



REITAN CONVENIENCE

Strategy for the Anthropocene

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Executive one-pager

As our world is changing, we at Reitan Convenience must transition from business as usual to a business fit for the future. Guided on our journey by a set of core principles, and with a clear purpose to redefine our industry, our cross-country strategy covers 12 shared ambitions across 3 impact areas.

These areas are central for our continued success, at the same time as they align with Reitan Retail's sustainability focus on People, Health, Environment and Value Chain. Our theory of change is as simple as it gets: "Those following in the footsteps of others never come first".

PURPOSE

We will redefine our industry to make convenience sustainable and sustainability convenient

IMPACT AREAS

CLIMATE ACTION THAT MAKES A REAL DIFFERENCE

We aim to be a company whose success does not perpetuate climate change.

1. Reduce emissions to a 1.5°C target
2. Engage suppliers to set their own climate targets
3. Reduce plastic and adopt sustainable packaging solutions
4. Reduce food waste
5. Decrease our CO2 footprint when building and operating stores

PRODUCTS FOR PEOPLE AND PLANET

We aim to serve the community with a product range that supports a balanced lifestyle and a healthy planet.

6. Align our assortment with the Planetary Health Diet
7. Selectively source risk commodities
8. Support animal welfare and the safe use of antibiotics
9. Build innovative partnerships that support regenerative farming

VALUE-DRIVEN TRANSFORMATION TO SHAPE THE FUTURE TOGETHER

We will draw upon our company values to strengthen the communities we serve and collaboratively build the society we want to be a part of.

10. Empower our team to become future leaders of convenience
11. Reinforce our role as a responsible actor in society
12. Make sustainability a convenient choice for our customers

PRINCIPLES

We approach sustainability as a business opportunity, collaborate to create systemic change, and stay grounded in science



A message from the CEO.

Towards the future of convenience.

Since our humble beginnings in 1948 at Nonnegate in Norway, our business and the world has seen profound development, growth and change.

We have transitioned from a small family operated store to a uniquely positioned international business organisation, spanning across seven countries in a world that we never could have imagined. We're proud to have carried on the Reitan legacy and to have seen such growth and prosperity.

At the same time, we understand that we have a responsibility to ensure that those around us prosper alongside us, and we know that the health of our planet is a prerequisite for continued success.

This is the next step in the Reitan Convenience journey. We're determined to use our position, our history and our deeply embedded company values to rewire our industry. Our vision is bold - we want to contribute real solutions to the global grand challenges of our time, while continuing to thrive and grow as a business organisation.

We look forward to the future of sustainable convenience.

Sincerely,

Mariette Kristenson



REITAN CONVENIENCE

Part I:

Our purpose, impact
areas and roadmap

Convenience in a changing world.

Approaching the Planetary Boundaries.

The rapid growth and development that the world has witnessed in recent years has pushed us into a new geological era, shaped by human impact on Earth's systems. This new era is known as the Anthropocene - or the geological era of humankind.

This development has been positive in many ways. People have longer lifespans, have better access to education and modern medicine, as well as enjoy many other positive aspects that our globalised world offers.

However, such rapid development has also had detrimental consequences on our climate and our environment. Today we're approaching what scientists describe as the 'Planetary Boundaries'. These boundaries support life on Earth, and crossing them puts us all at risk of moving into an uncertain, possibly disastrous future.

The challenges of sustainability are multidimensional and complex, spanning from the planetary scale to the individual. From issues such as climate change, biodiversity loss and freshwater scarcity, to gender inequality and human health. These challenges do not recognise national borders, which means that we need to work together to find solutions.

As our world is changing, we at Reitan Convenience (RC) must transition from business as usual to a business fit for the future in the Anthropocene. That is, a future within the boundaries of our planet where every human can reach their full potential. Not only is this shift imperative for our own continued success, but also for the opportunities of future generations.

Our purpose.

Leading the way. Redefining our industry.

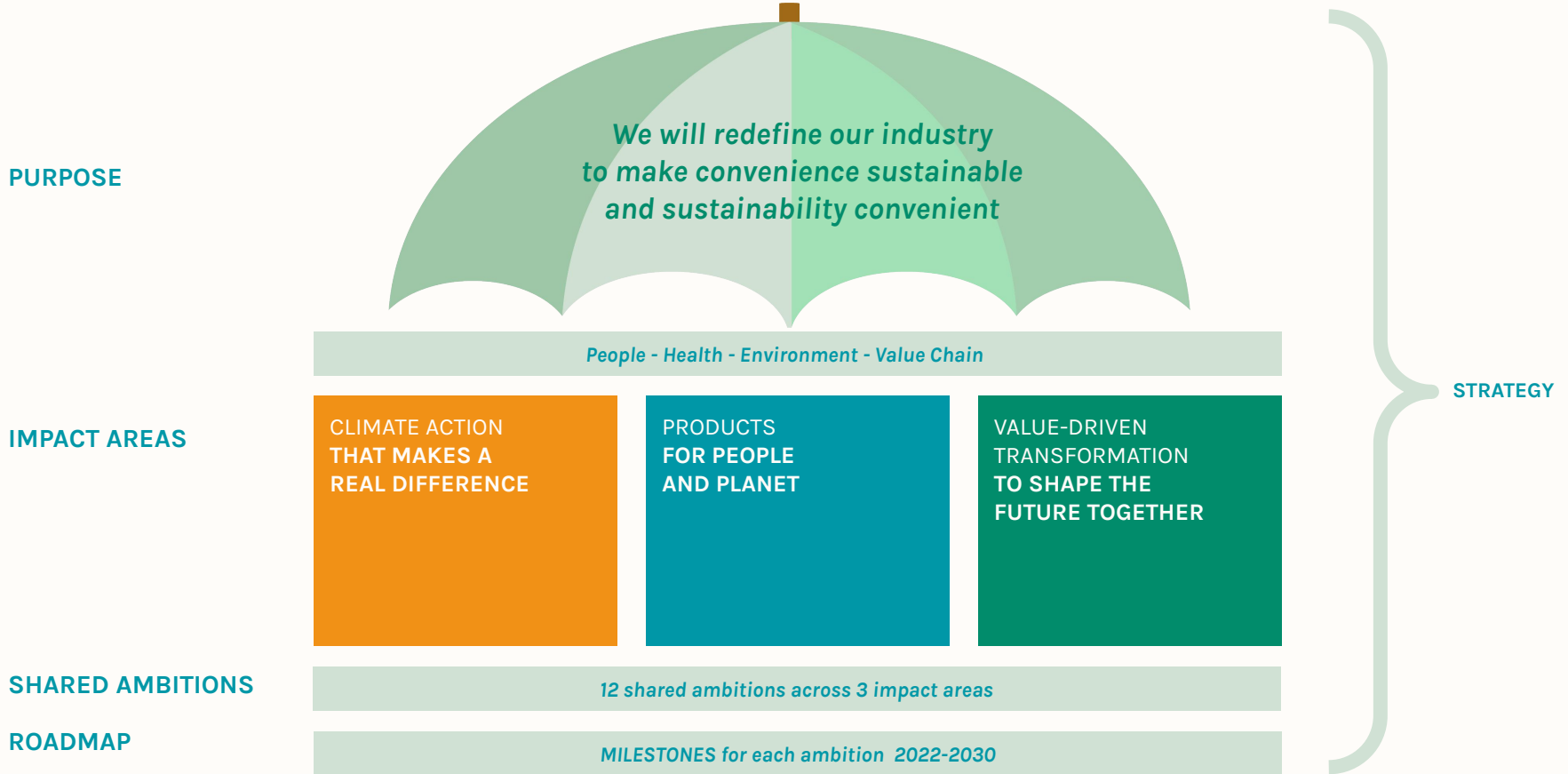
In addition to this being the right thing to do, we know that by leading this change towards a sustainable convenience industry, we will be in a better position to handle both business risks and uncover new business opportunities. We will also better serve our customers who share our hope for a sustainable future.

