



WeCare 2017

Annual Report Sustainability, Nordic Choice Hospitality Group

2017 has been another great year for Nordic Choice Hotels. The company has delivered its best ever operational result and during the Grand Travel Award we brought home the most important awards for the best hotel company in Norway, Sweden, and the Nordic region. One word defines last year's developments very well: innovation. New breakthroughs within several areas in 2017, such as the introduction of Sweet Dreams Stay, the campaign that allows guests to support a great cause while having a good night's sleep, resulted in Nordic Choice Hotel making it to the Top-10 list of Norway's most innovative businesses. And the results speak for themselves: it pays off to be innovative.

At Nordic Choice we have a tradition and a culture of doing more than what's expected from us – for the guests, our people, the company, and for the environment. We strive to run the hotels in harmony with, not at the expense of, the world around us. In Nordic Choice Hotels we call this work WeCare.



WeCare is about how we, in our daily work, take care of people, environment, and profitability, all at the same time. In our view, we cannot be profitable without also caring for people and the environment. We know however, that we will not be able to look after people and the environment without being profitable.

We have mapped out how our 190 hotels in Norway, Sweden, Denmark, Finland, Latvia, and Lithuania affect the environment, and society, and we have listened to what our guests, suppliers and representatives from important society groups say. By doing this, we have defined which areas we should focus on in our sustainability work. Our main focus areas are:

- Diversity amongst employees
- Ethical and sustainable trade in our supply chains
- Community engagement in our neighbourhoods
- Global social responsibility by fighting human trafficking
- Environmentally friendly operations
- Good, healthy and sustainable food

The Sustainability report will describe the work carried out in the focus areas above, as well as outline how we will achieve continuous improvements:

- We will create opportunities for people inside and outside our business.
- We will conduct our business to have positive impact on our ecosystems and biodiversity.
- We will make our guests feel a little bit better when checking out than they did when checking in.

WeCare is part of our identity and culture – and we are proud of it.

Torgeir Silseth

Chief Executive Officer
Our obligations



Nordic Choice Hotels wants to contribute to the realisation of UN's Sustainable Development Targets. We believe innovation, and a new look at commonplace solutions, will play a vital role in this work.

We have highlighted the following areas as particularly relevant for us:



Nordic Choice Hotels supports and respects Global Compact's ten principles for environment, anti-corruption, human rights, and workers' rights.¹

As a member of the Ethical Trading Initiative, we are committed to respecting Human Rights and Labour Rights in our supply chains and to strengthen the support of fair trade in business life in general.

Nordic Choice Hotels is certified according to environmental standard ISO 14001:2015.

How do we ensure compliance

- Our board is the driving force in our sustainability work.
- We have shared responsibility to implement measures at all hotels and entities, and we collaborate internally to achieve good results.
- We maintain a dialog with our stakeholders.
- We consult with experts.
- We have established internal notification procedures.
- We work transparently and document our results. We publish an annual report that includes the WeCare efforts.
- We use the report to analyse our work and to set new ambitious goals.

¹ This means that we will support, as a minimum: the UN Universal Declaration of Human Rights, the UN International Covenant on Civil and Political Rights and the UN International Covenant on Economic, Social and Cultural Rights, UN's Declaration on the Rights of the Child, and ILO Declaration on Fundamental Principles and Rights at Work from 1998.

Our guests are a measure of success – including with respect to sustainability

Sustainability is important to our guests, and we know it will become even more important in the future. Businesses and organisations with whom we have agreements also emphasise sustainability more often when choosing which hotel chain to align themselves to, and this is highly appreciated by us. We therefore work actively to involve both customers and guests in our sustainability work. We are open and honest in our communication about our work, and it must be simple to contribute and provide feedback on how we can improve.

Our goal	We will make our guests feel a little bit better when checking out than they did when checking in
Why it is important	Our guests should be able to make up their own mind about our work, and give us feedback so we can improve. For guests wanting to contribute to our ongoing work, we should create solutions to make this option easily available.
What we do	<p>All chains and all hotels shall, through their activities, campaigns, and information, involve and tell guests about our WeCare work. Some examples:</p> <p>WeCare Index In 2017 we developed a WeCare Index that gives each hotel a sustainability score based on the results from selected sustainability aspects. Both having established the index and the index being enclosed to the financial reports, ensures an increased focus and greater integration of sustainability work.</p> <p>Sweet Dreams stay NCH introduced the Clarion “Green Stay” initiative at all its chain hotels in 2017. The concept was further advanced and became the “Sweet Dreams Stay”, as part of the UNICEF project “Sweet Dreams”, which gives guests who stay more than one night the opportunity to forego room cleaning. The solution is more environmentally friendly, and the hotel donates money to UNICEF for every foregone room cleaning.</p> <p>Fairtrade “Fika” for 130 000 Every year, Nordic Choice Hotels takes part in Fairtrade’s event “Fairtrade Challenge”. The hotels hand out free organic Fairtrade coffee to guests and passers-by, and create attention in social media. The most successful hotel is invited on a trip to Honduras with our coffee supplier Løfbergs Lila, to visit our coffee farmers. In 2017, we served free coffee to 130 000 people during a few hours, as part of Fairtrade Challenge.</p> <p>MSC and ASC certification In 2015, Yasuragi was the first hotel and the first sushi restaurant in Sweden to be certified for MSC and ASC, and in 2016, these certifications also included all Clarion hotels in Sweden. In addition, in 2017 these certifications further included all hotels with restaurants in both Norway and Sweden. In Sweden, this meant that more than 90% of all salmon bought was ASC certified.</p>

As part of the Sustainable Brand Index 2018 (showing results for 2017), Nordic Choice Hotels was named best on sustainability issues within the travel industry. Nordic Choice Hotels was ranked number 10 among Norway's most sustainable brands this year, independent of industry. In Sweden, we moved forward no fewer than 15 spots, to number 28. Sustainable Brand Index is Scandinavia's biggest survey of businesses and sustainability. The survey is conducted annually and covers the largest companies in Sweden, Denmark, Finland, and Norway. In total, 24 000 consumers contributed to the evaluation.

