

Planet & People Report

Protecting Our Futures



Introduction

This report is titled **Protecting our Futures** because each future we're considering – that of the earth's climate, wildlife, tourism destinations, indigenous people, our communities and people – is intertwined and interdependent on the others.



98%

of staff say they believe strongly in the products and services this organisation provides



95%

believe Hotelplan Group has a clear vision for the future

We need to create a future that benefits all, through equitable economic growth, social justice and environmental stability.

Call this sustainability, call it our purpose – it essentially boils down to us ‘doing the right thing’; and that’s a responsibility that sits with all of us. We’re working to ingrain this mindset across every department of Hotelplan UK until doing the right thing is an instinctive action instead of a choice across our strategy, culture and products.

In March 2023, Hotelplan UK published a Biodiversity Paper and a Climate Paper which outlined our approach to protecting the natural environment and making tourism a force for good.

Here, we update on our journey, looking at both our accomplishments and the areas where progress has been slower than we’d hoped. We share the results of our latest carbon audit and lay out new objectives for the coming year.

In addition, we’re openly communicating elements of our People strategy for the

first time. We detail commitments we’re making to both our employees and our communities – the partners, suppliers and local populations in the destinations our customers visit. Together, these groups are responsible for creating and delivering excellence for our customers.

We know that nurturing our People goes hand in hand with nurturing the Planet; and that focusing on the ‘triple bottom line’ of People – Planet – Profit is essential to our transformation into a purpose-led organisation.

We will only succeed if we improve in all three of these areas. As a tourism business, we will only survive if we improve in all three of these areas. This, for us, is neither an option nor an ideal. It is an imperative.

Our objective is clear. This report maps out what we believe to be the best pathway; however, we’re prepared for obstacles and dead ends that might make us re-evaluate and change course. But we’re fine with that. We’re explorers. We’re adventurers. The most important thing is that we keep pushing ahead instead of giving up or turning back.



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Our Brands

Hotelplan_{UK}

Hotelplan UK is the parent company of five well-established, specialist tour operators known particularly for adventure travel, ski and walking holidays. We are passionate about the holidays we create, priding ourselves on high standards of quality and service and a strong tradition of excellence. Sustainability and responsible tourism are at the heart of everything we do. Hotelplan UK is the UK subsidiary of Hotelplan Group, a large pan-European travel group headquartered in Switzerland.

INGHAMS

Founded by Walter Ingham in 1934, Inghams was born out of his enduring passion for skiing and mountaineering. Today, Inghams is one of the most trusted and respected holiday brands in the UK, offering a range of exceptional holidays in the great outdoors across ski, Lapland and walking.

ESPRIT

Esprit Ski has been providing family-friendly ski holidays in top winter destinations for over 40 years. Relax in family-friendly accommodation and enjoy small group childcare and ski lessons, exclusive to Esprit families.

Explore!

Explore has over 40 years' experience in creating expert-led small group tours all over the world. Tours that are all about getting under the skin of your destination: making friends, treading lightly, and being mindful of local communities. With more than 350 trips in 100 countries, the company offers everything from classic cultural holidays and wildlife safaris to walking and cycling trips, family adventures and even polar expeditions.

Inntravel

The *Slow Holiday* people

Inntravel specialises in self-guided holidays to some of Europe's most beautiful destinations. All holidays, which include walking and cycling trips, winter snow breaks and tours by rail, car and boat, give customers the chance to explore entirely at their own pace.

SANTA'S LAPLAND

For a Christmas like no other, Santa's Lapland takes families on short breaks above the Arctic circle to meet the "real" Santa. With husky sleds, reindeers sleighs and the chance to glimpse the Northern Lights, no one knows how to make Christmas more magical.



Our Approach

We're transforming Hotelplan UK into an organisation that prioritises Planet and People by making this a responsibility shared by all.

From the board who align strategy; and the sustainability and people teams who lead initiatives, we then implant 'champions' in every department who act as stewards for executing change within their respective teams. In this way, our entire team is engaged and is given ownership of their individual role in reaching our collective goal.

We share common objectives with our parent company and sister business units, which is invaluable to our progress and success.



Hotelplan Group sustainability framework

In 2023

We invested over

£1.15m

for our planet, including carbon removal solutions and supporting the restoration of biodiversity

In 2023



Board and senior management bonuses were aligned equally to the 'triple bottom line' of Profit, People and Planet

In 2023



We developed comprehensive carbon reduction roadmaps to 2030, each year targeting a reduction towards 50% aligned to science

Climate

The impacts of the climate crisis are extremely well documented and irrefutable. We're not just seeing them in far corners of the world – we're experiencing them firsthand. Our commitment is to be part of the solution, making bold decisions and reducing our impact wherever we can.

