

IMPACT REPORT



SANTAŞ LAPLAND INGHAMS

January 2025

CONTENTS

03 INTRODUCTION

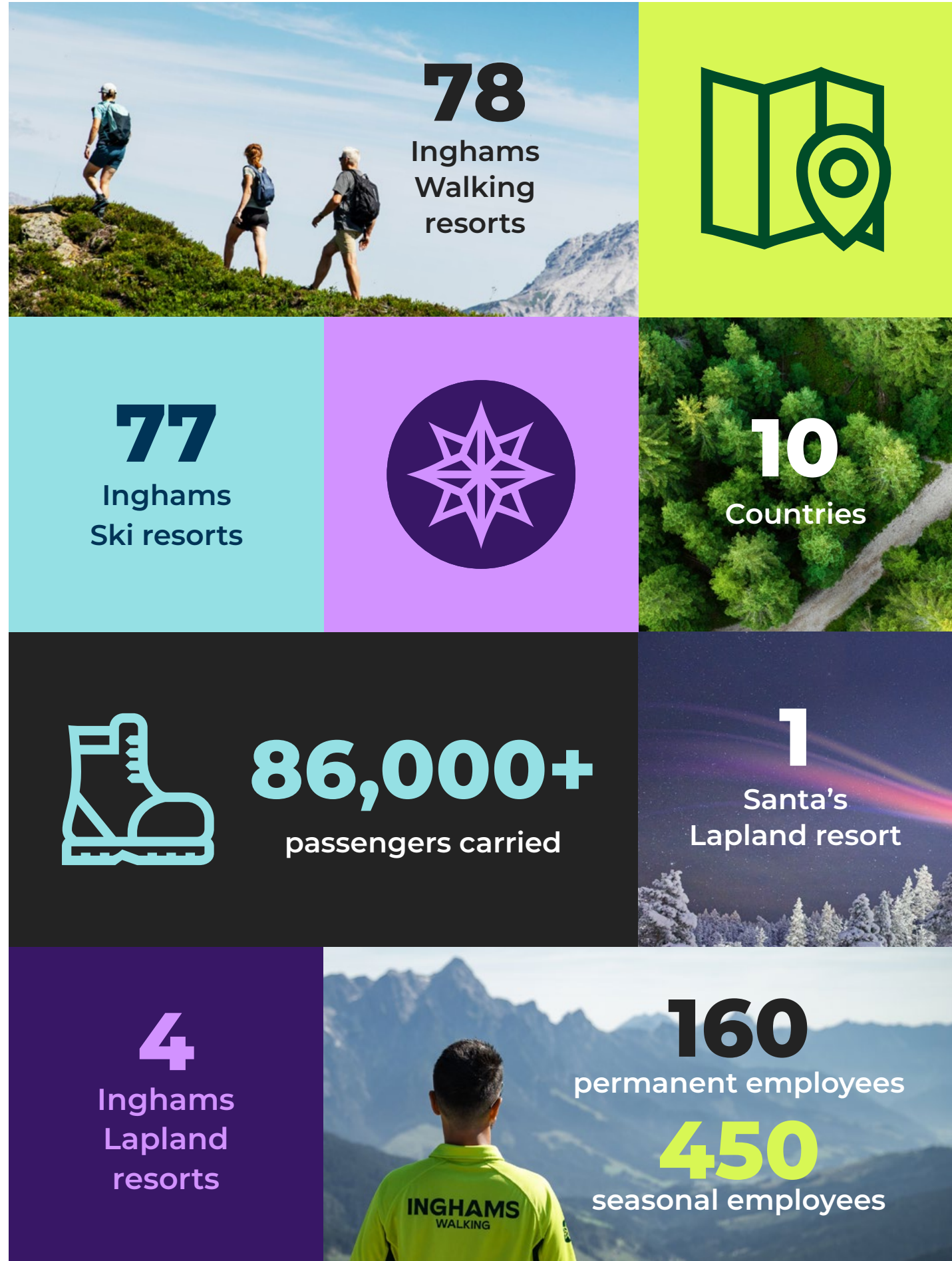
08 CLIMATE

17 BIODIVERSITY

24 COMMUNITY

30 PEOPLE





OUR BRANDS

Inghams was founded by Walter Ingham in 1934, born out of his enduring passion for skiing, mountaineering and walking. For 90 years, Inghams have 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 77 resorts across six countries. Inghams Walking offers stay-and-walk holidays in 78 resorts across 8 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.

Esprit, our family focused brand, introduced children to the joys of skiing. At the end of the 2024 winter season, we retired the brand, after 41 years of helping families make memories on the slopes. Moving forward, our focus is on Inghams Ski, tapping into a great choice of family friendly accommodation and expert knowledge.

Inghams and Santa's Lapland are brands of Hotelplan Limited, part of the Hotelplan UK Group. Alongside Explore Worldwide and Inntravel, we are a group of specialist tour operators. Each brand is driven by purpose, as we strive to be the most-loved travel company in the UK, famous for customer experience and sustainable travel. Hotelplan UK is part of the Swiss owned Hotelplan Group.



WELCOME

Protecting our futures is a mindset at Inghams and Santa's Lapland and is essential if we are to continue visiting these special places.

In 2022, we completed our first carbon audit and it's been a whirlwind of action since.

Managing logistical challenges is in our DNA and witnessing our team's dedication and determination to apply the same problem solving agility to improving our impacts, has been inspiring.

We're proud to have introduced train travel to a quarter of our resorts, rising to nearly a third this winter, and to have launched a lower carbon travel policy for seasonal staff. We've taken difficult decisions when balancing purpose against profit. For example, we stopped selling upgraded and indirect flights due to their heavier carbon impact.

This year, customer contributions have allowed us to invest in our planet by contracting 7,695 tonnes of carbon removals and make donations for every customer to Rewilding Britain. We've also donated over £37,000 to charitable causes.

Our first dedicated impact report is the chance to celebrate the successes and reflect on challenges. We highlight some of the 'What if?' questions we've posed in pursuit of progress. We want to get even better at asking difficult questions and delving into the uncomfortable.

By continuing to collaborate with others, and with our sister brands at Hotelplan UK by our side, we hope to offer holidays of the future, for the future; that don't just benefit our customers, but truly benefit both people and planet too.



