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About this report

This document covers the reporting period 1st January 2022 to 31st December 2022.

Parkdean Resorts at a glance



3,500-acre
total estate,
including **11 Areas
of Outstanding
Natural Beauty** and
**11 Sites of Special
Scientific Interest**



20,000
holiday home owners

75%
of our team live
within 10 miles
of the park
where they work





66

parks, ranging from
50 acres to 300 acres



3.5m

holidaymakers
per year



Employ

9,000

people in peak
season

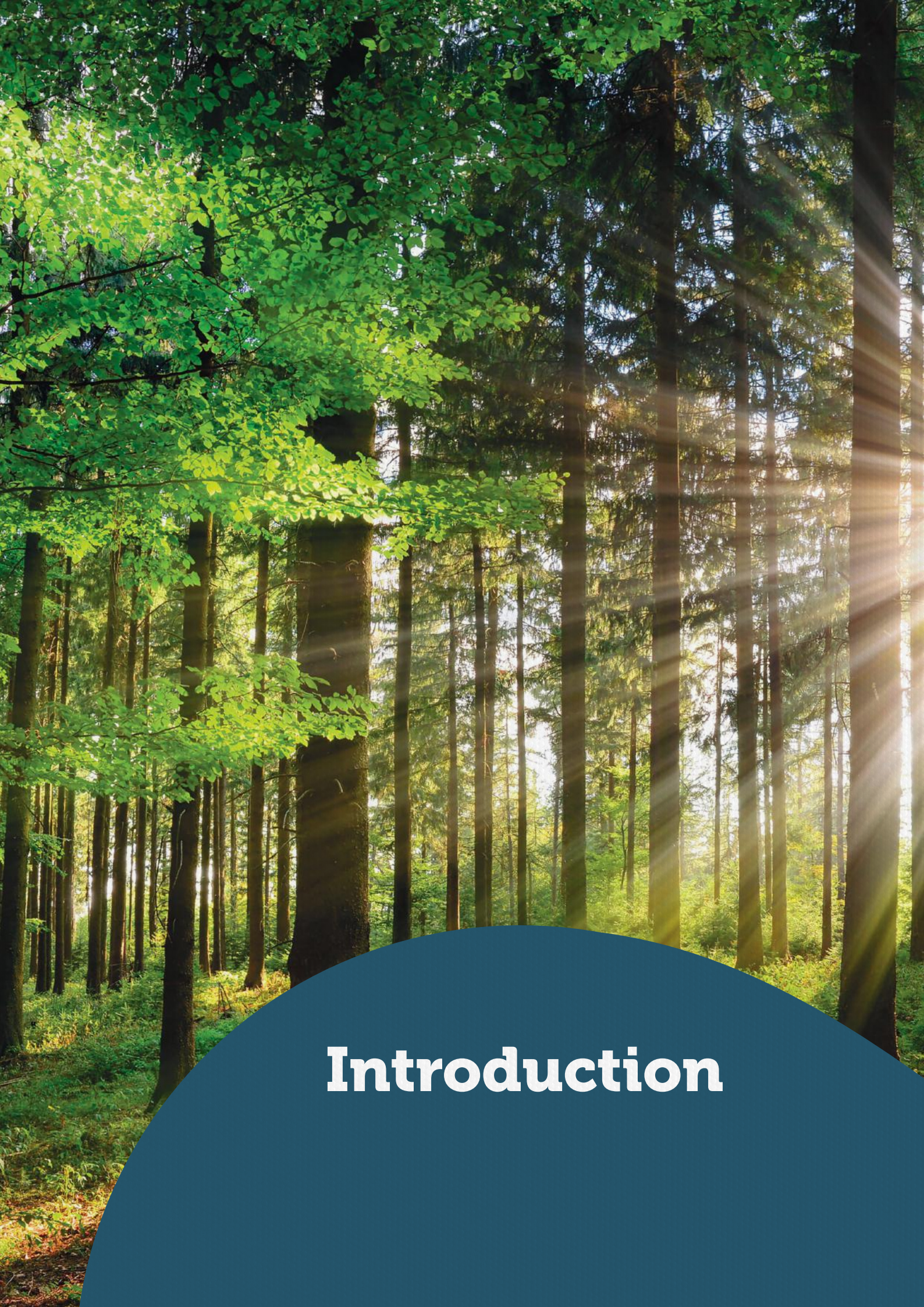


**Winner of 3x
British Travel
Awards in 2021/22**

Since 2010, our people have
helped us win at least one British
Travel Award every year.







Introduction



Warmwell
Holiday Park,
Dorset



About Parkdean Resorts

Parkdean Resorts is a remarkable business which touches the lives of millions of people around the UK, provides economic stability to 66¹ coastal and rural communities, and is home to over 3,500 acres of land including forests, rivers, beaches, and headlands in some of the UK's finest beauty spots.

Every one of our parks is unique, and we have an unrivalled footprint; from beautiful inland parks in the Lake District to stunning coastal locations such as the Lizard Peninsular in Cornwall.

Our people's passion for our parks is inherent in everything we do and their success has been recognised by winning at least one British Travel Award every year since 2010; most recently winning three awards at the 2021/22 Awards, for Best Company for UK Family Holidays, Best Company for UK Parks and Lodges Holidays, and Best Company for UK Breaks Holidays.



1. Not including our central support offices in Newcastle, Leeds, and Exeter.

The beginning of our ESG journey...

Welcome to the first Parkdean Resorts Environmental, Social, and Governance report. Publishing this document is a significant milestone for us because it's the first time we have reported the progress we have made on our plans to deliver 25 ambitious commitments by 2025. From climate change and carbon, to spaces for nature and having sustainable relationships with our local communities, our ESG plans are intentionally all-encompassing and we are aligned to all of the 17 United Nations' Sustainable Development Goals, which represents the scope of impact we have.

As the largest holiday park operator in the UK we want to lead from the front and we understand that our impact is deep and wide ranging.

It was important to us that we developed ESG plans that would deliver tangible results, so I'm pleased that we have achieved many great things in our first year, not least:



Launching **50%** holiday discount for team members, with **3,460** bookings made under the scheme in 2022



267 volunteers took part in **beach cleans** across the UK, collecting 422kg of litter



Reducing our parks' carbon emissions by **17%**

Launched sustainable energy of the future strategy,

starting with self-generation solar power at two parks and new technology to improve energy efficiency, such as voltage optimisation.



Enhancing and investing in our community relationships by supporting our charity partners through

gifting 150 free holidays to families who need them most.





Crimdon Dene
Holiday Park,
Durham

As we have made progress, our people have seen how serious we are about caring for our parks, people, and planet in a sustainable manner and it has been a pleasure to see how wholeheartedly and enthusiastically they have embraced it. This was highlighted in our annual engagement survey results which showed that 84% of our people believe we are committed to caring for our parks, people, and planet. We collectively feel a great sense of responsibility to deliver on our ambitious commitments and I look forward to celebrating more of our progress in coming years.



Steve Richards
Chief Executive Officer

ESG is inherent in the way we do business

It is particularly noteworthy that the foundations of our ESG strategy, which we have named Caring for our Parks, People, and Planet, were made during the first Covid lockdown. During this period, we challenged a team of experts from across our diverse business to think big about what we could and should aspire to be. The team started by assessing what we already did, and we very quickly realised that ESG was already inherent in our business and added significant value, but we needed a cohesive plan.

Once we crystallised our vision it was clear to us where we could make the most tangible impact. To validate and challenge our thinking, we sought specialist guidance and input which gave us confidence that our plan was the right one. This view was reinforced as we shared our plan with key internal stakeholders, gaining unanimous support to execute our ambitious strategy.

The outcome wasn't just about doing the right thing, we have a compelling and comprehensive strategy which has strong foundations and resonates with the broad range of stakeholders we engage with daily.

We formally launched our strategy in January 2022. The vastly changing macroeconomic backdrop during this year meant we had to make clear choices whilst remaining agile and flexible, but the depth and breadth of activity undertaken coupled with the tangible results delivered makes our first year a notable one.

What is most encouraging is the expectation our people now have for our business and its future, as demonstrated in our most recent engagement survey. It is for this reason that we have decided to write this report and share it publicly. We are under no regulatory obligation to do so but would like to celebrate the successes and achievements of our team to show everyone how proud we are of their contribution. Caring for our parks, people, and planet is in our DNA, that is clear from the way the business has collectively embraced and supported our endeavours in the last twelve months which augers well for our future.

Thank you for taking the time to review this report. I hope you find it an inspiring and thought-provoking read and look forward to sharing with you our further progress next year.



Ian Kellett

Chief Financial Officer
& Caring for our Parks,
People, and Planet board
sponsor

Our stakeholders



Guests/
Owners



Our
people



Investors/
Lenders



Local
communities



Suppliers



Professional
experts



Media



Government
bodies/
Regulators



Industry
experts/
Competitors

Eyemouth
Holiday Park,
Scotland



Kynance Cove,
Lizard Point
Holiday Park,
Cornwall

What does ESG mean to us?

Caring for our parks, people, and planet is already a natural component of the way we do business and perfectly captures what ESG means to us. Our goal is to ensure our plan is organic and authentic, and therefore our key principle is that our people buy in and want to be part of our journey.

