

oda

Sustainability Report 2022



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About this report:

This report contains information about Oda's sustainability work. We aim to be the most sustainable grocery retail system from suppliers to customers, addressing key sustainability challenges and opportunities across our value chain.

A general reflection is that we believe we're making good progress on certain targets, but lagging on others. We therefore still have a lot of work to do and major challenges to tackle. We want to challenge ourselves as well as the food and grocery industry on that things need to speed up to ensure we have a habitable planet in the future. This report is therefore an important tool for us to self-assess our progress. It's a health and reality check on how we're doing on sustainability.

The report contains data about our current performance, what we have done, and what we plan to do going forward. The data encompass information about Oda Group Holding AS and all subsidiaries. We follow recognized standards for sustainability reporting (GRI and TCFD) because we believe that using and reporting comparable data in a transparent way is key to ensuring that companies do meaningful sustainability work. This reporting also contains data to comply with legal requirements such as the Norwegian Transparency Act and the Equality and Anti-Discrimination Act. The report is compiled with the help of many of our great people at Oda and is reviewed and approved by our board and top management.





A word from Karl

In 2022, the world experienced a turbulent year, beginning with Russia's illegal invasion of Ukraine. The conflict had far-reaching effects on global energy and food prices, leaving millions struggling to put food on the table. The debate around food prices and margins has never been higher on the political agenda, while the world has never released as much CO2 as it has now.

At Oda, we are genuinely committed to making it possible to eat both affordably and sustainably. It's not a matter of either/or; it's both. Every day, we challenge the grocery sector to become better at sustainability, and this year, we have taken on even greater responsibility. In 2022, Oda grew 9% in Norway and we launched in Germany. As Oda grows, we take on greater responsibility to reduce greenhouse gas emissions and food waste in the grocery sector. When food is transported collectively, the carbon footprint is reduced, and when we transition to a fully electric fleet, home delivery will undoubtedly be the best option for our climate.

Representing the new generation of retailers with a strong digital platform, we are ideally positioned between the supplier and consumer to challenge and nudge sustainable production and consumption.

Over the past year, Oda has put extra focus on improving our food waste processes. We are already among the best in the market in reducing food waste, with approximately 53% less food waste than physical shops in Norway. However, we aim to cut our food waste to zero and ensure that food approaching the expiration date that we cannot sell is donated to those in need. We also fully support the upcoming food waste law in Norway.

In May 2022, Oda Norway moved into a new state-of-the-art Fulfillment Center (FC) in Lier. At this FC we have already set groundbreaking efficiency records, and we worked with a building owner who was conscious of the environment and constructed a building that achieved a groundbreaking BREEAM In-Use score of 'Excellent'!

Furthermore, we have worked extensively to further reduce our climate footprint. Unfortunately, as can be seen by our 2022 climate accounting, we are lagging behind on our operational target mainly related to more transport (including expansion of the delivery area to Kristiansand, Norway). We also saw an increase in emissions related to business travel linked to the expansion in Finland and Germany and higher emissions relating to energy, after opening new FCs in Berlin and Helsinki where the energy mix is dirtier than in Norway. We estimate that new initiatives like double stacking loads on our long haul routes (halving the need for these routes) in combination with rolling out electric vehicles and ensuring renewable

energy consumption will more than compensate for the increase in operational emissions we saw in 2022 and help us reach our targets.

We have also worked with initiatives to cut emissions on the products we sell, which constitute around 95% of our climate emissions. We have been experimenting with different ways of inspiring our customers to eat greener, healthier and more climate-friendly diets. To support our aim of reducing climate emissions from the products we sell, we have done a lot the last few years (including launching Norway's first climate receipt for food). In 2022 we continued our work by running various information campaigns, experimented with climate labeling of recipes, and highlighted climate-friendly alternatives in our online store.

In December 2022, we announced that we had secured funding in a storming financial market. We raised 1.5 billion NOK and welcomed solid new investors who will stand behind us in building a truly sustainable retail system for food. Our many years of structured work with sustainability were an important reason for us securing the funding. Summa Equity and Verdane stepped in as new

owners, and on our quest to build the most sustainable retail system ahead, we look forward to working with these amazing partners.

In the process of securing new funding we, unfortunately, needed to adjust our global growth ambitions which subsequently meant parting ways with 110 talented colleagues. This was a tough decision that was not taken lightly and also affected me personally as well as the rest of the leadership team. I am, however, glad that we were able to carry out a proper process, aligned with our behaviors and in constructive dialogue with our employee reps. I feel confident that our former colleagues will thrive in their future jobs.

In summary, 2022 proved to be a turbulent year with many big news for Oda. We will continue to lay the foundation for a growing company that seeks to bring reasonably priced food to people's doorstep, while also building an effective and sustainable retail system. In the year ahead, we look forward to continuing that journey.





Highlights from 2022

Promoting Healthy and Green Choices

~3 million customer hours saved from spending at physical shops

(estimate based on analysis conducted by Menon Economics)

64% increase in sales of products labeled vegan (since 2019)

300% increase in sales of plant-based meat products (since 2019)

Our Norwegian customers cooked 77,879 climate-friendly recipes

Launched our 'green customer campaign', providing concrete tips to our customers on how to live more climate-friendly

3 out of 4 top sold products were plant-based

Our Finnish customers love coffee oatmilk!



32% lower product emissions* estimated compared to physical shops in Norway

Source: Trumf app: 2.5 kg co2e pr kg food - data collected Feb. 2023
* Per kg food sold

Our customers cooked 99,834 vegetarian recipes

Taking care of people

25% increase in the share of employees covered by collective bargaining agreements compared to 2021 (53,7% in 2022)

Average engagement score of 8.2/10 (above industry benchmark)

Launched a global employee community

Well-being score of 8/10 (above industry benchmark)

16% lower sick leave compared to 2021

Cutting Operational Climate Emissions

Industry-leading low food waste in Norway - 53% lower than the grocery industry on average

(Matvett 2021)

We took part in the Dumpster Deli PR-stunt of Norway's largest Environmental NGO (the Future in our hands) calling for a new food waste law!

Oda is the "bus for your groceries". Average Oda vehicle delivers to 28 families on a single route



We installed 7.600 square meters of solar panels to our warehouse in Berlin



Ran successful pilot of double stacking of linehaul trucks, saving 50% of these routes

(We plan to roll out this solution across the company)

Fighting to Reduce Inequality

Winner of Blaze Guardian Award 2022 for our efforts in Diversity, Inclusion and Climate Protection

Established two Employee Resource Groups with a special focus on driving diversity and inclusion work within Oda

The Woda group for people identifying as women and the DEI task force

Designed a brand new leadership training program with a focus on Diversity, Equity and Inclusion - forming part of leadership expectations in Oda

21% increase in women managers

(to 25.1%) - but we still have work to do, for example, in our top management!