Responsible operations

Our goal	Our business must be operated free of bribery and corruption
Why it is important	Corruption is a crime and damages trust in the businesses involved.
What we do	We have our own guidelines for employees and suppliers, focusing on bribery and corruption.
Our results	Results, legally enforceable verdicts (G4-SOS): No legally enforceable verdicts in 2017.

Our goal	Guests as well as employees should feel safe, knowing that we have robust procedures in place for secure and responsible handling of personal data
Why it is important	Protection of privacy is a human right. Each individual has the right to decide how their personal data should be used and disclosed.
What we do	Our work to ensure we comply with EU's new General Data Protection Regulation, GDPR (2018) had much focus in 2017.
Our results	Results, complaints, breaches of personal data regulations (G4-PR8): No complaints about breaches of personal data regulations were received in 2017.

Our target	We shall have good procedures in place to handle both internal and external whistle blowers.
Why it is important	A good whistle blower process will enable us to solve issues at an early stage if improper behaviour is revealed.
What we do	We have ethical guidelines for employees and suppliers, focusing on our whistle blower procedures and why whistle blowing is important. In 2017, we implemented a new whistle blower tool for employees and external partners (e.g. suppliers and guests). The whistle blower feature is accessible for everyone on our website. https://www.nordicchoicehotels.no/samfunnsansvar1/etiske-retningslinjer/varslingskanal/
Our results	2 whistle blowing warnings were received in 2017

Our focus areas

A hotel company with a warm heart

We create opportunities for people in and outside our business. Our employees are our most important asset. The most relevant UN sustainability targets affected by this work are:



Our goal	We want our employees to thrive and learn new things at work, and there should be good collaboration between managers and employees
Why it is important	Happy, competent, and responsible employees is the main reason why our guests return again and again.
What we do	<p>The employee survey “The Beat” was developed and introduced in 2015 and is now conducted twice a year. It shows the employees’ job satisfaction.</p> <p>Culture Club started in 2016, a program to increase happiness and create awareness about the company culture. During 2017, all hotels (except NHR; the independent hotels) have implemented Culture Club. NHR introduced “7 habits” for all their managers.</p> <p>Having our own job website, “Karrieresidene”, makes it easier to recruit internally. These were continued in 2017. It makes it easier to comply with our recruitment policy, which includes internal job advertising, which was developed and implemented.</p> <p>Group trainees were employed for the second time in 2017.</p>
Our results	<p>Result from the employee survey assessing job satisfaction:</p> <p>The Beat eNPS 2016: 36.9 The Beat eNPS 2017: 46.5 Scale -100 to 100. 30 is a good result.</p> <p>Result from the employee survey section “employees’ experience with and attitude to sustainability”:</p> <p>The Beat WeCare 2016: 58.1 The Beat WeCare 2017: 63.1</p>

Our goal	Low sick leave and the lowest possible number of injuries
Why is it important	The jobs should not cause bad health to our employees
What we do	<p>#PulsforUNICEF is a project performed every autumn. For each day an employee is physically active (has a higher pulse) for at least half an hour, Nordic Choice gives NOK 15 to UNICEF and our joint Sweet Dreams project. In 2017, NOK 1 MNOK was donated to UNICEF from project #PulsforUNICEF.</p> <p>During 2017 the employee survey The Beat was also further developed to include a study of how the employees perceive a safe and secure work place. The first study will be performed in 2018.</p>
Our results	<p>Results sick leave and injuries (G4-LA6):</p> <p>Sick leave is relatively unchanged since last year. We see a small increase in Finland and Denmark but a positive reduction in other countries.</p> <p>Sick leave 2015: 4.65 % in Norway and 3.69 % in Sweden</p> <p>Sick leave 2016: 4.75 % in Norway and 3.7 % in Sweden</p> <p>Sick leave 2017: 4.90 % in Norway and 3.8 % in Sweden</p> <p>Sick leave within NCH is lower than industry average and total sick leave for respective country.</p> <p>All hotels in Nordic Choice are independent legal entities who report any potential injuries separately.</p>

Our goal	The percentage of female leaders shall be the same as the percentage of female employees
Why is it important	The hotel industry is a typical female workplace, but traditionally managers have been men.
What we do	We believe the percentage of our female middle managers is on a satisfactory level compared to the percentage of female employees and will not take any specific measures to change this.
Our results	<p>Gender equality statistics (G4-LA12):</p> <p>Percentage female employees across NCH: 63%</p> <p>Percentage female department managers:</p> <p>2015: Norway: 58%. Sweden: 66%</p> <p>2016: Norway: 51%. Sweden: 56%</p> <p>2017: Norway: 64%. Sweden: 68%</p>