Hotelplan UK Carbon Audit Results tCO₂e: Nov 2022–Oct 2023

In line with the Glasgow Declaration, we are targeting:

- 90% absolute reduction of scope 1 and 2 emissions by 2030
- 50% per passenger night CO₂e intensity reduction across all of scope 3 (not including transport booked by the customer) by 2030

The results of our 2022/23 carbon measurement audit with ecollective are as follows:

Footprint	Esprit	Explore	Inghams	Intravel	Santa's Lapland	Grand Total YOY
Scope 1	6 	0 	113 	18 	9 	146 
Scope 2	2 	13 	16 	0 	8 	39 
Scope 3: Holidays	699 	8,226 	14,977 	2,264 	3,296 	29,462 
Scope 3: Business	320 	476 	1,413 	292 	438 	2,939 
Scope 3: Flights booked by Hotelplan UK	1,271 	18,973 	29,152 	2,735 	10,905 	63,036 
Scope 3: Flights booked by customer	59 	26,710 	339 	9,074 	1 	36,182 
Absolute Total	2,357 	54,398 	45,010 	14,382 	14,656 	131,803 
Intensity (kg per pax per night)	68 	130 	87 	41 	398 	102 

All scopes independently measured and verified by ecollective, in accordance with GHG protocol calculations.

Our chosen intensity target is CO₂e per passenger per night, measured in kilograms. This includes all scopes within the table above, except 'Flights booked by customer', in line with normal GHG Protocol standards.

Percentage changes are against baseline years, apart from Grand Total, which is year-on-year.

Explore and Intravel use 18/19 baseline. Esprit, Inghams and Santa's Lapland use 21/22

Intensity targets do not account for the growth of any company, which is why we publish both our intensity metrics and absolute.

There is no standardised methodology within our industry for measuring our holidays nor reporting on the results - something we believe must change.

Data accurate as of 26/11/23

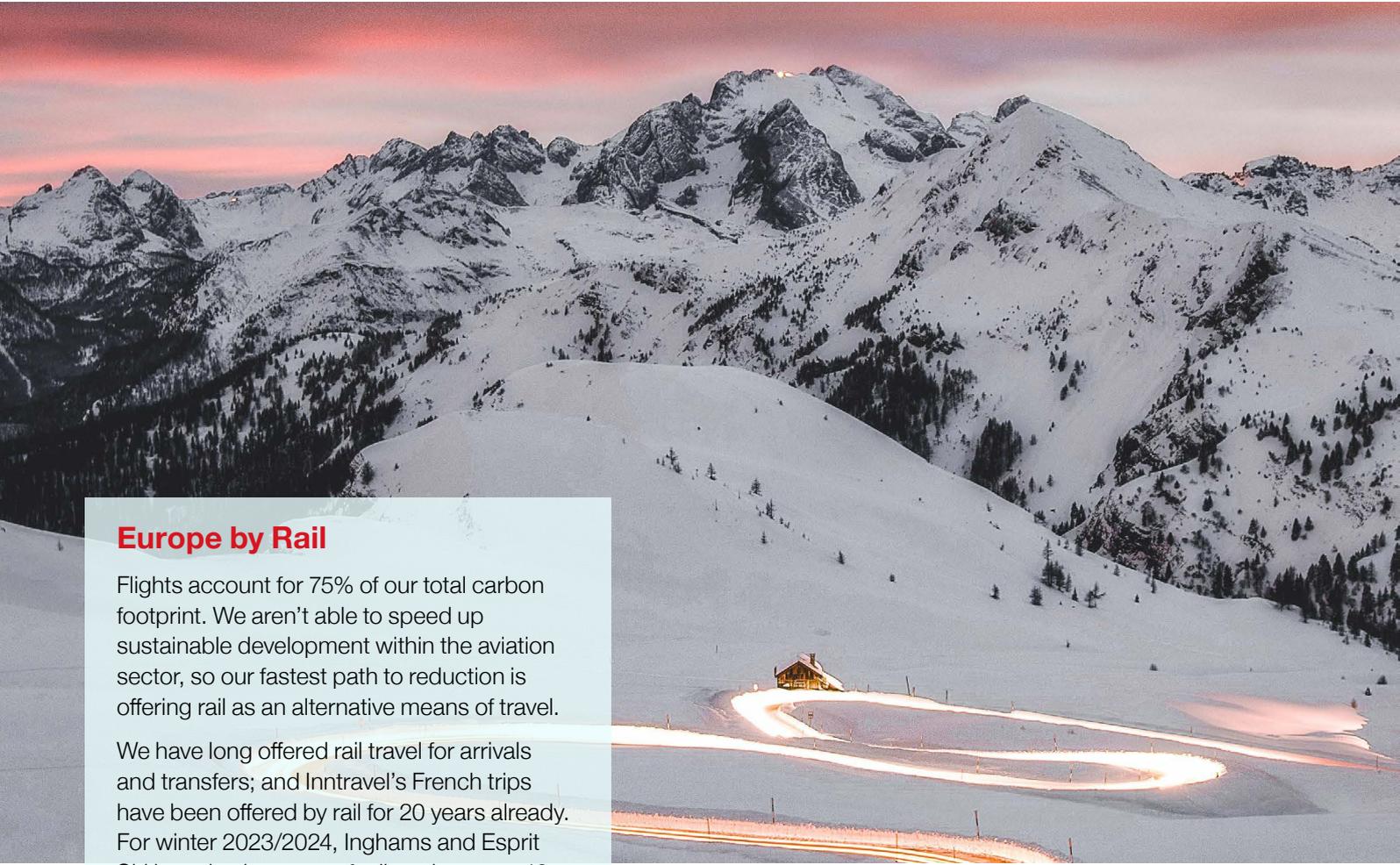
Unlike most companies, we publish and take responsibility for our customers' entire estimated footprint - whether we book transport to the start/end of their trip, or they do. We don't have direct control over the choices our customers make, but still consider this part of our total footprint.