Rolled out a new whistleblower system - simplifying the process of reporting matters such as discrimination



Worked to launch an English version of our app in all markets to make our product more accessible



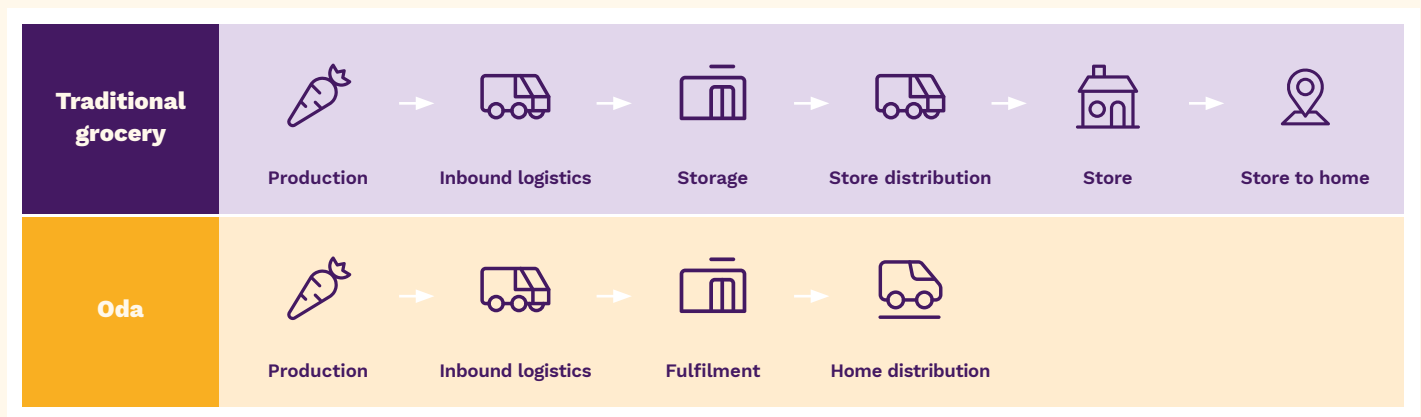
Introducing Oda and our work with sustainability

Oda is Norway's largest online grocery company, providing thousands of people with same-day and next-day home deliveries of high-quality groceries, meal kits and household items. Oda strives to create a system that consciously contributes toward a sustainable future through a combination of new technologies and processes.

Is online grocery shopping more climate-friendly?

Analysis indicates that online grocery shopping with home delivery can generate lower emissions than having many people drive to the store. In a way, Oda is like a “bus for groceries”, delivering to 28 families per route. The Norwegian Institute of Transport Economics has looked at the climate impact of online groceries and they find that

the existing research points in the direction that home delivery of groceries could result in less car transport and lower CO2 emissions compared to traditional grocery shopping. An analysis we had done by the Swedish consultancy 2050, comparing our value chain to physical grocery chains, supports the same conclusion; if you often or sometimes drive to the store, getting food delivered from Oda could significantly reduce climate emissions. By cutting the number of steps from farm to fork, we avoid unnecessary storage and transport resulting in a reduction in cost as well as greenhouse gas emissions (GHG) footprint, at the same time increasing the shelf life of products, which in turn will reduce food waste. See page 29 for more information about Oda's climate footprint and targets.



Oda's simplified value chain compared to traditional physical grocery stores.

At Oda, sustainability is about doing our part to ensure that future generations can inherit a world they want to live in—a fair and just world with a healthy environment. To be able to achieve this, we can't simply stop at eliminating our negative impact; we need to go even further. To be able to avoid catastrophic consequences of climate change, we need to actually achieve negative emissions around the world from 2050. In other words, we can't just be sustainable, we must be regenerative, and we achieve this by ensuring that our positives more than compensate for our historical negative impact.

For us, ensuring a positive impact on the people and planet is not something that lies on the side of our core business, but is an important part of how we make decisions and develop our product. CEO Karl Munthe-Kaas says:

“Our mission is to create the world's most effective retail system, of course, it also has to be the most climate-friendly one.”

At Oda, sustainability is everyone's job. As a company, we expect all people and teams to be aware of their societal and environmental impact and how they can work to improve it. For example, it's the delivery team's job to ensure that we reduce emissions from our delivery process, and it's the commercial team's responsibility that customers have sustainable products to choose from. The sustainability team is simply an enabling team whose core responsibility is to ensure the company has the information and knowledge they need to make good decisions, ensure the company is aligned and working toward common targets, and follow up and report on initiatives while executing specific projects requiring sustainability expertise. Because we see sustainability as a core element of our company strategy and business development, we have placed the sustainability team under the Finance and Strategy function. We don't want financial results and sustainability results to be opposing goals, but rather common goals, where we sometimes need to make trade-offs to ensure long-term value creation both for our company, the society we operate in and for our planet.

How we developed our 2026 strategy

In 2021, we defined Oda's five-year ambition. Our sustainability goals, being a core pillar in our company strategy, were therefore also updated. We continued the strategic work in 2022 by following up all the targets we've set, but also update our current impact understanding (risk assessments, materiality assessments etc.) in addition to conducting new internal analysis to further improve our understanding of our impact.

We have defined an overall vision for our sustainability work, which is to build the most sustainable retail system for groceries from supplier to customer. This means we're taking a holistic view, and owning the responsibility for our entire value chain. Of course we're making sure we take steps in our own operations under our direct control by working on climate action and ensuring a happy, healthy and diverse staff. But we also want to contribute

beyond our own operations, helping to drive positive systemic change by spurring sustainable development in our entire value chain. In addition to fundamentally challenging and inspiring our suppliers, we believe we can expand our impact even further by making it easier for our customers to live healthy and sustainable lives.

Challenging the status quo

Oda is a challenger in the food industry and the unique mix of our culture and the technology we've developed, gives us the ability to move fast, test, iterate and launch new capabilities, products and services. We want to plant flags, do things nobody has done before, and by that, challenge the status quo.

Ambitions going forward:

Building the most sustainable retail system for groceries from suppliers to customer



Suppliers

Production & processing

Fundamentally challenge and inspire the industry to become more sustainable.

Support and foster a sustainable local economy.

Oda operations

Fulfillment & last mile

Minimize our negative and maximize our positive climate impact. Ensure happy and healthy employees that live by our ethical work practices and reflect the diversity of the society we operate.

Customer

Consumption & waste handling

Make it easy for our customers to live healthy and sustainable lives.

To be able to define the overarching vision above, we have gone through the first three steps illustrated in the figure below. Our sustainability strategy and business development

work in Oda is inspired by the United Nations (UN) Sustainable Development Goals (SDG) compass framework.

Our process of defining our 2026 sustainability ambitions

STEP 1 Understand impact	STEP 2 Prioritize topics	STEP 3 Set targets	STEP 4 Implement & follow-up	STEP 5 Report & communicate
Stakeholder dialogue and analysis				
Sustainability risk and opportunity analysis	Materiality assessment	Set target area, baseline and goal	Sustainability as part of functional OKR prioritization	Sustainability reporting
Sustainability data collection and prognosis			Key targets status checks	
Competitor analysis				

Step 1: Understanding our impact

One of the first important steps in defining our strategy was to understand our impact on society and the planet. In addition, we needed to understand how different topics will impact us as a company. To do that, we needed to gather a lot of information about our business and our wider value chain. We engaged in dialogues to understand key stakeholder needs (employees, customers, investors,

NGOs, etc.); we conducted sustainability-specific risk analyses as part of our company-wide risk assessment process; we collected a number of sustainability-related data points and made a prognosis of our climate footprint towards 2025; and we modeled the actions we need to take to reach net zero. We also looked at our competitors to see if we could learn something from them.