We operate a cross-functional approach with working groups utilising their diverse perspectives and areas of expertise across the business to push the boundaries on each of our priorities, reporting on progress, and looking ahead to the next wave of opportunities. Our ESG steering group oversees our overall plan and meets monthly to track progress and ensure we are continuing to tackle the right priorities. We believe passionately that celebrating small wins can have a big impact and therefore in our first year we focused on galvanising and empowering our teams to make a difference in their everyday roles.

I'd like to sincerely thank everyone across Parkdean Resorts who has contributed to the ESG activity captured in this report; from our amazing park teams to working groups, our Steerco and our Board, we couldn't have wished for a more supportive team effort. The results celebrated in this report have been achieved by many, and are from every corner of our diverse business.



Jane Bates

Director of Sustainability
and Procurement



Parks:

Doing business with integrity and transparency as a highly trusted brand



People:

Nurturing our people and supporting our happy, thriving local communities



Planet:

Reducing our environmental impact and creating safe spaces for nature

Together, we're embedding our strategy into daily decision-making and working to put sustainability at the heart of The Great British Holiday. We know that we already have strong foundations in place and are excited about the real progress we are making. This report sets our vision and pathway to deliver an authentic, pragmatic, and value-adding impact for the benefit of our Parks, People, and Planet.



Delivering a plan which resonates with our stakeholders is important to us, so if you would like more information, please contact communications@parkdean-resorts.com

25 ESG commitments we will achieve by 2025

Our 8 ESG Priorities

Environmental



Climate change and carbon emissions²



Sustainable resources



Space for nature



Social



People



Communities



Governance



Integrity



Controls



Transparency



Our 25 ESG Commitments

1. 25% reduction in carbon emissions²
2. Climate change resilience strategy
3. Sustainable sourcing is embedded into all our procurement decisions
4. Consume 10% less water
5. 10% reduction in total waste produced
6. 75% of total waste diverted from landfill
7. Natural capital investment and biodiversity plans for parks
8. Plant 3,000 trees per year
9. Support local restoration and conservation projects
10. Attract and develop the diverse talent we need for tomorrow
11. We all live the Parkdean Resorts values
12. Recognise and reward performance development, and support well-being
13. Continue to be local Employer of Choice
14. Sustainable relationships with our local communities
15. Embrace younger generations to create our vision for the future
16. Code of practice and customer charter to ensure fair dealing and transparency for our customers
17. Annual leadership training on current and future strategic issues
18. Annual Code of Conduct and ethics training for all our people
19. Safety culture embedded into our DNA
20. Secure and compliant information systems
21. Appropriate assurance around risk and control performance
22. Compliance to UK corporate governance reforms
23. Continuity of transparency on how key decisions are made
24. Policies accessible and trained out across the business
25. Annual ESG report published

Alignment with the UN Sustainable Development Goals

During the process of identifying our eight priorities, we ensured we were aligned with all 17 United Nations' Sustainable Development Goals. This represents the scope of impact that we can have.

ESG Priorities



Reduce Carbon



Sustainable Resources



Space for Nature



People

Sustainable Development Goals



SUSTAINABLE DEVELOPMENT GOALS



Communities



Integrity




Controls




Transparency



Highlights of our progress in 2022

 **17%** reduction in our parks' carbon emissions³. Supported by a sector-leading partnership with Calor Gas to introduce Futuria Liquid Gas, a renewable fuel, and a 9% reduction in electricity usage across our parks.

 **Launched sustainable energy of the future strategy,** starting with self-generation solar power at two parks and new technology to improve energy efficiency, such as voltage optimisation.

 **Commenced transition towards electric vehicles,** with electric vehicles added to the maintenance vehicle fleet on three of our parks, and electric car charging points now available for guests at eight parks.

Beach clean at Trecco Bay Holiday Park, Porthcawl, Wales



³. Scope 1 & 2 versus baseline year of 2019.

267 volunteers took part in **beach cleans across the UK**, collecting 422kg of litter



Launch of **50% holiday discount** for team members, with 3,460 bookings made under the scheme



3,000 trees planted at White Acres Holiday Park in Cornwall



150 holidays granted a year to our charities



Exceeded fundraising target for our charity of the year, the Soldiers, Sailors, Airmen and Families Association (SSAFA)



Supporting our communities

Partnered with the AdventureSmart safety campaign to share safety messaging to help keep guests safe when exploring the local area and to reduce the number of avoidable emergency rescue call outs.





In 2022, we made great progress against all 8 priorities and 25 commitments.

Environmental



Climate change and carbon

1. Commitment: 25% reduction in carbon emissions⁴

We've made excellent progress in 2022 with over **17%** reduction in our parks' carbon emissions versus our baseline year of 2019 significantly aided by switching **14%** of our LPG use to a renewable alternative, and a **9%** reduction in electricity usage.

2. Commitment: Climate change resilience strategy

Building on the work we've already done on sea-defences to protect our parks from flooding and coastal erosion, in 2023 we will commence a review of climate change risks following the TCFD (Task Force on Climate-related Financial Disclosures) framework to ensure we integrate these factors into our future plans.



Sustainable resources

3. Commitment: Sustainable sourcing is embedded into all our procurement decisions

We've embedded environmental and social impact criteria into our tendering, supplier management processes and launched sustainability trials in our accommodation categories, such as pillows and duvets.

4. Commitment: Consume 10% less water

In addition to the use of water data-loggers across our estate to help us monitor water usage and identify and minimise leaks, we are looking to improve the efficiency of the water infrastructure on our parks.

5. Commitment: 10% reduction in total waste produced

We produced 16% less waste in 2022 vs our 2021 baseline, and are developing activities to drive this reduction even further in 2023.

6. Commitment: 75% of total waste diverted from landfill

In 2022 72% of our waste was diverted from landfill. Collaboration with our waste partner, Biffa, will continue in 2023, with a particular focus on improving food waste segregation in our restaurants, and making it easier for our guests to recycle.



Space for nature

7. Commitment: Natural capital investment and biodiversity plans for parks

We conducted a pilot project to map all of the natural capital on two parks, and we're looking at how we can utilise these learnings across our estate.

8. Commitment: Plant 3,000 trees per year

In 2022, we planted 3,000 trees and shrubs at White Acres in Cornwall, improving the biodiversity of 1.9 hectares of former farmland.

9. Commitment: Support local restoration and conservation projects

We are always proud to support local projects, highlights in 2022 include our participation in 36 great British beach cleans and seagrass replanting at Thorness Bay on the Isle of Wight.

Social



People

10. Commitment: Attract and develop the diverse talent we need for tomorrow

We've improved our team reward packages and expanded our learning opportunities into new areas. We've moved to permanent, annualised contracts for some of our seasonal team, allowing them greater flexibility and financial security.

11. Commitment: We all live the Parkdean Resorts values

Our values are embedded in the way we do business and our team told us they wholeheartedly agree in our 2022 engagement survey, which achieved 78% engagement.

12. Commitment: Recognise and reward performance development, and support well-being

Our increasing internal promotion metrics highlight our success in growing our own talent, supported by a raft of well-being initiatives. Internal promotions have increased from 15% to 29% as a company overall, and 43% on park.



Communities

13. Commitment: Continue to be local Employer of Choice

75% of our people live within 10 miles of our parks, so we're proud to support our communities by providing employment opportunities and helping our people develop throughout their careers.

14. Commitment: Sustainable relationships with our local communities

We've enhanced and invested in our community relationships supporting our charity partners and have gifted 150 free holidays to families who need it most.

15. Commitment: Embrace younger generations to create our vision of the future

We have been an active supporter of schemes such as Kickstart and apprenticeships, employing 617 kickstarters resulting in 72 permanent job offers. In 2023 we are partnering with The Prince's Trust to empower and support young people seeking employment.



**Parkdean
Resorts**
Caring for our Parks,
People and Planet

**Parkdean
Resorts**
Caring for our Parks,
People and Planet

Beach clean
at Trecco Bay
Holiday Park,
Porthcawl, Wales



Governance



Integrity

- 16. Commitment: Holiday Home Sales code of practice and customer charter to ensure fair dealing and transparency for our customers**

Work is in progress and we'll share more in 2023.

- 17. Commitment: Annual leadership training on current and future strategic issues**

Our first cohort of employees have completed the initial year of their Mastering Business Leadership programme developed in conjunction with Cranfield University. In addition, in 2023 we have launched our Transformational Leadership Programme with 40 of our aspiring future leaders taking part.

- 18. Commitment: Annual Code of Conduct and ethics training for all our people**

We are reviewing our code of ethics with a view to rolling out training to all of our people.



Controls

19. Commitment: Safety culture embedded into our DNA

Our health and safety team won the Park at the Heart Award at our annual management conference which recognised their close relationship with park teams to maintain safety as our highest priority.

20. Commitment: Secure and compliant information systems

We achieved ISO27001 Information Management accreditation in January 2022, and again in 2023 which reinforces our progress in information security management.

21. Commitment: Appropriate assurance around risk and control performance

Utilising our risk management system Riskconnect we have clear visibility and control measures in place which are assessed regularly.

22. Commitment: Compliance to UK corporate governance reforms

We are continuously assessing future potential reforms to ensure we understand the impact and are fully prepared.



Transparency

23. Commitment: Continuity of transparency on how key decisions are made

Our management conference takes place annually, where we brief team members on key goals and strategies for the year. Our senior leaders deliver regular business briefings throughout the rest of the year as well as keeping our people updated via our Workplace online communication platform.

24. Commitment: Policies accessible and trained out across the business

We are building a central policy library to ensure our 96 policy documents are easily accessible to all our people wherever they may be.