This is our motivation.

Our answer lies in revolutionising what we do best. Through this strategy we will redefine our industry to make convenience sustainable, while at the same time making sustainability something that is convenient and accessible for all.

We will redefine our industry to make convenience sustainable and sustainability convenient.

Our framework.



IMPACT AREA I

Climate action that makes a real difference

At Reitan Convenience, we aim to be a company whose success does not perpetuate climate change.

Rather, we aim to continue our success while contributing solutions to the climate crisis.



We believe that in order to achieve our goals and secure our business for the future, we must act decisively on climate change in a way that will make a real, tangible difference.

WITHIN REITAN CONVENIENCE WE SHARE THE AMBITION TO:

- 1.** Strive for climate action in line with the 1.5°C target of the Paris Agreement, following in the footsteps of RC Sweden who have already set Science Based Targets to reduce their emissions.
- 2.** Engage with our suppliers and encourage them to set their own ambitious climate targets.
- 3.** Reduce unnecessary packaging and single use items, support a circular packaging system, adopt more sustainable packaging solutions.
- 4.** Aim for zero food waste.
- 5.** Minimise our carbon footprint when building stores, operating in store machinery and increase renewable energy use across our store network.

The transformation that we're embarking on will not be easy, but we're confident that it will uncover opportunities for us as a business and for the industry as a whole. This is the future that we want to be a part of. Thereby, this is the future we want to contribute to creating.

WHY THIS IS IMPORTANT TO US

As a large company spanning over seven countries, we have the responsibility to act on the most pressing issue of our time. We must rewire our operations in order to minimise our climate impact.

We understand that our operations directly impact the climate and that we also depend on a stable climate and environment for the future stability of our business. By acting, we're better positioning ourselves in navigating significant business and value chain risks, which are vulnerable to change.

We're listening to our customers, team and the wider community articulating the need to act upon climate change. Additionally, we're acting early on in regards to increasing regulatory demands for corporate climate action, arising particularly from the European Union level.

By having an action plan for the climate that makes a real difference, we are sure that we will strengthen the loyalty with our brands among our customers.

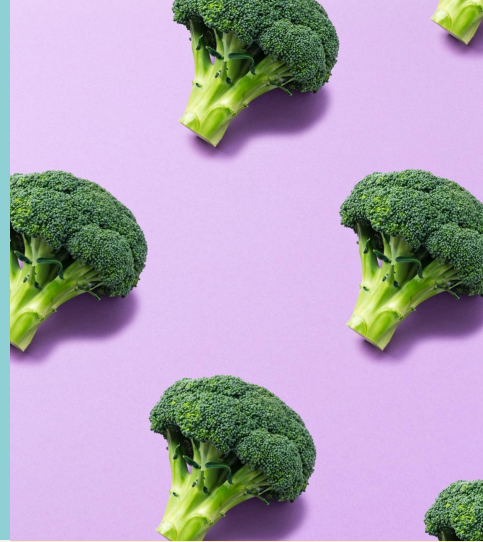
Climate action high level roadmap.

