Food Bank



Rosamund Community Garden, Guildford



Lake Aid



Hayling Island Beach Clean

PLANET Respecting

3 Animal protection policy

11 In-person welfare audits of husky & reindeer farms

Our aim is to work with like-minded suppliers who have animal welfare top of mind. For Inghams Lapland and Santa's Lapland in particular, thousands of our guests participate in husky or reindeer experiences each season. Last year, our Head of Risk & Safety, Head of Sustainability, Senior Destination Manager and Contracts Manager for Lapland, visited **six reindeer experience suppliers** and **five husky experience suppliers**. Where changes were deemed possible to enhance animal welfare, these were discussed and followed up. Our aim is to work with our suppliers to drive positive change – examples like the quote below show the impact of constructive collaboration.


“ Viewpoint

“From this season onward, the reindeer will have a lighter workload due to us no longer using a reindeer sleigh to transport guests to Santa's cabin. The reindeer fences have been expanded and improved, and we will keep a daily workload diary for each reindeer. They will continue to be fed and cared for as before, but their overall workload will be much lower.

Regarding the huskies, they are given regular opportunities to run freely, and some small updates and tune ups have been made overall, even though the previous setup was already at a high standard. Our facilities and level of care remain among the best in the Inari municipality.”

Saariselkä activity supplier
(Autumn feedback following winter visit)

4 Our role as advocates for change

- ✔ We've taken part in a range of responsible tourism-related panels and events including the **Ski Launch; the Snow Show** in London with **Protect Our Winters; TTG Fairer Travel**; the **Sustainable Tourism in Austria Summit** and a webinar entitled **Unlocking Flight-Free Holidays**, with Byway and charities Possible and Flight Free UK
- ✔ We won Travel Bulletin's Star Sustainability Award for our Project Flight Free initiative 
- ✔ We hosted a dedicated rail press trip for four national journalists to St Anton **to celebrate 90 years since Walter Ingham took the train to Austria with his first guests**. We also co-hosted a train trip to Les Arcs for four journalists
- ✔ We've been working with the **University of Exeter**, together with our sister brand, Inntavel, on a 9 month research project - **Travel Towards Net Zero: co-creating low-carbon tourist mobility practices** - looking at the barriers and solutions for no-fly travel. Our findings will launch in summer
- ✔ We support **Ecollective** carbon consultancy, with their annual ski resort emissions project. Still just 48% of ski resorts are measuring their carbon footprint collectively, we must do more





Reducing and removing...



Minimising our impact on nature

Reducing the resources we consume is vital to protecting biodiversity. This includes cutting our carbon, water and waste footprints, as well as reducing overall consumption and prioritising nature-friendly supply chains.

PLANET Reducing and removing

5 Greenhouse gas emissions

Our science-aligned targets are consistent with the Glasgow Declaration on Climate Action in Tourism: to **reduce scope 1 and 2 emissions by 90%** and to **reduce scope 3 emissions intensity by 50%** by 2030.

We've accelerated our carbon reduction efforts since 2022 and have begun to see many of the benefits this year. Of course, there's still plenty of work to be done.

WHAT'S INCLUDED IN OUR MEASUREMENT?

We measured emissions from 1st November 2024 through to the end of October 2025 and take a full life-cycle approach. Within our emissions intensity figures we include flights, trains, ferries and transfers used to reach the destination, as well as hotels, food and activity emissions. Beyond our holidays, we also measure general business emissions (employee commuting, working from home energy, overseas trips, merchandise, purchased goods, website, events and post). To account for anything missed, we apply a 15% buffer. Our expert carbon calculating partner, Ecollective measure our footprint in line with the Greenhouse Gas (GHG) Protocol.

It is important to note that some of the reported emissions reductions this year are attributable to changes in the methodology used to calculate flight emissions. Specifically, the UK Government's GHG conversion factors for Radiative Forcing (RF) – which account for the additional climate impact of burning fuel at altitude – have been revised, with the RF uplift factor reducing from 1.9 to 1.7. In addition, updates to fleet data indicate improvements in fuel efficiency, which are contributing to lower reported emissions.

	INGHAMS			SANTA'S LAPLAND		
	CO2 EQUIVALENT FY25	% YOY CHANGE (FROM FY24)	% CHANGE SINCE '22 BASELINE	CO2 EQUIVALENT FY25	% YOY CHANGE (FROM FY24)	% CHANGE SINCE '22 BASELINE
SCOPE 1 + 2 (T)	94	↓ 15%	↓ 11%	8	↓ 20%	↓ 64%
SCOPE 3: HOLIDAYS (T)	5,066	↓ 11%	↓ 17%	393	↓ 17%	↓ 26%
SCOPE 3: BUSINESS (T)	1,147	↓ 14%	↑ 52%	480	↓ 22%	↑ 28%
SCOPE 3: TRANSPORT BOOKED BY US (T)	22,434	↓ 23%	↓ 21%	9,229	↓ 23%	↓ 13%
SCOPE 3: TRANSPORT BOOKED BY CUSTOMER (T)	378	↓ 3%	↑ 16%	0	N/A	N/A
ABSOLUTE TOTAL (T)	29,118	↓ 20%	↓ 18%	10,110	↓ 23%	↓ 12%
INTENSITY (T)	0.066	↓ 14%	↓ 19%	0.295	↓ 14%	↓ 16%

All our carbon calculations get updated annually to improve accuracy, this means historic figures can change as we improve the carbon calculating process.

We no longer operate the Esprit brand so have excluded it from this year's reporting.

Scope 3 emissions:

↓19%
Inghams
since 2022

↓16%
Santa's Lapland
since 2022



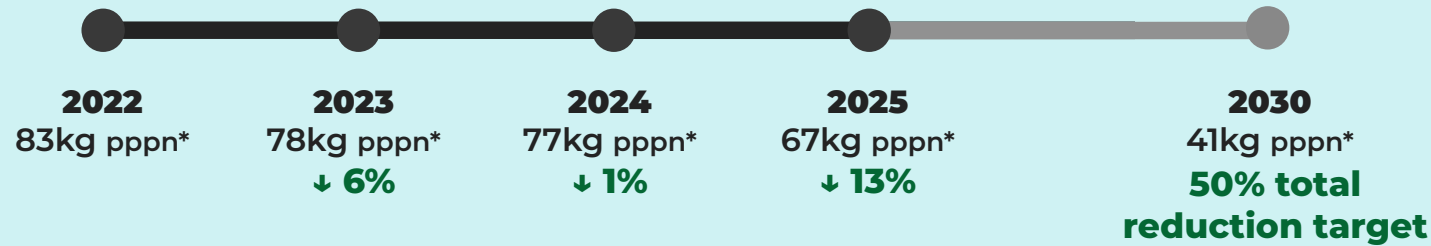
2026 Goals

Continue to reduce Scope 1, 2 and 3 emissions in line with our science-aligned targets.

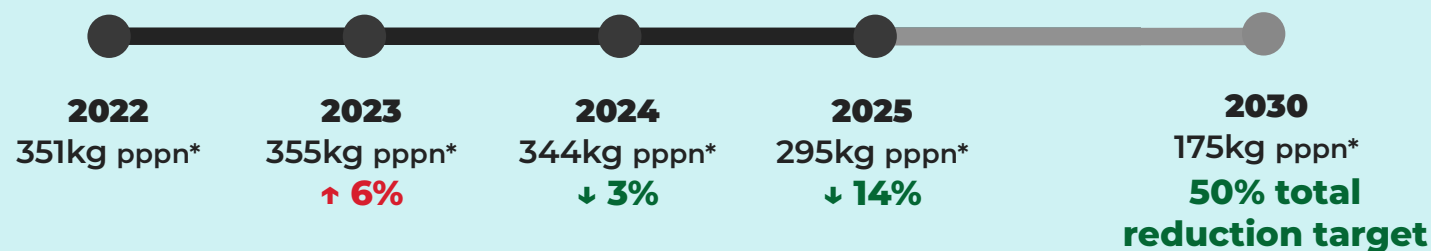
PLANET Reducing and removing

Emissions intensity reduction line

Inghams: ↓19% scope 3 emissions intensity reduction since 2022



Santa's Lapland: ↓16% scope 3 emissions intensity reduction since 2022



Scope 1 and 2 emissions:

↓11%
Inghams since 2022

↓64%
Santa's Lapland since 2022

Inghams Walking
pppn* emissions intensity:
53kg
YOY % change: ↓17%
% baseline change: ↓24%

Inghams Ski
pppn* emissions intensity:
60.1kg
YOY % change: ↓9%
% baseline change: ↓25%

Inghams Lapland
pppn* emissions intensity:
134 kg
YOY % change: ↓16%
% change since baseline ↓1%

Inghams brand results

Each of our brands has successfully reduced their per person, per night emissions since we started measuring in 2022.