This year our carbon intensity has decreased by 5% year on year, moving us towards a 50% reduction by 2030. We have made improvements such as charter flight efficiencies, moving to renewables and reducing internal flights. We have also improved the accuracy of our measurements.

Our absolute totals have increased by 42%, however, due largely to an increase in passenger numbers and

in business travel, with more of our team able to get back on the road.

We've always said we'll be open about areas we need to improve. We could choose to mask our absolute totals or avoid declaring them all together, but we feel that would be wrong. Our audit results highlight how we need to travel smarter ourselves and for this reason, we'll investigate carbon budgets.



Europe by Rail

Flights account for 75% of our total carbon footprint. We aren't able to speed up sustainable development within the aviation sector, so our fastest path to reduction is offering rail as an alternative means of travel.

We have long offered rail travel for arrivals and transfers; and Intravel's French trips have been offered by rail for 20 years already. For winter 2023/2024, Inghams and Esprit Ski launched a range of rail packages to 18 European ski resorts as well as a partnership with the new Eurostar Snow Train; and Intravel's Alpine snow programme is also now fully rail-inclusive, meaning our rail programme now covers six countries.

Customers love train travel for the comfort and convenience, as well as the environmental benefits, and we provide transparency on routes and journey times to ease the decision-making process. By encouraging passengers to opt for trains instead of planes, we hope to see transportation emissions drop in our 2024 carbon audit.

Flights account for

75%

of our total carbon footprint.



2024 reduction pathways:



Shifting the transport mix from predominantly aviation to include rail and self-drive alternatives where possible



Prioritising direct flights in economy class and assessing partners that share this commitment



Exploring available options for sustainable aviation fuel



Further elevating our voice from passive to active, leading discussions and driving change across the industry

We don't have time to wait, so before we reach net zero, our plan as a group is to 'Remove and Restore', with Explore Worldwide going a step further with an additional pledge to 'Protect'.

We remove carbon from the atmosphere with Klimate, we support rewilding projects across the UK with Rewilding Britain, and Explore works with Cool Earth, protecting existing ancient rainforests and communities.

Carbon removal with Klimate

Our partnership with Klimate will continue throughout 2024 to support scaling and acceleration of the development of carbon removal methods and technologies.

Klimate provides access to high-quality, innovative, and verifiable carbon removal solutions aligned with science. It sources, analyses and finances carbon removal projects from all over the world to support and scale the best solutions; from planting trees in a forest to more complex Direct Air Capture projects.

During the first year of our partnership, the majority of carbon we removed (81.5% of tons purchased) was through forestation projects. These have tangible environmental and social benefits, but a relatively short carbon storage lifespan of 50-70 years. For 2024, we are rebalancing our portfolio. We still expect forestation to account for around two thirds of carbon tons we remove, but the majority of our investment will go into higher permanence solutions and technologies – those that remove carbon from the atmosphere for thousands to hundreds of thousands of years.

We will invest over £700,000 in projects such as:

Octavia Carbon, Kenya – Direct Air Capture (DAC) DAC uses large fan-like machines to pull CO₂ directly out of the atmosphere to be stored permanently in rock formations underground or reused for other materials. Octavia Carbon is the global South’s first DAC company, located in Naivasha, in Kenya’s Rift Valley. It designs, builds and deploys DAC machines in Kenya utilising renewable and geothermal energy which makes up more than 92% of Kenya’s supply.

UNDO, UK – Enhanced Weathering (EW) EW is a geochemical solution that speeds up the natural weathering process – a series of chemical reactions that ultimately removes CO₂ from the atmosphere and stores it securely in minerals. UNDO’s UK-based project captures carbon in crushed basalt rock which is then spread on agricultural land. As well as locking carbon dioxide away permanently, quickly and at scale, this solution leads to improved soil health and reduced use of fertiliser.



Our 2024 portfolio



We will invest

£700,000 in 2024

In 2023

We donated

£360,000

to Rewilding Britain, over £40k to Cool Earth and invested heavily into forestation through Klimate

In 2023



Our animal protection policies were rolled out more widely across our UK brands

In 2023



Animal protection training was conducted by experts Animondial, including practical sessions and a field visit to Lapland

Biodiversity

Our natural world supports us all. The food we eat, the air we breathe, our mental wellbeing and happiness. Of course it also underpins our business. We travel to experience new landscapes and cultures, different weather and cuisines. The health and vibrancy of our planet is absolutely critical, and whilst nature is currently free, it is exploited. It is our responsibility to value the nature around us, to understand our impacts and redress any imbalances. We must protect its future.