Step 2: Prioritizing strategic topics

Sustainability is a concept that encompasses a myriad of different topics. What is material to a company like Oda depends on what the key industry challenges are, where our operations are located and how we run our business. Based on impact understanding we have done a materiality analysis of the most central topics and have rated them according to importance. This helps us prioritize the different topics and guides us in where to focus our efforts.



Good health

As a company providing food to thousands of people, we have both an opportunity and a responsibility to ensure top food safety and to help our customers live healthy lives. We can do this in many ways, but primarily we provide our customers with a wide assortment of healthy products and product information. We also have a responsibility to ensure happy, healthy, engaged employees who feel safe at work.



Decent work and economic growth

As an innovative growth company, we can and do contribute to economic growth and productivity by challenging the existing industry to become even more efficient. We also have a responsibility to ensure work safety, fair salaries, freedom of association, collective bargaining, and to generally ensure good working conditions for our many employees and generally throughout our supply chain.

Step 3: Setting targets

For all prioritized topics, we've defined some ambitions looking toward 2026. These targets are integrated into our overarching company strategy, and all have

Based on our understanding of our impact we prioritized the following areas as key material topics for us as a company, addressing core business impact. To ensure a mutual understanding of the topics, and to ensure that we target important global challenges, we utilize the UNs SDGs as a framework to scope the different sustainability topics:



Reduced inequalities and gender equality

Inclusion across gender, age, sex, disability, race, ethnicity, and religion is something we believe is possible and that needs to be practiced when developing both our products and our organization. This is because it's the right thing to do but it's also crucial to ensure that we can develop relevant services by reflecting the societies where we operate.



Climate action

Climate change is one of humanity's biggest challenges and we don't have much time to make radical action happen. According to the UNs Intergovernmental Panel on Climate Change, the world food system stands for 27-37% of global greenhouse gas emissions. We believe that Oda (and all other retailers) have both an opportunity and a responsibility to influence consumers and suppliers to make necessary shifts for more climate-friendly production and consumption of food. This is a role we take very seriously.

supporting targets and KPIs that have clear ownership in relevant functions.

2026 ambitions and key supporting targets

13 CLIMATE ACTION

Reduce the climate footprint from our own operations with 50% (2019 to 2025)

- Zero food waste going to incineraries
- Eliminate all unnecessary packaging. Oda products having the most sustainable packaging in the market
- 100% electric vehicles
- Annually offset unavoidable emission using quality offsets
- 100% of buildings meeting the requirements of environmental certification schemes (E.g. BREEAM, LEED).
- All fulfilment centers use solar energy
- 100% renewable energy consumption
- Make it easier and more attractive for our employees to travel climate-friendly

3 GOOD HEALTH AND WELL-BEING **13 CLIMATE ACTION**

Reduce climate footprint from our products we sell with 50% (2019 to 2025)

- Increase share of fruits and vegetables of groceries sold
- Increase sales of plant based meat and dairy substitutes
- Switch sales from high-emitting meat to low emission meat categories
- Provide customers new climate-friendly sustainable products
- Explore how to make our products more circular

10 REDUCED INEQUALITIES **5 GENDER EQUALITY**

Our employees representing diversity of the societies we are present in

- Gender diversity: Work to achieve greater gender parity within leadership
- Diverse and inclusive leadership: 100% of managers trained in Oda's leadership approach, encompassing diversity and inclusion awareness and skills
- Create truly inclusive People processes (incl. onboarding, recruitment and talent development)
- Ensure that our service is truly inclusive



Fundamentally challenge & inspire the industry to become more sustainable

- Work to influence and collaborate with our suppliers through our Supplier Management System
- Inspire and empower our people to integrate sustainability thinking in their daily job
- Actively participate in relevant sustainability forums to drive systemic change
- Communicate our sustainability efforts to key stakeholders
- Increase sales of locally produced products
- Work to improve animal welfare in our supply chain

3 GOOD HEALTH AND WELL-BEING **8 DECENT WORK AND ECONOMIC GROWTH**

Highly engaged & healthy employees

- Engagement: Maintaining a high company engagement score
- Wellbeing: Maintaining a high well-being score across the company
- Sick-leave: Achieving the lowest sick-leave in the industry
- Talent development: Ensure the opportunity for an inspiring and fulfilling career path for all employees

8 DECENT WORK AND ECONOMIC GROWTH

All employees recognize & live-by our behaviors and ethical work practices

- Ethical work practices: 100% of our employees have been trained on our Code of Conducts
- Privacy: Becoming an industry leader when it comes to protecting personal data. Zero formal complaints concerning breaches of customer and employee privacy.
- Data security: We secure our environment and data to gain and retain our employees', customers', suppliers' and partners' trust in Oda

3 GOOD HEALTH AND WELL-BEING

Zero work injuries or compliance breaches

- Zero work injuries
- Compliance: Zero regulatory compliance breaches

Our sustainability ambitions from now to 2026. All ambitions have clear ownership in the relevant parts of the organization.

Step 4: Implementing actions and following up

Once our targets are set, the real work begins. In addition to our core team of two people, we also have a global cross-functional sustainability team. The team was established to be able to follow up on our strategy, ensure that each function has a “go-to” person on sustainability issues, and further enable us to develop the right

functional expertise. The team comprises key representatives (or “champions”) from the important functions that need to be involved when implementing the strategy. Our cross-functional team has allocated 10-20% of their time to work on sustainability-related initiatives.

Global Sustainability Champions



Denise Claudine Kohlhaas

PEOPLE PROGRAM
MANAGER



Linda Bjerkås

PRODUCT MANAGER
ASSORTMENT, PRICE & SOURCING



Anne Urstrømmen

PROCUREMENT
DEVELOPER



Maria Iversen

CATEGORY AND SOURCING
MANAGER (NORWAY)



Lars Michaelsen

GROWTH MANAGER
B2B (NORWAY)



Davejit Bhuller

CONSTRUCTION
MANAGER



Niklas Fischer

STRATEGY AND BUSINESS
DEVELOPER (GERMANY)

Core Sustainability Team



Turi Pettersen

HEAD OF SUSTAINABILITY,
DIVERSITY AND INCLUSION



Aurora Vildskog

SUSTAINABILITY
ACCOUNTANT



Risk and Opportunity Analysis

#Climate and sustainability risk and opportunities analysis

Understanding risks, as well as opportunities, is an important part of step one in our strategy process relating to understanding our impact, or more specifically, how

sustainability affects us as a company both in terms of risks we need to mitigate and opportunities we should grasp.