John Mansell

Managing Director,
Inghams & Santa's Lapland

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

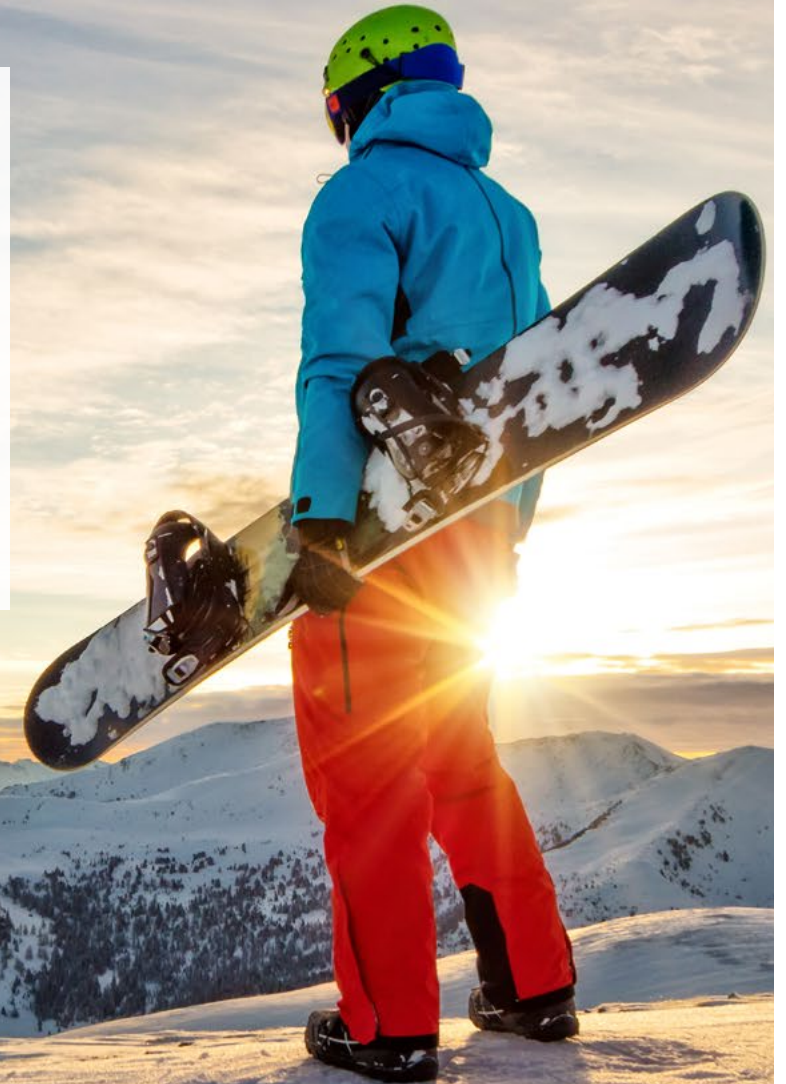
INGHAMS **SANTA'S LAPLAND**

OUR IMPACT STRATEGY



Our employees and customers love the great outdoors. The places we visit are special, and it's our responsibility to keep them that way, long into the future. As part of Hotelplan UK Group, Inghams and Santa's Lapland were early signatories of the Glasgow Declaration on Climate Action in Tourism, to halve emissions by 2030 and reach net zero by 2050. We've also signed the WTTC's Nature Positive Travel and Tourism commitment.

Our Wheel of Impact guides us on the priority areas we can influence for good, under our three main pillars of action: **climate, biodiversity and community.**



OUR GOALS

CLIMATE

50% reduction in our greenhouse gas intensity by 2030

BIODIVERSITY

Positively contribute to regenerating and protecting 30% of land and water for biodiversity by 2030 AND reduce our use of natural resources

COMMUNITY

Building a better future, together

KEY ACHIEVEMENTS 2024



Inghams carbon intensity reduction

↓ **7%**

since baseline



Inghams Ski carbon intensity reduction

↓ **16%**

since baseline



130
tonnes
CO2e saved
by customers
switching
planes for
trains



Santa's Lapland carbon intensity reduction

↓ **2%**

since baseline

£37,274

donated to
charitable causes



25%
of Inghams' resorts
reachable
by rail

39

Employee
nationalities



£3

per customer donated
to Rewilding Britain



7,695
tonnes of carbon
removals contracted



55
employee
volunteering
days



RISKS & OPPORTUNITIES

As part of our strategy development, we actively consider and map our risks and opportunities, which include:

Extreme and shifting weather patterns: although the majority of our Inghams Ski resorts are in high altitude locations, rising temperatures affect our lower altitude resorts. Extreme weather can also affect our inbound and outbound transportation for customers visiting all of our destinations.

Longer and shorter seasons: caused by unpredictable and changing weather conditions such as late snow, present opportunities as well as risks across our Inghams Ski, Inghams Walking and Lapland programmes.

Unpredictability for local communities and businesses: shifting seasons and weather patterns affect consumer behaviour which has a knock-on effect for businesses that rely on tourism. We have a responsibility to help drive year-round visitors.

Overtourism: the impact of too many tourists in popular locations – if not managed properly – can have detrimental impacts on local infrastructure, water supplies, community wellbeing, local housing supply and local biodiversity. We have a responsibility to ensure we are not contributing to this problem.



CLIMATE

09 OVERVIEW

10 OUR FOOTPRINT

11 A FOCUS ON INGHAMS

12 CARBON REMOVALS

13 TRANSPORT

16 DESTINATIONS & ACTIVITIES

CLIMATE OVERVIEW

Taking action to reduce greenhouse gas emissions in tourism is urgent. At Inghams and Santa's Lapland we've focussed our reduction efforts on our passenger's holiday experiences, plus we are working hard behind the scenes on our associated business emissions too.

OUR APPROACH TO MEASUREMENT

Our emissions are measured by ecollective, following Greenhouse Gas (GHG) Protocol at the end of our financial year (1st November – 31st October). We include scope 1, 2 and 3 emissions. We measure emissions for Inghams, Santa's Lapland and this year, for the final time, Esprit Ski. Our baseline year was 2022.

We sell holidays that include flights and therefore report on the full carbon footprint, including transport. As well as business operations, we measure all components of a customer's holiday, from activities, lift passes and gear hire, to meals, hotels and transfers. Although not perfect, our level of accuracy increases annually and to account for any missed emissions we include a 15% buffer.

We measure and report both our absolute GHG emissions (total emissions measured in tonnes) and our GHG emissions intensity. Our chosen intensity measurement is CO2 equivalent per passenger per night, measured in kilograms.

This year, we've considerably increased accuracy, providing more detail than ever before on hotel footprints, business travel, transfer data and seasonal employee emissions. We've begun using the Google Travel Impact Model (TIM) for measuring our flight emissions.

OUR ABSOLUTE EMISSIONS

This year Inghams (including Esprit) achieved a 12% year on year decrease in absolute emissions. This was a result of significant holiday-related emissions reductions, relating to transfers, accommodation, food and activities, as well as a small drop in passenger numbers. Absolute emissions for Santa's Lapland have stayed steady year on year.

