

## GRI Attachment 2021

R-kioski Oy



R-kioski published its first Sustainability report in 2020. As R-kioski wanted to align its sustainability reporting with the Global Reporting Initiative (GRI) framework, R-kioski's sustainability report is complemented with this GRI attachment. The sustainability report, together with this GRI attachment describes how R-kioski works with environment, social, economic and business ethics-related topics. The reporting is conducted according to the GRI core standard.

The GRI Content index is found at the end of this GRI attachment. The index describes where content related to specific GRI indicators can be found in the sustainability report or in this GRI attachment.

R-kioski's sustainability report 2021 can be found from this address: <https://www.r-kioski.fi/vastuullisuus/>

In questions related to R-kioski's sustainability reporting, and related sustainability work you can contact Ann-Charlotte Schalin [Ann-Charlotte.Schalin@r-kioski.fi](mailto:Ann-Charlotte.Schalin@r-kioski.fi)

### Materiality analysis and stakeholder dialogue

In 2021, R-kioski conducted our first materiality analysis based on stakeholder dialogue. The purpose of materiality analysis was to identify sustainability topics that are most relevant for R-kioski's stakeholders, what impact R-kioski has on these topics and which topics R-kioski is expected to report on. The materiality analysis was conducted according to the Global Reporting Initiatives (GRI) framework and external consultants were used to conduct interviews and surveys. R-kioski's management went through the results of an initial analysis and agreed upon the final material topics to be prioritized in R-kioski's sustainability work and reporting.

The purpose of materiality analysis is to identify the most important sustainability topics to focus on. The evaluation on material topics was based on R-kioski's economic, environmental, and social impact, in addition to listening to the expectations and information needs of R-kioski's most important stakeholder groups. For the report preparation process, R-kioski management prioritized the stakeholder groups listed in below table and named contact people from each stakeholder group. Stakeholder views were then gathered through interviews and surveys which were conducted by an external consultant. As Reitan Retail and Reitan Convenience sustainability-related priorities became clearer, these were also considered. The results from stakeholder dialogue were prioritized and validated in an internal workshop, in order to define the final 10 material topics to focus R-kioski's sustainability work on.

R-kioski has followed the GRI reporting principles.

Stakeholder group	Important Topics	
Customers	<ul style="list-style-type: none"> <li>• Good treatment of customers</li> <li>• Employee wellbeing, health and safety</li> <li>• Security in store</li> <li>• Fair and Equal employment, diversity</li> <li>• Product safety</li> <li>• Education and training of employees</li> </ul>	Stakeholder survey, daily contact
Franchisees	<ul style="list-style-type: none"> <li>• Good treatment of customers</li> <li>• Employee wellbeing, health and safety</li> <li>• Security in store</li> <li>• Education and training of employees</li> <li>• Nearby produced and domestic products</li> <li>• Value based leadership</li> <li>• Wide product range</li> <li>• Sustainable transportation and logistics</li> <li>• Vegetarian food &amp; meat free alternatives</li> <li>• Packaging materials</li> <li>• Waste &amp; recycling</li> <li>• Carbon footprint and reduction actions</li> </ul>	Stakeholder interview, survey, continuous contact
Product/service suppliers, Warehouse	<ul style="list-style-type: none"> <li>• Reducing carbon footprint, Greenhouse gas emissions</li> <li>• Responsible supply chain</li> <li>• Business strategy and strong co-operation with suppliers</li> <li>• Good corporate citizenship, business ethics, transparency and corporate governance</li> <li>• Employee wellbeing, health and safety</li> <li>• Minimizing waste, recycling, circular economy</li> <li>• Fair &amp; equal employment</li> <li>• Wide assortment</li> <li>• Fresh, vegetarian and healthy alternatives</li> <li>• Packaging materials</li> </ul>	Stakeholder interview, survey, continuous contact
R-kiosk employees	<ul style="list-style-type: none"> <li>• Good treatment of customers</li> <li>• Employee wellbeing, health and safety</li> <li>• Education and training of employees</li> <li>• Fair and equal employment, diversity</li> <li>• Value based leadership</li> <li>• Nearby produced and domestic products</li> <li>• Reduction of (food) waste</li> <li>• Community involvement and local value creation</li> <li>• Reduction of plastic</li> <li>• Business strategy and strong co-operation with suppliers</li> <li>• Good corporate citizenship, business ethics, transparency and corporate governance</li> <li>• Working environment</li> <li>• Energy efficiency</li> </ul>	Stakeholder interview, survey, continuous contact