Shared ambitions	Shared milestones				
	2022	2024	2026	2028	2030
1. 1.5°C TARGET	<ul style="list-style-type: none"> ▶ Map all significant emissions in all 3 scopes. ▶ Set Country Specific Targets (CST) for emissions. ▶ Devise action plan to reach CST. ▶ Best practices for emissions reductions in convenience identified & shared. 	<ul style="list-style-type: none"> ▶ Data gaps filled & data quality issues solved so reductions can be traced. ▶ 30% of CST achieved. ▶ Reduction evaluation. ▶ Report & share progress. 	<ul style="list-style-type: none"> ▶ Emissions tracked. ▶ 75% of CST achieved. ▶ Reduction evaluation. ▶ Report & share progress. 	<ul style="list-style-type: none"> ▶ Emissions tracked. ▶ 90% of CST achieved. ▶ Reduction evaluation. ▶ Report & share progress. 	<ul style="list-style-type: none"> ▶ 100% of CST achieved. ▶ RC is well on the way to climate neutral convenience.
2. SUPPLIER ENGAGEMENT	<ul style="list-style-type: none"> ▶ Develop common approach to encourage climate action among suppliers. 	<ul style="list-style-type: none"> ▶ 30% of suppliers engaged in climate action that makes a difference. 	<ul style="list-style-type: none"> ▶ 75% of suppliers engaged in climate action that makes a difference. 	<ul style="list-style-type: none"> ▶ 100% of suppliers engaged in climate action that makes a difference. 	<ul style="list-style-type: none"> ▶ RC has activated the convenience industry & value chain on climate action.
3. PACKAGING	<ul style="list-style-type: none"> ▶ Baseline data gathered in all countries. ▶ Set CSTs for packaging and single use items. ▶ Best practices identified, horizon scanning for innovative and sustainable packaging solutions to adopt. ▶ Insights shared. 	<ul style="list-style-type: none"> ▶ 25% of CST achieved. ▶ Evaluate, report and share progress. 	<ul style="list-style-type: none"> ▶ 50% of CST achieved. ▶ Evaluate, report and share progress. 	<ul style="list-style-type: none"> ▶ 75% of CST achieved. ▶ Evaluate, report and share progress. 	<ul style="list-style-type: none"> ▶ 100% of CST achieved. ▶ RC consumes and provides significantly less packaging than base year. ▶ Packaging that is still generated supports a circular and/or sustainable system.
4. FOOD WASTE	<ul style="list-style-type: none"> ▶ Baseline data gathered in all countries. ▶ Set CST for food waste. ▶ Best practices identified, horizon scanning for innovative solutions and Insights shared. 	<ul style="list-style-type: none"> ▶ 50% of CST achieved. ▶ Evaluate, report and share waste reductions. 	<ul style="list-style-type: none"> ▶ 100% of CST achieved. ▶ All food waste that is still generated gets put to good use. 	<ul style="list-style-type: none"> ▶ All food waste that is still generated gets put to good use. 	<ul style="list-style-type: none"> ▶ RC is well on way to zero food waste.
5. ENERGY & BUILDINGS	<ul style="list-style-type: none"> ▶ Set CST. ▶ Energy alternatives and innovative building approaches mapped. ▶ Policy set for new stores to be built and powered with sustainable principles and low carbon intensive machinery. 	<ul style="list-style-type: none"> ▶ 25% of stores converted according to CST. 	<ul style="list-style-type: none"> ▶ 50% of stores converted according to CST. 	<ul style="list-style-type: none"> ▶ 75% of stores converted according to CST. 	<ul style="list-style-type: none"> ▶ 100% of CST achieved. ▶ RC is an innovative company with operations driven by latest technology.

IMPACT AREA II

Products for People and Planet

At Reitan Convenience, we aim to serve the community with a product range that supports a balanced lifestyle and a healthy planet.



Ultimately, we aim to innovate our assortment to start rewiring our value chains and build up a regenerative food system that is good for both people and planet.

WITHIN REITAN CONVENIENCE WE SHARE THE AMBITION TO:

6. Review and align our assortment with the Planetary Health Diet (PHD), meaning;
 - Replenishing our assortment with more plant based alternatives,
 - More fresh/local/organic produce,
 - Reduce levels of sugar and fat in our range.
7. Map out and selectively source risk commodities in our range and value chain, such as; palm oil, soy, cocoa, coffee and pesticide treated fruits to promote social and ecological sustainability globally.
8. Promote animal welfare and ensure that animal protein is sourced in a safe way that counteracts antibiotics resistance.
9. Seek new partnerships with innovative suppliers in order to curate an assortment in line with our ambitions while at the same time supporting regenerative farming systems.

WHY THIS IS IMPORTANT TO US

Our customers know that when they enter our stores, they will be met with a product range that they can rely on. However, the products that have met the convenience needs over the years have not always benefited our customers' health. We pass no judgement over the eating habits of individuals, however, we care about people's health and to make sustainability convenient, we want to make healthier options an easy, convenient choice.

Historically, neither us nor our suppliers have had control over the social and environmental conditions prevailing in the globalised value chains behind our products. The current food system is a main driver pushing us towards the planetary boundaries today, with agriculture accounting for 25% of the global greenhouse gas emissions and significantly driving biodiversity loss. In addition, what we eat has a direct effect on our health, and dietary related lifestyle diseases are increasing across all 7 countries that we operate in.

Acting decisively to provide products that are good for people and planet will be central for our continued success. This area has lots of potential for finding positive synergies as we redefine the future of convenience.

Products for people and planet high level roadmap.

Shared ambitions	Shared milestones				
	2022	2024	2026	2028	2030
6. CHANGE PROPORTIONS IN THE ASSORTMENT TO ALIGN WITH THE PLANETARY HEALTH DIET (PHD) OF THE EAT LANCET COMMISSION	<ul style="list-style-type: none"> ▶ Prepare for change through supplier dialogues and building internal capacity. ▶ Map assortment from PHD perspective. ▶ Set Country Specific Targets (CST) for red meat reduction. ▶ Set CST for portion control for relevant categories. 	<ul style="list-style-type: none"> ▶ Reduce the number of "worst" alternatives. ▶ Replenish with "easy wins" (e.g. plant based popular alternatives, local/organic produce). ▶ 25% of CSTs achieved. 	<ul style="list-style-type: none"> ▶ Reduce the number of "worst" alternatives. ▶ Replenish with "easy wins". ▶ 50% of CSTs achieved. 	<ul style="list-style-type: none"> ▶ Reduce the number of "worst" alternatives. ▶ Replenish with "easy wins". ▶ 75% of CSTs achieved. 	<ul style="list-style-type: none"> ▶ 100% of CSTs achieved, i.e. assortment aligned with the Planetary Health Diet to desired extent. ▶ RC has shifted customer perception of convenience. ▶ RC operations contributes to the better health of people and planet.
7. MAP OUT & SELECTIVELY SOURCE RISK COMMODITIES	<ul style="list-style-type: none"> ▶ Prepare for change through supplier dialogues and building internal capacity. ▶ Map assortment from risk commodity perspective. ▶ Set CSTs for category reconstruction <ol style="list-style-type: none"> Replace risk with non-risk products. Change recipes or ingredients. Source risk commodities responsibly. 	<ul style="list-style-type: none"> ▶ 25% of CST achieved. 	<ul style="list-style-type: none"> ▶ 50% of CST achieved. 	<ul style="list-style-type: none"> ▶ 75% of CST achieved. 	<ul style="list-style-type: none"> ▶ 100% of CSTs achieved. ▶ RC supports and operates within a sustainable value chain and food system. ▶ Palm oil, soy, cocoa, coffee, cane sugar and pesticide treated fruits are selectively sourced to promote sustainability.
8. PROMOTE ANIMAL WELFARE & ENSURE SAFE USE OF ANTIBIOTICS	<ul style="list-style-type: none"> ▶ Prepare for change through supplier dialogues and building internal capacity. ▶ Map assortment from animal welfare/antibiotics perspective. ▶ Set CSTs to decide where to change sourcing or replace product. 	<ul style="list-style-type: none"> ▶ 50% of CST achieved. 	<ul style="list-style-type: none"> ▶ 100% of CST achieved. 	<ul style="list-style-type: none"> ▶ RC is known as an advocate for these issues. 	<ul style="list-style-type: none"> ▶ RC operates within a system of ethical animal welfare and ensures 100% safe use of antibiotics. ▶ RC is known as an advocate for these issues.
9. SEEK PARTNERSHIPS WITH INNOVATIVE SUPPLIERS TO SUPPORTING REGENERATIVE FARMING SYSTEMS	<ul style="list-style-type: none"> ▶ Map national and Nordic/Baltic ecosystem of innovative suppliers that can help reach PHD goals. ▶ Share insights. 	<ul style="list-style-type: none"> ▶ Establish new collaboration partnerships. 	<ul style="list-style-type: none"> ▶ Establish new collaboration partnerships. 	<ul style="list-style-type: none"> ▶ Establish new collaboration partnerships. 	<ul style="list-style-type: none"> ▶ New business opportunities, ventures and tangible impact on regenerative landscapes is achieved.

