

# SNOZONE'S ESG STATEMENT 2023

## A RESPONSIBLE BUSINESS



### Environment

- ✓ We operate with 100% renewable electricity which is 100% traceable and through operational disciplines, reduce our consumption year on year.
- ✓ All venues operate with 100% LED lighting and any enhancements to our venues reflect similar minimum emission principles.
- ✓ Through long standing supplier arrangements we operate with no single use plastics in our venues.
- ✓ Our capital investment programme is geared towards decarbonisation initiatives.



### Social (People)

- ✓ We operate to the highest standards of health and safety in the workplace and maintain an environment that supports our team's mental health and wellbeing.
- ✓ We champion diversity, equity and inclusion within our workforce and foster a safe and inclusive environment where everyone is respected, valued and heard.
- ✓ We promote learning and development within our team and pledge to continually invest in their personal and professional growth through; training, appraisal, good communication and transparent reward and recognition.



### Governance

- ✓ We deliver a wide range of activities suitable for everyone regardless of age, ethnicity, gender identity, sexual orientation, disability or socio-economic background.
- ✓ We support the school curriculum with an array of educational activities that include both academic assessments and practical sessions that encourage good citizenship.
- ✓ We are the only European operator to own and operate a disability snow school and we aim to grow participation through improved accessibility, each year.
- ✓ We champion women in sport and actively work to increase participation.
- ✓ In the UK we work in partnership with Sense- the charity for deaf-blind adults and children and in Spain, Cris Contra el Cancer- a children's cancer charity, to raise funds and awareness at every opportunity.
- ✓ We uphold the highest standards of integrity and focus on risk management to ensure our operating and accounting procedures are fully compliant to all statutory requirements.
- ✓ We ensure all our policies and procedures including but not exclusive to; recruitment policies, child & vulnerable adult safeguarding, accessibility, and remuneration are regularly reviewed and updated.
- ✓ We adhere to all health, food and fire safety legislative requirements providing a safe and monitored environment for our team, members and guests.
- ✓ We only work with suppliers and partners who operate within the guidelines of the Modern Slavery Act and the Anti-Bribery and Corruption Act.

At Snozone, ESG is not just a set of principles; it's an integral part of our DNA and we are dedicated to creating long-term value for our stakeholders by integrating Environmental, Social, and Governance considerations into our business strategy. Our commitment to sustainability is reflected in our actions, policies, and decision-making processes. This statement brings together a transparent overview of the KPI's we measure our business by and our overall approach to doing the right thing.

## ENVIRONMENTAL RESPONSIBILITY:

We recognise the impact of our operations on the environment and are committed to minimizing our carbon footprint. We strive to reduce energy consumption, manage waste responsibly, and promote the use of sustainable resources. Through continuous innovation, we aim to contribute to a healthier planet for future generations.

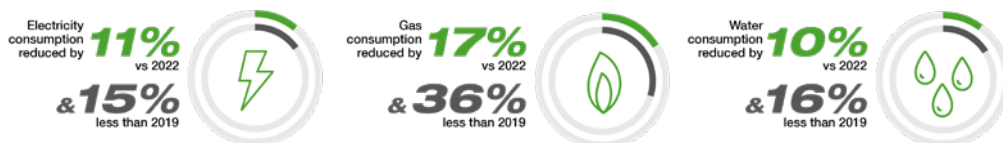


## ALL OF SNOZONE'S ELECTRICITY IS 100% RENEWABLE, 100% TRACEABLE AND HAS NO ELEMENT OF BIOMASS.

The UK venues source electricity from the Hornsea North Sea wind farm, about 90 miles from the Snozone Yorkshire venue. In Madrid 65% of our power is sourced from a mixture of solar, wind and nuclear energy with 35% supplied by 1,600 of our own solar panels, which were purchased in 2022 as part of our decarbonisation capital investment programme.

We track our progress of consumption reduction, based on the prior year's trading year and against 2019 (our base year) when we committed to playing our part in the Paris Accord's pledge to reduce global warming to no more than 1.5 degrees per annum by 2040.

## **SNOZONE REDUCES UTILITY CONSUMPTION V LAST YEAR:**



Last year, Snozone saved 11% (1,033,683 kwhr) of electricity versus 2022 and 15% (1,540,828 kwhr) v our base year of 2019 and reduced gas consumption by 17% (354,176 kwhr) and 36% (965,604 kwhr) similarly.

