Annual report 2019 part 2 - Goal and result matrix – ENVIRONMENT AND SOCIAL RESPONSIBILITY

Targets and relevant GRI-indicator**	Result 2016	Target 2017	Result 2017	Target 2018	Result 2018	Target 2019	Result 2019	Target 2020
Sustainability on all hotels								
Develop and implement a sustainability indicator on all hotels (WeCare Index)		Develop WeCare Index	WeCare Index developed.	Implement WeCare Index on all hotels	Implemend WeCare Index on all hotels	Develop integrated measurements in PMI	WeCare Index implemented on all hotels, maintain.	Further develop system.
Sustainable operations								
Increase proportion of hotels using renewable energy	81%	-	70 %	New target for 2021 will be set	68%	+5 %	80 % (+18%)	+5 %
Reduce energy consumption (kWh/t) GRI: G4-EN5	216 204*	set new goals to 2021	(0%*) 205, 204*	-5%	+2% (207)	-5%	-3,4 % (200 kWh)	-3%
Reduce water consumption (liter/guest night) GRI: G4-EN8	229*	set new goals to 2021	+1% (230*)	-5%	206 (-10%)	-5%	204 (0,1 %)	0 %
Reduce residual waste (kg/guest night) GRI: G4-EN23	0,511	set new goals to 2021	+ 64%* (0,859*)	- 10 %	-19 % (0,683)	-10 %	- 30 % (0.480)	-5 %
Reduce consumption of chemicals (gram/guest night)	33	set new goals to 2021	31	20	31	20	30	25
Total CO2 emissions for all hotels in the chain (tonnes) GRI: G4-EN15	25 500	N/A	22 304	N/A	33 619	N/A	33 449	N/A
CO2 emissions per guest night (kg CO2/guest night) GRI: G4-EN18	2,65	N/A	2,64	N/A	3,62	N/A	3,0	-10 %
Reduce number of transports /hotel	1147*	Will be audited	1334*	Work to improve data quality	1295	Work to improve data quality	1323	Work to improve data quality
Ensure that all hotels are internally audited annually (ISO 14001) GRI: Management system, environmental indicators	3-years circulation	3-years circulation	2-years circulation	2-years circulation	2-years circulation	2-years circulation	2-years circulation	2-years circulation
Ensure that all hotels are ISO 14001-certified (The Norwegian Veritas) GRI: Management system, environmental indicators	100%	100%	Comfort Hotel Ole Tobias did not achieve certificate in 2017	100%	100%	100%	100%	100%
Increase proportion of staff who have taken e-learning in environment GRI: Management system, environmental indicators	35%	65%	35 %	Develop new Environment training for all	35 %	40%	42 %	45 %
Staff and diversity								
Increase well-being for staff measured in employee survey (The Beat)(1)	39,6	42	46,5	48	50	55	56	58
Increase the portion of positive answers about sustainability in the employee survey.	-	-	26	+2 ppt	29 (+11.5 %)	+5 %	33 (13,8 %)	+5 %

Reduce absence due to illness (%) (2) GRI: G4-LA6.	Per country: DK: 4,75 NO: 4,75 SE: 3,7	Per country: DK: 4,75 NO: 4,5 SE: 3,63	Per country: DK: 4,88 NO: 4,9 SE: 3,8	Per country: DK: n/a NO: 4,8 SE: 3,7	Per country: DK:n/a NO: 5.18 SE: 4.15	Per country: DK: n/a NO: 4,8 SE: 3,7	3,71	3,6
Ensure that the proportion of female managers reflects the organisation. GRI: G4-LA12. Comment: NCH have no targets related to age, so not measured.	63% (63% female employees in the organisation in total.)	The proportion should reflect the organisation.	65% (63% female employees in the organisation in total.)	The proportion should reflect the organisation.	Norway: 62%. Sweden: 65%	The proportion should reflect the organisation.	Norway: 61%. Sweden: 64%	The proportion should reflect the organisation.
Increase the proportion of middle managers with non-Scandinavian origin. GRI: G4-LA12. (5)	11%	14%	15%	The proportion should reflect the organisation.	17%	The proportion should reflect the organisation	12 %	The proportion should reflect the organisation
Tasty, healthy and sustainable food								
Ensure that all hotels serve a selection of organic food with KRAV and Debio certification in NO and SE	100%	100%	100%	100%	100%	100%	100 %	100 %
Ensure compliance of Nordic Choice's Red list	Controls and monthly follow-up	Continue monthly controls	Good compliance.	Continue, controls	Good compliance.	Update red list and add greenlist	Good compliance.	In line with red list, add greenlist
Phase out all bad palm oil (3)	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
Develop indicators for sustainable food	Continue work to register all food guests	Automatic registration of food guests	Registration automized. Indicator developed. WeCare index.	WeCare Index=8 (target for all indicators)	Project with scales	All hotels should have scales in 2019	Project with scales started but not rolled out.	All hotels should have scales in 2020
Reduce food waste kg/guest night food waste kg/serving	0,3 kg/guestnight	New KPI. Food waste per serving.	0. 175 kg / serving	- 10% compared to 2017.	0.172 kg/serving	- 10% compared to 2017.	0,184 kg/servings	- 10% compared to 2017.
Fair trade								
Assess risk in supply chain GRI: G4-EN32;LA14;HR10	Implementing sustainable minimum requirements has started	Ensure compliance of sustainable minimum requirements	Controls and dialogue with suppliers	Follow up implementation of sustainable minimum requirements	n/a	Follow up implementation of sustainable minimum requirements	Controls and dialogue with suppliers	Follow up implementation of sustainable minimum requirements
Implement improvement initiatives in supply chain GRI: G4-EN33; LA15;HR11 (Management system)	Several initiatives implemented	Develop and continue	Several initiatives implemented	Develop and continue	n/a	Develop and continue	Several initiatives implemented	Develop and continue
Local social responsibility								
Increase the proportion of hotels with at least one local initiative.	Numbers N/A due to delayed survey for hotels taking part in event "Lonely Christmas tree".	80%	79 %	80 %	71 %	75 %	90 %	90 %
Guests								
Increase the proportion of guests that answer positively to the question: "I experience that this hotel takes	69,1	74,1	73,2	+2ppt	74.3 (1.5 ppt)	+ 2 ppt	72.6 (-2.3 ppt)	+5 ppt