OUR COMMITMENTS

90%

reduction of scope 1
and 2 absolute
emissions by 2030

50%

reduction of emissions
intensity across
scope 3 by 2030

OUR FOOTPRINT

	INGHAMS (INCLUDING ESPRIT)			SANTA'S LAPLAND		
	CO2 EQUIVALENT FY24	% YOY CHANGE (FROM FY23)	% BASELINE CHANGE (FY24 VS. FY22)	CO2 EQUIVALENT FY24	% YOY CHANGE (FROM FY23)	% BASELINE CHANGE (FY24 VS. FY22)
SCOPE 1 + 2 (T)	101	↓ 28%	↓ 18%	10	↓ 45%	↓ 53%
SCOPE 3: HOLIDAYS (T)	5,846	↓ 22%	↓ 10%	471	↓ 12%	↓ 11%
SCOPE 3: BUSINESS (T)	1,531	↓ 13%	↑ 23%	546	↑ 8%	↑ 76%
SCOPE 3: TRANSPORT BOOKED BY US (T)	30,242	↓ 10%	↑ 3%	11,999	0%	↑ 13%
SCOPE 3: TRANSPORT BOOKED BY CUSTOMER (T)	242	↓ 39%	↓ 37%	0	↓ 100%	↓ 100%
ABSOLUTE TOTAL (T)	37,962	↓ 12%	↑ 1%	13,027	0%	↑ 14%
INTENSITY (KG)	76	↓ 1%	↓ 7%	343	↓ 3%	↓ 2%

Scope 1 and 2 emissions

Santa's Lapland is over halfway to achieving its 90% reduction target and Inghams (including Esprit) is tracking well too, largely due to our head office now running on renewable energy. However we must continue to switch more vehicles to hybrid / electric and to renewable energy in our overseas offices.

↓53%
Santa's Lapland
since baseline

Emissions intensity

In the two years since the baseline, Inghams (including Esprit) has achieved a 7% reduction per person per night (emissions intensity). Both brands are making annual reductions but not yet at the pace required – our target for 2024 was 6%. It is now crucial that we continue to accelerate our reduction plans and look to lengthen average holiday durations wherever possible.

↓7%
Inghams (inc. Esprit)
since baseline

A FOCUS ON INGHAMS

	Inghams Ski (inc Esprit)	Inghams Walking	Inghams Lapland
CO2 equivalent intensity	65kg	64kg	158kg
YOY % change (from FY23)	↓ 4%	↓ 1%	↓ 1%
% change from baseline (FY24 vs. FY22)	↓ 16%	↓ 9%	↑ 18%

EMISSIONS INTENSITY

At Inghams, we're pleased to have achieved annual per person, per night emissions reductions across all our holidays. Ski (including Esprit) is tracking exceptionally well at a 16% reduction since our baseline year and walking is at 9% reduction. Lapland's intensity, however, has increased since the baseline year, in part due to our more accurate reporting and labelling of flights.

↓16%
Ski emissions intensity since baseline

CARBON REMOVALS



£7 customer contribution from every Inghams or Santa's Lapland booking is invested in global carbon removal projects with our partners Klimate. Our brands have made sizeable contributions in the two partnership years since 2023, contracting over 14,000 tonnes of CO2 equivalent removals.



This chart illustrates our contributions for the year. We have invested in six different types of carbon removals, with an average price of €100 per tonne. We've contracted 7,695 tonnes of carbon removals, equivalent to 15% of our absolute emissions from the last year.

Direct Air Capture	1.41%
Microbial Carbon Mineralisation	4.00%
Bio Oil	4.75%
Soil Sequestration	8.00%
Artisanal Biochar	16.50%
Reforestation	65.34%



The Carboneers project funds farmers in the Odisha and the Assam regions of India to make biochar using the flame curtain pyrolysis technique.

TRANSPORT

– REDUCING FLYING

AIR TRAVEL

- ✓ Ceased offering first class, business class and premium economy scheduled flights, due to their higher carbon impact*
- ✓ All charter flight seats are economy class only
- ✓ Ceased offering indirect flights due to considerable carbon emissions associated with takeoff and landing*

BUSINESS TRAVEL

- ✓ Low carbon travel policy launched for seasonnaires
- ✓ New business travel policy for all employees launched:
 - No domestic flights
 - Encouraging one-way train travel for UK-Europe journeys
 - 1.5x time in lieu for out-of-hours train travel

EMPLOYEE LOW CO2 HOLIDAYS

- ✓ We are proud members of Climate Perks, with employees collectively taking a total of 13 days as time-in-lieu for choosing to travel by train for their personal holidays

Aviation

83% of total carbon footprint



WHAT IF...?

We proactively invest in SAF or 'lower carbon aviation fuel' as part of our Santa's Lapland programme?

Although there is no one silver bullet for aviation's emissions, we believe that investment in these fuels – particularly the potential for power-to-liquid e-fuels – has an important role to play in driving the change and innovation needed. As a result, we are investigating SAF investment opportunities for our harder-to-decarbonise Santa's Lapland programme for the 2024/25 financial year.



CHALLENGE

Aviation accounts for 83% of our total carbon footprint and is our industry's biggest challenge. With the majority of our guests travelling from the UK and the bulk of our ski and walking holidays operating in mainland Europe, we have an opportunity and a responsibility to make it as easy as possible for customers (and employees) to switch from plane to train. However, we urgently need to see better government support for rail travel and the transition to lower carbon transport if the industry is to meet its climate goals. The challenges are even more pronounced for our Lapland programmes, which are impractical to reach by train.



2025 GOALS

- Investigate SAF purchase opportunities
- Understand the impacts of different airline partners
- Reduce business travel emissions

*Unless for accessibility requirements



TRANSPORT – OVERLAND

TRAINS

- ✓ 25% of all Inghams resorts reachable by rail
- ✓ Over 130,000kg CO₂e saved from guests travelling by train
- ✓ Train vs. plane journeys approx. 3.5* times lower carbon
- ✓ 200+ media articles and a dedicated press trip by rail with Olympian and brand ambassador Chemmy Alcott
- ✓ Rail day with Eurostar for employees

COMPANY VEHICLES

- ✓ 40% of overseas vehicles were hybrid or electric: Italy 78%, Austria 70% and France 50%

GUEST TRANSFERS

- ✓ Reduced private transfers
- ✓ More train transfers – 100% rail for Switzerland in summer



130,000KG CO₂e
saved from guests travelling by train



WHAT IF...?

We could help accelerate a movement to get adventure-seekers to the mountains by train?

Project Flight Free launched in 2023, partnering with Eurostar Snow train for ski packages to Tignes, Val d'Isere, Les Arcs, and 15 more resorts across Austria, Switzerland, and France. For 2024/5, we've added Morzine and Avoriaz, totalling 24 resorts. We also advocate for government support and subsidies for better, more affordable transport options. This project was recognised as highly commended in the Future Icons Awards 2025, run by Country & Town House magazine.



CHALLENGE

Selling Inghams Walking train packages proved more challenging than for Inghams Ski due to higher train ticket costs, fuelled by the Paris Olympics.



2025 GOALS

- 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

*This figure is from ecollective and based on the average emission factor per km per person on an economy flight vs train.

ACCOMMODATION

We work with hundreds of hotel partners, all with their own impacts. Our Accommodation Impact Assessment has collected data from our suppliers since 2023.