25. Commitment: Annual ESG report published

We're delighted to celebrate our achievements this year in our first annual ESG report.



Brynowen
Holiday Park,
Wales



Environmental

Caring for the Planet: Overview and commitments

From the heart of the Highland forests in Scotland to the sandy beaches in Cornwall, or the breath-taking Pembrokeshire coast to the iconic White Cliffs of Dover, our 3,500 acres give us an unrepeatable footprint we are rightly proud of.

Stewardship of such precious forests, rivers, beaches, and headlands comes with huge responsibility which we take seriously, ensuring we look after our resources.

Crantock Beach
Holiday Park,
Cornwall

Our environmental commitments



Climate change and carbon

- 1 25% reduction in carbon emissions⁵
- 2 Climate change resilience strategy



Sustainable resources

- 3 Sustainable sourcing is embedded into all our procurement decisions
- 4 Consume 10% less water
- 5 10% reduction in total waste produced
- 6 Divert 75% of our total waste from landfill



Space for nature

- 7 Natural capital investment and biodiversity plans for parks
- 8 Plant 3,000 trees per year
- 9 Support local restoration and conservation projects



Romney Sands
Holiday Park,
Kent



Climate change and carbon emissions



Reminder of our
commitments

1. 25% reduction in carbon emissions⁶
2. Climate change resilience strategy



No-one wants their holiday to cost the earth.

For this reason, we have set robust carbon reduction targets for our 2025 vision and beyond. By powering our parks with more sustainable energy and being more efficient where we can, we aim to reduce our carbon footprint by 25% by 2025, and achieve Net Zero by 2040.

6. Scope 1 & 2 versus baseline year of 2019

Carbon reduction

In 2021 we committed to a 25% reduction in our carbon emissions by 2025⁶.

Then in 2022, just as the world was recovering from the Covid lockdowns, the Russian invasion of Ukraine and the resulting global energy crisis emerged as some of the most disruptive events facing us in today's world.

Like all businesses, energy costs and usage quickly became one of our top business priorities and with the help of our specialist in-house energy team we looked at our whole approach to energy including how we buy our energy, how we use less energy, and how we future-proof our energy.

Buying smart

All the electricity we purchase is generated from renewable sources.

LPG makes up almost 50% of our carbon emissions so we knew we had to tackle this as priority. In partnership with Calor we have invested in the transition to Futuria LPG, a lower-carbon alternative to LPG which is making a significant impact on the reduction in our carbon footprint.

A pioneering partnership



💡💡 Calor has been a key LPG gas supplier to Parkdean Resorts, and the sight of their logo is a familiar one on our parks. As LPG makes up almost 50% of our carbon footprint we knew we had to tackle this so we were delighted to partner with Calor to launch a transition to Futuria Liquid Gas, the first holiday park company to make this leap.

The new fuel is a co-product of biodiesel production made from a blend of waste, residues and sustainably sourced materials. In 2022, 14% of the total LPG supplied to Parkdean Resorts was Futuria Liquid Gas, contributing to our overall reduction in carbon emissions. In 2023 this will rise to 25%, making an even bigger impact on our footprint. 💡💡

Mark Nuttall, Senior Procurement Manager



Using less

In 2022 we launched several operational campaigns to use less energy at our parks, including -

- Launching the Switch it off campaign supported by energy champions at every park, to encourage good habits to reduce energy usage.
- Creating departmental energy guides so park teams can make the most of energy saving actions at each park.
- Introducing an in-house energy portal to provide parks with data on energy usage.

Future-proofing our energy

From swimming pools to comfy lounges where our holiday home owners can relax and socialise, we are committed to continually reviewing and improving the facilities across our parks.

Energy efficiency is a key part of this, for example -

- We are rolling out LED lighting across our entire estate. The transition is making good progress with over 50 parks complete and we will switch over the last lightbulb in 2024.
- In 2022, we commenced our 'Sustainable Parks' programme which will deliver test and learn projects to improve our energy efficiency ('relative decarbonisation') and self-generate our own energy ('absolute decarbonisation').





Crimdon Dene
Holiday Park,
Durham



Electric vehicle charging points at Trecco Bay Holiday Park, Porthcawl, Wales

Sustainable Parks Programme

As part of future-proofing our energy strategy, we have launched a number of trials, primarily at our 'test and learn' parks in Warmwell and Sandford in Dorset.

The key areas we're looking at are:



On-site energy generation: Over 600 solar PV panels have been installed on the roof of the entertainment building of each park. We expect this will enable them to self-generate between 10-15% of their annual electricity usage.



Voltage optimisation: Voltage optimisation works like a control valve to reduce energy consumption by reducing or controlling voltage levels. Specialist equipment now controls the incoming grid voltage on our trial parks which will reduce our electricity usage by around 8%.



Building services: Modernising boilers, fans and heaters and moving to energy-efficient equipment when we do upgrades.



Pool covers: Will help reduce the workload of our gas boilers heating our pools by preserving the warmth for longer and reducing heat waste.



Electric vehicles: We have installed EV charging points for Parkdean Resorts and guest vehicles in communal areas across eight parks. We have also taken delivery of our first six electric vans, and will have a further 22 delivered during 2023.



Whilst these trials will inform our rollout plans, we are continuing to look for new innovation, and are excited to see what the future could look like.

Solar panels at Sandford Holiday Park, Dorset

What do Scope 1, 2, and 3 carbon emissions mean?

We are initially concentrating on Scope 1 and 2, as these are areas where we have the most control. But what does that actually mean?

Scope 1 covers direct emissions from sources that we own or control, like any fuel we use or consume (LPG) on our parks, and company vehicle emissions.

Scope 2 covers indirect emissions from producing the energy we purchase.

Scope 3 includes all other indirect emissions that occur in our value chain. This includes the goods and services we purchase, business travel and commuting, up- and downstream transport and distribution, anything we lease or franchise, our investments, and how we dispose of our waste.



Maintenance staff at Ty Mawr Holiday Park, Wales

Scope 3

Indirect



Transportation & Distribution



Employee Commuting



Use of Sold Products



Business Travel



Leased Assets



Waste from Operations

Scope 1

Direct



Company Facilities



Capital Goods



Fuel & Energy Related



Company Vehicles



Franchises



Processing of Sold Products



Investments



End-of-Life Treatment of Sold Products



Purchased Goods & Services

Scope 2

Indirect



Electricity, Steam, Heating & Cooling for own use

Carbon emissions in 2022

As reported in our 2022 SECR Report⁸, our parks' carbon emissions have reduced by 17% in 2022, and here's how we've done it:

- Our parks' electricity usage has reduced by 9% through better operational controls and more energy efficient infrastructure.
- Our LPG usage has increased as we have more pitches on our parks, however, our LPG carbon footprint has reduced as we have shifted to the more sustainable LPG 'Futura LPG'.

The following data excludes Hansons caravan transport business. With the inclusion of Hansons, our total group carbon emissions have reduced by 12%.



Energy Consumption⁹

Energy Consumption (kWh)

Scope 1 Energy Consumption
Scope 2 Energy Consumption
Total Energy Consumption

SECR Baseline 2019	Current Year 2022	Variance %
131,097,994	140,038,915	7%
77,682,987	70,565,561	-9%
208,780,981	210,604,476	1%

Energy consumption breakdown

Fuel type (kWh)	2019	2022	Variance %
Electricity	77,682,987	70,565,561	-9%
Mains Gas	19,509,379	16,468,892	-16%
LPG	105,596,733	99,772,575	11%
BioLPG	N/A	17,866,214	
Diesel	1,669,048	2,180,319	31%
Red Diesel	4,322,834	117,394	-97%
Oil	N/A	3,633,522	N/A%



Carbon Emissions⁹

Carbon Emissions (tCO₂e)

SECR Baseline 2019	Current Year 2022	Variance %
27,845	25,868	-7%
19,856	13,646	-31%
0	0	N/A
47,701	39,514	-17%