IMPACT AREA III

Value driven transformation to shape the future together

We believe in a open and inclusive future with equal opportunities for all. At Reitan Convenience, we aim to draw upon our deeply embedded company values centering on the human potential to strengthen the communities that we serve and collaboratively build the society that we want to be a part of.



The faces of REITAN have always been our heroes, from the family beginnings, to our expansive team, to the franchisee owners who uphold our image and reputation today. Therefore, we believe that focusing on people and our values is the best way to drive this strategy forward.

WITHIN REITAN CONVENIENCE WE SHARE THE AMBITION TO:

- 10.** Empower and build capacity in our team to become leaders of future convenience. With an empowered team, we will be in a stronger position to tackle sustainability challenges as well as other challenges ahead, share the responsibility among us, build individual agency and support innovation along the way.
- 11.** Reinforce our role as a responsible actor in society by lifting the “local hero” in stores, our headquarters or anywhere in between, who speaks up for what is right. This way, we will further emphasise, articulate and live our values of diversity, equality and inclusion. This ambition demonstrates our values externally.
- 12.** Make sustainability convenient for all. We want to democratise sustainability by making it an accessible, easy choice for all customers. This way sustainability is the ‘go-to’ for us and our customers.

WHY THIS IS IMPORTANT TO US

While many aspects of life have improved in modern society, we still have a long way to go to help build an inclusive society, where everyone is seen, heard and valued. At REITAN CONVENIENCE, we have always focused on the people, and believed in the potential in every individual.

By being grounded in our values, we can ensure that we’re honing into the human dimension of sustainability. We want to draw upon our diverse insights, capabilities and skills to build our team stronger. We want to create a culture of inclusiveness, trust, and empowerment. A culture where sustainability is not a luxury that is only available to a select few, but something for everyone.

We believe that this is the way forward, as sustainability ultimately is about creating a good life for all people within the boundaries of our planet.

Value driven transformation high level roadmap.

Shared ambitions	Shared milestones				
	2022	2024	2026	2028	2030
10. EMPOWER AND BUILD CAPACITY IN OUR TEAM TO BECOME LEADERS OF FUTURE CONVENIENCE	<ul style="list-style-type: none"> ▶ Identify RC's unique employee offer. I.e. a new initiative to pave the way for creating a highly attractive workplace. ▶ Map competence gaps for leading the way towards the future of convenience. ▶ Develop program to foster empowerment and leadership and share lessons learnt. 	<ul style="list-style-type: none"> ▶ Continuously develop culture of empowerment and encouragement within the organisation which champions leadership. 	<ul style="list-style-type: none"> ▶ Continuously develop culture of empowerment and encouragement within the organisation which champions leadership. 	<ul style="list-style-type: none"> ▶ Continuously develop culture of empowerment and encouragement within the organisation which champions leadership. 	<ul style="list-style-type: none"> ▶ RC is the most competitive employer in the food retail industry in all 7 countries. ▶ RC fosters innovation, learning, empowerment and leadership.
11. REINFORCE ROLE AS A RESPONSIBLE ACTOR IN SOCIETY	<ul style="list-style-type: none"> ▶ Integrate sustainability to existing values. ▶ Articulate externally RC's desired role in society. ▶ Devise 'Local Hero' program to contribute to a inclusive society and make sustainability convenient. ▶ All countries have identified how they best contribute to an open and inclusive society through participation in societal discourse/policy dialogues. 	<ul style="list-style-type: none"> ▶ Achieve measurable impact from 'Local Hero' program in all countries. ▶ Communicate and celebrate 'Local Hero' and achievements. 	<ul style="list-style-type: none"> ▶ Evaluate and evolve 'Local Hero' program to accelerate measurable impact in all countries. ▶ Communicate and celebrate 'Local Hero' and achievements. 	<ul style="list-style-type: none"> ▶ Accelerate measurable impact from 'Local Hero' program in all countries. ▶ Communicate and celebrate 'Local Hero' and achievements. 	<ul style="list-style-type: none"> ▶ RC's brands are known for and live up to reputation as a 'Local Hero' through their strong values and actions. ▶ RC is known for and lives up to the expectation of being a responsible corporate citizen in all 7 countries.
12. MAKE SUSTAINABILITY CONVENIENT FOR ALL	<ul style="list-style-type: none"> ▶ Facilitate consumer choice by removing unsustainable products from "longtail" and identifying products that easily supports sustainability. ▶ Promote/support sustainable choices as identified in impact area II through campaigns and nudging. 	<ul style="list-style-type: none"> ▶ Devise communication for "making sustainability convenient". 	<ul style="list-style-type: none"> ▶ Innovate assortment (in synergy with impact area II) to boost 'sustainable choices in range'. ▶ Evaluate and continue cost-benefit analysis for sustainable commercially viable products. 	<ul style="list-style-type: none"> ▶ 'Sustainably convenient' products are nudged in stores. 	<ul style="list-style-type: none"> ▶ RC is known as the company making sustainable choices available for all. ▶ Sustainable choices are the default option for RC customers.