31%

accommodation
impact assessment
completion rate

37%

guests stayed in a
property that had
completed our
assessment

38%

have a carbon
footprint less than
country average

19%

use
renewables

36%

have a
sustainability
certification

In 2024 we added extra questions looking at biodiversity and community impacts:

- 23%** measure water footprint
- 38%** measure food waste
- 12%** over half the menu is vegan
- 58%** over half the food served is locally sourced
- 78%** of hotels are locally owned
- 21%** directly fund or support nature based projects
- 26%** directly fund or support community initiatives, charities or social enterprises

MANAGED PROPERTIES

Inghams Ski manage three hotels and 20 chalets across France, Austria and Italy. We're reducing our impacts in these properties with:

- ✓ LED lighting and automatic light sensors
- ✓ Eco-friendly cleaning products and refillable toiletries
- ✓ Installing low flow toilets and showerheads
- ✓ Spas not turned on until 4pm to reduce energy usage
- ✓ Striving to be single-use plastic free



WHAT IF...?

We could include impacts in our contractual partnership discussions?

In 2024 our product and contracting teams have placed more focus on ensuring partners are sharing their environmental and social impacts, via our assessment, as part of ongoing partnership discussions. Our aim in time, is to share more of this data with customers and to use it to prioritise those businesses who best share our values.



CHALLENGE

Increasing the Accommodation Impact Assessment completion rate as we strive to work with like-minded partners and accurately measure our impacts.



2025 GOALS

- 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 web site
- Ensure clearer recycling messaging in Inghams Ski managed properties



DESTINATIONS & ACTIVITIES

6

DAYS

average holiday duration

10

countries

INGHAMS SKI

- ✓ Cemented a policy to not sell or promote helicopter rides or heli-skiing due to environmental impacts
- ✓ 18 resort partners measured and disclosed emissions data

INGHAMS WALKING

- ✓ 106 different guided walks with local experts available across 27 resorts in 6 countries
- ✓ 30 local guides took 3,670 guests on walks and introduced them to the local landscapes and culture

INGHAMS LAPLAND

- ✓ Over 80% of excursions contracted directly with local suppliers, benefitting local communities

SANTA'S LAPLAND

- ✓ Sámi culture woven into both Magic and Aurora programmes, including more traditional icons and signage, and local Sámi guides leading reindeer sleigh rides



WHAT IF...?

We could encourage ski resorts to share emissions publicly and create an open-source ski resort carbon reporting index?

In 2024, we worked with [ecollective](#) and our ski resort partners, to collate information about which resorts currently measure and report their scope 1 and 2 emissions i.e. emissions from ski lifts, piste groomers, snow machines etc. Many of our resorts now measure these emissions, and 18 were willing to disclose this data which we welcome. However, we'd like to see more resorts measuring and reporting.



CHALLENGE

- Ensuring average holiday durations remain steady or increase for the benefit of our carbon emissions intensity and local communities
- Adapting to climate impacts, supporting longstanding relationships and prioritising suppliers and resorts that share our values



2025 GOALS

- 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



BIODIVERSITY

18 OVERVIEW

19 REWILDING

20 FOOD

21 ETHICAL PURCHASING

23 PROTECTION & RESTORATION

BIODIVERSITY OVERVIEW

£3

per customer donated to Rewilding Britain

Biodiversity is at the heart of our holidays. The landscapes and wildlife we visit are precious. We have a responsibility to protect them for the future, and to help regenerate nature.

Our approach to biodiversity has focussed on three core areas: product and purchasing innovation; employee and guest education; and deep learning through collaboration and conversations with trailblazers in this space. We've got lots to do, to integrate nature-positive thinking into our operations and our employees' mindsets, in the same way we've done for decarbonisation.

In 2025 we'll be completing a top-level nature assessment for Inghams and Santa's Lapland, looking at our impacts, dependencies, risks, and opportunities, with a view to launching a pilot project for Inghams.

INNOVATION	EDUCATION	COLLABORATION
<ul style="list-style-type: none"> ✔ Product changes informed by new animal protection policy ✔ Reviewing suppliers for nature impacts ✔ Staff uniforms – ethical suppliers and repurposing 	<ul style="list-style-type: none"> ✔ Employee engagement ✔ Pre-departure guest communications ✔ Communications by Destination Experts in resorts and local guides 	<ul style="list-style-type: none"> ✔ Partnership with Rewilding Britain ✔ Local nature-based partnerships ✔ Mind over Mountains – charity partner providing access to nature for wellbeing ✔ Uniform reuse partners

REWILDING

**REWILDING
BRITAIN**



DONATIONS TO REWILDING BRITAIN

We are delighted to be supporting Rewilding Britain with a customer contribution of £3 from every single holiday booking. Our ongoing, group-wide partnership sits at the heart of our biodiversity and nature strategy.

The charity's ambition is to see a massive upscaling of nature's recovery across at least 30% of Britain's land and sea by 2030, supporting natural forest and woodland, peatlands, rivers and healthy seas, as well as sustainable, green economies.

HIGHLIGHTS OF REWILDING BRITAIN'S WORK

- The Rewilding Network has grown to almost 1,000 total members, working to actively rewild 170,378ha of land and 506km² of seabed
- Supporting 200+ large-scale rewilding projects in the Rewilding Network
- Granted £100,000 to Sussex Bay Marine Rewilding Project and £100,000 to Wilder Blean Bison Project through the Rewilding Challenge Fund
- The Rewilding Innovation Fund has now awarded a total of over £500,000 to 44 rewilding initiatives around Britain since 2021

WORLD REWILDING DAY

We celebrated World Rewilding Day in our Farnborough Head Office with sister brand Explore, as well as remotely with our overseas offices. We shared information with the team about rewilding and our partners Rewilding Britain, plus handed out to employees:

- Wildflower seeds
- Grow-your-own microgreen radish seeds
- Teacup-potted primroses



FOOD

The food on our plates impacts biodiversity – not only by contributing to greenhouse gas emissions but also by damaging soil health and waterways from chemical usage and contributing to deforestation. Plus, a third of our food globally is wasted.

Inghams Ski's catering teams aim to produce delicious, hearty meals with more varied, plant-based ingredients, sourced locally and regionally, with minimal waste. Here are some of the highlights from our chalets and managed hotels:

- ✓ Increased vegetarian offering – for Inghams Ski in France, Austria and Italy
- ✓ 70% of guests opted in to our vegetarian evening and a further 10% of guests chose the vegetarian option on a second occasion (or more)
- ✓ Reduced red meat – in our French and Austrian chalets you'll no longer find beef on the menu
- ✓ Local and regional produce increased – bread and pastries from local bakeries, local wines and local or regional cheeses served
- ✓ Reduced food waste – a custom-built food management system manages stock levels to reduce waste in our French managed properties
- ✓ Vegan wines – introduced across managed properties
- ✓ Fish – all certified sustainable



WHAT IF...?

We could reduce the amount of red meat served in our chalets?

In 2023 we reduced the number of dishes containing red meat and removed beef from our adult chalet menus in France and Austria due to its high carbon footprint. We still serve lamb once a week but have switched from New Zealand to Scottish lamb to reduce the footprint.



CHALLENGE

Encouraging our hotel partners to offer quality cuisine for vegan and vegetarian guests, as well as for those with allergies or intolerances.