The results from stakeholder dialogue were prioritized and validated in an internal workshop, in order to define the final 10 material topics to focus R-kiosk's sustainability work on. These are visualized with bold text in below materiality matrix.



- Protecting Biodiversity & Preventing Deforestation
- Co-operating for Better National Health
- Varied Jobs
- Animal Welfare

- Vegetarian Food & Meat Free Alternatives
- Organic & Fresh Products
- Social & Charity Initiatives
- Community Involvement & Local Value Creation
- Wide Product Range

- Good Treatment of Customers

- Value-Based Leadership
- Reducing Carbon Footprint

## GRI Content Index

GRI Indicator	Reference	Comments
<b>GRI 101 Foundation 2016</b>		
<b>GRI 102 General Disclosures 2016</b>		
<b>Organisational profile</b>		
102-1 Name of the organization	2	
102-2 Activities, brands, products, and services	2 <a href="https://www.r-kioski.fi/vastuullisuus/vastuullisuus-tuotteet/">https://www.r-kioski.fi/vastuullisuus/vastuullisuus-tuotteet/</a>	
102-3 Location of headquarters	<a href="https://www.r-kioski.fi/yhteystiedot/">https://www.r-kioski.fi/yhteystiedot/</a>	
102-4 Location of operations	2	
102-5 Ownership and legal form	2, <a href="https://www.r-kioski.fi/yritys/">https://www.r-kioski.fi/yritys/</a>	
102-6 Markets served	2, <a href="https://www.r-kioski.fi/yritys/">https://www.r-kioski.fi/yritys/</a>	
102-7 Scale of the organization	2, <a href="https://www.finder.fi/Kioski/R-kioski+Oy/Vantaa/yhteystiedot/2618875">https://www.finder.fi/Kioski/R-kioski+Oy/Vantaa/yhteystiedot/2618875</a> Number of customers served: 61,9 million	
102-8 Information on employees and other workers	<a href="#">GRI-appendix, page 6</a>	
102-9 Supply chain	26-33	
102-10 Significant changes to the organization and its supply chain	<a href="#">GRI-appendix, page 7</a>	
102-11 Precautionary Principle or approach	3	
102-12 External initiatives	9	
102-13 Membership of associations	Finnish Grocery Trade Association, Finnish Commerce Federation, The Finland Chamber of Commerce	
<b>Strategy</b>		
102-14 Statement from senior decision-maker	7	
<b>Ethics and Integrity</b>		
<b>Value-Based Leadership</b>	R-kioski finds that GRI's standard indicators do not cover all of R-kioski's material themes. Therefore, we have chosen to disclose company specific topics such as Value-Based Leadership	
102-16 Values, principles, standards, and norms of behaviour	34-38	
103-1 Explanation of the material topic and its boundary	34-38	
103-2 The Management approach and its components	34-38	
103-3 Evaluation of the management approach	34-38	
<b>Governance</b>		
102-18 Governance structure	Board of Directors, Executive Team	
<b>Stakeholder Engagement</b>		
102-40 List of stakeholder groups	<a href="#">GRI-appendix, page 2</a>	
102-41 Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements is 100%	
102-42 Identifying and selecting stakeholders	<a href="#">GRI-appendix, page 1</a>	
102-43 Approach to stakeholder engagement	<a href="#">GRI-appendix, page 1</a>	
102-44 Key topics and concerns raised	<a href="#">GRI-appendix, page 2</a>	