Our goal	We shall be recognised for staff diversity and increase the percentage of middle managers with non-Scandinavian ethnicity
Why it is important	Our guests represent diversity. Diversity among our employees is both a necessity and a competitive advantage.
What we do	Diamond Club was launched in 2017 and is a tool to promote internal career opportunities. It has an explicit target to increase the percentage of middle managers with non-Scandinavian ethnicity.
Our results	At the end of 2017, Nordic Choice had more than 14 000 employees spread across 193 nationalities (G4-LA12): Percentage employees with non-Scandinavian ethnicity: 2016: 38% 2017: 32% Percentage middle managers with non-Scandinavian ethnicity: 2016: 11% 2017: 15%

Our goal	We shall be an inclusive employer and a preferred partner for organisations within this field
Why it is important	With a large number of jobs not requiring skilled education, we have the opportunity to, responsibility for, and pleasure to employ people who otherwise often would be excluded from working life.
What we do	Cooperation with “Ringer i Vannet” and “Samhall”. Offer internships in collaboration with Red Cross for victims of human trafficking.
Our results	In 2017, more than 800 unemployed people were offered internship in one of Nordic Choice’s hotels through the company’s collaboration with organisations such as NAV, Arbetsförmedlingen, Samhall. and “Ringer i Vannet”. 34% continued to permanent employment after completing the internship. Nordic Choice has also been awarded the prize as Sweden’s most LBTQ-friendly workplace.

Outside the hotel

Responsibility outside the hotel means that we take responsibility for not only our employees and guests, but also for others. This includes the supplier chain as well as local and global social responsibility. The most relevant UN sustainability targets affected by this work are:



<p>Our goal</p>	<p>We care about working conditions in our supply chains, and will contribute to improvements.</p>
<p>Why it is important</p>	<p>We have more than 200 central suppliers, and approximately one third of what we purchase is food. All our central suppliers have offices in the countries where we operate, while their supply chains cover numerous countries.</p> <p>It is a well-known problem that working conditions in the supply chains can be very poor. The probability of social dumping and illegal working conditions is significant in several of the industries connected to hotel operations – such as construction work, cleaning services, transport and service industries.</p> <p>This means we must demand clear responsibilities and reasonable working conditions both from our suppliers and from their supply chains.</p>
<p>What we do</p>	<p>Our own Code of Conduct, based on recognised UN and ILO conventions, is included in all our trade agreements.</p> <p>When signing new contracts, we prioritise suppliers who care about responsible working conditions and human rights in their own businesses and those of their suppliers. As a minimum, we exclude suppliers who say they are unable to comply with our ethical guidelines. If the supplier wishes to take various improvement measures in order to meet our requirements, we will then, jointly with the supplier, plan for how we can achieve compliance with our ethical guidelines. Improvement plans can also be made if our suppliers don't have targets and plans in place for their own fair trade work, or lack routines for how to follow up their own suppliers.</p> <p>Our work with suppliers is based on collaborations to achieve continuous improvements. Suppliers not wanting or failing to achieve improvements are not wanted as our business partners.</p> <p>Since 2014, we have conducted several surveys and supplier courses focused on sustainability. We have then categorised our suppliers according to the risk for breach of our ethical guidelines and sustainable minimum requirements and prepared an action plan for improvement measures for the suppliers. In 2017 we decided to strengthen our</p>

	<p>competence in this area through consultancy support from the Ethical Trade Initiative (<i>1 10Mf nxZ{bi aMIXZj</i> - IEH).</p> <p>Monitoring and additional meetings with the suppliers have been and continues to be a part of this work. The action plan is implemented and updated continuously.</p> <p>Our procurement department and the head of procurement within the construction unit participated as a pilot-business in a new training course organised by IEH in 2017.</p> <p>We have been a member of Ethical Trade Initiative (IEH) since 2008.</p>
Our results	<p>Sustainable trade is a continuous work consisting of steady improvements. We can never say that we have reached our goal, and guarantee that, for example, child labour will not occur in one of our supply chains, but we can guarantee that we are working to prevent this.</p> <p>G4-LA14/15; G4-HR10/11: Our report of Ethical Trade Initiative (IEH) for 2016 can be downloaded from: www.etiskhandel.no/medlem</p>

Our goal	We shall contribute to positive changes in the local communities we are part of.
Why it is important	Our hotels should be good neighbours, and with more than 190 hotels, there are many neighbourhoods where we can make a difference. This is part of our culture.
What we do	<p>In 2017, we continued our internal WeCare fund, where the hotels can apply for support for their local projects. During the year, more than 20 hotels received support from the fund for projects providing more city bikes, concerts and dances for people with disabilities etc.</p> <p>Below are more examples of local WeCare projects:</p> <p>Lonely Christmas Tree Seeking Presents In December every year, our hotels arrange an extensive voluntary campaign called “Lonely Christmas Tree Seeks Presents”. In 2017, we collected 80 000 Christmas presents for disadvantaged children and youths in the hotels’ own neighbourhoods. Guests are warmly welcome to participate and put a present under the Christmas tree in one of our hotels.</p> <p>For each present collected, Nordic Choice Hotels donates an additional NOK 10 to UNICEF’s work to protect child victims of human trafficking.</p> <p>100 rooms for awesome people Clarion Grand Hotel Helsingborg arranged “100 rooms for awesome people”, where 100 rooms were given to everyday heroes in Helsingborg. The selected people were nominated through social media on the basis of,</p>