Scope 1 Emissions

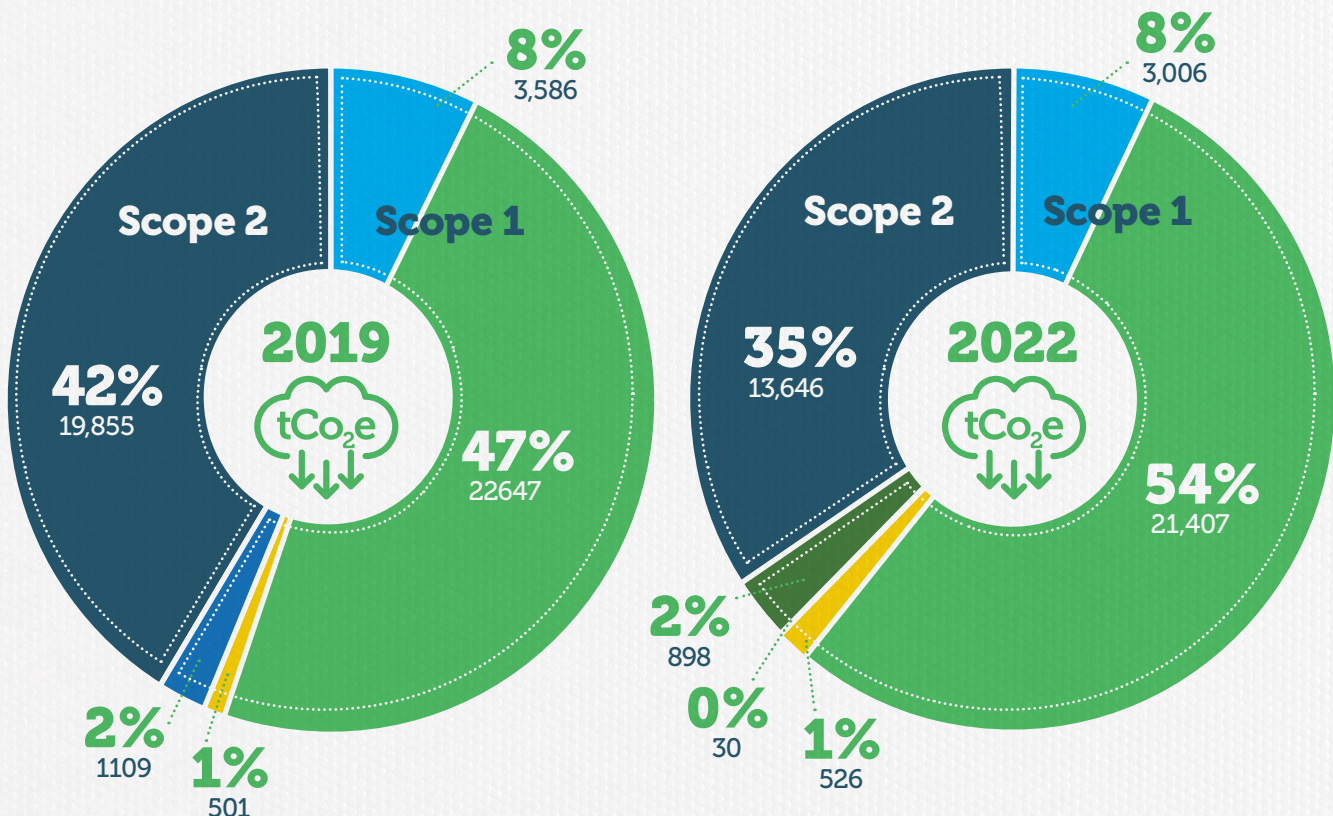
Scope 2 Location Based (LB)

Scope 2 Market Based (MB)

Total Carbon (tCO₂e)

Our carbon footprint⁹

Our carbon footprint composition remains similar to 2019, with gas (mains & LPG) and electricity making up the majority of our energy. However, we have seen electricity drop as a proportion of the total from 42% to 35%.



Scope 1

- Natural Gas
- Direct Transport

- Heating Oil
- LPG

- Gas Oil (Red Diesel)

Scope 2

- Electricity Purchased



Carmarthen Bay
Holiday Park,
Kidwelly, Wales

Looking ahead

Climate resilience

In 2023, as well as continuing to progress our energy strategy, we will commence a review of climate change risks following the TCFD framework (Task Force on Climate-related Financial Disclosures) so that we can ensure we integrate these factors in to our future plans.

The direct climate-related risks to the business can be split into physical and transitional risks. Physical risks include extreme weather events causing damage to parks, or forcing parks to close for a period of time. Transitional risks include the possibility of cost increases as a result of more stringent environmental regulation and general increases in energy prices.

With many of our 66 parks sited in coastal locations around the UK, Parkdean Resorts is already taking proactive action to mitigate flooding and coastal erosion.

In recent years, we have repeatedly invested in reinforcing and maintaining the rocks in our sea defences at our Carmarthen Bay and Grannie's Heilan' Hame parks. We've also adopted a nature-based solution to developing the sea defences at Coopers Beach, building natural bunds (embankments) using locally-sourced clay to slow the flow within the floodplain and protect the park against sea surges. We're continuing to monitor our park estate so that we can plan for any further works of this type that might be needed in future.



Sustainable resources



Reminder of our commitments

3. Sustainable sourcing is embedded into all our procurement decisions
4. Consume 10% less water
5. 10% reduction in total waste produced
6. 75% of total waste diverted from landfill



Sustainable sourcing is embedded into all our procurement decisions...

Buying responsibly

Our supply chain covers a vast array of products and services, and has over 2,000 suppliers, and our procurement function is often described as like 'buying for 66 small towns'. We have a professional procurement team, who are experts in their own categories, supported by a common set of priorities and tools to ensure we act responsibly and with transparency.

We are committed to ethical procurement principles which means we:

- Behave fairly, respectfully, and with integrity using our Procurement PACT as a basis for all interactions so that we are Proactive, Accountable, Collaborative, Transparent.
- Promote awareness and adoption of sustainable procurement.
- Work with suppliers who share our principles and sign up to our Supplier Code of Conduct.

Supply chain sustainability

2022 was a year of unprecedented supply chain pressure due to war, energy crisis, and economic and political uncertainty - all within a global context of supply chains still feeling the effects of Covid. Resilience is key, and in this section we would like to share a few examples of our approach.

Ruda
Holiday Park,
Devon



Collaboration:

- Forecasting volumes with our food supply partner Brakes to optimise availability of fresh food.
- Joint reviews with our caravan manufacturers so we get early warning of upstream supply risks.



Sustainable sourcing:

- Including environmental and social impact criteria into tenders and supplier management.
- Actively challenging our suppliers to shift towards more sustainable products in our accommodation, such as bedding and electrical items.



Risk management:

- Monitoring supplier financial stability through data and insight organisation Dun & Bradstreet.
- Launching our supplier onboarding portal 'Market Dojo' to support due diligence of new suppliers.



Spotlight on bedding A good night's sleep

When our guests sleep well, they can concentrate on enjoying precious holiday time together, so when selecting new suppliers of our key bedding elements – mattresses, duvets, and pillows – we were delighted to partner with two British companies, who not only care about quality but also the environment.

- Through a new supplier we have managed to recycle 9,000 mattresses in 2022.
- Our newly sourced duvets and pillows are all made sustainably using recyclable and reusable materials. Their soft and fluffy eco fibres were, once upon a time, plastic bottles. Thanks to the 15,000 items we purchased in 2022, 725,477 bottles were saved from landfill.

Responsible consumption

We are passionate about reducing waste throughout our business.

- In 2022, through collaboration with our waste management partner Biffa, 72% of our waste was diverted from landfill. In 2023 we are aiming to push closer to our 75% target through:
 - Focusing on food waste and glass from our restaurants and bars, providing more bins in the right places, and providing our park teams with better training on segregation.
 - Making it easy for our guests to manage waste responsibly, including better signage on bin bays and providing segregated bins in our new hire fleet.
- To reduce paper in our business, we're moving to digital systems and processes:
 - Our marketing team have moved almost all of our direct mail campaigns online and reduced the volume of printed materials they send by a huge 95%. That's the equivalent of 3.3 million printed A4 pages! We've also completely stopped using polywrap envelopes and our print agencies are Planet Positive®. This means they are certified carbon neutral, use vegetable inks, responsibly source carbon-balanced paper, and use chemical-free plates produced from 100% solar and renewable energy.
 - In 2022 we have moved to online timesheets with our new HR system 'The Hive', saving 100,000 sheets of printed paper.
- We have also:
 - Replaced the virgin polyester filling in over 237,000 of our plush toys to recycled polyester filling.
 - Removed 4,678 plastic fitments from our kids' toy display bins.
 - Swapped bubble wrap for cardboard in our transit packaging meaning we're using 57,000 less bubble wrap sleeves.



- We're challenging ourselves and our suppliers to reduce product packaging, for example:
 - For laundry in 2023 we are trialling reusable bags to collect and deliver linen around our parks on changeover days. This should remove up to 275 tonnes per year of single-use plastic once the pilot is rolled out to all 66 parks.
- To reduce single use plastic, a cup deposit scheme is being introduced in 2023, whereby customers will be offered a reusable Parkdean Resorts branded cup, in return for a £1 deposit.
- We will also be trialling new oil filtration equipment at 6 parks to reduce the amount of oil we use. We hope to see a reduction of 40%!

Managing our impact - water

As with all our other utilities we are reviewing our water usage across our estate to help inform future infrastructure decisions.

- Working with our water partner, we have installed water sensors across our park estate. These enable us to monitor the water flow rates on our parks and look for spikes that could indicate potential leaks, which are then flagged to our park teams via a remote dashboard, so that they can move forward with arranging swift repairs.
- We have included water saving devices in our new fleet specifications, such as water-cistern fill valves, flow restrictors for taps, and more efficient shower-heads.
- We are looking to collaborate with our local water suppliers to share and adopt best practice with regards to water usage.
- Over the next three years, we are upgrading our drainable pipe network to reduce run time and energy consumption.
- Due to the size of some of the parks we operate some wastewater treatment plants. We will be improving these plants, with the installation of auto-samplers that test water quality, systems that trap fat, oil, and grease, and trials of new filter technology and early warning alarm systems.



Looking ahead

As well as assessing our sustainability trials, such as laundry, we will continue to work with our suppliers to innovate and bring more sustainable products into our business. We will continue to develop our waste and water strategic plans so that we continuously drive change for the better.



Space for nature



Reminder of our commitments

- 7. Natural capital investment and biodiversity plans for parks
- 8. Plant 3,000 trees per year
- 9. Support local restoration and conservation projects



Our parks provide a variety of natural spaces for our guests to explore, reconnect and relax.