These snowballs are scaled proportionally to emissions.



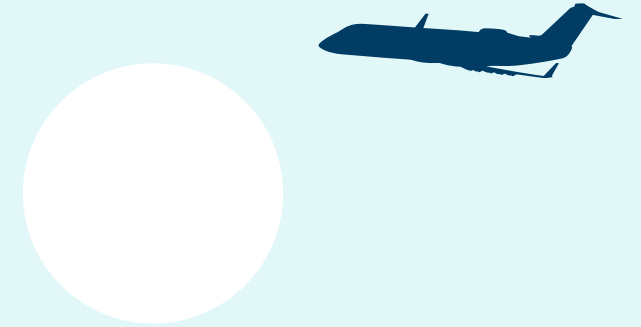
Challenges

- Over 80% of our emissions still come from flights
- Travel for business increased by approximately 30% this year. We'll be looking at what more we can do to address this challenge

* per person per night

Transport

Equivalent of two return trips to the moon – travelled by customers and employees by train*



14%
YOY increase in Inghams Ski train passengers

113,000_{+kg}
CO2 saved by guests switching from plane to train (equivalent to driving round the world 15 times!)

30%
of Inghams resorts reachable by rail

72%
French resorts rail accessible

7 night Eurostar Snow Train option launched for 2025/26 season to replace the eight night option

75%
of seasonnaires travelled flight free to their mainland European resort

60%
increase in train kilometres travelled by permanent employees for work

29
low carbon personal travel days by employees

94%
of seasonnaires flew directly to Lapland rather than taking 2+ connecting flights, as in previous years

No upgraded or indirect flights sold (except for accessibility reasons)

47%
of overseas vehicles electric or hybrid (78% in Italy, 58% in Austria and 86% in France)

14%
reduction in distances travelled by overseas vehicles

30%
of employees walked, cycled or took public transport to work



*1,546,228km - 1 November 2024 – 31 October 2025. Distance to the Moon based on NASA's average Earth–moon distance of 384,400 km.



PLANET Reducing and removing

“ Viewpoint

“We travelled to Val d’Isere, just before Christmas for a week in the mountains as a family of 4.

We’ve two teenage daughters and we all absolutely loved the journey by train. It was super easy - we left St Pancras at 9am and then swapped platforms in Lille to hop on the snow train through to Bourg St Maurice in the mountains.

We loved being able to sit facing each other and share a picnic across the table. It was also lovely to meet and chat to other passengers doing the same thing and there was a real buzz in the air as the landscapes changed on approach into the mountains.

It felt like a real adventure!”

Guests – Christmas 2024



Challenges

- For Inghams Ski seasonnaires travelling from more remote parts of the UK with a season’s worth of luggage, additional train journeys to connect via London were longer and more logistically challenging, and in some cases required an overnight hotel stay
- We are expanding into more snow-sure Nordic destinations which are difficult to reach by rail, presenting a challenge when it comes to providing lower-carbon transport options
- We were unable to meet our goal of launching a dedicated rail-only resort for Inghams Walking, as no new destinations were added to the portfolio. Attracting rail customers has also been challenging because, unlike Inghams Ski, there is no summer equivalent to the Eurostar Snow Train



2026 Goals

- Ensure one third of resorts are reachable by rail and continue to increase sales across both Inghams Ski and Inghams Walking
- Continue discussions regarding SAF purchase opportunities
- Reduce employee business travel emissions by 5% and educate employees to make decisions based on transport emissions

PLANET Reducing and removing



Accommodation energy use

OUR PARTNER HOTELS:

51%

of our customers who had stayed in hotels who had completed our **Accommodation Impact Assessment** (up from last year)

41%

of hotels who have completed our Accommodation Impact Assessment have **lower than country average** carbon footprint (improvement on last year)

OUR SKI CHALETS:

We have carbon footprint data for

100%

of our chalets

For the 2025/26, we're introducing

3

new chalets in France



2026 Goals

- 60% or more of our customers to stay at hotels who have completed our Accommodation Impact Assessment
- Install smart metres in chalets and run guest communication initiatives to further encourage staff and customers towards more conscious energy use



Challenges

Just 35% of our chalets have a lower than country average carbon footprint and although this is an improvement on last year, we want to take further steps to reduce energy usage in these properties.

Holiday duration

Average holiday durations remain steady, year on year

7 days

Inghams

2 days

Santa's Lapland

Our website

50%

less web emissions

by launching a new, lower CO2 Inghams website

PLANET Reducing and removing

6 Waste and consumption

Food for Good project

In our Inghams Ski chalets, chefs were briefed to make vegetarian dishes so appealing that even meat-eaters would actively choose them, while also maximising the use of high-quality local and regional produce. This approach supports both emissions reduction and local economic value creation. The results speak for themselves:

- ✓ **57% of guests chose at least one vegetarian main** during their stay
- ✓ **Over €125,000 was spent on ingredients within the Savoie/ Haute Savoie region** for our French chalets and **63% of total ingredients were sourced from within France**
- ✓ **100% of wine and beer sourced in country**
- ✓ **All starters were vegetarian** by default, with fewer than 5% requesting meat options
- ✓ **No beef in adult evening menus** in French and Austrian chalets
- ✓ Worked with our central distributor to ensure more regional produce added to stock lists



Challenges

Balancing the use of local produce with the need to minimise carbon emissions, recognising that sourcing from multiple local suppliers can increase transport emissions compared with using a central international distributor.

Project Wipe out Waste

53%

reduction in food waste volumes and food costs per cover during trial.



Our chalet hosts used the **Too Good to Go app** to share any perishable food they no longer needed, with the local community:

5.1kg CO2e saved



We are also supporting **Montagne Verte in the Alps** with the expansion of their Biocyclette initiative. This project collects food waste from local businesses and turns it into biogas for a true circular economy.



2026 Goals

Include food waste management in all chalet host training and reporting of waste into the daily HACCP document.



“ Viewpoint

“Last winter we had great success trialling the WRAP Guardians of Grub toolkit to weigh every gram of food waste in three of our chalets in Val Thorens in the French Alps. We’re planning to roll it out across all of our chalets this winter.

So how did we go about halving food waste? Encouraging evening meal pre-orders played a large part; we’d usually start these conversations during pre-departure conversations with guests before arrival, then we’d review everything again on arrival and talk through the menu in case of any changes as well as preferences regarding afternoon tea and breakfast. Guests’ feedback was extremely positive.

I think the project worked well because it encouraged hosts to be more aware of guests’ preferences - especially at breakfast. If certain items weren’t being eaten, hosts would check with guests before continuing to put them out daily, while always making it clear they were available if wanted. This helped reduce waste without taking anything away from the guest experience.”

Hannah Cornell, Inghams Resort Manager of Val Thorens



PLANET Reducing and removing



ACTIONism

109
community
screenings
across 9
countries

65
organisations
delivered
screenings

2,000+
viewers /
participants

Sponsored by Inghams, ACTIONism, by the Re-Action Collective and TwoStep Productions, follows 19-year-old Ellie Meredith as she moves from climate anxiety to discovering a global community grounded in repair, care, and collective action. Through founders Gavin Fernie-Jones and Heather Davies, she learns how simple acts -fixing gear, creating hubs, starting conversations - can drive wider systems change. An open-access handbook accompanies the film, offering Six Steps to Collective Action to help groups turn awareness into practice. The film is free for community screenings at www.actionism.space

“ Viewpoint

“We’re not passing the torch - we’re building the fire, so everyone can gather around it. We learn from each other. Dream together, grow because of each other.”