Due to the nature of our electricity supply, we have no carbon reportable under GHG guidelines and protocol, however, through a kwhr conversion (including gas), we reduced total carbon tonnage by 305 tonnes v 2022 and by 540 tonnes v 2019.

Through an improvement to our ways of working, we also saved 10% (2,315m3) of water v 2022 and 16% (4,781m3) v 2019.



Of course, making snow in the summer months - and maintaining it - requires consumption such is the nature of our business and so, we have a laser focus to reduce this usage.

Our rolling capital investment programme over the past 5 years has been geared towards decarbonisation. In 2023, we invested in several initiatives that vastly improved our trading efficiencies.

We invested £0.250m in 3 new blast coolers units at our Milton Keynes venue, which are not only more efficient in their power, but will also regulate temperature outflows to a superior standard than previously. This means that we generate less power now to maintain temperatures.

We also acquired bespoke voltage optimisers at our Yorkshire and Madrid venues which regularise power flow, contributing to a material consumption reduction. These Optimisers ensure that the plant and machinery is only supplied with the power they need, thus eliminating over-power wastage drawn from the network which is commonly found in most businesses subconsciously over-powering their equipment.

All Snozone venues are now fully fitted with LED lighting and the group undertook a de-lamping project in 2023 to remove unnecessary lighting, thus also aiding the overall reductions in consumption.

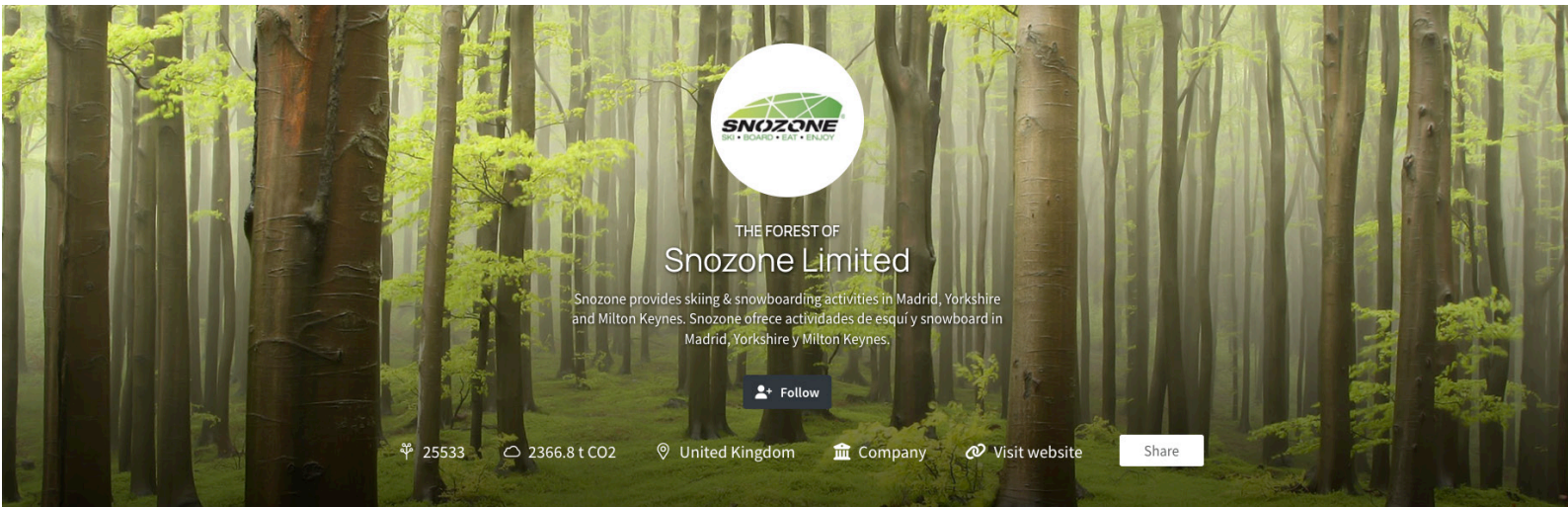
We further improved the installation of our ski slopes throughout 2023, using 3D scanners to pinpoint areas where energy could escape and renewing or replacing insulating materials as applicable.