In our last Biodiversity Paper, we had signed the WTTTC Nature Positive Travel and Tourism commitment and detailed our top-level targets for our 2023 financial year. On reflection, we hadn't truly comprehended the complexity of biodiversity metrics and impacts. We have found our feet with carbon measurements and audits - a ton of carbon emitted, whether in Malta or Mongolia, leads to the same result. Not so with biodiversity. Any impact on nature is entirely unique to that specific location, that habitat, that ecosystem.

2024 commitments

- ✓ Expanding on our partnerships with Rewilding Britain, Klimate and Cool Earth, ensuring we are working to redress and restore biodiversity
- ✓ Developing a comprehensive biodiversity roadmap through to 2030, akin to our carbon roadmap. We need to assess all brands, and really understand our impacts
- ✓ Recently new global frameworks have been launched - the Taskforce on Nature-related Financial Disclosures is one example. Public disclosures are not yet mandatory, but we want to be fully prepared and ahead of the game this year



92%

believe this organisation's commitment to the environment is apparent in actions as well as words

Willis Towers Watson staff survey – July 2023

Conscious consumption

We're being more mindful in our purchasing and starting to really challenge what we buy, how much and who we buy from. One example is food, which has a huge impact on the planet throughout the complete cycle of production, transportation and consumption to waste. Our ski brands have launched new initiatives within managed chalets for the Winter 23/24 season.

We now offer over 50% vegetarian evening meal options in France, Austria and Italy, including meat-free starters – and we're trialling a completely meat-free evening once a week. Beef is off the menu in our French and Austrian chalets, in favour of lower impact alternatives; and we have a continued focus on sourcing high quality local and regional products and reducing food waste.

Restoring Biodiversity with Rewilding Britain

We announced Rewilding Britain as Hotelplan UK's major biodiversity partner in early 2023 and have so far supported it with over £360,000. Rewilding Britain wants to see an urgent upscaling of nature's recovery across at least 30% of Britain's land and sea by 2030. Its valuable work supports rewilding projects, lobbies for change and inspires people to take action for a wilder, more prosperous world.

In October 2023, some of our Intravel team spent a day at Broughton Estate near Skipton, volunteering at a project supported by Rewilding Britain. Over 350,000 native trees have been planted across the estate in the last three years as part of a project to transform around a third of land to a much wilder state. Our team's task was to remove plastic tree guards so they could be used elsewhere. It was a

great chance to get out into beautiful countryside, but also to learn more about the concept of 'rewilding' – the large-scale restoration of ecosystems to the point where nature can take care of itself; bringing nature back to life, saving wildlife and helping tackle climate breakdown.

Cool Earth

Explore Worldwide works alongside Cool Earth to support indigenous communities in the Peruvian Amazon through community engagement, education and empowerment. Protecting carbon-rich rainforest is key to averting climate breakdown, and we work together to develop sustainable livelihoods that outpace deforestation.

Awards

There's an internal ethos at Explore Worldwide to Be Better Than Yesterday, which drives the will to constantly improve upon our own performance. We believe we're moving in the right direction – especially when it comes to sustainability – but winning external awards from trusted names in travel is a great validator of this. It gives us the confidence to know we are innovating and outpacing many of our competitors with the changes we're introducing and the approach we're taking. In September 2023, Explore was named Sustainable Travel Company of the Year in the TTG Awards; and in October 2023, we received the Special Star Award / Star Sustainability Initiative at Travel Bulletin's Star Awards for our Clear on Carbon campaign.

Explore!





The Road To 2030

Like most impact reports, this one covers mainly the here and now, and the near future. But our main commitments spread much further ahead - to 2030 and 2050. In that, we face the same challenges as the rest of the industry, such as “how do we reduce our carbon footprint whilst also growing our businesses?” Or “how do we reduce our sizeable aviation footprint when airline technological advances and efficiencies sit outside our direct control?”

We admit we don't yet have all the answers – yet our approach is rooted in hope and a steadfast determination to do the right thing, continually looking for solutions. We won't waste time shifting responsibility or waiting for someone else to make the first move. Instead, we're working closely with ecollective to map our path to 2030 as accurately as possible, concentrating on what we can control, who we can influence and what impact this can have.

If we consider a premise of zero growth and a static customer demographic, and we calculate how far we can push the carbon reduction levers within our control (product design, office energy use, business travel etc), we can map our footprint through to 2030.

With our support and collaboration, our partners would also need to work on their footprints (hotels running on renewables, all electric vehicles etc) – and in a best-case scenario our five brands would achieve a 40% reduction.

That is still not enough to reach the targets set under the Glasgow Declaration. Which is somewhat disheartening when we are working hard to make changes.