Ellie Meredith, Re-Action Steward

“A simply stunning and beautiful film which will light a fire inside you – truly thought provoking.”

Viewer

Ethical consumption

This year, we published an ethical purchasing decision tree to guide teams when buying items, from food and drink to merchandise, office supplies, and furniture.

THE RESULT?

- ✓ Achieved a **28% reduction in carbon emissions** from central HQ merchandising purchases
- ✓ Achieved a **62% reduction in quantity of plastic** merchandising items purchased
- ✓ **Nothing was air freighted** into any of our resorts
- ✓ By sourcing more goods closer to their point of use in resort, we reduced average transportation distances. This resulted in an **estimated 78% reduction in transport-related emissions** associated with merchandising purchases
- ✓ **25% reduction** in A5 Santa's Lapland **welcome booklet** paper usage and A4 pre-departure packs reduced by one A4 page per pack as digital information increased



7 Water usage

We know that fresh water supplies around the world are under threat as a result of the climate and biodiversity crises. There's much more for us to do in this area and we've set out some of our goals in our Nature & Climate Action Plan 2030.

This year, we've continued to focus on our owned and leased properties where we have the most control. At our head office we harvest rainwater for use on our plant beds and have low flush toilets throughout the building. In our ski chalets we are continuing a programme of replacing showerheads and toilet flushes with low flow alternatives.

🎯 2026 Goals

Begin the conversation with our partners about water usage in and around resorts. At the moment, of those accommodation partners who responded to our accommodation impact assessment, just 12% are currently measuring their water footprint.

Carbon removals

Our primary focus is on emissions reduction but in a net zero world, some residual emissions will remain. Both the Intergovernmental Panel on Climate Change (IPCC) and the UK's Climate Change Committee advise that these should be addressed through carbon removals. It is therefore vital to begin investing in and scaling carbon removal technologies and nature-based projects now, sending strong demand signals to help this crucial area grow.

Since 2023, we have partnered with Klimate to support a diverse portfolio of high-quality carbon removals projects worldwide that draw carbon out of the atmosphere (as opposed to 'avoiding' emissions as many traditional offset projects do). We've contracted **25,529 tonnes** of carbon for removal with **20,142 tonnes** already delivered.

Around **80%** of our current investments are in nature-based solutions – soil sequestration, reforestation, and agroforestry – chosen for their ecosystem restoration and local community benefits. All projects undergo rigorous assessment for i) co-benefits, ii) climate impacts, iii) integrity and iv) scope/implementation. We also support emerging technologies such as direct air capture (DAC), helping to scale more permanent carbon removal solutions that will be essential to meeting future global needs.

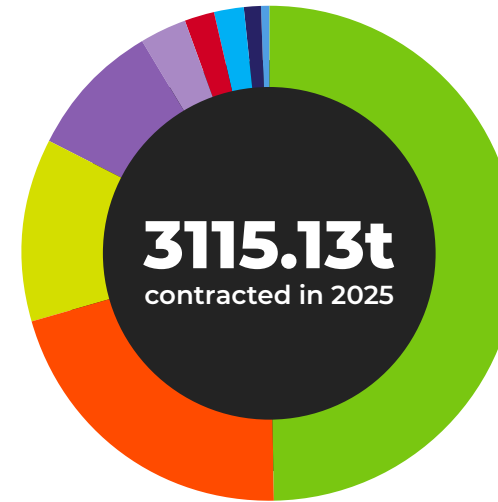
As is typical for high-quality carbon removal projects, particularly those involving durable or nature-based approaches, removals are delivered over multiple years following upfront investment. Our annual purchases since 2023 therefore support removals scheduled for delivery between now and 2033.



In 2025, we contracted carbon removals equivalent to the emissions from more than

91 fully occupied A320 return flights between London Gatwick and Chambéry, France; or over

25 return flights from Gatwick to Kittilä, Finland, in economy class.*



Reforestation	50%
Artisanal Biochar	21%
Soil sequestration	12%
Agroforestry	9%
Direct Air Capture	3%
Bio-oil	2%
Microbial Carbon	2%
Industrial Biochar	1%
Enhanced Weathering	0.4%

Here is a snapshot of just two of the projects we've supported:

CLIMATE FARMERS, Portugal and Spain

Regenerative farming helps store carbon, improve soil fertility, reduce erosion, increase biodiversity and water retention. Climate Farmers supports farmers by offering peer learning, tailored transition plans and funding. Participants gain new income streams such as agroforestry. Improved water management is critical, as Manuel Troya demonstrates:

COMMUNITREE FORESTATION, Nicaragua

CommuniTree works with smallholder farmers to plant trees, fight climate change, and open up new forestry livelihoods. To help restore forests facing some of the highest deforestation rates in the world, farmers grow native trees alongside their existing farming practices. This approach supports both livelihoods and landscape restoration.

Viewpoint



"Out of 475 hectares on the farm, I only have access to water in about 250 ha. Now that I can invest in a water network I can pump water up the hills. In doing so, I'll be able to make the farm more resilient, use the land economically and at the same time regenerate paddocks."

Manuel Troya, participating farmer



* Stats courtesy of Ecollective carbon consultancy.



Reconnecting...

The wonder of the great outdoors for all

The benefits of spending time in nature are well documented. That's why placing local landscapes and local stories at the heart of our holidays, is vital. Moreover, the great outdoors is for everyone - so we're helping more people from marginalised and underrepresented communities connect with nature.

8 Reconnecting guests with richer nature-based experiences & tips for nature-positive holidays

Working with local partners to help our guests connect more deeply to nature - while benefiting communities and biodiversity - is a key part of our Nature & Climate Action Plan. For us, meaningful social impact goes hand-in-hand with positive nature impact. We want to champion the great outdoors through the voices, cultures, customs, traditions and knowledge of local people, year-round.

Too often, tourism displaces the very communities who have shaped these landscapes for generations – taking with it centuries-old heritage, traditions and livelihoods. Rising rents, limited year-round jobs and shrinking economic prospects all play a part. Our aim is to ensure local stories, local voices and local landscapes sit at the heart of our holidays.



Here's how we're progressing:

INGHAMS WALKING

- ✓ Our expert guides took **3,732 guests** on **715 guided walks** and introduced them to the local landscapes and cultures
- ✓ **96** different **guided walking routes** available across **28 resorts** in **6 countries**
- ✓ **33,500km walked** – the equivalent of London to Sydney and back!
- ✓ Over **600** additional **self-guided walks** recommended to guests
- ✓ **NatureFIRST:** This year we looked to expand the number of nature-based excursions we offered our guests in resort. We introduced an internal system for categorising these experiences. Named NatureFIRST, these excursions had to fulfil three criteria:
 1. Allows guests to get closer to nature
 2. Low CO2 impact i.e. not involving fossil fuels or long transfers
 3. Involves nature-based knowledge sharing

INGHAMS SKI

- ✓ **42%** of Inghams Ski resorts are also visited in summer by our Inghams Walking programme, maximising community benefits year-round

INGHAMS LAPLAND

- ✓ **Over 80%** of excursions contracted directly with local suppliers, benefitting local communities (compared to 80% last year)

SANTA'S LAPLAND

- ✓ **100%** activities contracted directly with local suppliers
- ✓ This year, we designed, scripted and built a new nature-based educational trail. Named "The Enchanted Trail", this informative, immersive story-telling experience guides customers through the forest

Supporting local accommodation partners through the generations

- ✓ Many of Inghams Ski's hotel partnerships go back to the 1930s. The Saalbacherhof in Saalbach is perhaps our longest partner - the grandmother of the current hotelier there made the original contract with Walter Ingham himself!
- ✓ 80% of our ski chalet owners live or grew up in the local area (defined as within 25km), helping ensure that not only local communities directly benefit economically from our partnerships but also that local traditions, cultures and knowledge thrives
- ✓ 49% of our Inghams Walking hotels are family run