Key Sustainability Risks

In 2021, we implemented a sustainability risk evaluation as part of the overall risk assessment in the company. By continuously conducting risk analyses, we will continue to gain a better understanding of our risk exposure related to sustainability and climate, including how we can take measures to counteract the negative effects on our business. In this year's assessment, we discussed a number of different social and environmental risks that might affect the company.

2022 was the year we began our launch in Germany. Entering more countries adds a lot of complexity both in our daily operations and to our sustainability work. Any new market brings challenges, including meeting new and often different customer expectations. We have learned that different sustainability topics have different weights and meanings in different countries, which is something we need to continue to improve our understanding of and be able to deliver on. It also introduces new suppliers and business partners with new social and environmental risks that we need to become familiar with and challenge. In 2023, we will continue our work in ensuring that we set up good systems to be able to meet customer expectations in new markets and continue to roll out new supplier management processes to map and follow up key sustainability risks at our suppliers to ensure that we minimize the risk of misconduct in our supply chain.

Another sustainability risk high on our agenda is cyber security and data privacy. Personal data processing of any form introduces the risk of cyber security incidents. This means that it's an important job for us to ensure that this personal data is kept safe. In Oda, we have a specialized privacy team that includes a legal expert along with a cross-functional privacy team consisting of representatives from relevant teams across the organization. This team is responsible for creating, documenting and operationalizing policies to make sure that we take care

of our compliance responsibilities with regard to data privacy for our customers, employees and recruitment candidates. Operating as a digital company in a world where cybersecurity risks are increasing, cybersecurity is key in securing our business and in supporting a stable and trustworthy business operation. That's why Oda has established a dedicated security team to enable good security practices across the organization.

A lot is also happening from a governmental point of view to better regulate private companies to drive the sustainable development of business activities. At Oda, we welcome all the great initiatives, laws and policies coming from the EU Green Deal for example. Still, as many of the directives are coming at a fast pace, this also creates more uncertainty, which makes it a topic for a risk assessment. We need to be vigilant in monitoring and acting on new regulations as they come, and that place these matters high on our agenda in our sustainability work. In addition to new reporting requirements (like the Norwegian Transparency Act), we also expect to further see regulations affecting our business more directly in the future, e.g. a ban on single-use plastics for fruit and vegetables being introduced in both France and Spain, in addition to zero emissions zones in bigger cities we operate like Oslo. To be able to prepare for these regulatory changes, we are working on reducing the environmental footprint of our packaging and working to roll out electric vehicles.

Supply chain due diligence and risk assessment

#Norwegian transparency act

#German supply chain act

At Oda, being dependent on a complex global supply chain, we recognize that there are inherent risks of various forms of misconduct in our supply chain - be it for instance human rights breaches or environmental degradation. We also recognize the responsibility and opportunity we have to positively influence our suppliers and work hard to ensure that the products we sell come from ethically responsible production. It's challenging work being a relatively small player with limited influence and given the fact that much data isn't readily available, however, we are continuously working to improve our risk understanding whilst maximizing our positive influence.

About our business and supply chain

Oda Group Holding AS is a privately owned company with headquarters in Oslo, Norway, with operations spanning most of the eastern and southern parts of Norway. In 2022, Oda was also operating in Finland (Helsinki area) and expanding to Germany (Berlin area). Activities include sales, picking and distribution of grocery products. In Norway, Oda is also a food wholesaler and producer via its daughter companies Netfresh AS (fruit and vegetable wholesaler) and Korn Bakeri AS (bakery). Oda receives supplies of products from all around the world but also sources high volumes of products from local grocery partners including Bunting in Germany, Wihuri in Finland and Rema 1000 in Norway. In Norway, Oda also has a

close collaboration with other retail partners like Clas Ohlson (consumer goods), Sprell (toy retailer) and Barnas Hus (children's clothing). Our ESG due diligence practices described in this section apply to all entities.

Our work to understand and mitigate sustainability risks in our supply chain

We have set a number of ethical requirements for ourselves and our suppliers (through our internal code of conduct and supplier code of conduct). The supplier code of conduct is approved by the board. We also work actively with supplier evaluations and follow-up in accordance with the OECD's model for due diligence assessments for responsible businesses. This means that we must identify, prioritize, prevent and deal with negative effects on people, society and the environment in our wider value chains, whether they occur directly in our own businesses or indirectly through our collaboration with suppliers. In accordance with the Norwegian Transparency Act, we also provide further insight into this work to anyone who requests this. The company's ESG due diligence process is owned by the sustainability team but involves close collaboration with Legal, Quality Assurance and Compliance functions in Oda, in addition to other functions owning the supplier relationship (Commercial, Delivery, Operations, People etc.).



In 2022, with support from Ethical Trade Norway, we conducted an updated ESG due diligence process of our supply chain in accordance with the OECD guidelines. This work included:

- A high-level risk assessment of our full value chain, where we identified high-risk products and services, and identified the most prominent ESG risks given the industry they represent. To inform this risk assessment of our products and services, we utilized a number of recognized external sources and databases such as EDPI Environmental Performance Indicator, CSR Risk Checker, World Bank Worldwide Governance Indicators, and Transparency International Corruption Perception Index. We also referenced the industry-specific sustainability reporting framework SASB. We also utilized internal systems and resources to inform the risk assessment, including our new whistleblowing tool and recent supplier audits. In 2022 we introduced a new whistleblower system called "SpeakUp" which is owned by the company People in Touch. Here all employees, suppliers and other external parties can report serious issues anonymously, in keeping with the EU Whistleblowing Procedures. Reports coming into this system will be handled by a third party first (PWC) before being handled by HR and the in-house legal team.
- Detailed risk assessment on prioritized suppliers and follow-up where needed. Based on our high-level assessment we chose to focus on our fruit and vegetables (specifically bananas and nuts) from our daughter company Netfresh. The rationale for our prioritization was both because the global supply chain for fruit and vegetables has a number of prominent human rights risks and the fact that Netfresh AS is a directly owned Oda company where we, therefore, have both greater control and responsibility to ensure ethical production. We gathered more detailed information and supporting documentation covering how the selected suppliers work on key material ESG risks, we also referenced external sources to verify the information provided. We did not discover any discrepancies or incidents.
- Revision of internal procedures in accordance with recommendations from Ethical Trade Norway. Based on the high-level risk assessment of our full value chain (point 1) we updated our internal supplier compliance system to allow for more comprehensive ESG screening and facilitate follow-up of key ESG risks. Based on what is defined as high-risk topics for the respective service and product the supplier will need to report on incidents and procedures for following up on these, both in their business and for key suppliers. We also demand that our suppliers have a supplier code of conduct to ensure they work actively with their sub-suppliers. This information is used, among other things, in risk assessments as well as the selection of suppliers and follow-up. We focus our efforts where the risk is greatest and implement measures that reflect the challenges we face in each individual case. It is ongoing work to ensure that all our suppliers are fully entered into this system and that the information is up-to-date.