We are continually seeking ways to enhance our natural spaces and improve the biodiversity on parks, whilst continuing to support the many conservation and restoration projects we are proud to have been a part of.



Pledging to do our bit for nature¹⁰

The David Bellamy Conservation Award Scheme has helped parks 'go green' for over 25 years and all our parks are proudly certified. The scheme has now been renamed the David Bellamy Blooming Marvellous Pledge for Nature, and we have taken the pledge on behalf of all 66 parks.



White Acres Holiday Park, Cornwall (General Manager, Anna Doyle, and Steve Double, local MP)

10. <https://www.bhpha.org.uk/kb.bhpha.org.uk/quick-links/david-bellamy-pledge-for-nature.html>

Natural capital

In 2022 we conducted two projects to map and assess all natural assets in Warmwell and Sandford.

The learnings from these projects will be used to create a wider plan to integrate biodiversity principles into maintenance plans across our parks and review opportunities to enhance our natural wildlife areas.

Transforming the landscape with 3,000 trees

In 2022 we went big and transformed the landscape at White Acres Holiday Park by working with The Woodland Trust to enhance former farmland and create an environment to attract the greatest variety of wildlife species.

The trees were carefully selected to include a mixture of broadleaf trees and shrubs which are native to the UK and benefit the surrounding wildlife in different ways.

All trees were sourced in the UK and planting was done by an expert team of volunteers from The Woodland Trust. Connecting the project to a wider tree-planting movement, the trees were registered with both the Queen's Green Canopy, a unique tree planting initiative created to mark the late Queen Elizabeth's Platinum Jubilee in 2022, and the Forest for Cornwall, a similar scheme from Cornwall Council.

Conservation and restoration

Over the years, Parkdean Resorts has supported varied conservation and restoration projects the length and breadth of the UK.

From the award-winning renovation of the 14th century Cresswell Pele Tower to the Natterjack Toad habitat creation project in Southernness, or our annual beach clean programme, we support communities on the things that matter locally.



Scotland's rainforest

We were as surprised as most people to learn that Scotland has a rainforest and were equally dismayed to hear it is desperately under threat. The RSPB (Royal Society for the Protection of Birds) offered us a way to help. As part of our UK-wide partnership for every holiday home sold we have donated to the RSPB, helping to restore more than ten rugby pitches-worth of rainforest and conserving vital natural habitat.

Scotland's rainforest is a unique mix of ancient and native woodlands, open glades, boulders, crags, ravines, and river gorges dappled by sunlight, dripping with moisture and garlanded with rare lichens, mosses, liverworts, fungi and other plants – some found nowhere else in the world.

This critical habitat is threatened and only 30,000 hectares of rainforest remain in Scotland. The restoration project aims to eradicate rhododendron, work with local deer management groups, and plant native species. Their work at the nature reserve on the Morven Peninsula¹¹ will ensure that the rainforest thrives for future generations.

Project Seagrass

Thorness on the Isle of Wight is a natural habitat for seagrass beds and we supported a vital research project run by Project Seagrass and Swansea University.

When researchers from Project Seagrass and Swansea University got in touch about conducting vital research into the seagrass beds growing around the Isle of Wight UNESCO World Biosphere Reserve, we were delighted to support them. Drone footage was used to map patches of this important underwater plant, vital seeds were harvested, and it was chosen as a site for replanting thanks to the optimal conditions in the bay, which is a Site of Special Scientific Interest, noted for both its biological and geological landscapes.

Phil Roberts, Regional Director



11. The RSPB took over responsibility for this nature reserve in August 2022



Scottish Rainforest



Homes for swifts

We provide cosy holiday homes for everyone – and from 2022, that includes endangered swifts!

Swifts are migratory birds, and much of their time is spent on the wing, flying between the UK and their wintering grounds in Africa. When they return to the UK, they're looking for nooks and crannies, traditionally found in old buildings, in which to build their nests. A lot of these nesting sites and habitats have been lost, so we partnered with Swift Holiday Homes and Lodges, and the RSPB, to create specially designed 'holiday homes' for the birds on four of our parks.



Sand dunes

Croyde Bay, home to Ruda Holiday Park in North Devon, will see its famous sand dunes restored and replanted with marram grass by our beach team in 2023. The area has been substantially eroded by trampling and the project will promote natural regeneration of dune vegetation and reduce sand erosion.



Croyde Beach,
Ruda Holiday Park,
Devon

Realising Ruda's potential

Boasting a sweeping sandy coastline with spectacular scenery, Ruda Holiday Park at Croyde Bay in north Devon sits in a breath-taking area of the UK. Visitors and locals alike know it as one of Devon's best surfing spots.

Part of the Saunton-Baggy Point Coast Site of Special Scientific Interest (SSSI), the whole bay and hinterland are within the North Devon Area of Outstanding Natural Beauty (AONB) and our dedicated beach management team works tirelessly to protect this precious space.



Croyde Bay is a truly special place and we take our responsibility to protect it seriously. Alongside the day-to-day management of the beach and dunes, I regularly shout about the issues facing the coastline on local and national media. It's vital to raise awareness of what visitors and locals alike can do to protect it.



Holly Robertson
Beach Manager,
Ruda Holiday Park

Water fountain

Realising how inadequate the existing tap was, we installed a new water fountain at Croyde Beach thanks to funding from the Sea-Changers Coastal Fountain Fund. The new addition plays a vital role in tackling the number of single-use plastic bottles being purchased and thrown away at the beach and will save water in comparison to the old refill tap.

Engaging young visitors

Helping local schoolchildren and youth groups get hands-on with the fascinating inhabitants of the beach is the best way to teach them about why this Area of Natural Beauty (AONB) is such a special home for nature.

Groups are able to examine sand dune habitats whilst learning about what lives on the coast and the threats to these animals and habitats.

One session with our Park Rangers welcomed 70, 14-16 year olds from Wellington School, Somerset, and took place in partnership with Plastic Free North Devon, a local environmental charity.



A whale of waste



Croyde Beach,
Ruda Holiday Park,
Devon

In May we joined forces with local artists, charities, and school children, to create a giant art installation on Croyde beach and highlight the number of unwanted beach tents, chairs, and windbreakers left on the beach every year.

The temporary mural of a whale measured over 45 metres in length – even longer than a real Blue Whale! All the items, including tents, had been collected in a specific bin for beach items that would otherwise have gone straight to landfill.

Afterwards the tents were sent to the Two-Minute Foundation who repurpose them into bags suitable for use in beach cleans, adding another positive outcome to the action.



We are really proud of the work we do with local communities. As we have signed up to the David Bellamy Blooming Marvellous Pledge for Nature, our plans for 2023 will be shared with our park teams early on in the season.





Trecco Bay Holiday
Park, Porthcawl,
Wales



Social



Caring for People: Overview and commitments

Creating amazing memories

We are a people business and 'creating amazing memories' is one of the foundations of what we do.

75% of our people employed on parks live within a 10 mile radius.

To have a lasting, positive impact on our people and the communities we serve we are:

- Providing long-term career prospects to our local rural communities.
- Finding new ways to increase well-being for team members and their families in our local communities.
- Addressing national and local recruitment challenges head-on.
- Retaining and nurturing talented people.
- Developing mutually beneficial local relationships.
- Raising awareness and funds for our charity partners at a national and local level.
- Attracting ex Armed Forces personnel to join our teams and thanking them and their families for their service.

Whitley Bay
Holiday Park,
Tyne and Wear

Our people commitments



People

- 10 Attract and develop the diverse talent we need for tomorrow
- 11 We all live the Parkdean Resorts' values
- 12 Recognise and reward performance development and support well-being



Communities

- 13 Continue to be local employer of choice
- 14 Sustainable relationships with our local communities
- 15 Embrace younger generations to create our vision of the future

Cayton Bay
Holiday Park,
North Yorkshire





People



Reminder of our commitments

- 10. Attract and develop the diverse talent we need for tomorrow
- 11. We all live the Parkdean Resorts' values
- 12. Recognise and reward performance development and support well-being



Attracting and developing talent for today... and tomorrow

We offer an impressive 500 different job roles, spanning 250 careers across our business so people really can enjoy a full working career with us. We believe in enabling career mobility, so everyone can fulfil their potential.

We have a stretching target to increase internal promotions from 15% to 70% by 2025 and are pleased to report that in 2022, we have increased internal promotions on park to 43%, reducing the impact of vacancy downtime and onboarding costs, allowing both current and future skills development and creating loyalty to the brand.

Our competitive reward packages address what matters to our people. These range from our 50% team holiday discount scheme and our expanded allowances and support for team members, to trialling local transport provision to make it easier for our teams to get to work in harder-to-reach locations.

We invested in an Employer Brand Manager role to promote local recruitment, and we've developed people-focused content to share what life at Parkdean Resorts is like on our social and corporate media channels.

The apprenticeship opportunities we offer across a range of careers and our department-specific academies help our people develop and prepare for the next steps in their career, as well as support gaining professional qualifications.

Increasing team well-being and supporting a wider, more diverse workforce is a priority, so we're improving working conditions and flexible contract options wherever possible. In 2023, we are moving to permanent, annualised contracts for some of our seasonal team to give them additional financial security they can rely on. A stable income all year round allows our people to better control their finances whilst still giving them flexibility to balance their work and personal lives.