2025 GOALS

- 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

We carefully consider the impact of our purchasing decisions at every stage of our procurement process:

1. SOURCING AND MANUFACTURING:

- ✓ Inghams Ski and Walking uniform jackets are made from 50% recycled materials, by ethical supplier, Halti, with advice from partners EcoSki
- ✓ Print items are Forest Stewardship Council (FSC) approved
- ✓ Suppliers' environmental and social policies evaluated for ethics and sustainability

2. DISTRIBUTION:

- ✓ Prioritise shipping over air freight

3. MAINTENANCE AND REPAIR:

- ✓ Employee uniform care and lifespan training provided to ensure 3-5 seasons of use

4. END OF USE:

- ✓ Partnerships with charities and social enterprises to repurpose old uniform
- ✓ Over 3,500 garments taken out of use because of rebrands and the retirement of Esprit



WHAT IF...?

We could give uniforms to creative, forward-thinking social enterprises for repurposing, rather than throwing them into landfill?

One Tree at a Time based in the French Alps repurposes and resells pre-loved outdoor gear, with profits going back into community initiatives and tree-planting. Gavin Fernie-Jones and Heather Davies have gone further with their mission, by starting the Re-Action Collective – a growing movement to reduce waste in the outdoor industry.

As well as donating old uniform, we're financially supporting them with a film production – telling the story of an inspirational young changemaker called Ellie Meredith as she journeys to the Alps to meet pioneers re-imagining a better world. ACTIONISM launched in January 2025.

Fody Fabrics in Italy is a social enterprise employing people with additional needs. The team repair and patch over logos of old uniform and redistribute it to those in need. Material for scrap goes towards making blankets and bags for marginalised communities and animal refuges.



CHALLENGE

We manage the purchasing of many items from our head office and need to get better at buying merchandise more locally wherever possible.



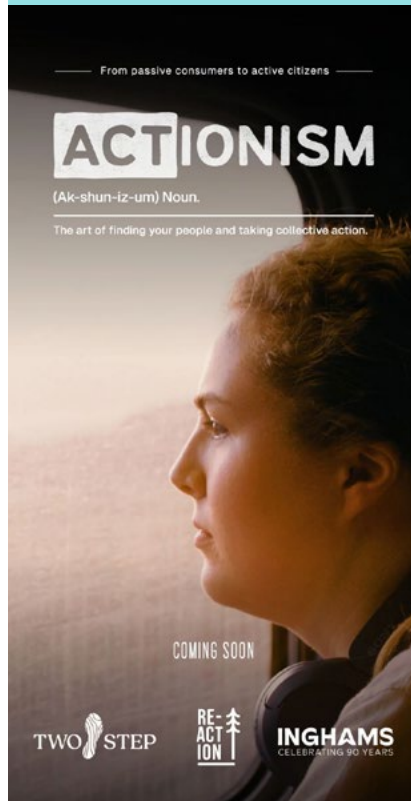
2025 GOALS

- Create and share ethical purchasing guidelines internally
- Prioritise local, ethical sourcing to reduce shipping

COLLECTIVE ACTION



Over
3,500
garments
reused



Sponsorship of
ACTionism
film



Partnerships
with circular
economy
champions

PROTECTION & RESTORATION

We work with local, nature-based partners:

MONTAGNE VERTE

Inghams has provided funding to support the charity's Biocycllette scheme. First launched in Morzine in 2023 – this biowaste, e-bike collection service helps local businesses comply with France's new regulations. Waste is collected by e-bike and turned into biogas. We are helping to expand the programme in other resorts.

SUMMIT FOUNDATION

A charity on a mission to reduce the environmental impact of human activities in the mountains. This year we provided financial support and promoted their mountain clean up days to overseas employees in Switzerland and Italy.

WWF FINLAND

Helping to conserve domestic endangered species such as the Saimaa ringed seal, the wolverine, the Arctic fox and migratory fish as well as Finland's forests.

ANIMAL PROTECTION POLICY

Introduced in 2023:

- ✓ Changes to product such as working with four ice fishing suppliers to offer an alternative activity to fishing as it did not comply with new animal welfare policy
- ✓ Website reviewed, all animal activities not audited were removed

9

In-person audits of husky & reindeer farms



WHAT IF...?

We could set the highest standards around animal welfare – particularly for our Lapland programme where husky and reindeer sleighs are popular – whilst respecting the traditions of the local indigenous community?

After expert advice and training from ANIMONDIAL, we created an internal database to track all animal interactions – from husky and reindeers in Lapland to horse riding and farms in the Alps. Following desktop auditing, anything identified as 'high risk' is then audited in person.

We've worked closely with suppliers, many from the indigenous Sámi community, who tell us we're the first tour operator to approach them on welfare.



CHALLENGE

To ensure we support hyperlocal biodiversity initiatives



2025 GOALS

- 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



COMMUNITY

- 25 OVERVIEW
- 26 CHARITY PARTNERSHIPS
- 27 EMPLOYEE MATCH FUNDING
- 28 CUSTOMER CONVERSATION
- 29 ACCESSIBILITY & INCLUSION

COMMUNITY OVERVIEW

Central to our community are the people who reside in the places we visit. At Inghams and Santa's Lapland we believe tourism should positively contribute to livelihoods and benefit residents, whether that means the local indigenous Sámi community in Lapland or the communities living in or around mountain resorts.

Our future requires that the tourism industry acts collectively to listen to and to serve local voices, so as to avoid the issues associated with overtourism.

Community also means our customers, as well as our valued charity partners, the local communities near our office and wider changemaker friends, all of whom inspire us to strive for positive change in the world.

CLIMATE JUSTICE FOR ALL

During the past year we've seen the impacts of the climate crisis in the communities in which we operate, including extreme weather in Zermatt, Saas Fee and Cervinia. These impacts are often more acutely felt by marginalised groups and we're committed to doing more to address climate justice and equity in our future community and climate strategies.



CHARITY PARTNERSHIPS

Mind Over Mountains is a charity offering professional mental health support through therapeutic outdoor experiences. Ranging from one day well-being walks to weekend retreats, their programmes bring together professionally guided hill-walking, mindfulness exercises and time in the company of experienced coaches and counsellors. Inghams supports the charity in a variety of ways:

- ✔ £8,000 donation in 2024 (over £19,000 in total since the partnership began in 2022)
- ✔ Our team members use their company volunteering hours to support the charity
- ✔ Employee events, including a sponsored walk planned for 2025

At Santa's Lapland, we believe in the magic of the holiday season and the joy it brings to families. This is why we are proud to support **Family Fund**, a national charity dedicated to providing essential grants and services to support families, living on a low income, raising a disabled or seriously ill child. Santa's Lapland has supported the charity in a variety of ways:

- ✔ £12,000 donation in 2024 (£24,000 in total since the partnership began in 2023)
- ✔ Gifting a holiday to Lapland for a family of four, for the charity's summer auction
- ✔ 'Lunch and learn' employee webinar




THE CHARITIES WE'VE SUPPORTED IN 2024:
Family Fund, Lake Aid, Mind over Mountains, Montagne Verte, Protect our Winters, Lapin Pelastushelikopteri Aslak, Rewilding Britain, Snow Camp, Summit Foundation and WWF Finland
 plus all the charities we have supported through our Employee Match Funding programme.