Our guiding principles.

To help us navigate our way forward, we have developed a set of guiding principles. These have roots in our philosophy and company values and add dimensions that are important to pave the way for a successful business future in the Anthropocene.

2

We collaborate to create systemic change

Systemic change.
We will draw upon the strengths and insights of our team, franchisees, partners, and customers, to maximise the potential for creating systemic, far reaching change. As a company that operates in seven countries, working together with shared values and a common goal, our potential to move the whole system in the desired direction is substantial.

1

We approach sustainability as a business opportunity

Opportunity.
We believe that sustainability and business go hand in hand if approached in the right way. This means that we go above and beyond the minimum required of us and seek to maximise the positive impact we can have. We have the opportunity to redefine what the convenience industry can contribute with to our society. We think this will be good for our business.

3

We're grounded in science on our sustainability journey

Grounded in science.
As we aim to create systemic change. We act in line with the recommendations of the united global scientific community, even when industry standards or regulation might be less ambitious than what is actually needed to enable a good future for all within the planetary boundaries. By being firmly grounded in science, our sustainability journey will be legitimate, transparent and not influenced by political discourse or ideology.



Our theory of change.

This is where our journey begins.

Our theory of change rings true to what Odd Reitan has said so eloquently: “Those following in the footsteps of others never come first”. This captures the essence of the journey that we are embarking on.

We have gotten to where we are due to our leadership, our values, and above all, our people. This backdrop is what will make us go the distance needed to succeed in the transformation ahead.

We are proactive, with our eyes on the goal. We have a strong and diverse team, fantastic franchisees, and motivated suppliers - together with whom we will redefine our industry to make convenience sustainable and sustainability convenient.

Our contribution to Agenda 2030.

Our strategy holistically aligns with Agenda 2030 and its overall vision of taking action to build a better future.

As illustrated below, our shared ambitions have links to 14 of the 17 Sustainable Development Goals (SDGs) and their respective targets, highlighting what we aim to achieve by redefining our industry this decade.





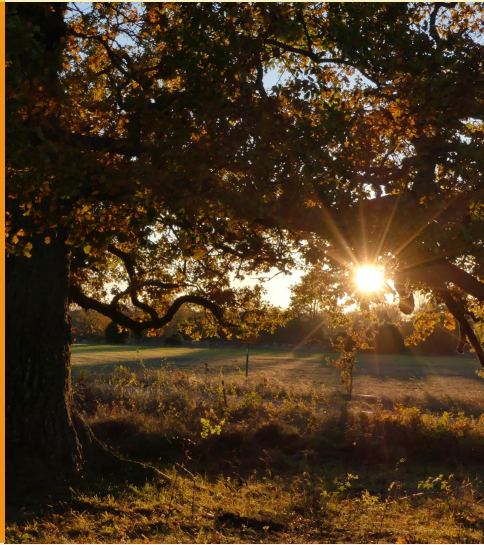
REITAN CONVENIENCE

Part II:

From strategy
to action

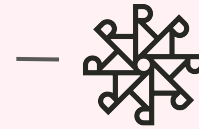
From strategy to action

To bring this strategy to life and translate the high level roadmap into concrete actions, we have identified a set of cross-border flagship projects, we have devised an articulate approach to copy with pride and we have developed a set of common reporting metrics that will help us measure our success on our journey to the future of convenience.



Strategy & High Level Roadmap

Flagship
Projects



Approach for
Copy With Pride

Common Reporting
Metrics



Joint Flagship projects 2022-2024.

To advance our strategy we will embark on a set of collaborative projects.

Our Flagship Projects are collaborative initiatives, spanning across all Reitan Convenience countries, aiming to accelerate the work on one or several of our shared ambitions. All countries will contribute to these joint projects. However, the implementation will be tailored to opportunities on the different markets.

Joining forces on the flagship projects is a way for us to create more impactful change and share the responsibility in implementing our new strategy. By embarking on these flagships together, we're making use of the rich human resources that we have, to support each other and lift the work of one another.

In addition to helping us reach our goals, coordinated efforts across all Reitan Countries will create visibility within the industry as well as towards our customers. This will enable us to clearly communicate the direction we're taking towards the future of sustainable convenience. The first set of flagship projects, to be launched in 2022-2024, will focus on:

- Drawing inspiration from the Planetary Health Diet to switch up our food-on-the-go assortment (ambition 6),
- Developing a unique Local Hero Program centering on the positive impact of our franchisees in their own communities (ambition 11),
- Incorporating new, innovative design principles in order to reduce waste in our operations (ambitions 3-5).

Joint Flagship projects 2022-2024.