responsibility for the environment, people and society." (4)								
Increase the proportion of guests who will recommend the hotel to others, guest satisfaction NCH (NPS) GRI: G4-PR5	45,2	50	46,6	Only goals on chain level: Clarion 50, Clarion Collection 50 Comfort 40, Quality 40 NH&R 53	Clarion 54.3, Clarion Collection 53.6 Comfort 31.8, Quality 35.4 NH&R 53.4	Only goals on chain level: Clarion 56, Clarion Collection 55 Comfort 40, Quality 40 NH&R 55	Clarion 57.8, Clarion Collection 55.8 Comfort 32.7, Quality 40.6 NH&R 56.0	Only goals on chain level: Clarion 60, Clarion Collection 56 Comfort 40, Quality 40 NH&R 55
Responsible operations								
Operations free of bribes and corruption GRI: G4-SO5	No legally enforceable verdicts in 2016.	None	No legally enforceable verdicts in 2017.	None	No legally enforceable verdicts in 2018.	None	No legally enforceable verdicts in 2019.	None

** Indicators relevant for GRI (Global Reporting Initiative) will be mentioned with their GRI-name, underneath the respective indicators.

* New, more accurate measurements.

(1) Scale -100 to 100. 30 is a good result.

(2) Statistics for absence due to illness include all our operating hotels. Absence due to illness/injuries is not registered per gender.

(3) Bad palm oil refers to palm oil not certified according to RSPO's two strictest levels, or equivalent.

(4) After their stay, hotel guests are given the opportunity to respond to questions about how satisfied they were with their stay.

(5) Comment: NCH have no targets related to age, so not measured.

GRI: STANDARDREDEGJØRELSE

GRI-indicator		Page number or website
G4-1	Introduction	Report p. 1
G4-3	Name	Nordic Choice Hospitality Group as
G4-4	Product	https://www.nordicchoicehotels.com/about-nordic-choice-hotels/annual-reports/arsrapporter/
G4-5	Main office	Fredrik Stangs gate 22-24, Oslo, Norway
G4-6	Online presence	https://www.nordicchoicehotels.no/hotell/?resetDestination=true
G4-7	Ownership	Nordic Choice Hospitality Group is 100% owned by Strawbery Hospitality Group AS
G4-8	Markets	https://www.nordicchoicehotels.no/hotell/?resetDestination=true
G4-9	Size	https://www.nordicchoicehotels.com/about-nordic-choice-hotels/annual-reports/arsrapporter/
G4-10	Staff	Report p. 7-8
G4-11	Collective trade agreements	100 % of staff are trade union members and covered by collective agreements in Sweden. In Norway we don't have this statistics, but all employees are paid in accordance with collective wage agreements.
G4-12	Supply chain	Report p. 9
G4-13	Substantial changes	https://www.nordicchoicehotels.com/about-nordic-choice-hotels/annual-reports/arsrapporter/
G4-14	Pre-cautious	Report p. 17
G4-15	Support of sustainability initiatives	Report p. 3, 21
G4-16	Central position in advocacy group	-
G4-17	Overview, business	https://www.nordicchoicehotels.com/about-nordic-choice-hotels/annual-reports/arsrapporter/
G4-18	Description of contents	Report p. 2
G4-19	Priorities	Report p. 3-4
G4-20	Limitation, internally	Report p. 3
G4-21	Limitation, externally	Indicators for follow-up of suppliers
G4-22	Change of reporting method	See table Targets and results, p. 30-31

G4-23	Change of measuring method	See table Targets and results, p. 30-31
G4-24	List stakeholders	Report p. 3
G4-25	Selection criteria	Report p.: Introduction
G4-26	Description of dialogue	Report p. 7-11, 21-24, 26-28
G4-27	Subject matters	Report p. 7-11, 21-24, 26-28
G4-28	Reporting period	2019
G4-29	Last report	2018
G4-30	Intervals	Annually
G4-31	Contact details:	Harald.bjugstad-holm@choice.no
G4-32	GRI-report type	G4/Core
G4-33	Audit	This report has not been audited
G4-34	Corporate governance	Nordic Choice Hospitality Group AS is a private limited company and Petter A. Stordalen is the only owner. Petter A. Stordalen is the chairman of Nordic Choice Hospitality Group AS.
G4-56	Ethical guidelines	https://www.nordicchoicehotels.com/social-responsibility-in-nordic-choice-hotels/ethical-trade/