HOSPITALITY RISING

Hospitality Rising is the biggest hospitality recruitment advertising campaign our industry has ever seen and comes at a critical time for our sector. The initiative seeks to unite the industry in a collective effort to positively change the perception of hospitality careers in under-30s and address the recruitment challenges faced by all in filling the 400,000 open vacancies.

Focused on highlighting the vast array of opportunities and fast progression available within hospitality, its message mirrors our own. We join them in shouting about the diverse, exciting nature of the hospitality industry and the training and development opportunities that will help people fulfil their potential.

It has support from a variety of industry bodies¹², suppliers, and operators, and we are proud to have invested a significant sum as one of the founding supporters. Learn more at www.hospitalityrising.com



Whitley Bay
Holiday Park,
Tyne and Wear

Taking care of our wellbeing

In 2022 we introduced health checks and discounted gym memberships, 30-minute lunchtime walks on 'walking Wednesdays', free flu vaccinations, and support for National Cycle to Work Day. These initiatives build on established ways we reward and recognise our team – from 'on-the-spot' vouchers to 'recognition cafés' and our annual awards ceremony. Long-service awards to honour our team range from a choice of vouchers to an extra week's annual leave when celebrating 15 years with Parkdean Resorts.

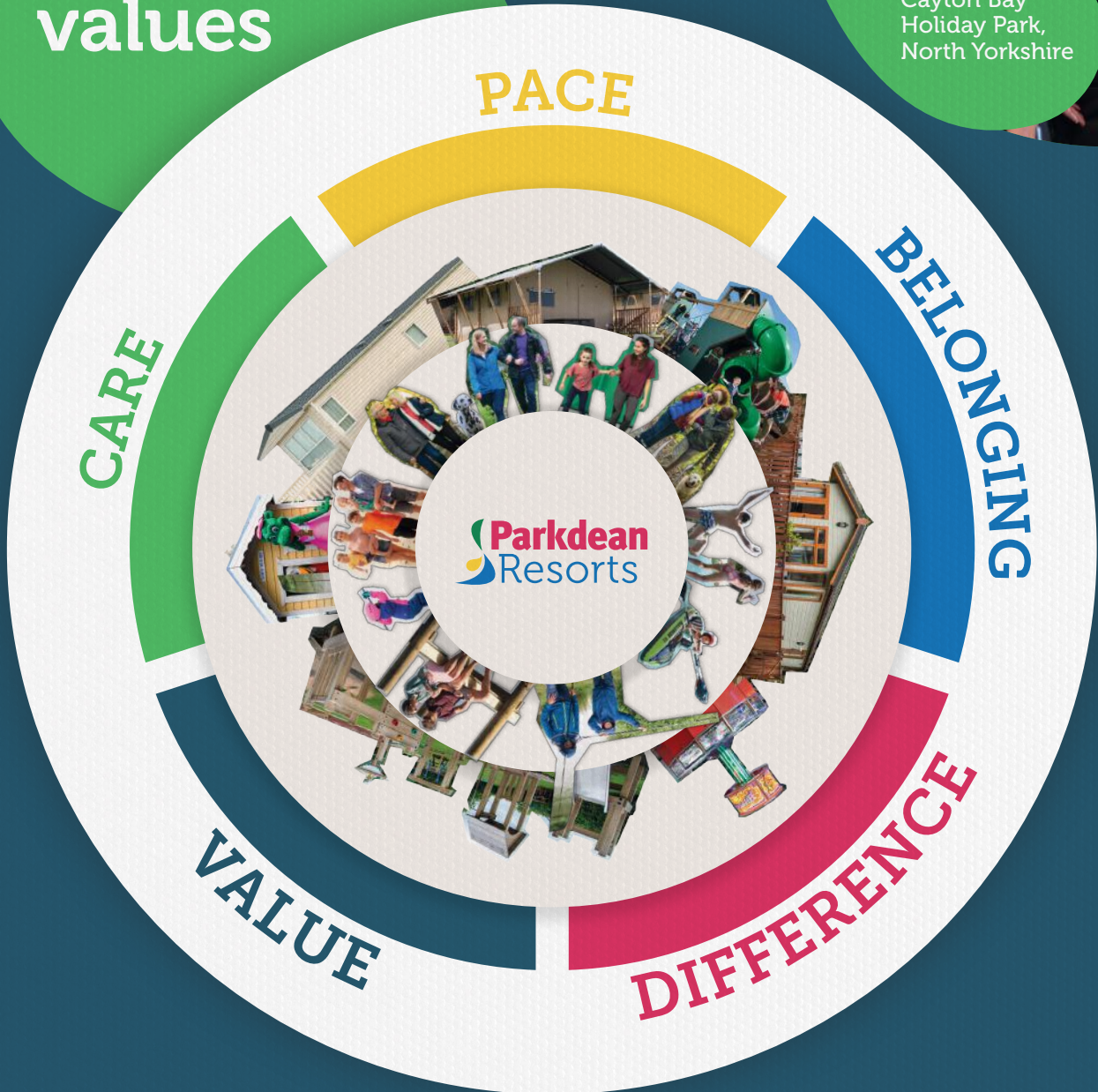
As a further source of support, our team can access our Employee Assistance Programme 24/7. This is a free and confidential telephone line offering practical solutions, information, and support from external trained professionals.

We're pleased that 90% of our people said that "My manager genuinely cares about my wellbeing"¹³ in our 2022 employee engagement survey and are looking to further build on this figure.

Living our values



Cayton Bay
Holiday Park,
North Yorkshire



Attracting and developing the diversity of talent we need for tomorrow enables the business to be successful now and in the future. We do this through living the Parkdean Resorts' values, rewarding performance, and supporting well-being.

Living our values – especially when it comes to caring for our parks, people, and planet - is easy to say, but harder to capture. However, when asked, 80% of our team agreed that “we are committed to caring for our parks, people, and planet”, showing how our action in this area really is creating a positive impact on our people.



Family-centred rewards

Families are at the heart of our business and that extends to our people as well as our holidaymakers. We want team members to be able to spend quality time with their loved ones and get first-hand experience of a Parkdean Resorts holiday. We have enhanced our holiday discount scheme for all team members who can now enjoy up to 50% off holidays on our parks. Since launching in April 2022, the scheme has seen the percentage of our people booking discounted holidays for themselves rise from 39% to 57%.

The discount scheme demonstrates to our passionate people how much they are valued. With an additional 30% off all on-park spending including food, drinks, and activities, our people are encouraged to enjoy everything our parks have to offer.

We didn't want to leave our friends and wider family out of the fun, so we offer team members up to 25% on selected family and friends bookings too.



Central Support office, Gosforth, Newcastle upon Tyne

Equality, diversity, and inclusion

Difference and belonging are two of our company values, so we really mean it when we say it's vital to have a diverse team where everyone can participate in driving business performance and feel a sense of belonging. We provide the tools, training, and opportunity for everyone to achieve their full potential and feel respected and valued. We encourage a positive working environment, fair treatment, and opportunity for everyone, whether before, during or after they work at Parkdean Resorts.

Our gender pay gap


We recognise our gender pay gap and are continuously committed to developing and delivering actions to address this gap in our business, over the long term. To review our latest Gender Pay Gap report please visit www.parkdeanresorts.co.uk/corporate



Whitley Bay Holiday Park, Tyne and Wear



I've worked my way up at Parkdean Resorts, and am very grateful for all the brilliant opportunities I've had over the last 20 years. I started out in the business as a seasonal bar team member in 2003 and progressed through various roles at different parks, including Complex Manager, Holiday Sales Manager, Park Services and General Manager.

I then specialised to become Regional Accommodation Support, supporting our parks with all aspects of the accommodation operation including inductions, cost control and improving the guest experience. I now head up the department on a national level. I'm thrilled to still be here after all these years and am really enjoying the challenge of my new role, which is focused on driving standards across park. 

Karen Gibson, Head of Accommodation



Building futures at Parkdean Resorts

Building a career rather than just a job means getting the opportunity to learn new skills. To help our people develop, we have established Academies of Operational Excellence, focusing on three key vocational programmes.



Kitchen Academy: Designed to develop new and existing chefs throughout the business, it offers Level 2 to Level 4 qualifications and helps chefs to apply highly methodical organisational skills and extensive product knowledge throughout their kitchen.



Leadership Academy: Identifies and develops people who want to grow their career within Parkdean Resorts through a programme of recognised qualifications ranging from Level 3 to Level 5.



Holiday Home Sales Academy: This 12-week foundation programme for new starters in the holiday home sales team (as well as all new Regional Directors and General Managers) covers everything from finance and compliance to branding and marketing, park tours and securing the sale. Every aspect is designed to equip new sales advisors and sales managers with the skills needed to succeed.

Our regional trainers and sales managers further support our operational teams in developing skills and behaviours on a park-by-park basis. From brand risks to budgets, our teams are supported in developing skills in every area.

In 2022, 82% of our people agreed that
I have access to the learning and development I need to do my job well.
(12 points above Hospitality average in 2021)¹⁵



Our Apprenticeship College

Whatever your age, level of experience, or job role, an Apprenticeship can be a great way to gain knowledge and skills. In 2022, our Apprenticeship College helped more people than ever to build their future within the business. From 150 places on offer, 145 new and established team members joined our Apprenticeship programme. Qualifications range from Level 2 to Level 5, the equivalent of a Foundation Degree.

Always looking to get bigger and better, we expanded our Apprenticeship programme into Wales and Scotland for the first time this year. In 2023, we are adding to the range of courses we offer, with a property maintenance apprenticeship as part of our brand-new Maintenance Academy.