PHD

The Planetary Health Diet

LHP

The Local Hero Program

DRW

Design to reduce waste throughout our operations

Description	How it supports the strategy	Why it is beneficial for all 7 countries
<p>The PHD is a science based dietary guideline developed by the EAT-Lancet Commission, presenting a diet that is both healthy for people and healthy for the planet. In essence, it's a mostly plant-based diet (but not a strict vegetarian or a vegan diet) which is sourced from a sustainable food production system. This flagship project would draw inspiration from the PHD to alter content and proportions in the food-on-the go items according to the diet's guidelines.</p>	<p>This project relates directly to Ambition 6, and is central to Impact Area II, 'Products for People and Planet', with synergies throughout the strategy regarding climate action, food waste, and health. Fundamental to the strategy, the PHD is based on science and opportunity focused.</p>	<p>Making these changes in the assortment is a relatively simple way to make a huge impact in all countries and markets, across a range of synergistic areas. At the same time, RC has the opportunity to strengthen its position as a provider of modern and fresh food-on-the-go.</p>
<p>The LHP is intended to acclaim franchisees as heroes in their local contexts, by providing opportunities for engagement in issues that matter locally. This could range from caring about elderly people to supporting community sports initiatives or anything else that the franchisee is passionate about and which relates to this strategy. The LHP could be targeted to boost employer branding, with the ultimate goal of being "...the most competitive employer in the food retail industry in all 7 countries".</p>	<p>This project is specifically related to Ambition 11 in Impact Area III, 'Value-Driven Transformation to Shape The Future Together' but may also align with Ambition 10 depending on how it will be implemented. The purpose is to leverage the engagement and capacity of the franchisees (and broader teams) to reinforce our role as a responsible actor in society. The LHP articulates RC's values and desired role in society and to stand up for what is right and be a responsible corporate citizen.</p>	<p>This project builds upon Reitan Convenience's values which are central to the strategy and which all countries strive for. Being people focused is central to RC and all countries within. There are large business opportunities connected to playing an even more important role in local communities and people's everyday lives.</p>
<p>A project focusing on designing to reduce waste can be implemented in several areas where there's waste and opportunity for innovating design. This could include implementing zero waste principles across the supply chain, reducing primary, secondary and tertiary packaging, in-store design that up-cycles and reuses materials, as well as displays and assortment arrangement that minimises food waste. There is flexibility here and room for creativity while having a big impact on managing waste.</p>	<p>Reducing waste is a central pillar in sustainable use of resources and sustainable retail management. Reducing waste through innovation and design relates to several aspects of the strategy, especially Impact Area I 'Climate Action That Makes a Real Difference. In particular Ambition 1 'Climate Action' and 3, 'Packaging', but could also have a bearing on ambition 4 'Food Waste' if that is the target of the design efforts.</p>	<p>Reducing waste in general benefits all countries, and as there are varying structural barriers for waste management, innovation and design is key to solving these problems. The focus or outcome may look different across the 7 Reitan Convenience countries, yet as a joint approach innovation and new ideas can be fostered and amplified to tackle this problem.</p>



Copy With Pride.

**Our organisation is diverse in ideas, creativity and competence.
Let's make use of it on our journey to the future of convenience.**

This strategy is complex. The road between where we are today and where we want to go has many uncertainties, and delivering on the strategy will require innovation. Sharing lessons between the country organisations and learning from each other will greatly facilitate the work ahead and make the journey towards the future of convenience smoother for us all.

However, although "Copy with Pride" is a core value in our organisation, and most of us agree that this is an inherently clever way to operate, in reality this is often easier said than done as we don't have a set format for how to go about it. Therefore, we have designed a Copy with Pride approach to go with this strategy, with the intention to save both time and effort in our work towards our shared ambitions.

The approach, which is depicted on the next page, centers on a 'learning loop'. Through this loop, lessons worth sharing between countries are articulated and described, stored in a common library, from where they can be picked up by someone else and implemented, evaluated and the results communicated.

But having this theoretical learning model in place is not enough to ensure that people will copy with pride. To enable sharing and learning, the right incentives need to be in place so that people feel that the time it takes is well spent. Another prerequisite is setting up practical mechanisms to make sharing and learning convenient.

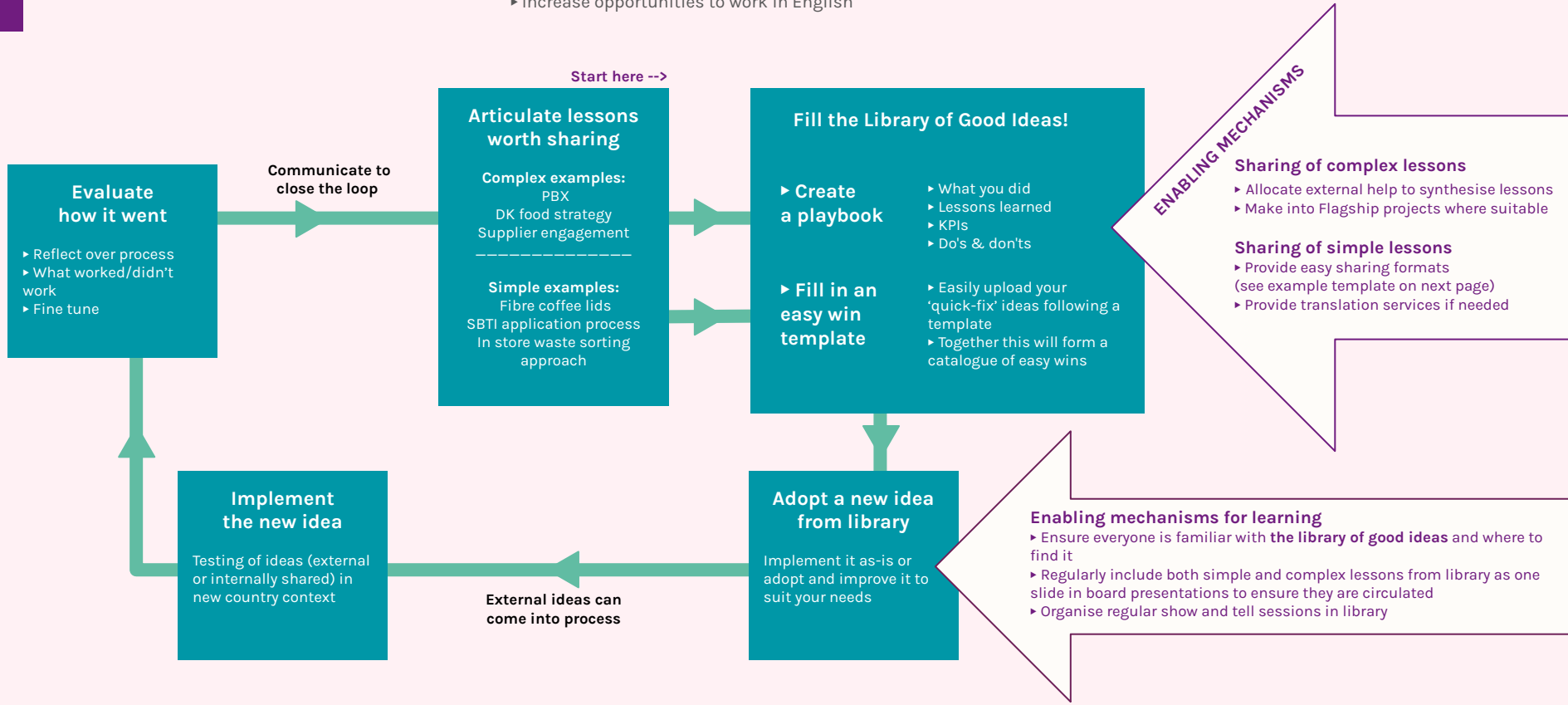
All lessons will be stored on our joint Facebook Workplace site, in a section that we call our "Library of good ideas". There, simple lessons will be stored in a "Catalogue of Easy Wins", whereas the more complex lessons will be presented in a series of "Playbooks". While the Easy Wins can be curated by ourselves, by simply filling in a ready-made template, the Playbooks require more work, and will be initially curated with the help of an external resource.