Exemplary work to avoid specific negative incidents and results

Since a lot of our products are sourced indirectly through partners like Rema 1000, Bunting and Wihuri we try to have a good dialogue with them to follow up their supplier management processes. We also have commercial targets in Norway to increase the assortment of certified products and share of these products sold (Fairtrade, Nordic Swan, MSC, Rainforest Alliance etc.), since a lot of sustainability risks are mitigated through their certification process.

In addition, we also quickly react when we become aware of negative incidents at our suppliers. Some examples from 2022 include:

Follow-up of transport suppliers

As a large technology and logistics company, which has developed its own distribution network, we also use services from various transport companies. We recognize that we have an important responsibility to follow up on the conditions of these sub-contractors and work continuously on improving conditions and setting a new higher standard in our industry.

At Oda, we have set up a number of routines to work to ensure decent working conditions at our carriers. It is of course difficult to completely eliminate all risks, but we work continuously to improve these routines and follow up on the most important risks through both close weekly dialogue with suppliers and regular internal audits.

We carry out internal audits twice a year where we ensure that the suppliers follow our contractual guidelines to, among other things, overtime, payment of tax, health and safety etc. In these audits, we request a lot of information and documentation related to the requirements, as well as interviews with employees at the various sub-contractors. We follow up on any deviations from our guidelines in our internal system for supplier follow-up. Contracts with companies that do not follow up on deviations within a reasonable time are terminated. In Norway we have also made the strategic decision of having 50% of our transporters hired directly, instead of using third parties, to improve our ability to ensure decent working conditions. We have also included some new requirements relating to minimum pay for our third-party drivers.

During an internal audit in 2022 initiated by a whistleblower case, we discovered certain conditions with one of our suppliers which ended with a decision on our end to stop using that supplier.

Breach of the Norwegian Animal Welfare Program

Animal welfare is incredibly important to us at Oda, and when our suppliers receive criticism for their practices, we engage in close dialogue. An example of this was the criticism Ytterøy Chicken received from the Norwegian Food Safety Authority relating to the slaughter method and area usage per chicken. The criticism made us enter into dialogue and has resulted in concrete plans for improvement, but it also led to Ytterøy now taking extra

steps to become one of the leading producers when it comes to animal welfare. Among other things, they are now testing the breeding of slow-growing chickens and plan to switch completely to this type of chicken by the

end of January 2024. They also plan to switch to the ambitious ECC standard when they open a new factory in 2024. With this, Ytterøy will become among the first in Norway to introduce the ECC standard in their operation.

Climate Risk Assessment

Climate change is one of the most pressing challenges of our time. As a grocery retailer selling food products from all over the world, we recognize that it's important for us to be aware of the risks and try to mitigate them as much as we can. Climate change could have a big impact on our supply chains and business activities, and with this in mind, we've carried out a high-level climate risk scenario assessment, following the guidelines of the TCFD, to identify the potential negative effects on our business, as well as opportunities for adaptation and mitigation of any identified risks. This is ongoing work that we'll seek to develop and improve over time as more information becomes available.

Scenario Analysis

A climate scenario is a projection of possible future climate conditions based on different assumptions about climate emissions and other factors. We've used the climate scenarios identified by the IPCC to inform our analysis. The scenarios we've looked at assume global warming of 1.5°C, 2.5°C, and 4°C by the year 2100.

Scenario 1: Sustainability

In the 1.5°C scenario, we assume that society will come together and make the shift to a more sustainable pathway, shifting focus away from growth. Policies and regulations supporting sustainability will be implemented quickly, with consumption directed toward lower-intensity resources and fuels, and the worst extreme weather events are avoided. In this scenario, the food sector is projected to be positively impacted by increased agricultural productivity and reduced food demand due to population stabilization and more sustainable diets. Small-scale farmers and producers could still be negatively impacted by climate-related events.

Scenario 2: Inequality

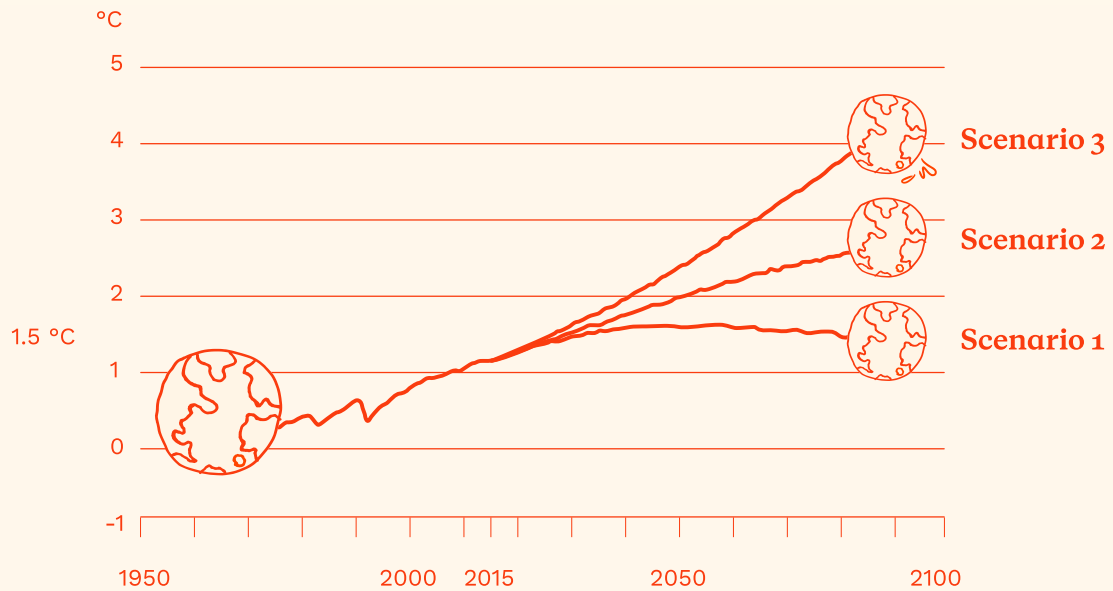
In the 2.5°C scenario, we assume that reaching climate reduction targets will happen slower than expected and policies will take longer to implement. Inequality in society increases, resulting in conflicts and unrest. There are investments made both in high-intensive and low-intensive resources and fuels. There is significant physical climate risk, with more extreme weather, water scarcity, and negative impact on food production in warm areas. The food sector is projected to be negatively impacted in this scenario, especially in areas where temperatures are already high due to increased extreme weather and decreased crop yields in some regions, leading to food insecurity and potential price increases.



Scenario 3: Fossil-fueled development

In the 4°C scenario, we assume that society hasn't made much effort to reduce climate emissions, with fewer regulations successfully implemented. Short-term economic growth is prioritized and demand for high-intensity resources and fossil fuels increases. There is an increased frequency of extreme weather, warming of oceans, melting glaciers and permafrost, drought and wildfires. This will likely cause dramatic loss of rainforests and biodiversity due to high levels of land-use change and expansion of intensive agriculture, severely impacting vulnerable ecosystems and resulting in further extinction of species. In this scenario, the food sector is projected to be negatively impacted by increased land-use changes and competition for resources, leading to food insecurity and environmental degradation.