	<p>for example, their contributions in the local community.</p> <p>Clean oceans Clarion Hotel Post has, through its enormous commitment to cleaner oceans, invited other organisations, school classes, and the local communities to clean the beaches in Gothenburg and reduce the amount of plastic in the ocean. In addition, they have implemented several measures to increase the awareness and knowledge about plastic and waste in the oceans. The hotel has received great publicity in the media and thereby spread awareness further.</p> <p>Hope for children For many years, Clarion Collection has raised money, presents and clothes to families in need in the Baltic countries. The project was realised after an initiative from employees with origins in the Baltic.</p> <p>Gala dance at Gardermoen Clarion Hotel & Congress Oslo Airport once again arranged a gala dance for people with special needs, with the dance band Ole Ivars providing music.</p>
Our results	More than 150 hotels took part in our Christmas campaign “Lonely Christmas Tree Seeks Presents”, where more than 80 000 presents were handed out to disadvantaged children in our neighbourhoods.

Our goal	We shall take part in the fight against human trafficking.
Why it is important	<p>Human trafficking is one of the three biggest illegal industries. The refugee crisis makes human trafficking even more prevalent, even in the countries we operate.</p> <p>Human trafficking is among the world’s biggest criminal operations and harms more than 1.2 million children every year. Sex tourism and child abuse is an increasing problem, particularly in Southeast Asia. As a responsible operator in the travel industry, we have chosen to contribute in the fight against human trafficking of children in Cambodia.</p>
What we do	<p>Nordic Choice is a signature partner to UNICEF and has collaborated with UNICEF since 2008. Since 2012, the collaboration has focused on human trafficking. In 2016, we renewed our agreement with UNICEF and committed ourselves to help even more children victimised by human trafficking. In 2017 we continued the Sweet Dreams project, which involves our employees and guests in UNICEF’s work for children affected by human trafficking. For every night a guest stays with us, we contribute to a safe night’s sleep for children affected by human trafficking.</p> <p>Involvement of employees</p>

	<p>#PulsforUNICEF – four weeks during autumn: for every day an NCH employee is physically active for at least half an hour, we give NOK 10 to UNICEF. More than 4 100 employees participated in 2017.</p> <p>Run for UNICEF: For every employee who takes an active part in the Holmenkollen relay in Oslo as member of an NCH team, NCH donates NOK 300 to UNICEF. NOK 110 000 was donated to UNICEF in 2017.</p> <p>Field trip: A field trip was organised in 2016 and five of our employees will take part in a field trip to Cambodia in 2018. No field trip was organised in 2017.</p> <p>Christmas presents: Instead of buying Christmas presents for employees, many hotels chose to donate Christmas presents to UNICEF. In 2017, this totalled NOK 400 000. Instead of Easter eggs for employees, we donated 150 000 NOK to UNICEF.</p> <p>Involvement of guests</p> <p>Sweet Dreams Stay: The “Sweet Dreams Stay” concept was implemented in all chain hotels as a part of the UNICEF project “Sweet Dreams”. Sweet Dreams Stay allows guests who stay at the hotel for more than one night, to forego cleaning of the room. The solution is environmentally friendly, and the hotel donates money to UNICEF for each foregone cleaning. From the launch in September 2017 until the end of the year, more than 75 000 guests elected to do this.</p> <p>Drawings for UNICEF: During the launch of Sweet Dreams Stay, NCH arranged a drawing competition for children. More than 14 000 drawings were collected. NOK 10 was donated to UNICEF for each drawing.</p> <p>Christmas campaign: “Lonely Christmas tree seeks presents” collects Christmas presents from guests, employees and others. For each Christmas gift collected, we donate NOK 10 to UNICEF. 80 000 Christmas presents and gift checks were collected to UNICEF in 2017.</p> <p>Members points: Every year, we give our members the opportunity to donate their membership points to UNICEF. In 2017, members donated more than 15 million bonus points which translated to a donation of NOK 450 000.</p> <p>Bracelets: In 2017, we sold more than 21 000 bracelets from a women’s centre in Cambodia at our reception counters. The centre is supported by UNICEF and helps women exposed to trafficking. The bracelets are made from crumbled paper and the sale resulted in an income to the centre of more than NOK 1.5 million.</p> <p>Emergency response</p>
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	<p>We also contribute to UNICEF’s humanitarian response activities during major catastrophes. In 2017, we had no individual campaigns in this area.</p> <p>We have developed guidelines for handling of suspicious prostitution at our hotels, with input from the prostitutes.</p> <p>In collaboration with Red Cross, we offer internships and work practice for human trafficking victims.</p>
Our results	<p>In total, Nordic Choice Hotels donated NOK 3 680 000 to UNICEF in 2016. For every night a guest stays with us, we donate to our Sweet Dreams project. In 2017 this resulted in 18.500 safe nights for children. In addition, donations were provided by employees and the company who donated a further 113 000 safe nights.</p>

Sustainability in all aspects

We will conduct our business towards a positive impact on our ecosystems and biodiversity. We work systematically to reduce our environmental footprint. The most relevant UN’s sustainability targets affected by this work are:



In 2017, we committed to new goals for our sustainability work. The goals stretch to 2021 and shall ensure we maintain our position as an environmentally friendly company.