<b>Reporting Practice</b>		
102-45 Entities included in the consolidated financial statements	2, <a href="https://www.r-kioski.fi/yritys/">https://www.r-kioski.fi/yritys/</a>	
102-46 Defining report content and topic Boundaries	<a href="#">GRI-appendix, page 1</a>	
102-47 List of material topics	<a href="#">GRI-appendix, page 3</a>	
102-48 Restatements of information	2019-2020 emissions of Scope 3 categories waste and purchased goods and services were re-calculated due to improved data	
102-49 Changes in reporting	No changes	
102-50 Reporting period	1.1.2021 – 31.12.2021	
102-51 Date of most recent report	3.2.2021	
102-52 Reporting cycle	Annual	
102-53 Contact point for questions regarding the report	ann-charlotte.schalin@r-kioski.fi	
102-54 Claims of reporting in accordance with the GRI standards	This report has been prepared in accordance with the GRI Standards: Core option	
102-55 GRI content index	<a href="https://www.r-kioski.fi/vastuullisuus/">https://www.r-kioski.fi/vastuullisuus/</a>	
102-56 External assurance	No external assurance has been made, except for the CO2-emissions which have been verified for the whole Reitan Convenience company.	
<b>Economic Responsibility &amp; Profitability</b>		
<b>GRI 200 ECONOMIC STANDARDS 2016</b>		
201-1 Direct Economic value generated and distributed	<a href="#">GRI-appendix, page 7-appendix</a> <a href="https://www.finder.fi/Kioski/R-kioski+Oy/Vantaa/yhteystiedot/2618875">https://www.finder.fi/Kioski/R-kioski+Oy/Vantaa/yhteystiedot/2618875</a>	
<b>GRI 300 ENVIRONMENTAL STANDARDS 2016</b>		
<b>Sustainable products &amp; raw material</b>		
	30-33. R-kioski finds that GRI's standard indicators do not cover all of R-kioski's material themes. Therefore, we have chosen to disclose company specific topics such as Sustainable products & raw materials	
103-1 Explanation of the material topic and its boundary	<a href="#">GRI-appendix, page 7</a>	
103-2 The Management approach and its components	<a href="#">GRI-appendix, page 8</a>	
103-3 Evaluation of the management approach	<a href="#">GRI-appendix, page 8</a>	
<b>Reducing Carbon Footprint</b>		
<b>Emissions</b>		
103-1 Explanation of the material topic and its boundary	<a href="#">GRI-appendix, page 8-9</a>	
103-2 The Management approach and its components	<a href="#">GRI-appendix, page 8-9</a>	
103-3 Evaluation of the management approach	<a href="#">GRI-appendix, page 8-9</a>	
305-1 Direct (Scope 1) GHG Emissions	<a href="#">GRI-appendix, page 8-9</a>	
305-2 Energy Indirect (Scope 2) GHG Emissions	<a href="#">GRI-appendix, page 8-9</a>	
305-3 Other indirect (Scope 3) GHG emissions	<a href="#">GRI-appendix, page 8-9</a>	
305-5 Reduction of GHG emissions	<a href="#">GRI-appendix, page 9</a>	
<b>Waste and Chemicals Management</b>		
<b>Reduction of Food Waste</b>		