In each scenario, we've looked at the potential effects on society, including the main outcomes that could impact our business in the form of physical and transitional risks. We then looked at the resilience of Oda's current strategy under each scenario and identified potential weaknesses.



Description:

Scenario 1 - SSP1 (1.5°C) Sustainability: Change in climate, but worst climate impacts are avoided.
Scenario 2 - SSP4 (2.4°C) Inequality: Significant climate change with extreme weather, water scarcity and negative impacts on food production, especially in warm areas.

Scenario 3 - SSP5 (4°C) Fossil-fueled development: Catastrophic climate change, high increase of extreme weather, drought and wildfires highly impact food production globally.

Source: IPCC 2021

Identified Risks and Strategy Resilience

One material risk identified under each scenario was the increase in the cost of goods sold, fuel, energy, materials and potential carbon taxes. We also identified the risk of supply chain disruptions and events caused by extreme weather, resource scarcity and political instability.

Scenario 1: Sustainability

In the 1.5°C scenario, air transport could become costly and restricted, and shipping lead times could increase to reduce emissions. New and evolving regulations and requirements for our business could impose increased costs and resources needed to comply with and avoid reputational damage. Changes in customer behavior could be a potential

opportunity. Customers would demand more sustainable, climate-friendly products and we will see a shift in diets. More customers would have flexitarian, vegan and vegetarian preferences. A risk under this scenario is potential focus on greenwashing and accountability for supply chain issues. An opportunity in this scenario is to have a strong sustainability profile that can demonstrate actual decarbonization to attract both investor capital and consumers. Reduction of food waste, transitioning to renewable energy and increasing efficiency are good mitigation strategies. Oda has set ambitious climate reduction targets for its own operations – including rolling out electrical delivery vehicles – and we also have a focus on nudging customers to reduce the climate impact of their diets.



Scenario 2: Inequality

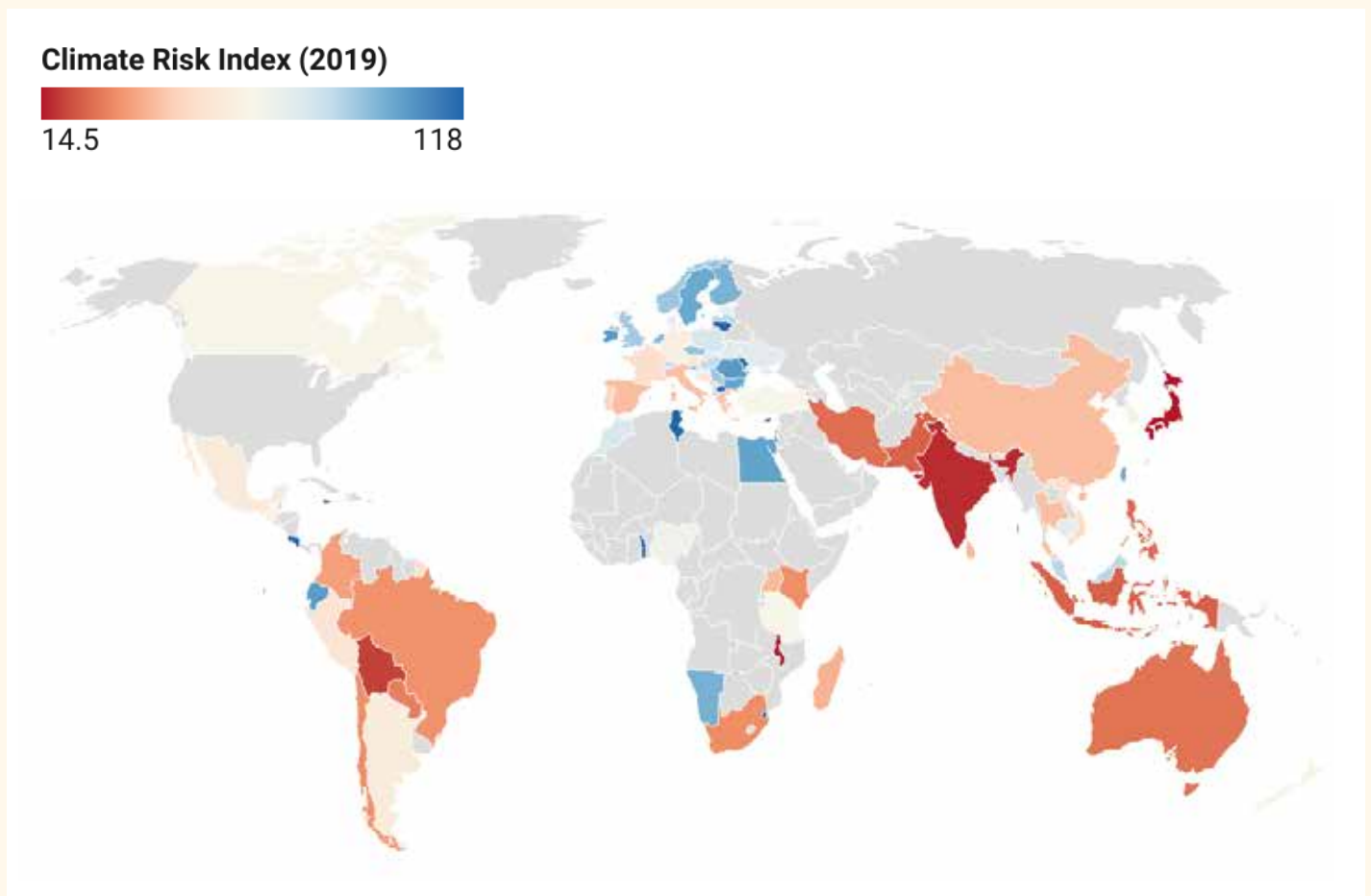
In the 2.5°C scenario, we predict increased prices for fossil fuels and regulations regarding fuel and vehicle type in different areas where we operate. We predict a complex and evolving regulatory landscape that could impact operations and profitability. Disruptions of our supply chains due to extreme events create sourcing problems from one or more regions. Extreme events could also increase the risk of panic and stockpiling by consumers, making just-in-time supply more vulnerable. Under this scenario, we predict that one customer group will be demanding more sustainable products and information, while another group will be more concerned about convenience and prices. Under this scenario, it's important to have an established brand and develop diverse and resilient supply chains to mitigate disruptions. Oda should offer a wide assortment and focus on diversifying customer groups. One adaptation strategy could be to rely less on global supply chains and more on local or national sourcing. Increasing storage and relying less on just-in-time supply, including the implementation of good prediction models, will be important.

Scenario 3: Fossil-fueled Development

In this scenario, there is a high probability of events that could do material damage to our buildings and inventory, as well as disruption to distribution. We predict higher operational costs and price spikes in the cost of goods sold. We predict that there will be frequent sourcing and supply chain network issues due to extreme events at sea and on land, including less possibility for diverse assortment. Consumers may be less concerned about sustainability and more focused on convenience and price. This could be an opportunity for Oda as an agile online retailer, catering to the cost-conscious and convenience-oriented consumer. Oda has an efficient operation, has not invested heavily in fixed assets, and is a company with good adaptability to change, reducing the risk under this scenario. Investment in energy efficiency will be important.