Our goal	All our hotels to be environmentally certified in accordance with ISO 14001
Why it is important	Greenhouse gas emissions, poor use of resources, and pollution threaten our future generations and the globe’s biodiversity.
What we do	<p>The environmental management system ISO 14001 enables us to focus on the most important environmental aspects for hotels, and on continuous improvements, for which new targets are set every year. In order to securely implement the work at our hotels, we are using a self-designed environmental management tool called Penguin.</p> <p>New standard We redesigned our environmental management system in 2017 in accordance with the updated standard ISO 14001:2015. This means, for example, that much of the already existing sustainability work is reported and documented according to the ISO standard. Further, the hotels and several departments and</p>

	<p>functions also conduct discussions with their stakeholders, to ensure the work takes the stakeholders into account.</p> <p>Training Training of all employees is an important part of our environmental management system. Nordic Choice Hotels has its own training portal.</p> <p>Environment coordinator Every hotel appoints their own environment coordinator, who coordinates, initiates and takes responsibility for implementation of measures at their hotel, including documenting and following up on environmental data. The person responsible for environment issues at the head office travelled to some of the cities in the Nordic region in 2017, called The Penguin Tour. Environment coordinators and managers from all hotels came together to learn about the new version of ISO 14001, and to create commitments thereto.</p> <p>Sustainability coaches In 2017 and in collaboration with Sustainergies in Sweden and GreenCo in Norway, 60 students in Sweden and 30 students in Norway worked as sustainability coaches at one of our hotels. For one day a month, they supported their hotel with further development and implementation of the hotel’s environmental work. The coaches also conduct internal audits of the environment and of organic food at the hotels.</p> <p>New focus area for sustainability work Ever since we became ISO 14001 certified in 2009, we have worked with five key focus areas or environment aspects: water, waste, chemicals, energy, and transport. “Products” was added as a central focus area in 2017.</p>
Our results	<p>Nordic Choice Hotels is certified in accordance with the ISO 14001:2015 standard.</p> <p>We are proud to be certified according to ISO 14001, and also proud of DNV-GL’s comment after their latest audit: “Nordic Choice’ leadership is visible, clear, and bold about their sustainability focus.”</p> <p>4 300 employees completed our sustainability e-learning course in 2017, representing 35% of our employees. In addition, many hotels provided plenary sessions of the learning. Participants were not registered. We implemented a new Learning Management System in NCH in 2017, called the Nordic Choice Academy, for better sustainability learning, control, and registration of employees who attended the training. Mandatory environment training will be a part of this training platform.</p>

	167 people participated in the training course for environment coordinators in 2017.
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Our goal	We shall reduce our greenhouse gas emissions
Why it is important	Greenhouse gases cause global warming. To preserve the Earth the way as we know it, greenhouse gas emissions must be reduced.
What we do	Reduction of our greenhouse gas emissions is a consequence of other measures NCH implements as part of our environmental work.
Our results	<p>Greenhouse gas emissions, scope 1, 2 and parts of 3. (G4-EN15 and G4-EN18)</p> <p>We have reduced our CO2-emissions per guest night by almost 20% since 2012.</p> <p>CO2-emissions per guest night:</p> <p>2016: 2.65 kg</p> <p>2017: 2.64 kg</p> <p>Total emissions:</p> <p>2016: 25 500 ton</p> <p>2017: 22 304 ton</p>

Our goal	We shall do waste sorting and thus facilitate recycling
Why it is important	Waste sorting contributes to a higher proportion of recycling, and better utilisation of waste resources.
What we do	A central agreement was signed with Suez in 2017 regarding waste management in Sweden. This will result in a more uniform and accurate reporting of waste quantities and sorting rates. The hotels work continuously to improve sorting routines and solutions.
Our results	<p>Waste volumes based on our largest waste groups (G4-EN23):</p> <p>Residual waste: 39%</p> <p>Wet organic waste: 29%</p> <p>Cardboard/paper: 10%</p> <p>Glass/metal: 11%</p> <p>Fatty acids from grease separators: 5.6%</p> <p>Hazardous waste: 0.15 %</p> <p>The distribution is obtained from Norway, as Swedish number are not available. The distribution is presumably also representative of Sweden.</p> <p>We have reduced the residual waste volumes by nearly 50% since 2008.</p>

	<p>2015: 0.6 kg/guest night 2016: 0.5 kg/ guest night 2017: 0.5 kg/ guest night Target 2017: Reduce with 15% from 2015. Result: 11.7% reduction</p>
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Our goal	We shall reduce our energy consumption per m³
Why it is important	About 75 percent of the world's energy consumption comes from the energy sources oil, coal and natural gas, which, contribute strongly to the world's greenhouse gas emissions.
What we do	<p>The replacement of incandescent light bulbs and halogen bulbs with LED bulbs has continued in 2017.</p> <p>Our Mestro measuring tool automatically collects energy consumption numbers for most hotels, while some still have to report manually. Number of guest nights are also reported in Mestro, meaning the hotel can relate the consumption to production.</p>
What have we achieved	<p>Energy intensity – use per Sq m (G4-EN5): 2016: 216,2 kWh/m² 2017: 210 kWh/m² Reduction: 3%</p>

Our goal	All our hotels shall use renewable energy – where possible
Why it is important	Fossil energy and other non-renewable energy sources have huge negative impacts on greenhouse gas emissions.
What we do	We have bought renewable source guarantees from Ishavskraft since 2007. We have continuously replaced previous energy sources with renewable energy when that option is available to us.
What we have achieved	<p>Percentage of hotels using renewable energy sources: 2016: 81% 2017: 70%</p> <p>The results drops as several of our new hotels are located in a larger building where we cannot impact the choice of electricity source.</p>