103-1 Explanation of the material topic and its boundary	<a href="#">GRI-appendix, page 11</a>	
103-2 The Management approach and its components	<a href="#">GRI-appendix, page 11</a>	
103-3 Evaluation of the management approach	<a href="#">GRI-appendix, page 11</a>	
<b>GRI 400 SOCIAL STANDARDS 2016</b>		
<b>Attractive Franchisor/Employer</b>		
<b>Training and Education</b>	13	
<b>Diversity and Equal Opportunity</b>	14-15, <a href="#">GRI-appendix, page 11-12</a>	
405-1 Diversity of governance bodies and employees	<a href="#">GRI-appendix, page 11</a>	
405-2 Ratio of basic salary and remuneration of women to men	<a href="#">GRI-appendix, page 12</a>	
<b>Community Involvement &amp; Local Value Creation</b>		
413-1 Operations with local community engagement, impact assessments, and development programs	16, 19, 20	
<b>Good Treatment of Customers</b>	3, 6, 10 30, R-kioski finds that GRI's standard indicators do not cover all of R-kioski's material themes. Therefore, we have chosen to disclose company specific topics such as Good treatment of customers	
103-1 Explanation of the material topic and its boundary	<a href="#">GRI-appendix, page 9- 11</a>	
103-2 The Management approach and its components	<a href="#">GRI-appendix, page 9-11</a>	
103-3 Evaluation of the management approach	<a href="#">GRI-appendix, page 9-11</a>	
<b>Business Strategy &amp; Strong Co-operation with Suppliers</b>	28, 30	

## Complementing disclosures

### 102-8 Information on employees and other workers

<b>Permanent</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Full-time	42	155	197
Part-time	30	205	235
<b>Total</b>	<b>72</b>	<b>360</b>	<b>432</b>

<b>Total</b>	<b>Male</b>	<b>Female</b>
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Franchise companies operate 86% of the stores. The franchise entrepreneurs together employ 1839 persons, which are not R-kioski Oy's employees.

The data was compiled for Reitan for the year end “Our People” 2021 -report (both R-kioski Oy and franchise companies) and b) for the Bureau of Statistics in Finland, mandatory annual reporting (R-kioski Oy).

Reservists (temporary workers) are treated as part-time workers in Our People-reporting.

#### 102-10 Significant changes to the organization and its supply chain

In the beginning of January 2021, we had 475 stores, whereas in the beginning of January 2022 we had 462 stores. The Net change was -13 in 2021 (22 closings and 9 new locations). We made 29 major store renovations.

There have been no significant changes in the locations of suppliers or structure of the supply chain, or relationships with suppliers, except that suppliers’ investments in business development has been more cautious than usual due to uncertain Covid-19 related circumstances.

#### Direct economic value generated and distributed

MEUR	2020	2021
Revenues	78,5	71,8
Operating costs	-51,0	-45,9
Employee wages and benefits	-16,5	-16,0
Payments to providers of capital	-0,3	-0,2
Taxes and fees	0,7	0,8
Donations		
Economic value retained	11,4	10,6

#### Sustainable products & raw materials

It is important for our stakeholders that we ensure responsible practices in our entire value chain. We sell a wide variety of products, and in cooperation with our suppliers and logistics partners, we aim to ensure sustainable practices. Due to the fact that the greatest impacts occur in the preliminary stages of our value chain, we require our suppliers to have their own sustainability programs, through which they ensure that products bought by R-kioski are produced from sustainable raw materials. As a part of our cooperation, our suppliers keep us up-to-date on sustainability issues related to e.g. transportation, packaging, production, sub-suppliers and factories. We prefer to establish long-term partnerships in order to create durable solutions with our partners, while also taking the voice of the customers into consideration. A good example of this is our salads, which are both produced in Finland and now also only contain domestically raised poultry.

We aim to reduce our negative environmental impacts through sustainable selections in our assortment. For example, we have introduced vegan products, as well as ensuring that 100% of the coffee we purchase is certified. Packaging materials have an important role in guaranteeing the freshness and safety of food products, however, it also causes waste and emissions. Due to this, we use packaging materials that reduce the burden on the environment. R-coffee cups, for example, are produced from renewable raw-materials and filters have been substituted with Swan-marked and

compostable alternatives. One measure we have taken to reduce plastic is to remove the cutlery which used to be included with our R-salads. Instead, we now offer wooden cutlery, in case the customer needs to eat on-the-go. All of our serving and packaging dishes are produced either fully, or close to fully, from renewable raw materials. In addition to this, we guide our consumers in recycling the packaging after use.