Snozone venues have EPC ratings of (B) in Madrid, (B) in Yorkshire and (C) in Milton Keynes and these ratings reflect how much more efficient we are than comparable leisure stock despite the requirement we have to operate large freezers to produce and maintain real snow!

At Snozone, we operate our own fully licensed restaurants; The Alpine Kitchen. Our coffee provider 'River Coffee' issues all their product in biodegradable packets. Our soft drinks supplier, Britvic deliver all our soft beverages in 100% recyclable glass bottles.

We also eliminated all single use plastics from our restaurants in 2021 and this matter now extends to the shipment of clothing and merchandise in our on-site gift and equipment shops



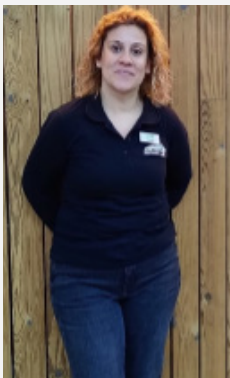


In 2021, we started our partnership with Tree nation, a credible worldwide tree planting scheme which creates biodiversity in areas of the world where it's needed.

One tree is planted for every 38,000 visits to our website, thus rendering our website application as 100% carbon neutral. We plant two trees for every guest who joins our Snozone membership scheme and also when specific lessons are booked on our learning to ski or snowboard pathway, helping to off-set emissions from visitation

**IN TOTAL, WE HAVE NOW PLANTED 25,000 TREES IN AFRICA, COVERING 25 HECTARES AND OFF SETTING OVER 2,350 TONNES OF CO2 SINCE THE PARTNERSHIP BEGAN.**

**PILAR CRUCETA HEAD OF RECEPTION SNOZONE MADRID**



I started as a receptionist at our venue in 2003 and shortly became Head of Reception, a post I've held ever since and I love working here!

Snozone is always evolving as a business and I've learnt this since we became part of the Snozone group in 2021, for example, the UK provided the funds for our solar panels.

Solar panels have had a tremendous impact on our electricity costs, which have been significantly reduced by around 40% since the installation was completed, enabling us to re-invest into other utility saving initiatives.

What I like the most about Snozone is the commitment established with the company and colleagues. There is always a great, positive atmosphere and a desire to make the company always go better. Adapting to changes that the company introduced when they acquired us has been easy because of the way we were communicated with and this has continued to be excellent as they make us feel super valued.

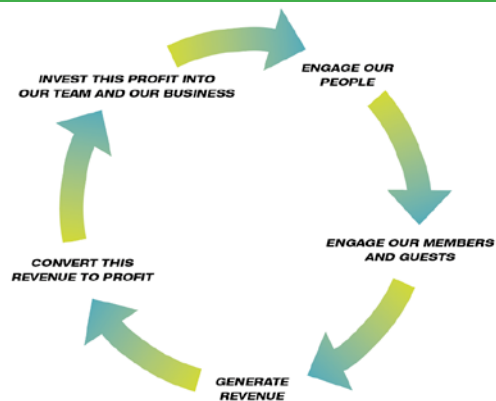
**HOW WE OPERATE**

**THE SERVICE PROFIT CHAIN**

A people centric business is only successful because of the virtuous circle that sustains it. It's called the Service Profit Chain.

**SOCIAL IMPACT:**

With over 300 employees throughout the UK and in Spain, people are at the very heart of our business and the principles by which we operate are best depicted in our Service Profit Chain.



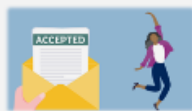
We believe that if we fully engage our team, they will in turn engage our guests and provide an outstanding guest experience, which delivers the income we in turn efficiently convert to profit. This profit is then reinvested into our people and their training, remuneration and recognition and back into our business, through our decarbonisation capital investment programme.

Our success is intertwined with the well-being of our team, guests, and the communities in which we operate.

We prioritize diversity, equity, and inclusion within our workforce; foster a safe and inclusive environment where everyone is valued, respected and heard. We value difference and champion inclusivity and believe in recognising the society in which we operate and our obligations are reflective of this.