Many of the food products in our assortment come from countries at high risk of being negatively impacted by global warming. We have looked at the origin country of our assortment where we have country data available and mapped it to the climate risk index to get an understanding of the sourcing risk:

Oda food sourcing countries and climate risk



The Germanwatch Global Climate Risk Index is based on observed extreme weather events and socioeconomic data in 2019. Lower index scores indicate higher risk. Map created with Datawrapper.

It's clear from our assessment that there are a number of potential risks under all three scenarios that could impact our business financially. That said, we believe our current business model and strategies are capable of managing these potential impacts. To be able to mitigate climate risks, we need to take measures to reduce our own negative impact on climate in alignment with the emission reduction needs set out in the Paris Agreement. We also need to influence our suppliers and customers to do the same. Our plan for 2023 is to make sure of just that, specifically by validating our targets against the Science Based Targets Initiative.

According to the IPCC, the most likely climate scenario with current policies is an increase of global temperatures

between 2.4-2.9°C. We will continue to assess potential mitigation and adaptation measures that can be taken to further reduce the risks we have identified. What is most critical for us as a company is that we're able to execute the plans and strategies that we have outlined and that we are able to adjust along the way, depending on circumstances that might change rapidly. We also recognize the importance of future improvement of these climate risk assessments and the need to incorporate climate risk analysis into all relevant parts of the organization ahead of decisions, investments and strategies being made.

Food Production and Climate Change

Some of the commodities we sell are very sensitive to physical climate risks, like heat stress, changes in precipitation, and drought, while others are less at risk. With global warming, some geographical areas will be less suited to grow the crops that are produced there

today, while other areas will be more suited that could not grow them in the past.

Let's look more closely at some familiar food products and how they are affected by a warmer climate:

Coffee 	Chocolate 	Rice 	Salmon 
<p>Are you addicted to a warm cup of coffee to get your mornings started? Did you know that your daily cup of coffee might taste different in the future, and might be harder to come by?</p> <p>Coffee plants are mainly grown in Latin America today. The plants are sensitive to warming and strongly affected by climate change. Warming could also result in good conditions for coffee rust and fungus. In a warmer climate, there is an expected decline in regions where coffee can grow.</p> <p>The Arabica bean – the most popular bean today – doesn't tolerate rising temperatures well and can easily catch rust. In a warming climate, the coffee you drink might be from Argentina or China in the future – the new hotspots for coffee production. Colombia is adapting to this by experimenting with a hybrid of the Arabica and Robusta bean. Maybe coffee production will be so challenging in the future that it will become a luxury product?</p>	<p>Are you a chocolate lover? Did you know that climate change could significantly impact future access to this beloved treat?</p> <p>Today, cocoa plants are mostly grown in West Africa, on the Ivory Coast, and in Ghana, close to the equator. Cocoa thrives in hot, rainy weather, but climate change is threatening this delicate balance. Longer dry seasons with drought and water stress, combined with new pests and diseases, could reduce the quality and quantity of cocoa production. This would also impact the livelihoods of the majority of cocoa producers who are smallholder farmers.</p> <p>As consumers, we can do our part by supporting sustainable cocoa production that considers both farmers' welfare and the environment. If you want to continue indulging in a delicious piece of chocolate now and then, it's important to understand the impact of climate change and the steps we can take to reduce warming. That way, we can all continue to enjoy the sweet taste for many years to come!</p>	<p>Did you know rice is the most widely consumed staple food in the world? More than half of the world's population relies on rice as their primary source of nutrition, especially in Asian countries.</p> <p>Rice is sensitive to changes in temperature and precipitation. It needs plenty of water to thrive as it grows in flooded fields. This means regions that are already experiencing water stress would be heavily affected by drought and reduced rainfall in a warmer world. Some big producers of rice today are China, India, Thailand, and Vietnam. Some of the regions in these countries are at risk for heat stress, water scarcity, and droughts. This could lead to overall lower rice yields and reduced quality of rice. In other regions, like the north-east part of China, warming could give expanded yield periods with a prolonged season.</p> <p>Can you imagine the consequences of less overall rice availability for the millions of people relying on it as their main food source today?</p>	<p>Do your kids eat fish? How about salmon?</p> <p>Salmon is a cold-water fish rich in omega-3 fatty acids. It needs chilly water to survive. If the water warms above 16°C, salmon can get stressed and eat less. If the water gets too warm, the fish may even die. This puts salmon at risk in all climate scenarios.</p> <p>Norway is one of the world's largest salmon exporters, with fish farms all along the coast. We as a country could be heavily impacted by negative effects on production. The result could be that salmon would be hard to come by in a world with warmer oceans. Maybe all salmon farms will need to be based on land in the future.</p> <p>The next time you see this red fish on your plate, whether it's boiled, fried or smoked, take a moment to appreciate how the perfect conditions came together to make it possible for you and your kids to enjoy it!</p>



oda

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Key Opportunities

We love data here at Oda. We also firmly believe it's something we need to use actively to carry out meaningful sustainability work. We believe Oda's data- and sustainability-driven culture is something that will uniquely enable us to maximize our positive impact. All our customer surveys indicate that customers want to buy more sustainable food but think it's difficult to know what is, in fact, sustainable in practice ("Orkla Sustainable Life Barometer", Ipsos, 2021). Our online platform and data present new opportunities to help our customers live the life they want to live by providing easy-to-understand product information (e.g. relating to product origin and environmental impact), making product suggestions that align with customers' values and nudging consumption of green and ethically sourced products.

As a young and engaged organization, we actively consider sustainability in our day-to-day decision-making across all our operations. To help us make the right decisions,

we've developed real-time monitoring of our key sustainability KPIs and use experimentation actively to promote sustainable consumption.

Oda's business model has some inherent sustainability advantages by having a lean and efficient business model (up to 60% lower footprint per order than a physical shop on average). This is due to larger orders, effective storage and distribution, in addition to low food waste (find more information about a comparative analysis conducted comparing Oda to a physical store in our 2020 Sustainability Report). The switch to electric vehicles, in combination with 100% renewable energy consumption, will further increase our relative climate performance and are targets we have set in our strategy.