Our goal	We shall minimise the number of transports
Why it is important	Transports cause greenhouse gas emissions.
What we do	<p>Our hotels continually work to reduce the number of transports to and from the hotels, including reducing the number of orders through improved ordering processes. Introducing the purchasing Menybank planning tool has simplified this work. Several suppliers also coordinate transports to reduce the number of deliveries.</p> <p>The hotels have started to use ultra clean water and ozone water as a replacement for cleaning chemicals, which means there is less transportation of chemicals to the hotels.</p> <p>Our Sweet Dreams concept leads to less use of textiles, which in turn leads to fewer laundry transports.</p>
What we have achieved	<p>Mapping and monitoring of transports is currently being audited to make it possible to measure transportation emissions rather than number of deliveries.</p> <p>2016: Average 1267 transports per hotel 2017: Average 1244 transports per hotel Change: -1.8 %</p>

Our goal	We shall reduce our use of chemicals
Why it is important	Chemicals can be harmful to animals, humans and the environment.
What we do	<p>All chemicals we use are categorised red, yellow or green (=environmentally friendly) and recorded in a central substance register. The hotels continually work to reduce the use of red and yellow chemicals. We continuously collaborate with our suppliers to find more environmentally friendly products and methods.</p> <p>Several hotels in Norway and Sweden have now introduced ultra clean water and ozone water, meaning we don't need to use cleaning chemicals which is of benefit for both employees and the environment.</p>
What we have achieved	<p>Use of chemicals (total cleaning chemicals): 2016: 33 grams/guest night 2017: 29 grams/guest night Change: 12%</p> <p>The amount of chemicals used has been reduced by 29% since 2012. Target 2017: Reduction -40% from 2012. Result: -29% Target 2018: Reduction -31% from 2016.</p>

Our goal	We shall reduce water consumption per guest night
Why it is important	Access to clean water is a major global challenge. In the Nordic region, we aim to reduce water consumption, partly to reduce energy consumption related to heating, and partly to reduce the use of chemicals in water treatment processes.
What we do	A water saving competition was held in 2017 among all hotels. The winning idea was to install water saving basin taps, which can save up to 98% of water consumption in basins. The taps will be tested in 2018/2019 to ensure they will function properly in our hotels.
What we have achieved	Water consumption per source (from council water source for all hotels) (G4-EN8) 2015: 221.1 litres/guest night 2016: 216.0 litres/guest night 2017: 203 litres/guest night Target 2017: Reduction -20% from 2012. Result: -14% Target 2018: Reduction -18% from 2012 (revised target)

Our goal	We impose environmental demands on our suppliers
Why it is important	To achieve good outcomes with our environment efforts, we depend on good collaborations with our suppliers.
What we do	We have introduced sustainable minimum requirements regarding responsible working conditions and environments from all our suppliers. All new suppliers are assessed based on those minimum requirements. We have ethical guidelines (CoC) in place for our suppliers, which also include environmental requirements.
What we have achieved	All trade agreements with central suppliers include specific environmental requirements based on our sustainable minimum requirements and CoC for suppliers. G4-EN32: Screening of new suppliers, environment: All suppliers are assessed based on some degree of environmental requirements. G4-EN33 (management system): Monitoring of existing suppliers, environment: We have an action plan for existing, central suppliers, based on our own assessment of the suppliers' efforts within environmental and social responsibilities.

We shall serve good, healthy and sustainable food. The most relevant UN’s sustainability targets affected by this work are:



Nordic Choice Hotels is the first MSC- and ASC-certified hotel chain in the Nordic region. Our hotels are ISO 14001 certified, and certified for organic requirements according to KRAV in Sweden and Debio in Norway (Ø marked).

Our goal	All our hotels shall serve good, healthy and sustainable food, based on Nordic Choice Hotels’ food platform
Why it is important	<p>Food production is the single biggest cause of deforestation, loss of biodiversity and destruction of the oceans. 30 percent of all greenhouse gas emissions are related to food.</p> <p>Research shows that food intake with a high share of vegetables, berries and fruits, grain products and fish, can prevent bad health and illness.</p>
What we do	<p>We established a food platform already in 2012, describing our guidelines and food focus areas for all our hotels:</p> <ul style="list-style-type: none"> ● Less food waste ● Less red meat, more fruit and vegetables ● Increased amount of ecologically produced food ● Sustainable fish and seafood ● No red-listed animal species ● Only sustainably produced palm oils ● Local produce ● Certified, fair trade products <p>The food platform is continuously being developed in line with new research findings.</p>
What we have achieved	<p>All our chains have food concepts, guidelines and procurement routines in place to ensure compliance with our food platform. See further below.</p>