These are challenging economic times. To continue to attract and retain talent at a non-managerial level, we continued to pay 6% above the 2023 minimum wage and will do so again in 2024. We continued to partner with Wagestream in 2023, a financial well being platform for hourly paid team members, widely used in leisure and hospitality. This application enables our team to manage their earned pay as the pay-month progresses for items such as bills, essential outgoings, or savings (with a 50% cap). It then deducts any expenditure from the next paycheck at zero cost.

Apart from being extremely popular with our team, this is becoming an expected tool within the broader leisure and retail sector and we were therefore pleased to partner with Wagestream during its embryonic stages.



**Hiring**

The benefit of available wages within a week of working has been a significant contributor to our attraction v other local employers offering similar wages.



**Employee Wellbeing**

Reducing the stress of financial pressures supports a reduced absence rate and improves the overall wellbeing of our team.



**Employee Retention**

The real-time financial benefit of Wagestream has helped the reduction in our attrition during the key Winter season.



**Financial Education**

Access to guides, webinars, templates designed to support users with financial education and practical tools.



**Understanding Pay & Hours**

Our team can see and understand their hours worked weekly, thereby resolving any queries before month-end.



**Retail Discounts**

Enrolled members receive discounts on their weekly grocery shopping with major partners such as Tesco, Morrisons, M&S, Sainsbury's.



**Encouraged to Save**

Enrolled members can save directly into Wagestream savings account - to date team have saved over £5,000.



**Benefits Checker**

Find out more

**Benefits Checker**

Check any Government benefits available based on pay / circumstances. Proving particularly valuable for part-time workers.



**18%**

of our team identified as belonging to an ethnic group



**9%**

of our team have a registered disability or impairment

In 2023 we were delighted to announce that 18% of our work force identified as belonging to an ethnic group (ie non-white British or non-hispanic Spanish) with an even 'working age' demographic that spans from 18yrs of age to above 60. In addition, 9% of our work force is represented by team members with a registered disability or mental impairment.



**THE FULL ACCESSIBILITY OF OUR FACILITIES ENTITLED US THE ACCREDITATION FOR THE FOURTH SUCCESSIVE YEAR AS A DISABILITY CONFIDENT EMPLOYER.**

We believe a key motivator to be 'the job itself' and we strive to continuously provide our people with the tools to do their job. This includes a meaningful and consistent bi-annual appraisal, structured department meetings and team members attending our Executive meetings which ensures all elements of our business are part of the strategic decision making process.

We also believe in developing our team and our training programme is geared towards the dual importance of providing our team members with skills that will add value to them and their future with accredited and certified training- and in disciplines that will add value to the business.





**79%**

of our work force gaining certified training

Knowledge Achieved through Training (KAT) delivered an excellent return in 2023 with 79% of our team gaining certified training in areas such as; Adaptive Coaching qualifications to Barista training and Mental Health Awareness training through to BASI Ski instructor Level 2 certification.



**18%**

of our management team have come through an internal pathway

Developing our own team to progress to more senior roles is a key objective of ours and 18% of our management team have come through an internal pathway.



**4%**

of working days lost to sickness in 2023

We measure absence through sickness at work as a way of measuring job satisfaction and we are delighted to beat the national average of 6% of working days lost to absence.



**74%**

annual team retention

Motivation can be measured many ways, one indicator is our annual team retention. In 2023, 74% of our team had worked for Snozone for more than 12 months consecutively. This figure out-performs the leisure industry. Further to this, 25% of our team have over 5 years continued service.



**2.8%**

gender pay gap

Our gender managerial gap was reduced to 0%, so we now have an equal distribution of male and females in managerial positions. The overall gender pay gap for the group was 2.8% against a target of 2% - the disparity reflective of service and nothing more.



**86%**

satisfaction in the workplace

Twice a year, we measure satisfaction in the workplace by measuring 'top box' satisfaction ie "very satisfied" and "extremely satisfied" in our place of work. Our score across the year was an aggregate of 86% 'very satisfied'.

Looking after the health and wellbeing of our team is of paramount importance and we are now in the sixth year of a partnership with Health Assured which gives our team access to a confidential assistance programme that provides the appropriate wellbeing support if needed.

## OUR GUEST COMMUNITIES:

### WHEN WE SAY "SPORT FOR ALL" WE MEAN "SPORT FOR ALL".

In the UK, we operate 2 of the 5 indoor real snow slopes and in Spain, our Madrid operation is the only indoor venue in the country. Our primary catchment area in both countries extends up to a 1 hour 35 minute drive time with a secondary reach extending up to 4 hours plus and so, we serve many communities or varying needs and diversities.