The Saalbacherhof Hotel



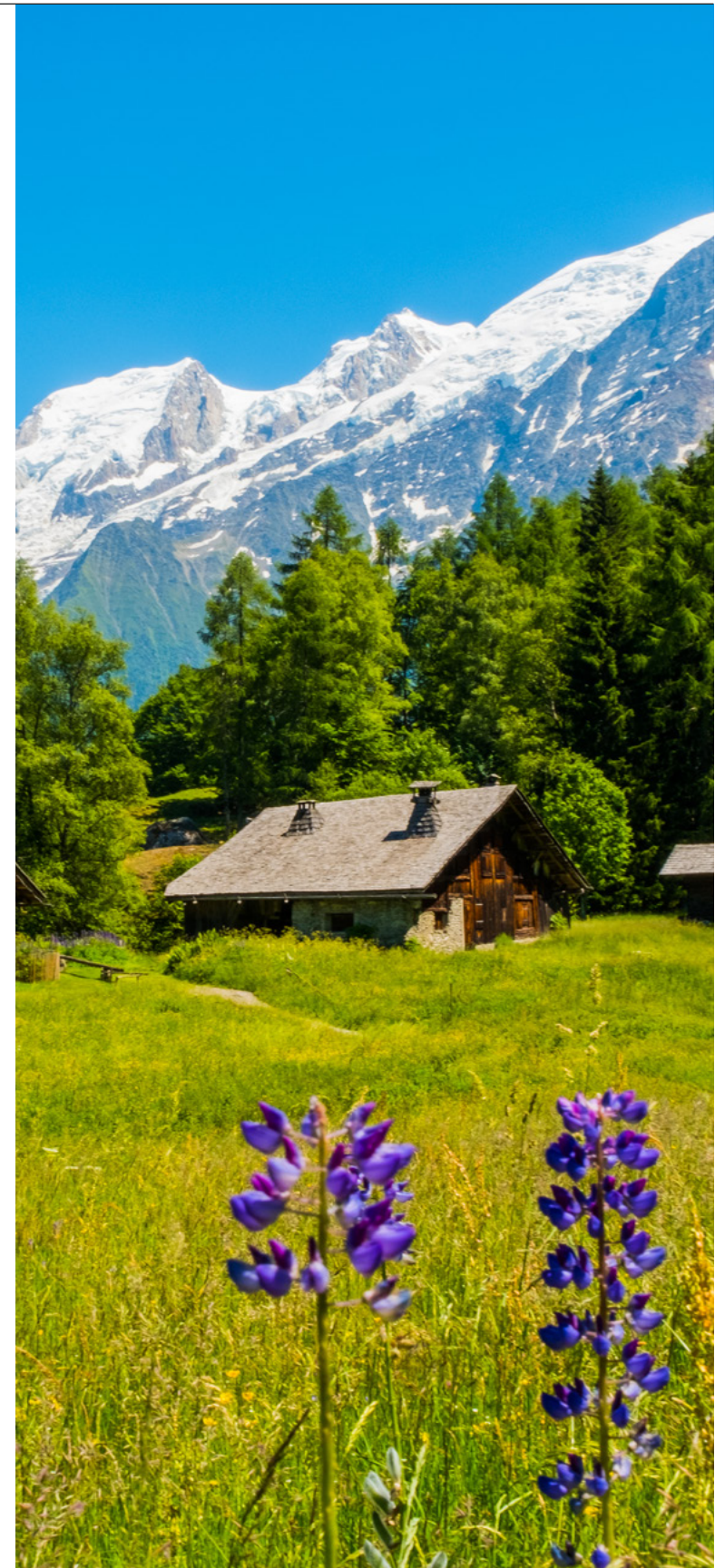
Challenges

- Measuring and reporting on consistent local, social and economic benefit indicators across our entire portfolio, such as the proportion of locally owned properties
- Identifying and integrating genuinely meaningful, nature-based experiences that enrich guests' ski holidays and create lasting positive impact



2026 Goals

- Work with more locally owned hotel and activity suppliers and improve our tracking to measure this
- Measure and extend our portfolio of NatureFIRST activities and excursions for Inghams Ski
- Increase bird life knowledge among employees and customers whilst collecting and mapping bird species - specific data via the Merlin Bird ID app - in and around resorts in the spring



“ Viewpoint

“My family and I have worked with Inghams for years and thanks to this partnership we're now plastic-free, cutting food waste and supporting guests with food intolerances. We're proud of what we've done together and look forward to the future with Inghams.”

Max Massimo D'Amato, Hotel du Champoluc, Italy

9 Reconnecting underrepresented communities with access to nature

Helping more people from underserved and underrepresented groups to access our holidays and the great outdoors is a cornerstone of our Nature & Climate Action Plan. Working with our incredible partners, we've made good progress in this area, this year.

- ✓ Expanded the Santa's Lapland sensory guide to include guidance for all accessibility requirements as well as sensory needs
- ✓ Dedicated webpage for accessibility on Santa's Lapland website
- ✓ After the success of our British Sign Language (BSL) qualified ranger in Santa's Lapland last year, we employed a second ranger
- ✓ Provided basic BSL training for all representatives and rangers to cover common phrases: "merry christmas", "elf/elves", "my name is", "family", "Thank you", "Santa's Lapland", "northern lights / Aurora"

“ Viewpoint

“I was sent a really thorough sensory guide for my son. This was amazing, the attention to detail helped me too as feeling a little anxious about our trip. I just can't wait for us to go now.”

Santa's Lapland guest



Mind Over Mountains partnership



For the fourth year running, Inghams partnered with Mind Over Mountains, helping more people reconnect with the therapeutical benefits of the outdoors. Through our annual donation, two staff fundraising walks and employee volunteering, we supported their vital nature-based mental health programmes.

With one in four people experiencing a mental health problem and waiting time for treatment up to 18 months, Mind Over Mountains provides wellbeing support to a diverse range of adults, with participants spanning different ages, genders, ethnicities, and sexual orientations. Over half of participants live with a long-term mental health condition affecting everyday life.

The charity believes access to wellbeing is a **right, not a privilege**, offering bursaries for underserved groups including unpaid carers, trauma survivors, frontline workers and neurodivergent people.

“ Viewpoint

“This is true partnership. Inghams' support runs deep - not just financially, but by making our charity feel we have a partner who truly cares, actively working with us as an extended part of our team. We know we can call for help and they will respond and use their own people and operations to support us - which is incredibly important for a charity of our size.”

Helen Wooldridge, Mind Over Mountain's Head of Communications & Partnerships

“The 1-to-1 support from the coaches while walking had a huge impact on me. I have had face-to-face therapy but often find myself tongue-tied and self-conscious. Walking side-by-side made it click.”

MOM Participant

Impact at a glance:

20+
wellbeing
walks funded

300+
people supported

Wellbeing
increases by
1/3
after events

95%
report high nature
connectedness

75%+
learn tools for long-
term wellbeing

83%
of participants
are female

14%
of participants
represent diverse
ethnic backgrounds

UN / PARA / LD

UN / PARA / LD (Unparalleled) is a citizen-led circular design initiative that transforms waste ski gear into adaptive sit-ski garments, co-designed and tested by disabled people and their communities.

Inghams' support for this project brings financial donation, pre-loved uniform for repurposing, marketing and awareness-raising.

“ Viewpoint

“I want to show what's possible when inclusive design is led by disabled people - not as a tick-box, but as a space of beauty, practicality, and connection.

UN / PARA / LD isn't just about making outerwear more accessible - it's about reimagining how things get made. That means centring lived experience, working with waste not as limitation but as opportunity, and building a model others can learn from.

We are all only temporarily non-disabled - through illness, accident, or the privilege of aging. Disability is the only minority group anyone can join, any time. Everyone deserves the right to access movement, joy, and physical activity.

As adaptive snow sports and accessible tourism grow, we have a responsibility to design not just for the few - but for all of us.”

Alice Sainsbury

A disabled designer, documentary producer and consultant. She leads the Berghaus Adapts Project and is an expert for Worth Global Style Network (WGSN), where she advises on adaptive snow sports and inclusive outdoor gear in the lead-up to the Winter Paralympics. Alice aims to reframe disability not as a constraint but as a vital source of design innovation.

