

Annual report 2017 part 2 - Goal and result matrix – ENVIRONMENT AND SOCIAL RESPONSIBILITY

Targets and relevant GRI-indicator*	Page	Result 2010	Result 2011	Result 2012	Result 2013	Result 2014	Result 2015	Target 2016	Result 2016	Target 2017	Result 2017	Target 2018
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
Environmentally friendly hotel operations												
Increase proportion of hotels using renewable energy	13	78%	77%	79%	79 %	79,2 %	80%	80%	81%	-	70 %	New target for 2021 will be set
Reduce energy consumption (kWh/guest night) GRI: G4-EN5	13						209,0 (Until 2015, only electricity measured.)	Set new target	216,2	-5%	-3%	-5%
Reduce water consumption (liter/guest night) GRI: G4-EN8	14	- 12,8% (240,05)	-18% (225,09)	-12,35% (236,05)	+4,2 % (245,96)	-3,2% (232,87)	-7,5% (218,34)	-20% (from 2012)	-5,0% (from 2015) -10,6% (from 2012)	-20% (from 2015) -10,6% (from 2012)	-3,4% (203)	-18% (from 2012)
Reduce residual waste (kg and liter/guest night) (1) GRI: G4-EN23	12	Liter:-43,7% (5,53) Kg: -40,7% (0,70)	Liter:- 49,4 % (4,91) Kg: - 41,4 % (0,65)	Liter:- 48,8 (4,61) Kg: - 42,3 (0,60)	Liter: +26,9 % (6,31) Kg: + 5 % (0,63)	Liter: +20,2% (5,54) Kg:+1,6% (0,59)	Liter: +5,21% (4,85) Kg: +1,7% (0,61)	-10% (from 2012)	Liter: +4% (5,1) (towards 2015) Kg:-16% (0,52) (towards 2015) -16,7% (towards 2012)	-10% (0,50) Liter fases ut	Kg:+2% (0,53) (towards 2016)	-10%
Reduce consumption of chemicals (gram/guest night)	14			Kartlagt (41,4)	-13 % (36)	-15,5% (35)	0% (35)	- 20% (from 2012)	-5,7% (towards 2015) -20% (towards 2012) 33	-40% (towards 2012)	-29 % 29	-31 % (towards 2016)
Total CO2 emissions for all hotels in the chain (tonneses) GRI: G4-EN15	12	21044	21670	27070 tonnes	28789 tonnes	27310 tonnes	27570 tonnes	N/A	25500 tonnes	N/A	22 304	N/A
CO2 emissions per guest night (kg CO2/guest night)	12	2,99	3,01	3,76	3,7	3,25	3,05	N/A	2,65	N/A	2,64	N/A

GRI: G4-EN18												
Reduce number of transports (number/hotel)	13	Mapped (1182,55)	-8,3 % (1061,07)	-16,5 (987,12)	+5,5 % (1041)	+11,5% (1101,73)	+30% 1281	-15% (from 2012)	+28,3% (towards 2012) -1% (towards 2015) (1267)	Will be audited	Work to improve data quality	Will be audited
Ensure that all hotels are internally audited annually (ISO 14001) GRI: Management system, environmental indicators	11	100%	100%	100%	100%	3-years circulation from 2014	3-years circulation	3-years circulation	3-years circulation	3-years circulation	2-years circulation	2-years circulation
Ensure that all hotels are ISO 14001-certified (The Norwegian Veritas) GRI: Management system, environmental indicators	11	100%	100%	100%	100%	100%	100%	100%	100%	100%	Comfort Hotel Ole Tobias did not achieve certifiat in 2017	100%
Increase proportion of staff who have taken e-learning in environment GRI: Management system, environmental indicators	11	25%	29%	30%	31 %	29,4 %	36%	35%	35%	65%	35 %	Develop new Environment training for all
Staff and diversity												
Increase well-being for staff measured in employee survey (The Beat)(2)	5						Introduced new tool (The Beat): 27,9		39,6	42	46,5	48
Increase portion of positive answers about sustainability in the employee survey.	5						Introduced new tool (The Beat):52,5	55	58,1	58,5	63,1	+2 ppt
Reduce absence due to illness (%) (3) GRI: G4-LA6. Comment: Absence due to illness/injuries is not registered per gender.	6	3,9%	3,93	3,8%	4,11	DK: 3,60 NO: 4,24 SE. 3,57	New – per country: DK: 4,75 NO: 4,65 SE. 3,69	Per country: DK 4,6 NO 4,5 SE 3,6	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
Ensure that the proportion of female managers reflects the organisation.	6	59%	62,9%	61,55%	62%	62% (65,9% female employees in the	62% (65% female employees in the organisation in total.)	The proportion should reflect	63% (63% female employees in	The proportion should reflect	65% (63% female employees in	The proportion should reflect