We require our suppliers to adhere to our Code of Conduct. Moreover, our suppliers are again expected to monitor their own suppliers, to ensure compliance.

R-kioski has committed to promote the UN Sustainable Development Goals through its mother company Reitan Convenience. Our focus areas are health, the environment, people and value chain.

We are aiming to increase the share of recycled packaging materials in our production. Currently, we are following the best-practice approaches in all our operating locations, but are continuously looking for better models and procedures for waste sorting and recycling.

R-kioski is aiming to reduce environmental impacts in cooperation with our supply chain, in short- and medium time horizons. For example, Ärrävesi-water has since 2021 been sold in bottles made from 100% recyclable materials.

R-kioski has not yet set any concrete targets of follow-up mechanisms for sustainable products and raw materials, as this is connected to the ongoing work of completing Reitan Retail's ESG-strategy.

## Emissions

Reducing Carbon Footprint is a material topic for R-kioski due to our stakeholders highlighting the importance of taking our part of the responsibility to limit climate change. R-kioski's Scope 1 and 2 emissions were in total 4 245 tCO<sub>2</sub>e in 2021. The greatest part of our emissions are indirect emissions from our value chain. That is why we have also started measuring our Scope 3 emissions; in order to get an overview of these, be able to engage with our suppliers, and to reduce the emissions and related impacts. According to the GHG Protocol, franchisees can be calculated as indirect Scope 3 emissions. It has been a conscious decision from our company to include the emissions from franchisees into R-kioski's Scope 1 and 2 emissions.

		2019	2020	2021
<b>Scope 1</b>	<b>tCO<sub>2</sub>e</b>	<b>406,9</b>	<b>595,5</b>	<b>895,8</b>
<b>Scope 2 (location-based)</b>	<b>tCO<sub>2</sub>e</b>	<b>4601,3</b>	<b>4260,4</b>	<b>3348,7</b>
<b>Scope 2 (market-based)</b>	<b>tCO<sub>2</sub>e</b>	<b>925,7</b>	<b>766,6</b>	<b>2599,2</b>
<b>Scope 3</b>				
Scope 3 Waste	tCO <sub>2</sub> e	4219,3	3774,4	3671,3
Scope 3 Fuel-and-energy-related activities	tCO <sub>2</sub> e	882,8	724	1235
Scope 3 Business travel	tCO <sub>2</sub> e	113,5	70,5	83,2
Scope 3 Upstream transportation and distribution	tCO <sub>2</sub> e	274,7	246,8	355,9
Scope 3 Purchased goods and services	tCO <sub>2</sub> e	485,7	419	519,3
<b>Scope 3 Total</b>	<b>tCO<sub>2</sub>e</b>	<b>5976</b>	<b>5234,7</b>	<b>5864,7</b>



<b>Total</b>	<b>tCO2e</b>	<b>10984,2</b>	<b>10090,6</b>	<b>10109,2</b>
<b>Total market-based</b>	<b>tCO2e</b>	<b>7308,6</b>	<b>6596,8</b>	<b>9359,7</b>

The emissions have been calculated using the Greenhouse Gas Protocol. All greenhouse gases specified in the GHG Protocol have been included in R-kioski's carbon footprint calculations. R-kioski does not have biogenic emissions. R-kioski's consolidation approach is financial control. The emission factors used in the calculations have been gathered from different sources, mainly DEFRA and IEA.

In 2021, R-kioski's Scope 1 emissions were 896 tCO2e and Scope 2 emissions 3 349 tCO2e (location-based). With the market-based method, the Scope 2 emissions were 2 599 tCO2e. The base year for R-kioski's carbon footprint is 2019, which is the first year that R-kioski has emissions data for. The Scope 1 emissions in base year were 407 tCO2e and the Scope 2 (location-based) 4 601 tCO2e. It should be noted that there have been changes to the calculations since the publishing of our previous sustainability report. This is due to changing the location-based electricity emission factor from Nordic Electricity mix to Finnish Electricity mix, and also more specifically stating which of our shops use renewable electricity and therefore have zero-emission electricity in the market-based method.