Family Fund partnership



Santa's Lapland has partnered with Family Fund since 2023. For families raising disabled or seriously ill children, life can change overnight, bringing emotional, physical and financial pressures.

In the last financial year, Family Fund delivered over 200,000

grants and support services to families across the UK.

They helped children play, spend time outdoors, and enjoy memory-making breaks in ways that meet their individual needs.

Many families face additional barriers to inclusion: disabled children spend, on average, less than an hour a day outside, significantly less than their non-disabled peers. **83%** of parents and carers supported by Family Fund cannot work or can only work part-time due to caring responsibilities, often while facing higher costs.

“ Viewpoint

“Our partnership with Santa's Lapland is a wonderful example of how businesses can create meaningful impact when values truly align. Their support helps us reach families at the toughest moments, providing practical help, joy, and the chance to make precious memories together.

What makes this partnership especially special is Santa's Lapland's commitment to inclusion. From introducing a sensory guide to staff learning sign language, they're sending a powerful message: every child deserves to experience magic, joy and belonging.”

Zoe Hull, Head of Fundraising and Volunteering, Family Fund



Music lover Aaryan is a cheeky, charming boy who brings joy to everyone he meets. Born with Down's syndrome and later also diagnosed with autism, his world was turned upside down during the pandemic, making it hard for him to return to school and leaving him isolated.

“Aaryan made us all better human beings. We are more caring, understanding and tolerant thanks to him.”

Family Fund gave Aaryan and his family a gift of freedom: a trip to the Scottish Highlands. Surrounded by grandparents and family, Aaryan could laugh, play and socialise again – and his parents had space to breathe and simply enjoy being together.

Lake Aid LAKE AID

Lake Aid is a grassroots charity based in Annecy, France, that supports asylum-seeking, homeless and vulnerable families in the local area, with a particular focus on children. It began in 2015 when a group of local residents rallied to collect and deliver aid to refugees. Inghams supports the charity financially, with employee volunteering time, by helping to organise summer outdoor activities and by helping with funding for children's Christmas gift boxes. We also provided a short ski break for a family last season.



2026 Goals

Continue to support our partners in their impact missions both financially, practically and more widely through engagement with our employees and customers, to share their grassroots stories and the power of collective action.



Replenishing...



30% of the planet's land and sea protected for nature by 2030

Restoring and replenishing nature is essential if we are to maintain healthy resilient ecosystems, absorb carbon and reverse biodiversity loss. We have a responsibility to support nature's recovery – across the UK, where we are based and hyper-locally, in and around the locations we visit.

Rewilding project in Scotland

10

Local, national & global biodiversity

In 2025, we worked with the conservation consultancy Biodiversify to map our direct and indirect impacts on nature. You can read more about this in our [Nature & Climate Action Plan 2030](#) and see a snapshot of the mapping findings below.

As one would expect from a tour operator offering holidays that often involve air travel, climate-related impacts emerged as the most significant, alongside pollution.

Whilst our direct land use from owned or leased sites is relatively small, we recognise that our wider business activities have the potential to drive far more significant land use change through our supply chains.

In line with emerging expectations for nature-related reporting, we have begun to measure and monitor our land footprint more closely for Inghams. These measurements have been carried out by Biodiversify. Over time, we will monitor changes to our land use measurements and we also intend to overlay this information with deeper insights into the state of biodiversity in areas on which we depend.

Land use		
Owned (65% of Farnborough HQ, shared with sister company)	Leased (Inghams Ski chalets)	Total owned or leased land
978.25m ²	6,360m ²	7,338.25m ^{2*}

* To ensure 100% accuracy, we are working towards identifying the exact red line boundaries for all our owned and leased sites. At present, approximately half of our chalet sites use estimated boundaries; however, these estimates are based on detailed site plans, giving us a medium to high degree of confidence in their accuracy.



	DIRECT IMPACTS**					
	Land use change	Climate	Pollution	Direct exploitation	Invasive species	Water use
Inghams Ski	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Inghams Walking	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Inghams Lapland	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Santa's Lapland	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●

	INDIRECT IMPACTS**					
	Land use change	Climate	Pollution	Direct exploitation	Invasive species	Water use
Inghams Ski	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Inghams Walking	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Inghams Lapland	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●
Santa's Lapland	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●	●●●●●●

●●●●●● HIGH IMPACT ●●●●●● MEDIUM IMPACT ●●●●●● LOW IMPACT

**Direct impacts are caused immediately by the presence and activities of customers, while indirect impacts are the impacts that Inghams & Santa's Lapland are broadly contributing to via aggregated tourism impacts in an area (e.g. increased infrastructure, water consumption, etc)

2026 Goals

- Overlay land use data with state of nature and water risk data for our most visited sites
- Continue our nature recovery work with our valued partners

PLANET Replenishing

Rewilding Britain partnership



Since 2023, we've supported Rewilding Britain to accelerate the recovery of nature, providing funding that contributes to the replenishment of land and sea across the UK.

Their impacts at a glance:

- ✓ A Rewilding Network of over **1,000 members**
- ✓ **206,000+ hectares of land and 1,000 km² of seabed** now being rewilded through Rewilding Britain's network and partnerships, to which we contribute as a supporter
- ✓ This restoration area is hundreds of thousands of times larger than the land Inghams directly occupy or lease - highlighting that our greatest opportunity to support nature recovery lies beyond our owned assets, through collaboration and investment
- ✓ The **Rewilding Challenge Fund** backing 'Community of Arran Seabed Trust's' (COAST) new initiative, Communities and the Sea: Exploring our Coastal Waters. This is a community-led, science-backed stewardship of coastal habitats
- ✓ **The Rewilding Innovation Fund:** the UK's first dedicated rewilding fund supported **24 new projects** in 2025, including initiatives that connect young people with nature, such as the UK's only youth-led rewilding summit and outdoor classrooms in ancient woodland
- ✓ **Influence far beyond grant-making:** Rewilding Britain works with major landowners to embed rewilding at scale and their advocacy has secured meaningful policy change. Following sustained campaigning, legislation was amended this year to allow licensed wild beaver releases in England - a major milestone for species restoration