We are proud to be the only Ofsted-accredited Employer-Provider on the Register of Apprenticeship Training Providers in the holiday park sector, and one of just four in the hospitality industry. Our in-house team deliver training programmes tailored to our business, but fully aligned with national standards.

Taking the first step to a new career

Working in hospitality is incredibly rewarding, so we take any opportunity available to showcase the careers available to the next generation. We have a thriving apprenticeship community, with over 150 apprenticeship places a year open to new recruits and as one of the largest providers in the Kickstart employment scheme, we were able to offer 600 young people on Universal Credit a unique opportunity to launch their own career within the industry through six-month placements and training on our parks.

We also welcome the unique skills and experience of the Armed Forces community when they return to civilian life. We have proudly signed the Armed Forces Covenant and achieved a Silver award in the MOD's Employer Recognition Awards Scheme in 2021 in recognition of our proactive recruitment activities and tailored HR policies. We have built on this throughout 2022 and are aiming to achieve gold award status in 2023.

💡 Parkdean Resorts is...responding well to the identified shortage in the business of skilled employees in key areas, and are contributing to meeting national skills needs. By creating the Kitchen Academy and Leadership Academy, leaders and managers have created a clear progression route to higher-level study. They aspire for apprentices to continue their learning as they progress within the organisation. 💡

OFSTED Inspection Report, October 2022

💡 I am currently doing the level 5 Operations Management apprenticeship, and I can confirm that you can teach an old dog new tricks, and apprenticeships are not just for the young among us. Very informative and rewarding, and a great way to progress your career. 🙌💡

Simon Long, Maintenance Manager, Limefitt Holiday Park

Being the local employer of choice

75% of our team live within a 10-mile radius of their park and we want to continue being the first-choice local employer. What does this mean in practice?

- Everyone contributes to the development of our business.
- An inclusive culture which reflects our local communities.
- A safe working environment. This includes job security, fair wages, a culture of safeguarding, health and safety compliance, and effective HR policies¹⁶.
- Over 500 roles and 250 careers 'under one roof', moving away from a 'stopgap' hospitality job mentality.
- A strong education offering, built on our Academy approach and in-house apprenticeship accreditation.
- Support for the mental, physical, financial, and social well-being of our people.



Scarborough
Armed Forces
Day



Community



Reminder of our
commitments

- 13. Continue to be local Employer of Choice
- 14. Sustainable relationships with our local communities
- 15. Embrace younger generations to create our vision of the future



Local Employer of Choice

We always try to recruit locally and are proud that 75% of our on park teams live within a 10-mile or less radius of our parks and we are looking into various initiatives that will make it easier for local people to work for us, including trialling local transport provision to make it easier for our teams to get to work in harder-to-reach locations and expanding allowances and support for those with parental and caring responsibilities.

Bringing families together

As part of our work to foster sustainable relationships with our local communities we know that unfortunately not every family gets to spend quality time relaxing together. Our free family holidays initiative allows families who have experienced difficult circumstances to spend quality time together to bond, build resilience as a family unit, and unwind.

As well as supporting military personnel in employment after service, we also want to give back to the community. In 2022, 150 specially selected serving personnel and their families were offered holidays at our parks as beneficiaries of our partnership with the Army Central Fund and the Royal Navy and Royal Marines Charity.

The breaks are allocated by the charities themselves in recognition of both the Service Person and the extraordinary sacrifices and support families provide whilst their spouses, partners and loved ones are deployed around the globe. The charities also recognise families experiencing difficult times and where time away may help.

💞 After the passing of our daughter, this holiday gave all of us a chance to get away from our normal environment, and gave us a break both physically and mentally. I think the most important part about the break was being able to concentrate all our attention on our two boys without any distractions that come from everyday life. It was amazing to see them grow and relax. We are thankful to all involved in organising this for us and for giving us this opportunity to get away for a lovely week together. 💞

💞 It has been a significant challenge to find somewhere that supports critically ill people. I haven't seen my wife that happy since she got ill. I would absolutely support an enduring connection between Parkdean Resorts and the British Army. 💞

💞 We had a wonderful time...The park exceeded our expectations and the facilities for my young son were excellent, especially the entertainment team. The time we spent together was so valuable and I really appreciate being given this holiday, my son smiled every hour of the day which made me and my husband so happy. 💞



In 2023, the initiative will be extended to offer 30% more holidays across four military charities, including a new partnership with the Royal Air Force Benevolent Fund.

Our charity partners

SSAFA, the Armed Forces Charity, was our annual charity partner for 2021-2022. We have raised over £16,000 for the charity since the start of 2021 through a raft of initiatives from across all of our parks, including donating 50% of 'Big Brew Up' breakfast sales during Armed Forces Week, the annual military celebration.

This money has enabled:

- Funding to support 550 additional calls to Forcesline, a free and confidential telephone helpline and email service that provides support for serving personnel, veterans, and their families.
- An additional 15 caseworkers to be trained so they can provide practical and financial support to veterans and families facing eviction, homelessness, or other distressing domestic situations.
- A month's stay for a family at Norton House, which offers accommodation for families of injured servicemen and women undergoing treatment at the Defence Medical Rehabilitation Centre nearby.

The inaugural Celebrating Forces Families awards in April 2022 were a fitting way to thank UK Armed Forces Families for their contributions, achievements, and successes in support of the Armed Forces community. As headline sponsors, it was a privilege to be a part of the occasion.

ssafa
— the —
Armed Forces
charity





Team Margot: When Yaser Martini told us about his charity, Team Margot, our people took the cause to their hearts. Team Margot's mission is to encourage people to register as blood, organ, stem cell and bone marrow donors and to provide a range of support to families caring for child cancer patients.

Our people are passionate about supporting Team Margot. In October 2022, we supported Organ Donation Week by encouraging teams to go pink for Team Margot, wearing pink clothes and baking pink cakes to raise awareness and encourage people to sign up to the blood, organ and bone marrow donation registers.

💡 **The support from Parkdean Resorts means so much to us at Team Margot. The gifted holidays we offer our hospital network are truly invaluable to the families who are battling with life-threatening illnesses. It allows them to take a breather from their day-to-day lives and enjoy spending time together to relax. We're also grateful to all the Parkdean Resorts team members who always get behind raising awareness and funds for the cause.** 💡

Yaser Martini, Margot's Father, Founder of Team Margot

The Prince's Trust: In 2022 we set out to find a charity partner who could help us achieve more in supporting young people and in that regard are thrilled to be partnering with The Prince's Trust in 2023. As our charity of the year, we will be raising funds for the Trust to empower and support young people seeking employment.





Engaging community leaders

Many of our parks are central to the local economy in the communities they serve, either as a source of employment, by bringing in tourists and their holiday spending money, or by supporting local suppliers. By working with local leaders, parish and county councillors, and MPs we ensure our vision aligns with those driving change in the community.



Southview
Holiday Park,
Skegness

Championing the great outdoors

With such stunning rural and coastal locations, it's no wonder we have made it our mission to encourage our people and guests to get outside and get active, as well as inviting our local communities to get involved. To make it easy, nature trails and signage on our sites educate holidaymakers and bring to life the varied wildlife and biodiversity that inhabit our parks. We believe encouraging people to step outdoors and connect with nature will leave them feeling both happier and healthier.

Our guests' safety is paramount, so we have partnered with AdventureSmart UK to share important safety messaging in pre-arrival welcome packs. This helps them to be well prepared for any outdoor adventures, whether that be climbing hills in the Lake District or strolling along Cornwall's sandy beaches.

Beach cleans

Our park teams across the country came out in force to support the Marine Conservation Society's annual 'Great British Beach Clean' event. Our biggest beach clean so far, 267 volunteers across 36 locations, including team members, holidaymakers, and holiday home owners collected 191 bags of litter at events held throughout September. This equates to 422kg or almost four skips-worth¹⁷ of rubbish removed from our local beaches. The data collected from the Marine Conservation Society event drives their conservation work, and also feeds into the International Coastal Clean-up (ICC) report.

💡 I think the beach clean was an amazing idea! Not only did it give us owners the opportunity to help the environment as we collected 63kg of litter, but it also gave me a chance to meet up with the wider park community and enjoy great company. Hopefully, this can become a regular event. 💡

Wendy Jones, holiday home owner at Trecco Bay

Trecco Bay
Holiday Park,
Porthcawl,
Wales



Inspiring young people

Embracing the younger generation and understanding their perspective on the world is crucial as we create our vision for the years ahead.

Home-grown talent

Young people (16-24 year olds) make up over a third of our team, so career development opportunities like our apprenticeships are valuable pathways for them to join our business. These opportunities allow young people to grow in confidence and develop the skills to succeed in the industry, while also helping them build long-term careers.

Looking ahead

Our 'Happy, Thriving Communities' Strategy ties together our previous social impact work with our vision for the future and will launch in 2023. It centres around three key pillars of support that we know are important to the communities in which our parks are located. Our impact in these areas is delivered through:



Carefully
selected
partnerships



Targeted
fundraising



Team
volunteering





Whitley Bay Holiday Park, Tyne and Wear



Central Support office, Gosforth, Newcastle upon Tyne



Kessingland
Beach Holiday
Park, Suffolk



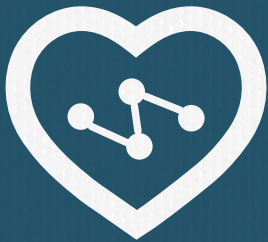
Governance



Protecting our parks: Overview and commitments

Our people, guests, and holiday home owners can rely on us to provide a safe environment, backed up by reliable business controls such as audits and risk assessments, and to keep their information secure.