16
 Charities supported




+£37k
 Donated to charities*


 **WHAT IF...?**

Employees could access funds for their personal fundraising causes?

In 2024, we launched an employee match funding programme, allowing people to apply for funds to match what they independently raise for causes they're passionate about, up to £500. Read more on the next page.

 **CHALLENGE**

Building awareness and involvement among employees.

 **2025 GOALS**

At least 1% of Hotelplan UK's forecasted profit donated to chosen charities.

EMPLOYEE MATCH FUNDING

This year we launched an employee match funding scheme for staff to claim up to £500 for their own fundraising initiatives. We've supported 10 projects across seven different charities, together with our inspiring team members, raising over £18,000.

+£18,000
raised

Jessica Howell

Vinted shop,
Phyllis Tuckwell



Olivia Smyth & Sarah Ellis

Shine Night Walk
Bristol, Cancer Research UK

Kate Popham

Shine Night Walk,
Cancer Research UK



Geeta Lakhen-Paul

Ricky's Angels Annual Run,
Royal Brompton & Harefield
Hospitals Charity



Jessica Howell & Helen Shaw

Great South Run,
Neuroendocrine
Cancer UK



Tristan Osborne

London to Brighton
cycle ride, British
Heart Foundation



Victoria Ellison

Race for Life,
Cancer
Research UK



**HQ
bake
sale**

Mind over
Mountains



Gemma Harrison

Macmillan
coffee morning



Wendy Yeomans

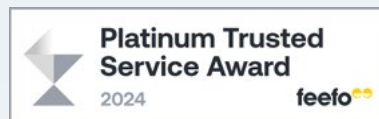
Macmillan
Northumberland
Coast Mighty
Hike

CUSTOMER CONVERSATION

We listen to our customers' feedback throughout their journey with us. To help ensure trust and transparency, we use platforms like Feefo to increase visibility of our customer reviews – showcasing scores for both our service and products.



2024 AWARDS



CUSTOMER FEEDBACK

Customers also complete a more in-depth survey after their holiday. This feedback is circulated internally and used by our teams to enhance our experiences and holidays.

Inghams NPS Score:

63 +2 YOY

Santa's Lapland NPS Score:

75 +13 YOY

SUSTAINABILITY FEEDBACK

For the first time we asked customers to rate our sustainability and impact work. Whilst the results are promising, we're working hard to improve our ratings.

74%

rated Inghams excellent or good

91%

rated Santa's Lapland excellent or good

Customer Survey responses: 17,000+



WHAT IF...?

We proactively asked guests if they think our holidays benefit both people and planet?

In 2023, we added a question to our guest feedback form, asking customers to rate our efforts to minimise our environmental impact and benefit communities. Some guests said they weren't aware of our initiatives, so we've increased communications before departure and during their holiday. For 2024/25, we're offering to send further information about our impact efforts, should they wish.



CHALLENGE

Sharing our impact stories engagingly and transparently.



2025 GOALS

- 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

In 2023, led by an experienced senior product manager, we began an internal project to scope out accessibility and inclusion issues in our business. As a result, we've implemented several initiatives:

- ✔ **Sensory Guides for Santa's Lapland:** customer and agent-facing sensory guides aim to equip those with sensory requirements – and their friends and family – with advanced notice on aspects of the holiday experience that may be potentially challenging

SENSORY GUIDE KEY				
A LIST OF SYMBOLS AND THEIR MEANING FOR THE SENSORY LEVELS				
Element	Category	Types of Stimulation		
👁️	Visual	Use of props, lighting, performances, animals		
👂	Auditory	Louder sounds produced by performances, groups gathering (restaurants, performances, singing), equipment (snowmobile) or animals (barking)		
👃	Scent / Smell	Odour, this could be from the restaurant, a fire or animals		
👉	Motion	Kinetic movement (bumpy, reindeer, snowmobile sleigh ride)		
👀	Elements of Surprise	Sections of the experience that are not clearly identified. May include elements in a waiting area or during the experience		
🔥	Elements of Fire/ Smoke	Log fires, fireplaces, log burners		
💡	Dim Interior Lighting	Some experiences have low level lighting for theatrical effect		
⌚	Wait	Wait time (restaurants, cafes, warming rooms, sleigh rides, performances)		
🎭	Theatrical Effects	Use of theatrical elements, set, props, performance, audience participation, group games		
Sensory Levels	Low	Medium	High	Very High
	1	2	3	4

- ✔ **Departure Point Accessibility Guide:** produced for internal use to help our Sales Team advise customers with up-to-date advice on airports and train stations
- ✔ **Specialist training** for 41 employees from Celebrating Diversity
- ✔ **Dietary audit:** mapping of customer needs with current hotel offerings
- ✔ **Santa's Lapland Ranger** with British Sign Language skills recruited for 2024/25



WHAT IF...?

We could create an online sensory guide for our Santa's Lapland experience to assist guests with sensory requirements?

We've developed two guides detailing the sensory experiences of a Santa's Lapland holiday, featuring a key with icons representing types of stimuli, and a 1-4 sensory scale to help guests anticipate the intensity of each experience. We collaborated with Family Fund, our charity partner, who provided valuable advice on making the guides more accessible.



CHALLENGE

Ensuring our holiday experiences are accessible from both a social and physical perspective, catering to a wide range of needs and abilities.



2025 GOALS

- 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



OUR PEOPLE

- 31 WHO ARE OUR PEOPLE?
- 31 WHAT DO THEY SAY?
- 32 WHAT DO WE OFFER?
- 33 CREATING A CULTURE OF FREEDOM
- 34 COMING TOGETHER
- 35 DIVERSITY & INCLUSION
- 36 LEARNING & DEVELOPMENT
- 37 OUR TEAM ON THE GROUND

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, doing what's right for our employees, and creating an environment where they can thrive.

160

Employees based across UK, Italy, Austria and France

90

Hotelplan UK shared service colleagues

Gender split:

68% Female
32% Male



General management team:

40% Female
60% Male

450

Seasonal team members in resorts

39

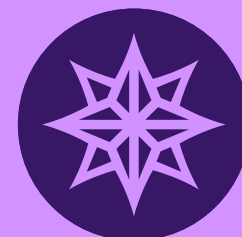
Nationalities

5.7
years

Average length of service

WHAT DO THEY SAY?

In 2024, we achieved a 90% response rate for our annual engagement survey, and our people shared the following:



97%

Feel we treat one another with dignity and respect regardless of our personal identity



96%

Understand how their work contributes to our company objectives

92%

Believe strongly in the products and services we sell

95%

Feel they have the flexibility to balance work and personal responsibilities



CHALLENGE

Only 54% of our employees said they know what skills they need to develop within the company. Our focus over 2025 is to embed personal development plans and career progression pathways.