To make all of this work as intended we must ensure everyone is familiar with the library. Biannual 'show and tell' sessions will be organised, and we will have regular updates in the board materials so that people across the organisation get a taste of what is in the library. Through this process we will accelerate our development towards a true learning organisation - a key success factor for any company in the Anthropocene.

Our approach to Copy with Pride.

Copy With Pride will only work if we provide incentives for sharing and learning from each other:

- ▶ Communicate from top level that RC and all countries mean business with this strategy
- ▶ Communicate that CWP is the No. 1 option as it saves time and energy for the entire organisation
- ▶ Provide recognition for those who share for and doing a good job
- ▶ Provide a sense of making a difference for colleagues, the company and in society for those who share and learn
- ▶ Build a culture of better done than perfect
- ▶ Increase opportunities to work in English



A Template for Easy Wins.

Together we will create a catalogue of Easy Wins.

Easy wins are simple ideas worth sharing, which contribute to a more sustainable convenience business. It could be a new, more sustainable single use items, a popular plant based food-on-the-go recipe, or a more practical way of handling food waste.

How to submit an Easy Win:

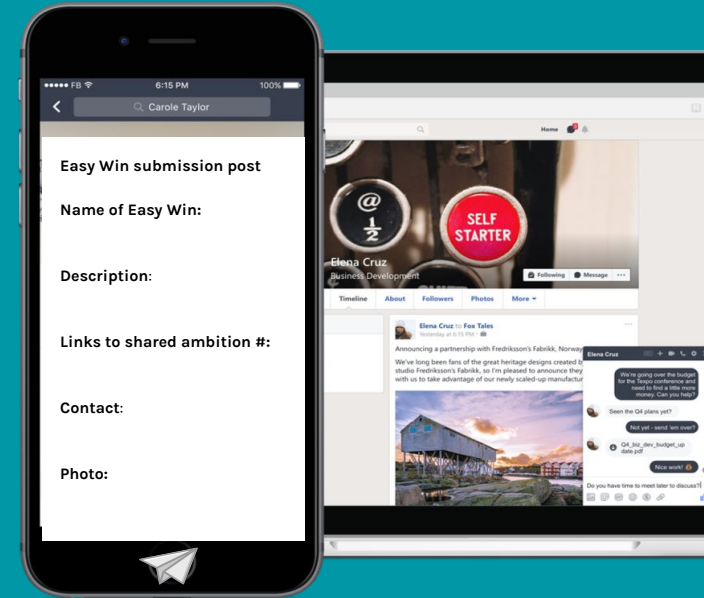
Create a post on Workplace in the group “Copy with Pride” using the following template:

- **Name** of Easy Win
- **Description** of easy win (why did you decide to do this, what did you do, how much time did it take, what was the goal, what results were achieved...)
- **Links to ambition #**: Check box to match your Easy Win to the ambitions in strategy
- **Contact** details of person responsible for Easy Win
- **Photo**: add one if it helps people understand the Easy Win (e.g. of a new practical waste sorting system)

What to look out for:

- There being so many Easy Wins that they're hard to find
- The need for searchability and categorising which may mean another software /interface should be considered

Sharing simple lessons will facilitate the work ahead of us and make it smoother for us all. Submitting Easy Wins should be smooth also!



The Easy Wins will be stored in our Library of Good Ideas on Facebook Workplace. This means that no additional interface is needed. The newest additions will be easily viewable, and people will be notified when new Easy Wins are submitted. We can comment on and 'like' each others submission, and tag a colleague who might be interested. When in need of inspiration search the Workplace Group Page to find an opportunity for you to Copy With Pride.

The Playbook Series.

The intention with these playbooks is to create a format and structure for sharing more complex lessons that can help us advance this strategy.

Once a set of initial playbooks are developed and shared in the 'Library of Good Ideas', it will be easy to follow the same formula when developing playbooks for future ideas.

The key here is simple, effective and user friendly.

The Playbooks will cover main lessons, dos and don'ts, relevant KPIs and more, from larger and more complex projects with the potential to advance our Strategy for the Anthropocene. Curating these insights will take a bit of time, which is why we will make use of an external resource to compile the playbooks. In contrast to the mandatory flagships, the Playbooks are optional to use, but they can serve as inspiration and guidance for others who are about to embark on a similar activity in order to accelerate strategy implementation.

We will develop a set of three playbooks in the spring of 2022, on the following themes:

1. PBX is the 'living lab' from our Swedish team, where bold and innovative decisions are made to continuously develop and evolve the concept for a sustainable convenience store. This covers a range of areas such as the building process and store interior, to understanding the environmental footprint that our products have, to how we embody our values on equality, diversity and inclusion in our stores.

2. The Danish Food Strategy is an innovative take on the role and responsibility of a convenience retailer. Through this strategy, a new focus on quality ingredients, healthy products including more plant based options, and ethical animal welfare principles are integrated into the supply chain.

3. Supplier Engagement for sustainability will be essential for us to deliver on the goals of this strategy. For example, we will not be able to reach our ambitious climate targets unless our suppliers have a serious plan for reducing their scope 3 emissions. Although contexts for supplier engagement vary among RC countries, a playbook with shared lessons and successful examples will be highly useful when formulating, for example, a country specific supplier Code of Conduct.



Common reporting metrics.

By measuring our progress in multiple dimensions, we ensure we're on track towards making convenience sustainable and sustainability convenient.

To evaluate our performance on our journey towards a profitable convenience business within the planetary boundaries, we need to measure our progress multidimensionally - taking into account vastly different issues such as our climate footprint, whether or not we succeed in sourcing risk commodities in a sustainable way, and how well we advance our diversity, equality and inclusion work. Some of these issues are inherently challenging to measure.

Moreover, in addition to our own need to measure progress, there are also increasing sustainability reporting requirements from Reitan Retail, as well as

from different regulatory bodies, including both national governments and the EU.