Protecting our parks commitments



Integrity

- 16 Code of practice and customer charter to ensure fair dealing and transparency for our customers
- 17 Annual leadership training on current and future strategic issues
- 18 Annual Code of Conduct and ethics training for all our people



Controls

- 19 Safety culture embedded into our DNA
- 20 Secure and compliant information systems
- 21 Appropriate assurance around risk and control performance
- 22 Compliance to UK corporate governance reforms



Transparency

- 23 Continuity of transparency on how key decisions are made
- 24 Policies accessible and trained out across the business
- 25 Annual ESG report published

Integrity



Reminder of our commitments

- 16. Code of practice and customer charter to ensure fair dealing and transparency for our customers
- 17. Annual leadership training on current and future strategic issues
- 18. Annual Code of Conduct and ethics training for all our people



Integrity to us means that we set high standards for our business – always...when we make decisions, when we deal with customers, when we define our policies and when we train our team. We are always striving to push those standards higher.

When guests book to come on holiday with us, or buy a holiday home, everyone has the right to fair dealing and a transparent transaction.

We are therefore developing a code of practice and customer charter for holiday home sales. The code will encompass sale protocols, pricing, sales commission, and fairness.

Leading the way

We have a fantastic leadership team with breadth and depth of experience across multiple sectors and professional areas and are committed to continue this by building the future leaders of our business. We have introduced specific training aimed at encouraging future talent including 'Lead the Way' academies and a Transformational Leadership programme, as well as our own external leadership programme, the Master of Business Leadership developed with Cranfield University. We aim to ensure that our people have the right skills to adapt, make effective decisions, and implement business strategy in an ever-changing work environment.



In our last employee survey
82% of our people said

I have confidence in the
leaders at Parkdean Resorts¹⁸



Whitley Bay
Holiday Park,
Tyne and Wear

Nurturing the next generation

Kristian Evans began his career at Parkdean Resorts working as a lifeguard and has since worked his way up to his current role of Regional Sales Director. He was one of the first cohort of seven candidates:

💡 **After completing the Cranfield 'Breakthrough Leadership' programme, I was able to build my team up to support the company strategy in a whole new way. The course gave me the practical tools to make a tangible improvement in my contribution to the business.** 💡

The way we do business

We've based our corporate culture and company values (Difference, Value, Pace, Care and Belonging) on sound ethical principles supported by policies and procedures to reinforce these.



To ensure we continuously improve, we are reviewing our Code of Conducts and ethics with a view to train this out to all our people.

Controls



Reminder of our commitments

- 19. Safety culture embedded into our DNA
- 20. Secure and compliant information system
- 21. Appropriate assurance around risk and control performance
- 22. Compliance to UK corporate governance reforms



Whether you are holidaying with us or working for us, you want to know you are safe and our tools and processes are robust.

To drive progress in the safety, security, and compliance of our operations, we have invested in a combination of in-house professional expertise, supported by external specialists. From health and safety, fire, food, and product technology, to moving and siting caravans, information security, and data protection, we've got it covered.

Having good governance and control around your business is important but knowing that it is there and operating as intended. Parkdean Resorts' internal audit team aims to provide that assurance.

The internal audit team had mostly focused on reviewing controls across our park operations, so when we wanted to extend the programme to include our central support office functions,

we realised that partnering with a capable, external provider was the best option. We ran a competitive tender process in 2021 and selected EY as our expert audit partner who have brought considerable expertise and experience to bear in key specialist areas. They act as a critical friend, providing independent audit findings and clear recommendations, allowing us to use each audit as an opportunity to enhance our governance performance.



Cayton Bay
Holiday Park,
North Yorkshire

Safety in our DNA

A key component of how we run our business is our unrelenting focus on safety. We strive to create a risk-aware culture where safety is understood and managed, so our team, guests, and holiday home owners alike can be confident that we operate in a safe and compliant manner.

70 senior leaders have already completed the IOSH (Institution of Occupational Safety and Health) Safety for Executives and Directors course.

The course ensures our leadership are fully aligned with the moral, legal and business need for proactive safety, health and risk management and strategic safety and health management issues.

A range of security measures are in place across all of our parks. Our security team members have the appropriate licences as well as being provided with additional training to ensure they remain vigilant and responsive. We use CCTV and other technology to protect our property, team members and guests and we continually review our security arrangements to ensure they remain suitable and proportionate.

Leading from the front

Leading from the front is our expert Health and Safety team who, with their professional leadership and pragmatic support for safety management on parks, were the well-deserved winners of our Management Conference 'Park at the Heart' award for 2022.

💡 **Setting non-negotiable brand standards in 2021 and measuring performance against them has taken safety on our parks to another level. This year, we strengthened our compliance further by setting out clear accountability for our team of what is expected and required. This was coupled with dedicated compliance and safety business partners to work with those on the ground to raise standards. These relationships were key in encouraging park teams to speak up and collaborate on driving improvements. The response to these measures has been overwhelmingly positive in both the audit results and anecdotal feedback that our teams feel safe when working.** 💡

Tracey Colbert, Director of On-Park Compliance and Safety

Information security

Keeping our customer data safe is non-negotiable. And in today's volatile and complex digital environment, it is also imperative we protect our business operations now and into the future.

Our aim is to future-proof Parkdean Resorts' systems with secure and appropriate practices, processes, controls, and policies. ISO27001 was reached in 2022 and again in 2023, an internationally recognised information security management standard.

Our focus in 2022 has been on embedding the principles of the standard to ensure they drive continuous improvements, further developing our information security and cyber strategy, and boosting our ability to respond to threats.

Mitigating risk

Risks are inherent in any area of life, so it is important to have a healthy respect for minimising and managing them where they occur.

In 2022 we launched an enterprise risk management system which allows us to better assess and manage risks across our business, supported by both our internal and external audit expertise.

Corporate

Parkdean Resorts operates under the Wates Corporate Governance principles for large private companies and keeps a watchful eye on the horizon for any changes to legislation which may affect our business, including UK corporate reporting reform proposals.

Ensuring we operate within all legal and regulatory frameworks is an integral part of how we do business, as such, we publish our financial accounts, Gender Pay Gap reports, Tax Strategy, and Modern Slavery statement on our website making them easily accessible and available in the public domain.

Safeguarding

Safeguarding is led by a quarterly Strategic Safeguarding Committee which includes senior executives from both central support and park operations. Our dedicated Safeguarding Team can be contacted by anyone who has a safeguarding concern, including via a dedicated phone line and email service. In addition, all Security Managers are Designated Safeguarding Champions (DSC) and can advise and support park teams. Our Safeguarding Committee is also attended by an independent safeguarding expert who is there to check and challenge where appropriate.



Cayton Bay
Holiday Park,
North Yorkshire

Safety and Compliance

Our safety culture is continuously assessed and reviewed by both the operational Compliance and Safety Assurance Team (CSAT) and the board-level Health Safety and Security Committee (HSSC). These are underpinned by monthly compliance and safety meetings on every park, chaired by the General Manager.

Remuneration

Our Remuneration Committee ensures a fair approach to employee remuneration, monitoring the gender pay gap, ensuring we reward fairly and responsibly with a clear link to corporate and individual performance, and abiding by statutory and regulatory requirements.



We continue to assess our controls to ensure they are resilient and we are prepared for future requirements coming down the track. Our work here will be undertaken as a continuous cycle as developments occur.

Transparency



Reminder of our commitments

- 23. Continuity of transparency on how key decisions are made
- 24. Policies accessible and trained out across the business
- 23. Annual ESG report published



We are open with our decision making and strive to give our stakeholders confidence that we do what we say we will.

Openness

Our clear organisational structure and terms of reference for boards and committees set our expectation that operations are run consistently across our business. We conduct regular business briefings most notably at our annual management conference, at significant times during the year and we encourage open conversation on our internal communications platform, Workplace, which is open to all our people to use at any time of day and from any location.

Transparent reporting

This report is the first step in our commitment to deliver annual updates of our progress against our ESG commitments. In addition to the UN Sustainable Development Goals referenced in this report, we have begun to map our efforts against appropriate reporting standards and frameworks, e.g. TCFD. We aim to include more on these in future reports.



Looking ahead

We will continue to review alignment and enhancement of our reporting against recognised frameworks, such as TCFD and future standards such as TNFD. (Task Force on Nature-related Financial Disclosures).



2022 Management Conference

Governance summary







**Looking ahead,
2023 and beyond**

💡 When we started on our ESG journey we had ambition but didn't know what was possible. We are so impressed with our people for establishing such firm foundations and for making so much progress so quickly. We are well on the way to achieving the 2025 milestone and have delivered some great, tangible results so far. We are excited as we embark on the next phase of caring for our parks, people, and planet.

There's no template for a business like ours, so we've created our own and we'll continue to challenge ourselves to be the best we can be.

Thank you to everyone who has played a part in helping us make great strides in achieving our aspirations. Your support and enthusiasm means the world. 💡

Steve Richards

Chief Executive Officer,
Parkdean Resorts

 Parkdean
Resorts

Caring for our Parks,
People, and Planet



Croyde Beach,
Ruda Holiday Park,
Devon