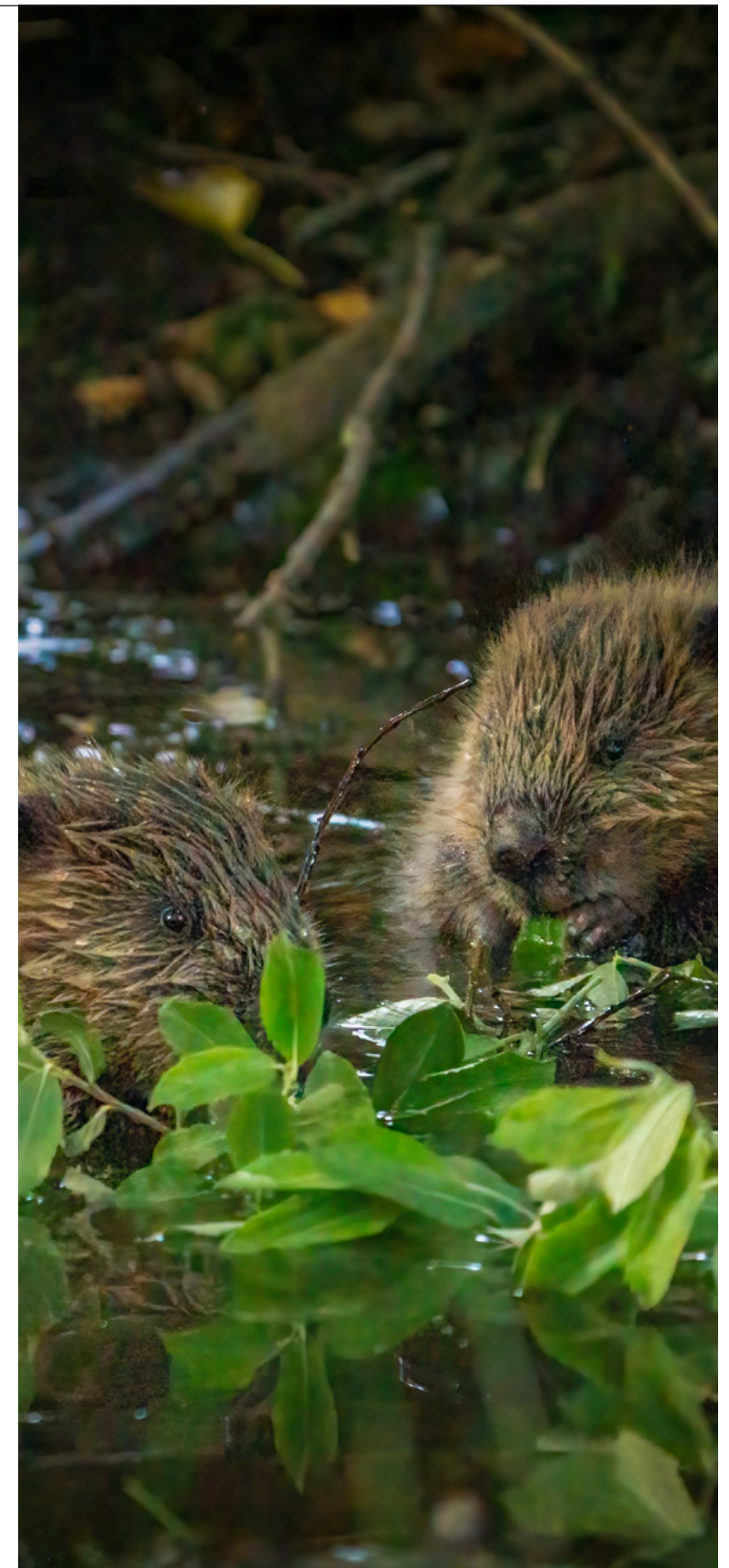


As a partner of Rewilding Britain, we're proud to be helping to create a wilder, healthier future where people and nature can thrive side by side. Together, these achievements are restoring forests, peatlands, rivers, moorlands and seas, while also strengthening local economies, creating green jobs and reconnecting communities with the wild.

“ Viewpoint

“A huge thanks to Inghams and Santa's Lapland for your incredible contributions to our work - which play a critical role in helping rewilders to revitalise nature, reintroduce missing species, create jobs and restore living systems.”

**Rebecca Wrigley, Chief Executive,
Rewilding Britain**



PLANET Replenishing



Trees of new life – deadwood in Naturpark Zillertaler Alpen, Austria



Close to many of our most popular Inghams Walking and Inghams Ski resorts in Tyrol, this project will protect and boost biodiversity across the **422 km²** nature park by encouraging landowners to leave dead wood in place rather than clear it.

Dead wood is a vital part of the ecosystem. For millions of years, before forests were intensively managed, trees grew old, died and decomposed - feeding countless organisms and recycling nutrients for the next generation of trees.

- ✓ Insects and fungi depend on the wood
- ✓ Birds, mammals and other species use it for food, shelter and nesting
- ✓ Cavity-nesting birds like woodpeckers, owls, and even black storks rely on older, hollowing trees
- ✓ Bats, dormice, and other mammals also need it for roosts and dens

This project aims to protect older trees (100 years old or more) and our funding will secure 30 trees.



2026 Goals

- Continue our nature restoration partnerships and explore opportunities for a new partner in or around Inghams ski resorts
- Run a volunteering day with Zillertal Nature Park for our employees in Austria



Photo credit: Erik Rock

WWF Finland Arctic Fox and Lesser White-fronted Goose Conservation Project

WWF Finland's Arctic fox conservation project supports the re-establishment and long-term growth of the Arctic fox population in Finland through feeding stations, volunteer-led den surveys and red fox population control. A waste management campaign targeting hikers and fishermen, is also helping to reduce food left in the wild, that benefits red foxes.

The project is linked to broader ecosystem conservation, including the critically endangered Lesser White-fronted Goose (LWfG), which shares habitats with the Arctic fox and faces threats from climate change, habitat loss, hunting, red fox populations and land use changes. Once the most common breeding goose in the Fennoscandian tundra, the LWfG now numbers around **90 – 120 mature individuals**. WWF Finland's integrated approach aims to stabilise populations, protect key habitats and raise public awareness of the interconnected threats facing Arctic species.



PEOPLE

Our team	34
Our customers	40



Who are our people?

Our people are at the heart of our business, embodying the values that unite us: Trust, Collaboration, Passion, Courage and Responsibility. We're committed to fostering a culture of inclusivity and freedom, by doing what's right for our employees, and creating an environment where they can thrive.

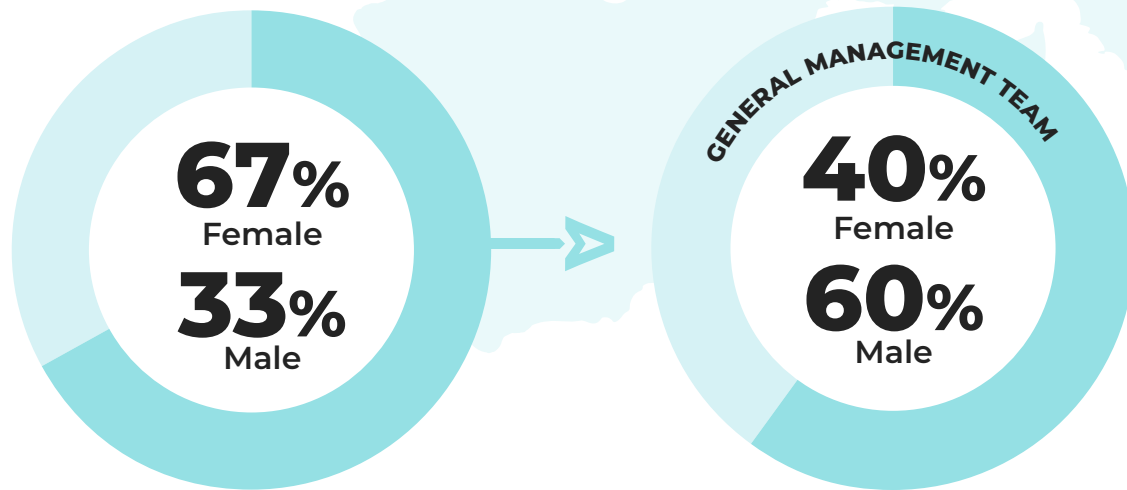
170
Employees based across UK, Italy, Austria and France

400
In-destination team members

90
Shared Service colleagues within our wider Group

37
Nationalities

6.3 yrs
Average length of service



What do they say?

In 2025, we achieved an 84% response rate for our annual engagement survey, and our people shared the following:



PEOPLE Our team

Creating a freedom culture

We continue to build a freedom culture. For us this means a workplace where our people feel trusted and empowered to make decisions, show up authentically, and safely share their ideas and opinions.

Our focus on creating the right culture for our people resulted in a continued **low employee turnover of**

5.7%

through 2025.

We strengthened dialogue with our employees in 2025 through a series of focus groups, helping us to better understand how we can further increase engagement and our employee value proposition.

Through these groups our employees identified our core offerings as:

- Benefits** that start from day one
- Culture** built on connection and belonging
- Flexibility** that fits their life
- Wellbeing** that truly matters

“ Viewpoint

“Our workation benefit is one of the best perks we have, and it’s totally changed my perspective on work–life balance. The opportunity to work remotely from another country for up to six weeks a year means I don’t have to choose between my job and my passion for travel. It’s allowed me to explore some amazing places across Asia, plus it’s enabled me to really travel properly and experience these cultures. Being trusted to work from anywhere keeps me motivated and focused, and I always come back from a workation feeling energised and more creative.”

Lisa Dunbar, Project Manager



2026 Goals

This insight will inform continued work in 2026 to enhance both our internal culture and external employer brand.

In 2025 we had planned to introduce a platform for employees to share ideas and drive continuous improvement. Its launch was delayed but this is a priority for launch during 2026. This platform will provide an opportunity to strengthen employee voice even further and support ongoing innovation, challenge, and growth across the business.