Our goal	We don't waste food
Why it is important	About 30 percent of all food produced in the world ends up as food waste.
What we do	<p>We perform various actions in order to reduce food waste at our hotels – here are some examples:</p> <p>Implementation of food waste weights for digital registration A key success factor in the efforts to reduce food waste is simple registration and prompt feedback to the users. To solve this in a cost-effective way, NCH joined Norgesgruppen and Visma to develop suitable weights and digital registration and reporting. A pilot was performed with good results and the roll-out of the solution started at the end of 2017. The solution is available for all food outlets in the Nordic region.</p> <p>Common measures and registration for all hotels We developed a common WeCare index for all hotels (see page 3) in 2017. This enables simple comparison of results from different hotels and hotel chains. The index also includes food waste. Hotels who do not register their food waste receive an index score of zero.</p> <p>Menu Bank We upgraded our Menu Bank in 2017. Menu Bank makes it easier for the hotels to estimate portion sizes and the correct amount of food, leading to less food waste. It also includes recipes for leftover food.</p> <p>Courses In collaboration with our suppliers, we arranged several courses in produce handling and how to create new dishes from leftover food.</p> <p>Reduce food waste – “Kutt Matsvinn” 2020 We are collaborating with other players in the restaurant industry, including Scandia, in a campaign called “Kutt Matsvinn 2020”, arranged by Matvett. Through this, we are committed to reducing food waste by 20% by year 2020. In 2017 we agreed that a useful indicator for food waste in the restaurant industry is “kg per dining guest”. This was introduced as a measure within NCH in 2017 (the previous measurement was food waste per guest night).</p> <p>Increased CO2-focus through collaboration with suppliers As part of Norgesgruppen’s various sustainability measures, we have, together with selected suppliers, developed tools and communication guidelines to reduce CO2 emissions.</p>

	<p>TooGoodToGo and Karma Several hotels are collaborating with TooGoodToGo in Norway and Karma in Sweden to sell excess food at reduced prices.</p>
Our results	<p>Total food waste measured per guest night in 2017 resulted in an increase of 2%.</p> <p>A routine and system for data collection was implemented in 2017 for the measure “food waste per dining guest”, which thus also included conference guests and lunch and dinner guests. This provides a more accurate measure of all food served, not just selected meals or selected guests.</p>

Our goal	<p>We shall serve less red meat, and increase the consumption of fruit and vegetables</p>
Why it is important	<p>For the benefit of both human health and the environment, we should eat more fruit and vegetables, and less meat. 15 percent of global greenhouse gas emissions comes from meat production. On average, we eat more than twice as much red meat and processed meat products than recommended by health authorities.</p>
What we do	<p>All chains have created and implemented food concepts which contribute to less meat consumption, and an increase in fruit and vegetables consumption. Our purchasing department has provided better purchasing tools, and our suppliers contribute with innovative products and services. Additionally, we have carried out other initiatives – here are some examples:</p> <p>Menu Bank We have created a menu bank where all hotels can search for healthy recipes with more fruit and vegetables and less red meat.</p> <p>Kitchen & Table Several initiatives were implemented in 2017 under Clarion’s “Kitchen & Table” concept. The reduction of red meat continued. Clarion has reduced red meat by 29 ton since January 2015. Close to 60% of all seafood served at Swedish Clarion hotels in 2017 was certified. 90% of all salmon is ASC certified. A new breakfast concept – A great start – was introduced, focusing on fruit and vegetables. Other initiatives include “Table sharing buffet” for smaller conference groups, as well as a new lunch buffet standard, in which we serve a maximum of 140-gram protein and the rest greens. All hotels</p>

	<p>have been given targets with monthly reporting and specific reduction targets.</p> <p>Seasons Introduction of a new lunch concept with focus on the flavours of seasonal ingredients.</p> <p>Brasserie X The Quality food concept focuses on three areas. Use Seasons-dishes at Sigturer, better selection of vegetarian meals and start measuring greenhouse gas emissions from the brasserie meals, and use this to communicate with the guests through menu design / nudging etc.</p> <p>“Nudging” We “nudge” at the buffets to encourage guests to eat healthier – more vegetables and less meat. By placing fish and vegetables in front of the meat at the buffet, we reduced meat consumption by 10% and increased the consumption of salads by 25%.</p> <p>Banquets and booked lunches We more rarely serve red meat at banquets and booked lunches, as we now are more able to control the food choices.</p> <p>Meatballs + Greens In 2016, together with Jæder and other suppliers in Norway we created a meatball recipe with 1/3 vegetables, less salt and fat. This took off commercially in 2017 and we bought more than 1100 kg of these meatballs.</p>
What have we achieved	Estimating the total amount of meat and fruit/vegetables served at our hotels, will require better statistics from our suppliers than currently available.

Our goal	We shall offer a good selection of organic products
Why it is important	Organic food is grown without using pesticides and fertilizers, and with a minimum use of additives. In addition, there are strict regulations for livestock farming, and the animals should live in accordance with their unique habitat.
What we do	We are certified in Norway by Debio, in Sweden by KRAV. We work systematically to find good organic alternatives and expand the selection to include more food groups.

What we have achieved	<p>All our hotels have a minimum selection of organic food, including, eggs and coffee.</p> <p>In 2017, our hotels served more than 3 400 cups of organic Fairtrade coffee per hour.</p> <p>During 2017, we served more than 10 million organic eggs.</p> <p>Most hotels offer complete organic menus to guests who so prefer.</p>
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Our goal	We shall only serve sustainable, certified seafood
Why it is important	Ocean life is an important resource, and we must manage it responsibly.
What we do	We work actively to increase our share of certified sustainable seafood, in addition to certifying our restaurants according to standards from Marine Stewardship Council's (MSC, a certification body for sustainable wild caught fish) and Aquaculture Stewardship Council (ASC, a certification body for farmed fish and other seafood). Both schemes will secure sustainable management of the oceans.
What we have achieved	<p>We are MSC and ASC certified in both Norway and Sweden.</p> <p>Sweden: More than 50% of all seafood we purchase is certified.</p> <p>More than 90% of all salmon we buy is ASC certified.</p> <p>Norway: 10% of the seafood we buy is certified.</p>

Our goal	We do not serve foods in danger of extinction, that cause harm to the environment, or are associated with poor animal welfare
Why it is important	Serving any of these foods is against our core values.
What we do	Based on advice from WWF, the Norwegian and Swedish Biodiversity Information Centre, and the Norwegian Animal Protection Alliance, we have created our own "Red list", which identifies the food products we are not permitted to serve at our hotels: scampi, blue and yellow finned tuna, rose fish, eel, goose liver, and duck liver. The list has now been further developed and expanded.
What we have achieved	According to reports from our suppliers, the hotels' own reports and internal audits, our hotels did not serve any of the "red list" species in 2017.