WHAT DO WE OFFER?

We are proud to offer a range of benefits that support our people from day one of employment, highlights include:

- ✔ Enhanced family leave allowances
- ✔ 2 volunteer days each year
- ✔ 50% off one holiday per year from any Hotelplan UK brand
- ✔ Opportunity to take a workation for up to 6 weeks per year, anywhere in the world
- ✔ Additional annual leave when using low-carbon transport for personal holidays
- ✔ Bonus scheme for all – and for our Board and General Management team this is linked to People and Planet targets as well as Profit
- ✔ Health cash plan enabling employees to get reimbursed for everyday healthcare expenses

We place a strong emphasis on wellbeing too, focusing on physical, mental, and financial health:

- ✔ Free wellbeing events and fitness classes for example yoga and circuits
- ✔ Annual Steps for Sanity walking challenge – our employees collectively walked an impressive 43 million steps in February 2024!
- ✔ Talks and interactive wellbeing workshop with our charity partner, Mind Over Mountains
- ✔ Financial wellbeing – staggered pay rises, with lower earners receiving the highest increase in January 2024 plus free financial coaching with our partner Octopus
- ✔ Accredited as a National Living Wage employer, ensuring fair wages across all roles
- ✔ Improved pension education through webinars, resulting in employees increasing their contributions by over 2.5%



CREATING A CULTURE OF FREEDOM



We aim to foster a culture of freedom where everyone feels safe to speak up, providing people with flexibility around when and where they work.

- ✓ Employees are encouraged to submit questions anonymously to senior leaders that are then openly addressed
- ✓ 79% of our workforce reported feeling safe to speak up (18% higher than industry average)
- ✓ We continue to fully embrace a hybrid work model with dedicated office days for team collaboration
- ✓ We support and encourage employees in flexing workdays
- ✓ With all our roles now available from 30 hours per week, 15% of our workforce is working part-time
- ✓ Our employees enjoyed 285 days of “workation” time this financial year, taking advantage of the opportunity to work from anywhere for up to 6 weeks annually. In this year, this benefit expanded to include free stays at workation villas in Austria and Greece

NEW: ‘Innovation Station’ to launch in 2025 – a dedicated space for employees to share ideas, collaborate on solutions, and drive continuous improvement throughout the company.

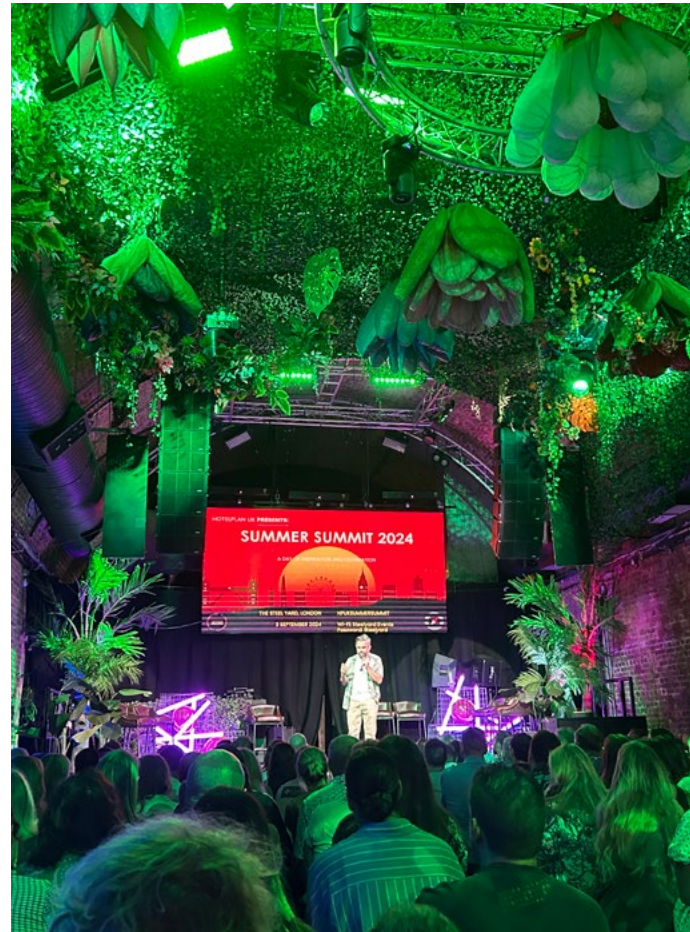
“The company has excellent values, and every person is part of a connected team, even across various departments. The progression and development I have experienced is great, with constant support along the way. My role has boosted my confidence in general day-to-day life, has taught me a range of new skills and it’s nice to be part of a diverse and sustainable company. Everyone is accepted for who they are! I will be developing my career here and look forward to what my future holds.”

Harry Ellis, Customer Support Consultant



COMING TOGETHER

- ✔ **Weekly Brand Days:**
Dedicated in-office days to foster collaboration and align on key brand initiatives
- ✔ **Monthly Update Meetings:**
Regular company-wide updates to ensure transparency, share progress, and highlight team accomplishments
- ✔ **Yearly Summit:**
Our annual get together with our sister brands at Hotelplan UK
- ✔ **Green Week:**
A focused week promoting sustainability initiatives
- ✔ **Volunteering:**
This year, our employees contributed 55 days to community volunteering, from beach cleans, to gardening, conservation work and painting



2025 GOALS

- 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

ATTRACTING DIVERSITY

We've implemented a new anonymous applicant tracking system in our recruitment process and an equal opportunities survey, to help diversify our talent pool and foster a more inclusive hiring process. We have introduced new office features – such as gender-neutral restrooms, braille signage, and a wheelchair-accessible kitchen.

EXPANDING WORK OPPORTUNITIES FOR YOUNG PEOPLE

We're proud 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. Snow Camp supports underprivileged inner-city young people through their award-winning year-long snow sports journey delivered at indoor and outdoor slopes, plus a life-changing week in the mountains.

PARTNERSHIP HIGHLIGHTS WITH SNOW CAMP

In January '23 and '24, we took a group of young Snow Camp apprentices to the mountains for a taste of life as seasonnaires. Plans for our 2025 trip are already in place.

We welcomed Dani and Lamar, apprentices from Snow Camp to our Inghams UK HQ for a three-month placement, providing them with invaluable, first-hand experience, followed by a winter season working as Chalet Hosts in Tignes.

ADDRESSING GENDER PAY EQUALITY

We conduct an annual equal pay review to ensure fair compensation for all our employees. We now include salaries on job adverts, which plays a significant role in reducing the gender pay gap.