PEOPLE Our team



Coming together

BRAND DAY

Our goal for 2025 was to bring our colleagues together for a company-wide event. In May we held this day focused on embracing change and celebrating the impact our people make. The day featured our Santa's Lapland elves (yes, real elves), inspiring insights from our brand ambassador and Olympic skier Chemmy Alcott, and a powerful keynote from James Peach. Both spoke about navigating uncertainty, embracing change, and turning setbacks into opportunities.

We also heard directly from our people through our employee-led "Power of Change Panel," where colleagues shared personal, real-life experiences of navigating change, bringing authenticity and lived experience to the conversations.



2026 Goals

Make 2026 even better!

IMPACT AWARDS

We proudly launched our Impact Awards, celebrating eight colleagues from across the business who have demonstrated exceptional commitment and made a lasting impact through their work.

ANNUAL STEPS FOR SANITY

For five weeks, starting in February, 116 of our employees collectively walked over 40 million steps – which is a total of 30,591 km, equivalent to walking the length of the Panamerican Highway!

TEAM EVENTS

Over the year, the team got together for all sorts of fun and memorable activities, from rolling up our sleeves in pasta-making classes to hitting the lanes at Topgolf and making festive wreaths, giving everyone a chance to bond, laugh and make great memories outside the office.



Viewpoint

"Brand Day was a highlight of the year. It was special to come together, celebrate our successes and each other. Being part of the change panel gave me the opportunity to share positive experiences of change, help make it feel less daunting, and get excited about the new opportunities ahead."

Megan Palmer, Onboarding and Training Manager



Viewpoint

"I was delighted to win the Delivery Award this year. I focused on improving processes to help colleagues work more efficiently, and it meant a great deal to be nominated and recognised by my peers."

Rheanne Chuter, Senior Finance Business Partner



Diversity, Equity and Inclusion

POLICIES

In 2025, our goal was to review our existing policies to ensure they are inclusive, fair, and supportive of diverse employee needs. While there are always ongoing improvements to make, we made meaningful updates to several policies to better meet this goal.

We are pleased that we also introduced two new policies to strengthen our DEI initiatives:

Inclusive Hiring Policy to ensure all hiring managers follow consistent and inclusive recruitment practices, helping to reduce bias and create a fairer hiring process.

Flexible Bank Holiday Policy enables employees to swap bank holidays for alternative days that are personally or culturally significant to them, supporting greater inclusion and flexibility.

RECRUITMENT & ONBOARDING

Our goal in 2025 was to utilise data from our equal opportunities survey to improve consistency in recruitment. To support this, we have introduced new interview toolkits featuring value-based questions, reflecting our belief that shared values are as important as skills. These toolkits also standardise candidate evaluation, supporting fairer and more consistent hiring decisions across the business.

In 2025, we refreshed our onboarding experience to create an inclusive and consistent welcome for every new employee. Immersing them in our purpose, culture and how each role contributes to creating our holidays.



2026 Goals

- To further embed inclusive recruitment training, equipping hiring teams to minimise bias and attract a diverse range of candidates
- Further enhancements to our employee onboarding are planned for 2026



SNOW CAMP PARTNERSHIP

EXPANDING WORK OPPORTUNITIES FOR YOUNG PEOPLE

We're proud to have continued to support Snow Camp – the national youth charity that, for the past 20 years, has been turning young lives around with the power of snow sports.

For the third year running we took a group of young Snow Camp apprentices to the ski resort Val d'Isère. Giving the young apprentices an insight into opportunities within our Inghams Ski programme, sharing valuable recruitment advice and experience being in the mountains - skiing and snowboarding included!

In January 2026 we are delighted to be taking a new cohort of apprentices to Levi, Finland. This trip will introduce an exciting new destination, offering apprentices first-hand insight into another area of the industry while experiencing the true magic of Lapland.



“ Viewpoint

“I really started to enjoy it after I had settled in and really took to the workshops Sam and Pete were creating for us all. Bringing staff and instructors from the industry in to give us all an insight was a knowledgeable opportunity and I appreciated all the work they have done for us.”

Snow Camp Apprentice

“ Viewpoint

“This partnership is truly invaluable. The opportunities it provides for young people to explore potential career pathways, develop skills, and gain first-hand experience in the Snowsports industry. Thank you for your continued support of Snow Camp and the young people we serve, it truly makes a lasting impact year after year.”

Morv Bett, Head of Snowsports & Northwest Programme Manager

Learning and development

PERSONAL DEVELOPMENT

Our goal for 2025 was to ensure all employees are offered a personal development plan. To support this, we created tailored guidance and resources for both managers and employees on our learning platform, enabling more informed and targeted development planning across the business.

We piloted new online language courses with 12 employees in partnership with an external training provider, giving our people access to structured learning and supporting the development of valuable skills.

ELEVATING OUR SALES AND SERVICE



In 2025, we built upon last year's success and took our ELEVATE Training Programme into our Customer Service and Guest Relations teams. ELEVATE is a bespoke and immersive learning experience, supporting our teams with a blend of workshops, toolkits, digital learning and social knowledge sharing, making the learning stick and embedded back into every customer interaction to create long-term meaningful impact.

Alongside this programme, our teams have the opportunity to experience our products firsthand through our 'fam' trips.

“ Viewpoint

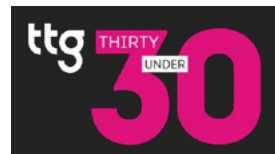
“It's helped me realise the importance of really being there and being invested in every call.”

“It is a reminder of building an experience for the customer rather than a simple transaction.”

Colleagues

FUTURE LEADERS

For the second year running one of our employees has been chosen in the Ttg 30 Under 30 which recognises rising stars in the UK travel industry.



“ Viewpoint

“Being put forward by the business for the Ttg 30 Under 30 programme was very exciting for me and my current career journey. I was fully supported throughout the application process, which pushed me out of my comfort zone at times. Being accepted into the final cohort of 30 for 2025 was an incredibly proud moment. It's a great honour to represent our business within the Ttg and the wider travel industry community over the next year, learning as much as I can along the way.”

Dillon Richards, Operations Manager

🎯 2026 Goals

In 2026, we aim to introduce a Leaders Programme that develops, inspires, and elevates our emerging talent.



“ Viewpoint

“I really enjoyed the trip to Lapland as it allowed me to experience a new country and culture. My favourite part was the huskies, an unforgettable experience. The trip also helped me understand how everything works, from travel to activities, allowing me to confidently explain this to customers. We also visited all the hotels we offer, which helped me understand what each offer. Having first-hand experience makes it much easier to answer questions and give genuine advice.”

Sarah Ellis, Customer Support Consultant

PEOPLE Our team

Our team on the ground

From Destination Experts and Chalet Hosts to Santa's elves, our team on the ground are our frontline brand ambassadors helping to deliver amazing guest experiences.

NEW FOR WINTER 2025

At the start of the 2025 Winter ski season, we were excited to have launched ELEVATE overseas! We have taken the UK service framework and adapted it into helping our in-resort destination teams grow their customer service skills and feel confident and motivated to do their best work. By setting clear standards and offering the right support, we're giving our teams the tools they need to take ownership and deliver exceptional customer experiences.



2026 Goals

Our goal for 2026 is to expand and embed this further across our team on the ground.



PEOPLE **Our customers**

Our customers

We listen directly to our customers to evolve our customer experience and to ensure that every holiday is shaped by the voices of those who travel with us. This year, we have not only made enhancements to our customer journeys, but have also taken steps to continue to build trust and ensure transparency.

CUSTOMER FEEDBACK POST HOLIDAY
(Customer survey responses 14,000+)

Inghams NPS Score:

68 +5 YOY

Santa's Lapland NPS Score:

77 +2 YOY

SUSTAINABILITY FEEDBACK

We ask our customers in their post-holiday feedback survey to rate our sustainability and impact work.

70% -4% YOY

rated Inghams excellent or good

81% -10% YOY

rated Santa's Lapland excellent or good



Challenges

Our drop in guest sustainability scores is a challenge we must tackle head on. Awareness of climate impacts and expectations for travel brands are rising, but customers report they aren't aware of our behind-the-scenes sustainability efforts. To address this, we've added more information before departure, during coach transfers, and in post-holiday emails for the coming season.