We are not the only travel business facing this dilemma – and if we're not yet on track to achieve our goals, let's acknowledge that. Right now, we still have time to think big, be courageous and find ways to drive change before 2030. We've participated in industry panels, meetings and discussions that consider the possibilities – but those possibilities now need to be made into realities. It's time to galvanise. And we urge other companies that feel the same to get in touch.

“

All players – big and small – need to collaborate to move the dial on key issues including comparable measurement methodologies, low carbon transport, activism and advocacy”



Communities

Our communities are our partners, suppliers and local populations in the destinations we travel to.

The places we visit and the people we meet are the soul of our brands. All the work of a tour operator behind the scenes is meaningless if the local people, the food, the cultures, the landscapes aren't in harmony. If we don't help protect our communities' futures, we have nothing. This means we have to listen and learn, not just dictate change from afar. We have to act responsibly to support social justice and sustainable economic growth. We must benefit the many and not just the few.

OUR COMMUNITIES

Code of Ethics

We are continuing to build a robust Code of Ethics suite to make sure we do business in a fair and responsible way. Through the course of 2023, we added to this suite with policies on modern slavery, animal protection, whistleblowing and indigenous people. We feel this is an important step towards protecting communities across our full supply chain – from partners to customers – and we want to make sure we listen to and learn from everyone to help shape our approach.

During 2024, we will roll out additional policies on ethical purchasing, environmental management and ethical marketing guidelines. We will also turn our attention to policies that drive forward inclusivity and social justice to support our People vision.



The Explore Foundation

The launch of The Explore Foundation in July 2023 was the realisation of a long-held aspiration. Its mission is to positively impact the lives of communities worldwide by targeting poverty, increasing access to education and healthcare and promoting conservation. The Explore Foundation is managed by an independent board of trustees and 100% of donations go to supported projects. The foundation is supporting two launch projects – Lone Buffalo in Laos and One Bike in Tanzania – and has donated to a new charity, Lehara, in Nepal. The Foundation also set up an emergency

Accessible Travel

In 2023, we launched a project within Inghams, Santa's Lapland and Esprit to try and understand the complexity and necessity of accessible travel. Our work included a full audit of our customer booking process, accessibility requirements and a dietary audit. We introduced a departure point accessibility guide to assist our teams in giving up-to-date advice on airports and train stations during the booking stage.

By the end of October 2023, 41 of our team had received specialist training on accessibility and inclusivity from training company Celebrating Diversity; and our aim for 2024 is to roll the programme out to 44 more team members.

For winter 2024, we will be producing a Sensory Guide to Santa's Lapland for customers and will be joined by an Elf who can sign in British Sign Language. It's just a start, but a crucial one as we work towards inclusive and equitable travel.



fundraising drive for the Red Cross Morocco Appeal following the earthquake in September. Within its first few months (to the end of our financial year in October 2023), The Explore Foundation had donated over £83,000.



Giving Back



In 2023, we gave more than £100,000 to charities and projects – many chosen by our team - and we will do the same again in 2024. Across Hotelplan UK, our donations support initiatives in health, medicine and wellbeing; conservation and environment; community development; and poverty and disaster relief.

We will donate

£100,000 in 2024

2023 charities and projects we've supported:



Santa's Lapland and Family Fund

Family Fund is the UK's largest grant-making charity, supporting families raising disabled or seriously ill children alongside low incomes. Grants go towards items families may not otherwise be able to afford – family breaks, digital equipment, white goods, clothing, bedding, furniture, play equipment. The charity also offers support services and workshops to help parents and carers achieve the outcomes they want for their family. As a specialist in delivering magical experiences for families, Santa's Lapland will look to evolve its support for Family Fund even further in 2024.



“

We want our people to grow, thrive and understand how they can contribute to our goals.”

Our Team

Our vision is to have a culture where everyone feels they can truly be themselves - where there is equal opportunity to flourish and we are well loved for being truly inclusive to current and future employees.

We encourage and support our communities to adopt more inclusive and responsible behaviours. These are behaviours we look for and want to inspire amongst our customers – so of course it’s important that we are prepared to shift our own mindsets and lead by example, too.

This report provides a snapshot of some of the things that we are most proud of.



Diversity and Inclusion

We welcome and embrace diverse experiences across our teams and believe our workforce should be representative of the workforce demographics of the countries we hire in.

This begins with understanding who our team members are and how they identify; and continues with reviewing and adapting our office environment, our recruitment and onboarding experiences and our culture to become a truly representative organisation. We are already underway with this transformation and expect to manifest more outcomes during 2024.