R-kioski has started to gather Scope 3 emission data, and the current Scope 3 emissions add up to 5 865 tCO2e from categories purchased goods and services, fuel-and-energy-related activities, upstream transportation and distribution, waste and business travel. It should be noted that as R-kioski has only recently started gathering Scope 3 data, it is likely that the emissions from this Scope will increase in future accounting years. Especially the category purchased goods and services is expected to increase. Since the publishing of our previous year's sustainability report, the 2019-2020 emissions of certain categories (waste, purchased goods and services) have also been re-calculated due to improved data.

R-kioski has implemented various actions to reduce energy use and emissions from own operations. Some examples of actions done in 2021 have been highlighted in the Sustainability report on pages 26-29

R-kioski has as a part of Reitan Retail ambition to become net zero in own operations (Scope 1 & 2) by 2030, and net zero in the entire value chain (Scope 1, 2 & 3) by 2050. R-kioski and the Reitan Retail measure emissions annually, and in case emissions would not develop in the right direction, there should be changes done into the management approach.

## Good Treatment of Customers

### AIMING FOR EXECUTION EXCELLENCE IN SALES AND CUSTOMER SERVICE

In R-kioski we live and breathe customer service. Monitoring and analyzing the metrics of everyday service quality is one of the most integral parts of a franchisee's responsibilities in store management – covering everything from reviewing POS and sales reports to following up on the handling of customer feedbacks on a case-by-case basis.

R-kioski uses the NPS recommendation index as a strategic planning tool and it is measured twice a year. In the 2021 service experience survey conducted by the Finnish Commerce Federation, R-kioski was ranked in TOP3 in overall service experience and ranked TOP1 in personal customer service in the reference group (grocery stores).

Franchisees are regularly supplied with chain-level service indicator results of different topics. R-kioski chain management experts carry out two concept evaluations yearly, including a step-by-step assessment of everything related to customer experience. The third yearly measurement is required from the franchisee him/herself – giving them an excellent opportunity to verify the effectiveness of development procedures made. R-kioski's regional sales managers also produce a written quality report on the level of store operations during every store visit, approximately once a month. Franchisee is consulted on steps to take, and a follow-up measurement will take place accordingly. R-kioski also utilizes mystery shoppers regularly, focusing on living up to the expectations of customers.

In the end, the success in customer service is stated in R-kioski's Best standards metrics (Leadership, Execution excellence, Profitability, Upselling), benchmarking all key indicators related to the franchisee's convenience business unit.

### **FRANCHISEE AND STAFF TRAINING TO SUPPORT THE EXECUTION EXCELLENCE**

R-kioski franchisees are trained to always prioritize customer service over other routines, and to plan everyday tasks in ways, which enable focusing on excellent customer service. The Support office provides franchisees with management tools for organizing routines and tasks properly, as well as management trainings to ensure their ability to improve efficiency. R-kioski has a comprehensive and systematic training program for all of its franchisees and salespersons.

### **ENGAGEMENT FUELS PROFESSIONALISM**

All great businesses are built by great individuals. A committed R-kioski franchisee with high-quality management and a trained sales team with execution excellence are the key players in ensuring world-class service in the stores. To be the best in class, both knowledge, skills and experience-based professionalism are needed, in addition to the tools and expertise provided by R-kioski support office.

### **SUFFICIENT STAFFING**

Excellent service performance demands focus on top-quality personnel management, always enabling sufficient staffing. The franchisee has an overall control over the functionality of the store's team performance and staffing, covering all stages of employment relationship from recruitment to compensation. The franchisee plans the staffing needs and resources and is personally committed to keeping the store open. This is a very efficient working model, as the best and most accurate information regarding location specific issues (such as peak hours) is always available directly to the franchisee in the store without any delay. Our POS and reporting system give the franchisee all necessary key performance indicators related to staffing and sales data. The franchisee also makes a monthly action plan to forecast changes in staffing needs, ensuring reaction time.