We are the only European operator to own and self-manage a Disability Snow School and in 2023, we proudly welcomed and tutored over 2,000 guests in the UK and Spain who have physical disabilities or mental impairments, a marked increase of 102% v 2022. We performed further outreach in our communities throughout the year, to reach guests who otherwise may not have attended our venues due to the perceived barriers to entry in snow sports.

We have partnered with the charity Sense, the foundation that supports deafblind children and adults, since 2014 and in 2022 were awarded their 'Partner of the Year' award- not just for fundraising but also for the awareness we have brought to such a great charity.

Throughout 2023 we increased our support with the addition of a 'donation station' at our Yorkshire venue and numerous events throughout the year at both UK venues, including providing accessibility to many guests associated with the charity.



## FARA ZAMIR - RECEPTIONIST MILTON KEYNES



I have been working at Snozone for 4 years, I started in October 2019, and I work as a receptionist and over the course of the year, over 500,000 guests pass through our doors!

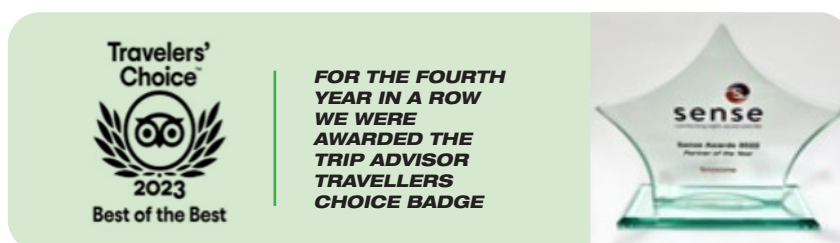
I'm particularly passionate about what we do for disability snow sports- we offer skiing and snowboarding for all abilities- and we never say 'NO' to anyone who would like to learn. We have trained Coaches with special equipment to deliver outstanding lessons.

What I enjoy the most about working at Snozone are the people I'm surrounded by - they are amazing and our regular guests who always bring a smile to my face - and greeting all the people every morning with my loud unique voice!

## SNOZONE BRAND STANDARDS

To deliver a differential advantage in service over other leisure operators in an extremely congested marketplace, our framework of operation, the 'Snozone Brand Standards' exist to provide both a productive defined way of working and a consistently enhanced guest experience.

Whilst verification of the experience we deliver comes in many forms, such as the continued growth of our company and repeat usage there are other mechanics that reflect this.



Snozone has a wide-ranging education programme and in our UK venues, we are an accreditation centre for the snowsports components of GCSE and A' level PE- meaning that schools do not have to go abroad- and incur great expense- to get their students qualified. Participation grew 22% v 2022.

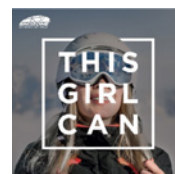
We also assess either skiing or snowboarding as part of the Duke of Edinburgh Bronze award.

In addition, we have a bespoke course for children and students that develops resilience, teamwork, self-awareness and most importantly – confidence – called The Polar Experience. This is an on-slope problem solving challenge with a classroom session to conclude that runs for half a day. We provide this experience at great value for money to schools.

Snozone's award winning School Holiday camps, recognized in 2019 by Daysoutwiththekids.com (with an award for Best UK Family Visit) supports the school curriculum by accentuating good citizenship; offering off-slope modules such as a certificated first aid course for children called Mini Medics, conversational Spanish lessons and sign language lessons- all of which are delivered by our teams.

The combination of all our educational initiatives has enabled us to have been voted Best Sporting Venue at the School Travel Awards in 2017, 2021 and 2022 and we were awarded the quality kite mark by the Council for Learning Outside the Classroom also.

This kite mark recognises businesses and organisations who can provide educational experiences to the same standard or higher than those taught in the traditional classroom environment. This council body is funded by the Department of Education.



Snozone lead the sector in enabling women and girls to engage in or return to sport and therefore an active lifestyle, through actively supporting Sport England's 'This Girl Can' campaign, which we have done so since its launch in 2015.