OUR TEAM

Our recent initiatives around Diversity and Inclusion include:

2023 goals

Full equality, diversity and inclusion audit conducted by The Diversifying Group to understand how our people identify



- Versus the general population, our team has
 - an over-representation of women, LGBT+ staff and those identifying with a disability (including mental health conditions)
 - an under-representation of ethnicities
- Our identities naturally evolve with team changes, but this audit gives us a helpful baseline for measurement and prioritisation

Improve Headquarters office accessibility and inclusivity



- Gender-neutral toilets added alongside male, female and accessible toilets
- Wheelchair-adapted kitchen
- Braille signage on meeting room doors
- Quiet rooms to support neurodiversity
- Step-free access through all four storeys was already in place

Improve awareness and commitment to mental health



- Grew our Mental Health First Aider team to 25 people
- Ran a series of Mental Health in person talks and webinars
- Curated a hub of Mental Health resources on our intranet

Embed hybrid and flexible working across all sites to make this a permanent cultural change



- Full-time employees work two days in the office for team collaboration and three days from home, giving a healthy work-life balance
- 1 in 7 people work part-time (up to 80%) hours, contributing to our demographic mix
- We support team members who need to flex their working day around caring responsibilities and appointments

Complete a review of our hiring processes to broaden our reach and appeal to a wider pool of applicants



- Consulted with The Diversifying Group on best practices for inclusive recruitment
- Began work on defining our employer brand and designing new career pages

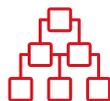
Create new routes into employment



- Introduced an apprenticeship programme to bring school leavers into our finance and commercial teams
- Provided career guidance and work opportunities through our partnership with Snow Camp

2024 goals

Engage business with framework and actions



- Publish Inclusivity Roadmap
- Launch the Be Yourself community
- Deliver business-wide training and 2023 DEI audit recommendations
- Complete 2024 DEI audit and publish results

Improve recruitment and onboarding inclusivity



- Implement an Applicant Tracking System to establish a baseline of diversity for applicants and new hires
- Implement an Inclusive Hiring framework
- Introduce accessibility requirement checks during on-boarding

97%

believe the people in this organisation treat one another with dignity and respect regardless of their personal identity (i.e. gender, race, age, background, religious affiliation, disabilities and sexual orientation)



Willis Towers Watson staff survey – July 2023



Snow Camp

Esprit and Inghams Ski are pleased to be working in partnership with Snow Camp, a charity that uses snowsports to turn around the lives of typically inner-city young adults. Esprit nominated Snow Camp as a chosen charity – but we wanted our support to extend beyond a financial donation.

We have therefore cultivated an ongoing collaboration, a highlight of which was Inghams taking nine Snow Camp apprentices to the Alps in early 2023, accompanied by Olympic snowboarder Jamie Nicholls.

The aim was to showcase the variety of career opportunities the snowsports industry supports; and help these young people find pathways into a sector they would otherwise have had little exposure to. Along with the chance to ski and snowboard, Inghams trained the apprentices in valuable life skills such as interview techniques.

Two Snow Camp apprentices have now been taken on as interns with Inghams, spending the autumn months working across various departments in our head office before completing a catering course and travelling out to Europe to work as chalet hosts in Tignes for the 2023-24 winter season.

We see this partnership as a valuable way of diversifying talent within the snowsports industry and look forward to continuing our collaboration with Snow Camp in 2024 when we'll take another group of apprentices to the mountains.



INGHAMS



Embodying Our Values

As we transition to a purpose-led business, we are supporting people to embed sustainability and embody our company's core values.



OUR TEAM

2023 goals

Launch Green office initiatives

- Our Farnborough office is closed on Fridays to save on commutes and energy use
- Our Farnborough head office uses completely renewable energy and has solar panels fitted
- We use train and public transport as much as we can for business travel
- We've installed five EV chargers at our head office and have built a new cycle store with a green roof
- Both our offices are zero-waste-to-landfill. We've banned single-use plastic coffee cups and water bottles; and have worked with our training partners and catering partners to reduce waste

Launch incentives and benefits that encourage a sustainable mindset

- Our Low Carbon travel policy allows team members to earn extra paid holiday when travelling long distances by rail or under their own steam
- Staff have up to two paid annual volunteer days to use on initiatives that matter to them
- We subsidise train travel, offer season ticket loans and work with Cyclescheme and Octopus EV's Electric Dreams salary sacrifice scheme to help fund lower carbon transport
- We have created our own circular economies through book exchanges and clothes swap events

Launch new and promote existing Wellbeing initiatives to improve employee experience

- We host regular wellbeing events and fitness classes at our office, including our annual Steps for Sanity walking challenge. In January 2023, we collectively walked 42,051,060 steps – equivalent to a return journey by foot from Glasgow to Cape Town and almost 16.5 million steps higher than 2022
- We have a 'Gardening for Sanity' group that swaps tips and seeds, has annual photo competitions and encourages an internal focus on the value of biodiversity
- Over 55% of our team are women and 32% are 45+, so we launched a menopause policy and framework to support our new Women's Health Matters community. We recognise the menopause in our sick leave guidelines, support physical symptoms and give Line Manager support. We invited expert Hilary Lewin to share her insights and start the dialogue
- The Intravel office has its own allotment in the Yorkshire countryside
- Our network of Mental Health First Aiders are available for peer support