Developing a shared structure and common metrics for reporting on our sustainability progress will help us work efficiently and collaboratively while ensuring that we comply with regulatory demands.

We believe that by doing this right from the beginning, we will save time and effort later, and take a further step towards becoming a business organisation that is set up for success in the Anthropocene.

We have formulated our KPIs considering the following;

- ▶ How can we best develop a minimal set of KPIs which still captures the intent of our strategy?
- ▶ What are existing and upcoming reporting requirements we must adhere to?
- ▶ What are the varying contexts and conditions across all seven countries to consider to ensure KPIs are relevant and comparable?
- ▶ How can we optimise data use in our strategic operations?
- ▶ How can we align these KPIs with existing business objectives so that we ensure our sustainability work leads to success?





Climate action KPIs.

[Ambition 2, Supplier engagement - NO KPI]

[Ambition 5, Buildings - NO KPI]

Ambition 1 - CO2 emissions

KPI 1a) Report on baseline & CST (% reduction from base year)

- KPI 1b)**
- Full Scope 1 emissions (kg CO2e)
 - Full Scope 2 emissions (kg CO2e)
 - Scope 3 key categories (kg CO2e)

RATIONALE: This KPI aligns with scientific recommendations for limiting global warming to under 1.5°C. To achieve this, all scopes must be mapped. It also aligns with RR reporting requirements.

Ambition 3 - Packaging

KPI 3a) Report on CSTs for plastic packaging and single use items (% reduction)

KPI 3b) If commercial recycling system exist in country, report on what percentage of stores have in-store sorting facilities (%)

KPI 3c) Over time, report on sorting degree (%)

RATIONALE: While issues surrounding packaging are complex and there are many factors under the umbrella of sustainable packaging, this KPI aims to minimise excess plastic packaging and single use items, which will have a large impact overall. Secondly, as opportunities for recycling varies between different countries, we encourage better rates of recycling for those who can. It also aligns with RR reporting requirements.

Ambition 4 - Food waste

KPI 4a) Report on baseline & CST (kg)

KPI 4b) Reduction of obsolescence waste in key food categories* (kg)

KPI 4c) Percent of unsold food products put to good use** (%)

RATIONALE: This KPI aims to reduce food waste and put what's left to good use. We do not differentiate between different outlets of donation, compost or food used to make biogas. We prioritise reducing food waste over putting food to good use.

* Key food categories need to be defined, including how store-prepared food items are accounted for.

** Good use must be defined. E.g. sold through food rescue apps, donated to charities, or used for biogas or compost.

Products for people and planet KPIs.

[Ambition 9 Partnerships - NO KPI]

Ambition 6 - Planetary Health Diet

KPI 6a) Report on CST for planetary health diet (% aligned)

KPI 6b) Sold food on-the-go articles **minus** sold food on the go articles where red meat content is more than "decorative"* (Count)

KPI 6c) Sold baked goods articles **minus** sold baked goods articles with high calorie content** (Count)

RATIONALE: This KPI is designed to promote sales of better options. Additionally, given cultural contexts, we have permitted small amounts of decorative meat instead of strict plant based meals, as the PHD guidelines promote increasing plant based proportions and reducing meat proportions. We have also used a calorie based measurement in order to boost healthier options. It also aligns with RR reporting requirements.

*"Decorative" red meat content must be defined from a country perspective, but refers to meat not being the focal point in the dish

** High calorie content needs definition for baked goods, the idea is to capture portion control or healthier contents

*** Criteria for alignment needs to be clarified

Ambition 7 - Risk commodities (palm oil & coffee)

KPI 7a) Report on part of confectionery assortment containing palm oil (%) and CST for palm oil (% reduction)

KPI 7b) Sold confectionery items **minus** sold confectionery items containing palm oil (Count)

KPI 7c) Report on CST for sustainable coffee to-go (where coffee is the main ingredient). Report on coffee supplier sustainability approach

RATIONALE: This KPI accounts for the main products containing palm oil and drives sales of better options. In regards to coffee, we're interested in seeing what coffee suppliers we partner with. Ideally, these are legitimately certified or have full control over their value chain. It also aligns with existing reporting requirements from RR.

Ambition 8 - Safe use of antibiotics

KPI 8a) Report on whether or not country of origin is known for meat, dairy & egg content in key products* (y/n)

KPI 8b) Sales of key products* with meat, dairy & egg **minus** sales of key products with meat, dairy & egg from high risk country* without credible certification*. (Count)

RATIONALE: This KPI drives sales of responsibly sourced animal protein products. While the EU has a common policy on safe use of antibiotics, in reality there are large differences in average levels of antibiotics used in different countries and good data to back this up. In addition to country of origin, this KPI looks at credible certifications as better animal welfare conditions are generally linked to lower usage of antibiotics. Individual assessment of suppliers' antibiotics standards is not deemed as feasible for measuring this KPI.

* Need to be defined: Key products, High risk countries, and credible certification (e.g. EU-leaf)





Value driven transformation KPIs.

Ambition 10 - Empowerment & capacity

KPI 10a) Investment in capacity building among staff relating to sustainability, innovation and/or leadership* (total hours/employee)

KPI 10b) Employee self assessment of empowerment & capacity (scale 1-10)

RATIONALE: This KPI promotes investing in several employees, rather than a select few. It also seeks to capture an employee perspective.

* Needs categorisation of education efforts

Ambition 11 - Local Heroes

KPI 11a) Investment in local hero initiative (No. of initiatives)

KPI 11b) Customer brand affinity (score)

KPI 11c) Employee perceptions of DEI work (scale 1-10)

RATIONALE: This KPI seeks to measure internal efforts into this strategy ambition, how customers perceive the brand as a result and how employees perceive efforts. It also aligns with RR reporting requirements.

Ambition 12 - Making sustainability convenient

KPI 12a) proportion of campaigns* promoting healthy and sustainable choices** (%)

KPI 12b) Customer brand affinity (score)

RATIONALE: This KPI aims to focus on the campaign efforts that drives sales of products that are aligned with the strategy.

*What constitutes a campaign needs to be defined so that results are comparable

**Healthy and sustainable choices needs definition for each market



REITAN CONVENIENCE