Our goal	We allow only sustainably produced palm oil.
Why it is important	Production of palm oil is related to severe environmental damage, and in breach on human rights.
What we do	Our requirement is that products containing palm oil must only contain sustainable palm oil certified according to Roundtable's (RSPO) two strictest levels for sustainable palm oil, which means either "preserved" or "segregated".
What we have achieved	In 2012, we decided to only allow sustainable palm oil. Since none of our suppliers could offer this, we decided to become palm oil free. First at Quality Hotel Fredrikstad and all hotels in our Clarion chain in 2014. Since 2015, we have allowed only sustainably produced palm oil in any of our hotels.

EAT
<p>EAT is a foundation working to find sustainable solutions for the way we eat and our global food system in the future, when the world's growing population is expected to reach 9 billion people. EAT will contribute to collaboration, and encourage politicians, scientists and businesses, to go in the same direction.</p>  <p>EAT arranges conferences, meetings, seminars, etc. and has gained a position as one of the most important global players within food, health, and sustainability within a very short time.</p> <ul style="list-style-type: none"> • NCH was part of the initiative behind EAT in 2013, and their first conference was arranged in Stockholm, at Clarion Hotel Sign in 2014. • Since 2014, NCH has arranged Local EAT Awards, where we select ten regional winners and a first prize winner within food, health and sustainability, in Norway and Sweden. Swedish "Portionen under 10'an" took home the main award in 2017. Norwegian "Soil Stream" was also nominated for the award. • NCH is EAT's most significant commercial contributor.

Nordic Choice shall serve good, healthy and sustainable food. Acknowledged food certification schemes help us live up to our goals. Below are the certification schemes we are part of:

	<p>“KRAV” is the official Swedish marking for organic food, and guarantees that the product is organically grown.</p>		<p>Fairtrade is an international certification system supporting farmers and workers in third world countries, and guaranteeing a minimum price to the grower.</p>
	<p>The “Ø-mark” by Debio is the official Norwegian marking for organic food, and guarantees that the product is organically grown.</p>		<p>MSC (Marine Stewardship Council) is a certification system guaranteeing that the seafood origins from sustainable wild caught fish.</p>
	<p>“EU organic ” is the EU’s official marking for organic food, and guarantees that the product is organically grown.</p>		<p>ASC (Aquaculture Stewardship Council) is a certification system guaranteeing that the seafood origins from sustainable fish farming.</p>
	<p>“Luomu” is the official Finnish marking for organic food, and guarantees that the product is organically grown.</p>		<p>ISO 14001 is an environmental certification system.</p>
	<p>The “Ø-mark” is the official Danish marking for organic food, and guarantees that the product is organically grown.</p>		

Nordic Choice's work from the perspective of the sustainability targets

	<p>Nordic Choice Hotels wants to contribute to the realisation of UN's Sustainability Targets. We believe innovation and new assessments of commonplace solutions will play a significant role in this work. Here is an overview of our goals:</p>
<p>3 GOOD HEALTH AND WELL-BEING</p> 	<p>Low sick leave and the lowest possible number of injuries</p> <p>We shall serve less red meat, and increase the consumption of fruit and vegetables</p>
<p>10 REDUCED INEQUALITIES</p> 	<p>We want our employees to thrive and learn new things at work, and there should be good collaboration between managers and employees</p> <p>The percentage of female leaders shall be the same as the percentage of female employees</p> <p>We shall be recognised for our multi-cultural operations</p> <p>We shall be an inclusive employer</p> <p>We care about working conditions in our supply chains, and will contribute to improvements</p> <p>We shall take part in the fight against human trafficking</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>We shall contribute to positive changes in the local communities we are part of</p>
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>We impose environmental demands on our suppliers</p> <p>We shall not waste food</p> <p>We shall do waste sorting and thus facilitate recycling</p> <p>We shall reduce our use of chemicals</p>
<p>13 CLIMATE ACTION</p> 	<p>We shall reduce our greenhouse gas emissions</p> <p>We shall reduce our energy consumption per m³</p> <p>We shall minimise the number of transports</p>

<p>14 LIFE BELOW WATER</p> 	<p>We shall only serve sustainable, certified seafood</p> <p>We shall reduce water consumption per guest night</p>
<p>15 LIFE ON LAND</p> 	<p>We shall offer a good selection of organic products</p> <p>We do not serve foods in danger of extinction, that cause harm to the environment or is associated with poor animal welfare</p> <p>We allow only sustainably produced palm oil</p>
	<p>We cooperate actively with the guests to achieve our sustainability goals</p> <p>We listen to and collaborate with experts and others who are concerned about our business</p> <p>We were part of the initiative behind EAT in 2013, and the most significant commercial contributor</p> <p>We are a member of the Ethical Trade Initiative</p> <p>We are a member of the UN Global Compact</p>

See part 2 for the goals and results matrix and GRI table.