Embed sustainability into leadership accountability

- Our approach to sustainability is incorporated into interview questions to align future talent to our core values
- Board and senior management bonuses are equally aligned against the 'triple bottom line' of Profit, People and Planet, so they are incentivised to achieve in all areas
- We actively seek feedback to understand the wants and needs of our team and identify areas for change and improvement. Our most recent survey, independently conducted by Willis Towers Watson in 2023, had a response rate of 91% and an engagement rate of 85%

2024 goals

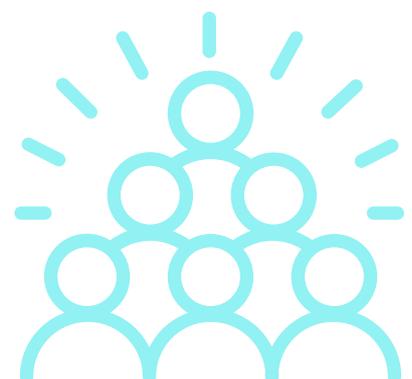
Publish a Wellbeing framework

- Launch wellbeing framework that crosses different life stages
- Continue offering both in-person and online events focused on wellbeing and growing our intranet resource hub

Continue to measure Employee Advocacy

- Run our annual staff survey to measure engagement and progress
- Introduce a quarterly employee Net Promoter Score to assess our performance as an employer

95% say that teamwork is valued in this organisation



Willis Towers Watson staff survey – July 2023



Financial wellbeing

We have taken various steps to support colleagues through the cost-of-living crisis that has impacted everyone in recent years.

In 2022, all UK staff received a one-off payment of £600 to help with rising bills; followed by a 10% bonus of annual salary paid early in the 2023 financial year.

From 1 January 2023, staff were given inflation-linked pay increases which were staggered up to 8%, giving lower earners the maximum increases.

We became accredited as a National Living Wage employer, involved our facility partners to ensure their people were receiving fair wages and reviewed all roles to sense check equal pay.

We also introduced free financial coaching with Octopus Money Coach, ran Talk Money Webinars and offered retirement coaching as staff benefits.

We focused on improving pension knowledge, given the long-term importance to everyone. We ran informational webinars during the year and set up further resources and advice on a new financial wellbeing hub on our Intranet.

Finally, everyone deserves the chance to relax and rejuvenate, so all members of staff were gifted a £450 holiday voucher in 2022 and are offered 50% off one holiday per year from any Hotelplan UK brand.

Appendix: Progress to Planet Targets

Our commitments	Our 2023 targets	Our 2023 progress	Our 2024 targets
<p>Carbon Reduction Strategies/ Actions</p> <p>Working towards Glasgow Declaration targets – 90% reduction in scope 1 and 2 emissions; and 50% per passenger night CO2e reduction across all holidays by 2030</p>	<p>Low carbon travel</p> <p>Explore aimed to reduce the number of customer flights within holiday itineraries by 25%</p> <p>We chose to review our reliance on indirect and non-economy flights</p>	<p> Flights were reduced from 198 to 92 – a 53% reduction - through a combination of offering alternative transportation and removing some trips altogether</p> <p> Outside of exceptional circumstances, most of our brands are not offering indirect/ non-economy flights within packages</p>	<p>We will shift the transport mix on our holidays away from aviation, and in 2024, will:</p> <ul style="list-style-type: none"> -Explore: encourage train travel to top-selling European tours -Inntravel: 5% of travellers will reach their destination by train -Inghams and Esprit Ski: carry at least 1% of short-haul travellers by train (exc. Lapland) and target more to self-drive. Seasonal staff will be encouraged to find flight-free routes to resorts
	<p>Inghams committed to a 13% reduction of empty flight seats through optimisation</p>	<p>Inghams and Esprit achieved a 36% reduction in the Co2e associated with empty flight seats</p>	<p>We will integrate carbon literacy into our Learning and Development programme. We will hold two carbon literacy training days at our office</p>
	<p>We planned to implement group-wide carbon literacy training</p>	<p> 14 staff attended external carbon literacy training events</p>	<p>We will aim for 10% energy reduction across data centres</p> <p>We will audit all IT equipment with a view to transitioning to more energy-efficient hardware and reducing our carbon footprint in this area by 15%</p> <p>We will increase all Website Ecograder scores by 10% each quarter</p>
	<p>We planned to move 25% IT storage to the cloud</p>	<p> 33% of our storage is now on the cloud</p>	<p>We want to support accommodation partners in assessing their carbon footprints:</p> <ul style="list-style-type: none"> - Explore will target an 80% carbon audit survey completion rate - Inghams, Santa's Lapland and Esprit will build a sustainability and net zero commitment into the hotel contracting process. Also will add sustainability information on hotel webpages where possible - Inntravel will build and start to roll out a supplier engagement plan on carbon reduction/ sustainability in FY2024
	<p>We pledged to work closely with accommodation providers to disclose and reduce their CO2e emissions</p>	<p> 27% of accommodation providers used by Explore; 17% used by Inntravel; and 26% used by Inghams, Esprit and Santa's Lapland have completed our carbon audit survey</p>	