GRI: G4-LA12. Comment: NCH have no targets related to age, so not measured.						organisation in total.)		the organisation.	the organisation in total.)	the organisation.	the organisation in total.)	the organisation.
Increase the proportion of middle managers with non-Scandinavian origin. GRI: G4-LA12. Comment: NCH have no targets related to age, so not measured.	6	6,7%	8,7%	10 %	12%	14,02%	13%	14%	11%	14%	15%	The proportion should reflect the organisation.
Tasty, healthy and sustainable food												
Ensure that all hotels serve a selection of organic food with KRAV certification in NO and SV	15	100%	100%	100 %	100%	100%	100%	100%	100%	100%	100%	100%
Ensure compliance of Nordic Choice's Red list	18	Introduced	Started	Implemented	Controls and monthly follow-up	Controls and monthly follow-up	Controls and monthly follow-up	Continue monthly controls	Controls and monthly follow-up	Continue monthly controls	Good compliance.	Continue, controls
Phase out all bad palm oil (4)	19			First palm oil free hotel, Quality Hotel Fredrikstad		Clarion was the first palm oil free hotel chain in NO and SE.	Only use sustainably produced palm oil, if using products containing palm oil	Maintain	Maintain	Maintain	Maintain	Maintain
Develop good indicators for sustainable food	16							Started work to register all food guests	Continue work to register all food guests	Automatic registration of food guests	Registration automatized. Indicator developed. WeCare index.	WeCare Index=8 (target for all indicators)
Reduce food waste kg/guest night	16				0,54	-35% 0,35	0,4	-10%	0,3 -19%	Innføre måling per alle spisende gjester	OK. Indikator og måling innført.	-10% towards nytt nullpunkt i 2017
Fair trade												
Assess risk in supply chain GRI: G4-EN32;LA14;HR10	7	Introduced	Completed	Continued	Survey central suppliers accomplished	Continued	Launched sustainable minimum requirements	Implement sustainable minimum requirements	Implementing sustainable minimum requirements has started	Ensure compliance 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)	7				Several initiatives implemented	Several initiatives implemented	Several initiatives implemented	Develop and continue	Several initiatives implemented	Develop and continue	Several initiatives implemented	Develop and continue
Local social responsibility												
Increase proportion of hotels with at least one local initiative.	8	N/A	22%	71%	76%	75%	75%	80%	Numbers N/A due to delayed survey for hotels taking part in event "Lonely Christmas tree".	80%	79 %	80 %
Guests												
Increase the proportion of guests that answer positively to the question: "I experience that this hotel takes responsibility for the environment, people and society." (5)	3			69,9	69,7	69,3	69,3	70,5	69,1	74,1	73,2	+2ppt
Increase the proportion of guests who will recommend the hotel to others, guest satisfaction NCH (NPS) GRI: G4-PR5	3	Kartlagt						44,9	45,2	50	46,6	Only goals on chain level: Clarion 50 Clarion Collection 50 Comfort 40 Quality 40 NH&R 53
Responsible operations												
Operations free of bribes and corruption GRI: G4-SO5	4											
Secure and responsible handling of personal information GRI: G4-PR8	4											

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

(1) Most hotels report their waste in kg/guest night, but a few hotels still have their waste volume stated in liter/guest night.

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

(3) Statistics for absence due to illness include all our operating hotels.

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

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

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://annualreport.choice.no/
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 Strawberry Hospitality Group AS
G4-8	Markets	https://www.nordicchoicehotels.no/hotell/?resetDestination=true
G4-9	Size	https://annualreport.choice.no/
G4-10	Staff	Report p. 5
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. 7
G4-13	Substantial changes	https://annualreport.choice.no/
G4-14	Pre-cautious	Report p. 11
G4-15	Support of sustainability initiatives	Report p. 2, 20
G4-16	Central position in advocacy group	-
G4-17	Overview, business	https://annualreport.choice.no/
G4-18	Description of contents	Report p. 2
G4-19	Priorities	Report p. 2
G4-20	Limitation, internally	Report p. 2
G4-21	Limitation, externally	Indicators for follow-up of suppliers
G4-22	Change of reporting method	See table Targets and results, p. 22

G4-23	Change of measuring method	See table Targets and results, p. 22
G4-24	List stakeholders	Report p. 1, 2, 3
G4-25	Selection criteria	Report p.: Introduction
G4-26	Description of dialogue	Report p. 3, 5, 8, 19, 20
G4-27	Subject matters	Report p. 3, 5, 8, 19, 20
G4-28	Reporting period	2017
G4-29	Last report	2016
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/