There are several social factors that prevent women and girls adhering to and participating in sport ranging from how the activity is taught and by whom to a host of social pressures and this is hugely disproportionate to men and boys. We strongly believe in doing our bit to address these disparities, starting with a focused recruitment campaign to increase the number of female Coaches throughout the group.

On International Women's Day on March 8th, we provided over 250 free ski and snowboard lessons to women and girls throughout the day, as we do each year, and continue to pay special attention to improving their adherence throughout their lesson pathway to keep them engaged in either alpine sport.

## **ANGUS BLACKWOOD, SNOWSPORTS MANAGER SNOZONE YORKSHIRE**



I have worked at Snozone since 1st October 2021, so just over 2 Years. I have been the Snowsports Manager at Yorkshire since joining. Previously, I've worked as a Ski Instructor in over 10 countries.

Snozone's education experiences develop children's learning outside of the classroom which allows them to develop skills that they may not learn anywhere else. We combine physical education, social learning and at times academic learning which you simply cannot do elsewhere, to the high level and standards we deliver.

We reach out to and invite many schools via parents evenings and by our sales teams staying in regular contact with the principal decision makers in schools- either Head teachers, Heads of year or Heads of PE. This allows us to speak to them about other education experiences such as the Duke of Edinburgh Bronze Award, GCSE Assessments and the Polar Experience.

The feedback we receive is so positive which is why we have been awarded the School Travel Award multiple times over the past 7 years. This is voted for by Schools and Teachers and we are so proud of the achievements, and we are constantly working to improve our experiences year on year.

---

### **GOVERNANCE EXCELLENCE:**

Transparent and ethical governance is the foundation of our operation. We uphold the highest standards of integrity, accountability, and compliance. Our governance practices are designed to promote fairness, mitigate risks, and ensure responsible decision-making. This includes fair and benchmarked remuneration for our team reflecting market conditions and the current cost of living crisis. We currently pay 6% above the minimum wage.

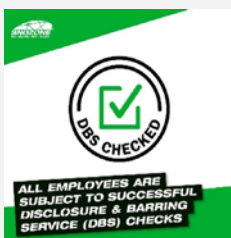
We engage with our stakeholders regularly, seeking their input and maintaining open lines of communication. We do not contract with any supplier unless they have signed up to the Modern Slavery Act and our Anti-bribery and Corruption Policy.

Skiing and Snowboarding are obviously high-risk activities given the gradient and velocity involved in the sport and we are passionate about the execution of solid health and safety practices throughout our venues in both the guest and the team space.

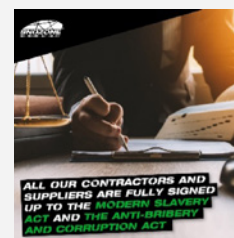
Snozone are independently audited, randomly and unannounced by a leading UK Health & Safety provider and the UK venues returned scores of 98% for total compliance and 97.5% at our Madrid venue, with zero critical marks. Extremely high scores.

Food safety is also a prime area of concern for Snozone in the UK as we own and operate our own fully licensed restaurants – The Alpine Kitchen- with revenues now exceeding £0.9m.

Both UK restaurants were audited by the EHO in 2023 and were awarded 5-star food safety ratings- the highest attainment.



Given the high volume of children's activities we provide and facilitate, all employees are subject to successful Disclosure and Barring Checks (DBS) and the safeguarding of Children and Vulnerable Adults is upheld by a CVA Officer and supported by a full safeguarding policy.



Snozone has solid inbuilt controls that ensures policies, such as our Major Incident Management Plan is not only updated annually, but training is delivered each April across all three venues involving all team members. We have two appointed Data Protection Officers to uphold our GDPR and Privacy policies and regularly update our Terms and Conditions.

## ***CONTINUOUS IMPROVEMENT:***

We understand that the journey towards sustainable and responsible business practices is ongoing. We are committed to regular assessments, setting ambitious goals, and continually improving our ESG performance.

By staying adaptive and responsive to emerging challenges, we aim to lead by example in the pursuit of a more sustainable and equitable future.



***NICK PHILLIPS***

***MANAGING DIRECTOR - FEBRUARY 2024***

## ***FOR FURTHER READING***

Patagonia - [Climate Goals](#) - Patagonia

National Geographic - [How does the future of ski resorts look in the face of climate change?](#) (nationalgeographic.com)

BBC - [How climate change threatens to close ski resorts](#) - BBC Future