Our commitments	Our 2023 targets	Our 2023 progress	Our 2024 targets
<p>Biodiversity</p> <p>Assessing and rebalancing our impact on nature</p>	<p>We committed to launching animal protection policies for Inghams, Esprit, Santa's Lapland and Inntravel, incorporating indigenous people feedback</p> <p>We committed to annually auditing all animal experiences as part of the policy process</p>	<p></p> <p>An animal protection policy was launched for Inghams, Esprit and Santa's Lapland, and then adapted for group use. This was in addition to Explore's animal policy, now in its second edition</p> <p>In turn an indigenous people's policy was created separately for our code of ethics suite (because one of our brands operates nearly exclusively within indigenous lands)</p> <p>We ran training sessions to introduce the policies, including a practical offsite session on identifying indicators of animal welfare, and an expert-accompanied audit trip to Lapland</p> <p>All eight husky and reindeer excursion suppliers used by Inghams and Santa's Lapland were audited in person</p> <p>These brands are no longer offering any fishing excursions. We've worked with four ice fishing suppliers to offer an alternative activity</p>	<p>We will enhance our work in this area by:</p> <p>Developing an animal welfare provision and framework for audits for destination managers</p> <p>Developing a tailored animal protection policy for Inntravel</p> <p>We will continue to review and audit all animal experiences annually</p>
	<p>We said we would conduct a single-use item (not just plastic) audit across all supply chains</p>	<p></p> <p>The single use item audit was paused as we intend for it to form part of larger biodiversity audits in the coming years</p> <p>We worked with our catering and training partners and our team to reduce waste and single-use items within our offices</p>	<p>Reducing plastic and waste is something we regularly speak with our suppliers about and it will continue to be fundamental to our approach as we map our path to 2030</p>
	<p>We pledged to work with Animondial to assess Explore Worldwide's biodiversity footprint, before moving through all the Hotelplan UK brands in the next two years</p>	<p></p> <p>This remains in progress with Explore</p>	<p>We will create a roadmap for our biodiversity strategy in 2024</p>
<p>People and Planet Bonus Aligned Targets</p> <p>Bonuses linked to the 'triple bottom line', with each pillar (people; planet; profit) unlocking up to 33.3%</p>	<p>We committed to setting bonuses equally against people, planet and profit for all board members and senior managers</p>	<p></p> <p>This was successfully implemented. Payable bonuses for our board members ranged from 86-96% of maximum</p>	<p>We will continue to align bonuses with the triple bottom line</p>

Our commitments	Our 2023 targets	Our 2023 progress	Our 2024 targets
<p>Conscious consumption</p> <p>Being more mindful about what we buy</p>	<p>We said we would introduce more meat-free options in our managed ski properties</p>	<p></p> <p>Increased vegetarian options were introduced for winter 22/23</p>	<p>Inghams and Esprit Ski will introduce vegetarian starters as default, trial a 'meat-free' evening and remove higher carbon beef from French and Austrian chalet menus</p> <p>We will begin work on better measurement and communication around the carbon impact of food choices in French chalets</p>
	<p>Branded goods and office supplies – emerged as a focus area during 2023 (no formal target was set)</p>	<p>Inghams worked alongside EcoSki to source 2023/4 seasonal uniforms made from recycled PET bottles from ski brand Halti</p> <p>Explore worked with Water-to-Go on branded water bottles that eliminate over 99.9% of all contaminants and can be used to filter and drink water from any non-saltwater source. Almost 500 customers purchased bottles</p> <p>We have swapped imported wines for British sparkling wines and increased vegetarian options for catered events at our HQ. We've also invited a supplier to sell locally-grown seasonal fruit and vegetables, supporting local producers</p>	<p>We will trial a partnership with ethical clothing brand, Rapanui, in 2024 to produce T shirts from organic cotton, which can be returned and remilled at the end of use</p> <p>We will give old uniforms to ReAction (a social enterprise in the Alps) to repurpose and resell for the benefit of local communities and nature restoration</p>
<p>Investing in solutions for tomorrow</p> <p>As part of the 'mitigation' element of our Climate Action Plan, we're committed to Remove carbon and Restore biodiversity, and (for Explore) Protect existing forests and indigenous communities through our partnerships</p>	<p>We pledged to invest over £1 million in carbon removal solutions and rewilding our landscapes during our 2023 financial year</p>	<p></p> <p>We exceeded our target, with contributions over £1.15 million, split across group partners Klimate and Rewilding Britain; and Explore's partner Cool Earth</p>	<p>We will, again, invest over £1 million in carbon removal solutions and rewilding our landscapes during our 2024 financial year, increasing the price we pay per ton for carbon removal as we move towards a higher degree of permanency in the projects we support. We will introduce new products that directly link with our partners at Rewilding Britain, bringing our customers on our biodiversity restoration journey</p>



Bias Disclosure

The authors of this report identify as white, come from Britain and Australia 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.

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