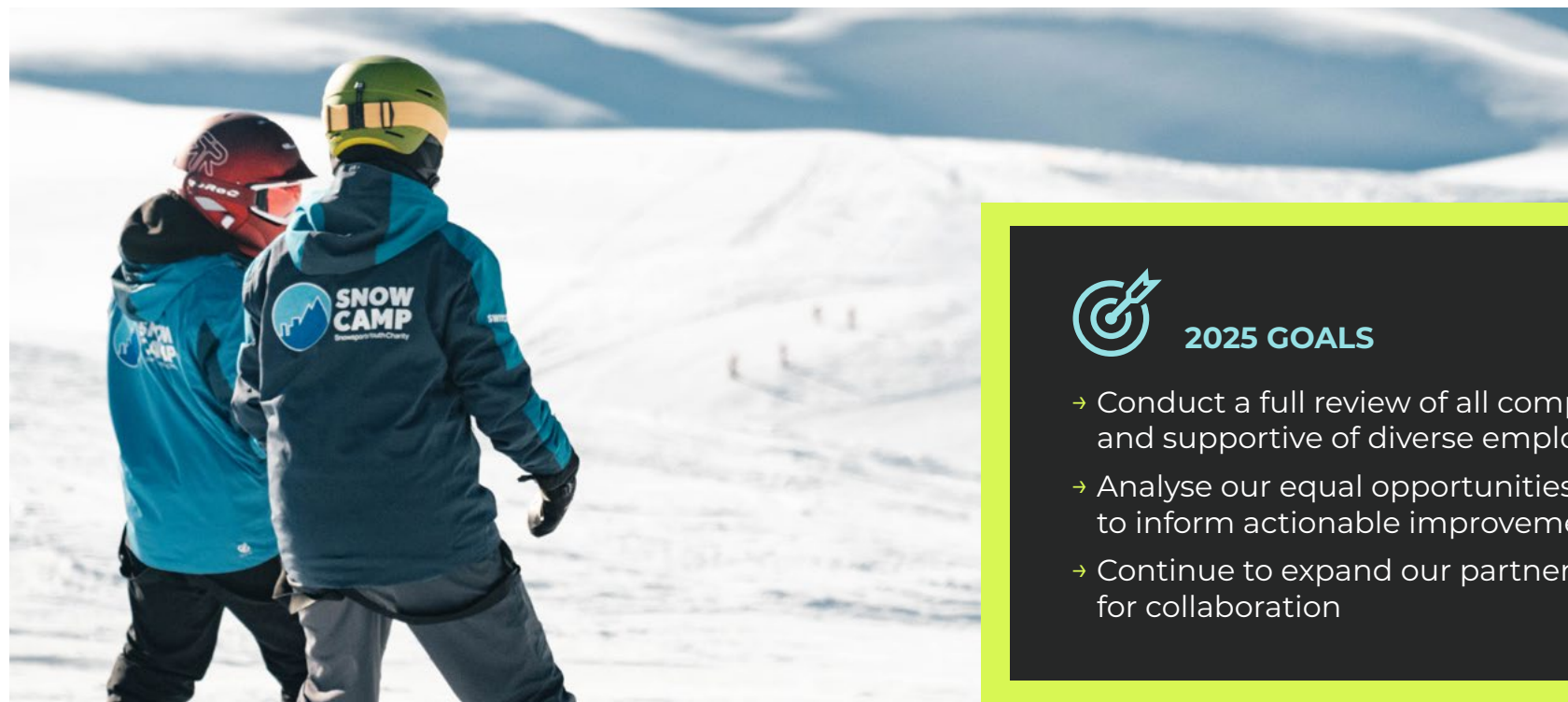
"In September I followed in the footsteps of Henriette d'Angeville, the first woman to climb Mont Blanc unaided – in 1838! It was part of my project, Woman with Altitude, which aims to highlight women adventurers from the past who were often left out of the history

books, and who were never given the same credit as their male counterparts.

These women achieved astonishing feats, but their lack of visibility continues to have knock-on effects for women in the outdoor and adventure world today.

The project aims to inspire women and girls who don't always see themselves represented in the outdoors, support women who work in the outdoor space today, like mountain guides and filmmakers and to explore the impact nature has on our mental health, as well as the challenges women face when trying to access the outdoors, throughout history and today."

Elise Wortley, Senior PR Executive



2025 GOALS

- 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

This year we introduced our new learning experience platform for our head office teams, Learn and Maximise your Potential (LaMP); an AI driven system providing personalised development journeys. In the last year we have had 10 internal promotions.

We've invested in a dedicated Training Manager to streamline and enhance the training for our on-the-ground team. Just in time for this winter, the online training platform has been revamped to be interactive, engaging, and tailored to their specific roles.

This year we've worked with ecollective to train four members of our team in how to deliver bespoke carbon literacy courses to our employees. In October we subsequently ran our first in-house carbon literacy training day for 16 Customer Propositions team members who have already started implementing their learnings in their roles. We'll be rolling the training out more widely across this business in 2025.

Over the past year, more than 100 of our employees have had the chance to participate in a 'fam' trip. These trips offer our team the opportunity to experience our holidays first-hand and provide valuable feedback, helping us to continually enhance our trips.

"Our March fam trip to Whistler, Canada, was an unforgettable experience for all eight of us from five departments. It gave us a first-hand look at Whistler's appeal and helped us build strong cross-team relationships. We enjoyed skiing at Whistler Blackcomb with its varied terrain and stunning views, a zip-lining adventure, and the Valley Lumina light show."

Pavel Palmer, Sales Manager



2025 GOALS

- 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

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. Although Brexit has impacted the way we operate, a positive outcome has been the increased diversity within our workforce. Today, our seasonal team includes 34 nationalities, reflecting our commitment to a diverse workplace.

We are proud to be a member of Seasonal Business in Travel (SBIT), a not-for-profit organisation made up of several travel companies that actively lobby and work with governments to support seasonal travel businesses to responsibly navigate the EU landscape post-Brexit.



“I began my journey with Inghams in winter 2016, working behind the bar in one of our managed hotels. It was the best time of my life — I didn’t start work until 4pm, so I could ski almost every day.

Initially, I planned to do just three seasons and then settle down with a “real job.” But apart from one season in Val d’Isère after COVID, I’ve never truly left Italy. This country is unmatched with its stunning scenery, incredible cuisine, and welcoming people.

I transitioned to a Destination Expert role after being asked to handle transfers one summer

– from Chamonix to Champoluc. Who wouldn’t trade cleaning for a chance to see Mont Blanc? That experience led me to take on a full-time Destination Expert role.

My job allows me to explore the world in a unique way. Whether it’s sightseeing, skiing or hiking, I get to immerse myself in these adventures and then share my knowledge with our guests.

For me, it isn’t just a job; it’s a lifestyle that I absolutely love.”

Gabby Sernaite, Destination Expert Italy

GOVERNANCE AND ACCOUNTABILITY

The sustainability and impact strategy of Inghams and Santa's Lapland is led by our Senior Sustainability Manager and overseen by our Director of Customer Propositions 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 Hotelplan UK's group sustainability approach and our Hotelplan UK Director of HR oversees Hotelplan UK's HR function and both sit on the Hotelplan UK Board. The Hotelplan UK Board is responsible for the priorities and direction of our brands.

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 2023 – 31st October 2024.

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. This report was written and published in January 2025.

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