Post-booking NPS
86

First call resolution
90%

Live chat satisfaction
97%

Ski chalet service
4.7/5

Complaint ratio
<5%

2025 Awards



Customer service progress

Using customer feedback, we've enhanced our propositions and gained deeper insights to help exceed customer expectations:

- ✓ Tested an AI platform to transform feedback into data-driven, actionable insights to understand sentiment and discover trends
- ✓ Launched 'Inside Inghams' video series with Olympic skier Chemmy Alcott, showcasing our sustainability journey, which is now promoted throughout our customer journey
- ✓ Added sustainability, recycling and energy efficiency sections to Digital Resort Guides
- ✓ Advanced our digital roadmap with a new Inghams website to make researching and booking holidays much easier

LAPLAND

- ✓ Inghams Lapland is now more accessible, with Lapland Adventures offering short breaks and additional departure dates. With this proposition we are focussing more on the beautiful Finnish nature, culture and activities, rather than it being all about Christmas, supporting local partners and encouraging repeat week-long stays
- ✓ We are now clearer with our excursion time slots, earlier in the customer journey. This improves the customer experience and addresses a key pain point for guests



WALKING

- ✓ Added 600+ self-guided walks to give our customers more choice and diversity on their holiday
- ✓ Customers wanted more group activities, so we've launched the Inghams Walking Group Holidays for 2026
- ✓ Added city add-ons in response to customer feedback, and we've made holidays more flexible with more departure dates and airports available



2026 Goals

- Maintain NPS scores
- Use AI technology to dive deeper into our customer feedback to enable us to make more positive change throughout the customer journey
- Increase direct engagement with customers through more bespoke research and focus groups

SKI

- ✓ Verona arrival airport added, as an alternative to Innsbruck, to lower transfer times for customers and reduce emissions
- ✓ We continue to enhance our chalet programme, including the creation of bespoke Digital Resort Guides for each of our properties. Our menus continue to offer local cuisine and we have evolved our vegetarian offering based on feedback, removing our vegetarian evening and instead increasing vegetarian choices across the week. In addition, there are now many vegan wines to choose from



A positive change in customer awareness

We have given customers more access to our sustainability plans by asking if they would like to hear more about our impact efforts in our post-holiday guest feedback survey.

This initiative resulted in **16%** of customers asking to hear more.

Furthermore, we conducted a piece of research with our existing and prospective ski audience to understand more about key trends, behaviours and booking drivers.

We were encouraged to learn that **51%** of respondents would consider a brand's sustainability credentials before booking a ski holiday and **76%** said they would consider travelling to resort via train.

73% of respondents said they book higher resorts to guarantee better snow conditions and there is also a good awareness of our snow guarantee and evidence of it being a booking driver.

Through our various feedback channels, our customers are also telling us how they are seeing the impact of the work we're doing across our brands.

“ Viewpoint

“We felt very happy and uplifted after reading about the work Inghams are undertaking to safeguard and minimise their environmental impact and for the benefit of the communities in the places we visit.”

Inghams Walking guest

“The staff took great pride in explaining about the company's environmental considerations and locally sourced provisions. Well done.”

Inghams Ski guest

“One of the main reasons I booked the holiday through you guys was that you only work with businesses that look after their animals and when I found out on holiday that you also mainly work with local businesses, I was even more impressed with your company.”

Inghams Lapland guest

“The environment and wilderness were very much a central part of the trip and was well respected.”

Santa's Lapland guest



APPENDIX

In our first Impact Report, published in January 2025, we set out our 2025 goals. This report details the status of initiatives supporting those goals. For full transparency, the table below shows progress at a glance.

Green indicates achieved, **amber** denotes in progress, and **red** shows targets not yet met or started.

2025 TARGETS	STATUS
TRANSPORT - reducing flying	
Investigate SAF purchase opportunities	
Understand the impacts of different airline partners	
Reduce business travel emissions	
TRANSPORT - overland	
Promote train travel to over 30% of ski and walking resorts	
Launch one dedicated resort by rail for Inghams Walking	
Inghams Ski seasonnaires to travel one way by train	
Continue to advocate for subsidies / support for train travel	
ACCOMMODATION	
Ensure completion of our impact assessment is part of the accommodation contracting process	
Aim for 50% of guests to stay in accommodation that has completed our impact assessment	
Continue to expand accommodation impact information on our website	
Ensure clearer recycling messaging in Inghams Ski managed properties	
DESTINATIONS & ACTIVITIES	
Engage with and encourage ski resort partners to measure and report emissions	
Monitor average holiday duration and ensure it remains at 6 days or more	
Begin work on an overtourism policy	
Launch a climate emergency fund for destination partners	
FOOD	
Meat-free starters in all our chalets and a vegetarian option for every main course	
Increase pre-ordering of meals in our managed properties to reduce food waste	
ETHICAL PURCHASING	
Create and share ethical purchasing guidelines internally	
Prioritise local, ethical sourcing to reduce shipping	

2025 TARGETS	STATUS
PROTECTION AND RESTORATION	
Complete face-to-face audit of all Lapland based animal interactions	
Continual investment in nature-based solutions via partnerships with Rewilding Britain and Klimate, as well as destination-based projects	
Complete a nature assessment for Inghams, focussing on ski, walking or Lapland	
CHARITY PARTNERSHIPS	
At least 1% of Hotelplan UK's forecasted profit donated to chosen charities	
CUSTOMER CONVERSATION	
Increase impact stories throughout the customer journey	
Provide greater information on hotels' and resorts' sustainability initiatives via our websites	
To increase media conversation on rail trips, and celebrate Inghams' 90th birthday, we will host a press trip by rail to replicate Walter Ingham's first trip 90 years ago	
ACCESSIBILITY & INCLUSION	
Launch Sensory Guide for Santa's Lapland	
Following testing in December 2024, build plans for future guest proposition and recruitment of British Sign Language accredited Santa's Lapland team members	
COMING TOGETHER	
Organise our first Inghams and Santa's Lapland team day, bringing everyone together, while also celebrating Inghams' 90th birthday with reflection on our achievements and future goals	
Targeting a minimum 50% use of volunteer days across all teams	
DIVERSITY & INCLUSION	
Conduct a full review of all company policies to ensure they are inclusive, fair, and supportive of diverse employee needs	
Analyse our equal opportunities data to identify gaps and trends, using insights to inform actionable improvements	
Continue to expand our partnership with Snow Camp, exploring new opportunities for collaboration	
LEARNING & DEVELOPMENT	
Ensure all employees have been offered personal development plans and understand their career progression pathways	
Developing coaching and mentoring to support employee growth, knowledge sharing, and development	
Expand sustainability skills and knowledge by delivering in-house carbon literacy training for 30% of employees	

GOVERNANCE AND ACCOUNTABILITY

The sustainability and impact strategy of Inghams and Santa's Lapland is led by our Head of Sustainability and overseen by our Director of Strategic Projects who sits on the General Management Team (GMT). Our people initiatives are led by our Head of HR who is a member of the GMT. The GMT is ultimately accountable for the implementation of our impact and HR strategy within our brands. In addition, our Hotelplan UK Director of Sustainability oversees our sustainability approach and our Hotelplan UK Director of HR oversees our HR function. Both report directly into the DERTOUR UK Board.

Contact: Please email sustainability@hotelplan.co.uk with feedback, questions or comments. We'd love to hear from you.

Data: GHG measurement and verification by ecollective.

Dates: All data in this report covers the financial year 1st November 2024 – 31st October 2025.

BIAS DISCLOSURE

The authors of this report identify as white, come from Britain and are all degree-educated. We recognise that our views and experiences may be influenced by our social and cultural backgrounds and may not fully capture the diverse perspectives present in society. We have made every effort to approach this report with objectivity and impartiality, but acknowledge the potential for unconscious biases. We encourage readers to critically evaluate our content and – if alternative perspectives have been missed – feed back to us so we can continuously improve the quality and fairness of our work.

Published: February 2026

Written by: Krissy Roe, Olivia Smyth and Gemma Harrison

Edited by: Vicky Hales, Thomas Ryves and Kate Popham

Designed by: Rochelle Maas