Customer feedback is collected via five paths:

- franchisees and their staff at the stores
- consumer feedback service <https://www.r-kioski.fi/palaute/>
- call center (open 17/7) for franchisees and consumers
- social media channels: Facebook, Instagram, Twitter

- intra-chat for communication between stores and the support office.

R-kioski centralized call center is serving franchisees in all matters related to commercial actions (orders, deliveries, remittance correction, product- and campaign inquiries, questions about inventory and economy, complaints, cashier peripheral device matters, subscription orders), and it is an important point of contact between stores and the support office.

## **CUSTOMER FEEDBACK MONITORING**

R-kioski centralized customer service receives roughly 500 customer feedbacks per month. They are assorted under correct headlines and handled using WordPress. Every feedback is of utmost importance to R-kioski, and the feedbacks are handled individually according to GDPR regulations individually and considering the point of view of all parties involved.

Feedback, which considers a particular store and its performance, is first directed to R-kioski's sales manager and then to the franchisee with suggestions for improvement. After that the franchisee personally contacts the customer.

R-kioski Call center follows weekly:

1. The response rate
2. The resolution rate during 1st call
3. SLA report including a.) top10 topics b.) tickets transferred to depts c.) response time (committed to be 24hrs)
4. Feedback survey among franchisees after every call

*"Lovely staff in the R-kioski in the arriving flights' hall. Special thanks to the ladies, who helped me on Sunday morning. You made my Christmas a better one :)"*

## **Reduction of Food Waste**

Food waste generated throughout value chains is an increasingly problematic issue on a global level, and we recognize that we need to be a part of the solution to solve this. We reduce food waste by making thoughtful assortment choices, by using Ekoteko-discount stickers and by launching coupon campaigns. Moreover, we lower the prices of products approaching their Best Before date. In order to minimize food waste from storage, we use terminal deliveries for large parts of products with short shelf life and the products are delivered based on orders made by kiosks. The remaining potential food waste from storage is redirected to charity. When it comes to products that are prepared on-site at the kiosks, we aim to utilize the same ingredients in recipe planning. The merchants and kiosk personnel are provided training in order planning, to prevent purchase of superfluous produce. Additionally, they receive training to minimize waste when preparing products. When it comes to baked goods, we are trying to minimize food waste through our "From good to better" (Hyvästä Paremmaksi) – measure. If any baked goods are in danger of going to waste, we offer them to customers as tasting samples at the end of the day. We are also actively assessing the prospect of

creating a mobile app aimed at reducing food waste from our kiosks. Our ambition is to make our kiosks as good and efficient as possible at sorting and recycling.

To improve efficiency for our supply chain operations, and to reduce food waste, we have established a new partnership with Relex. This will enable us to improve store forecasting and replenishment, promotion forecasting, and mobile collaboration between stores and central teams.

Diversity and Equal Opportunity

405-1 Diversity of governance bodies and employees

Within R-kioski’s management team, the share of males is 62,5% and females 37,5% percentage. There are 4 persons in the age group 30-50 in the management team, and 4 persons who are over 50 years old.

Of employees within R-kioski Oy (excluding franchisees), 83,3% are female and 16,7% male. The amount of employees in different age groups is as follows:

- Below 30 years: 153 persons
- 30-50 years: 164
- Over 50 years old: 115

405-2 Ratio of basic salary and remuneration of women to men

The ratio of the basic salary and remuneration of women to men for each employee category (including stores and support office) is presented below

<b>Women/men ratio</b>	<b>2021</b>
Co-workers - Company operated outlets	1,00
Managers - Company operated outlets	1,01
Co-workers - Office	1,04
Co-workers - With responsibility area	0,87
Managers	0,73
Management	1,22