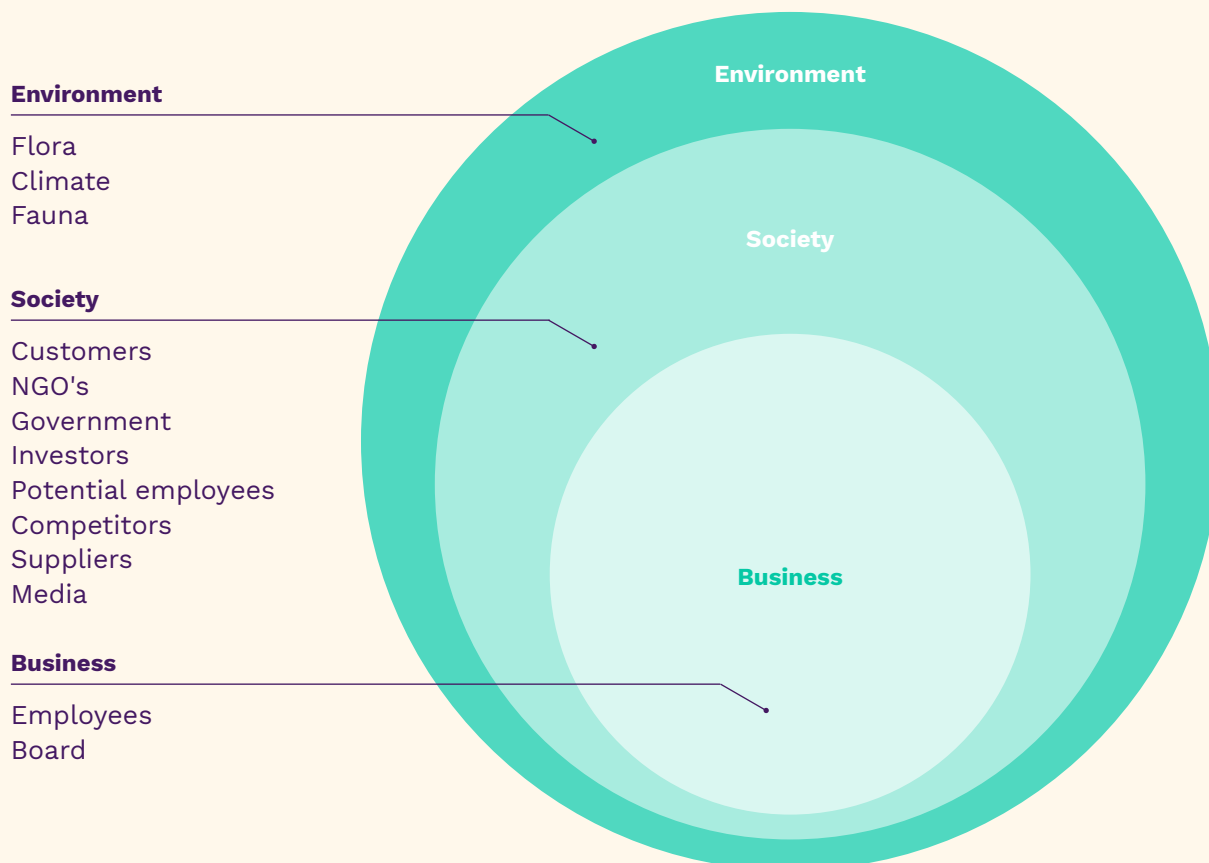
Our distribution model also opens up new circular business models relating to return logistics systems (take-back models), e.g. for reusable packaging.



Oda key stakeholders and right-holders in a wider ecosystem

#Stakeholder analysis

#Materiality analysis



For our stakeholder analysis, we have taken a broad approach and also considered stakeholders and rights-holders in a larger ecosystem that is affected by our operations and that can ultimately affect us as a company in the short or longer term. By reviewing reports and surveys, in addition

to entering dialogues with relevant stakeholders, we have tried to understand the different boundaries, interests and expectations from these stakeholders and considered this when updating our strategy for 2021.



Status and Plan Going Forward

In this section of our report, we will provide a brief status for our strategic ambitions and targets, as well as elaborate on key activities we have worked on throughout the year.

We will also elaborate on why we believe this strategic area is important, how we think Oda as a company can contribute and how we plan to contribute going forward.

Reduce the climate emission intensity of both our own operations and the products we sell by 50%

(2019 to 2025)



#Climate emissions and climate change

#Climate accounting

#Food waste

#Packaging

Targets	Status 2022 (2019)	Comment
Reduce climate emission intensity of products we sell by 50% (2019 to 2025)	1.79 kg CO2e per kg product, including non-food (1.75) 1.73 kg CO2e per kg food (1.70)	Since 2019, we see an increase in emissions from products we sell by 2,5%. If we look at emissions from food excluding non-food and packaging we see an increase of 2,2% in emission intensity from base year. Most of the increase is related to adding the Finnish sales, where the sales share of meat and dairy is slightly higher than for Norway. Looking at Norway, there is no big development, but we see a 0,7% intensity increase from food products compared to last year. This is mostly due to an increased emission factor for chocolate that now includes LUC (land-use change). Also, we see a slight increase in sales of cheese and egg in the dairy category. We are not happy with the negative development and have a number of plans to accelerate the trend in the years to come. However, we do not know the exact effect of our planned initiatives, since it ultimately depends on how customers respond. But we are doing our best in implementing initiatives that we believe will have the biggest impact.
Increase share of fruit and vegetables of total kg sold food	19.7% (19.5%)	From 2021 we see an increase in sales share of fruit and vegetables sold by 4%. From 2019 to 2022 we see a slight increase of 1%.
Increase sales of plant-based dairy and meat substitutes of total kg sold food	Plant based dairy: 1.6% (0.8%) Plant-based meat: 0.04% (0.01%)	We see a high increase in sales of plant based dairy products on group level with 104% from base year 2019. This increase is largely explained by the high sales of this category in Finland. The share of meat substitutes is also a bit higher in Finland compared to Norway. The group increase is 300% from base year, however the baseline is very low.
Switch sales from high-emission meat to low-emission meat categories of total kg sold food (poultry, fish and seafood)	Poultry: 1.4% (1.4%). Fish and seafood: 1.6% (2.1%)	We see a slight decrease in the demand for poultry in Norway compared to previous years, but a higher sales share in Finland, which in sum makes the demand unchanged from 2019 to 2022. For fish and seafood we see the same demand in Norway for 2022 as 2021, but this category is a bit lower in Finland making the total share for group in 2022 lower compared to base year 2019.

● On track ● Not on track, plan in place ● Not on track

Targets	Status 2022 (2019)	Comment
Provide customers with new climate-friendly sustainable products	93 new environmentally certified products added in the assortment in Norway for 2022.	We provided our customers with a larger variety of environmentally certified products during 2022.
Explore how we can make our product packaging more circular	Several ongoing projects and work initiated	Various supplier conversations held. Global packaging project initiated, reviewing how we are packaging in Oda and set new standards that minimize the environmental footprint of our packaging. We are also participating in two research projects relating to alternative packaging materials (for example one where we look at the possibility to produce food packaging from fish scales)
Reduce climate emissions intensity from our own operations by 50% (2019 to 2025)	2.90 kg CO2e per order (2.25)	<p>Since 2019 we have seen an increase in emission per order sold by 29% for the group, and 21% for Norway. The increase was 21% from last year, with 14% increase for Norway. The main reason for the emission increase in Norway is related to more long distance transport with truck to our distribution points, including expansion of delivery area to Kristiansand. For the group, we see an increase in emissions related to business travel related to the expansion to Finland and Germany and the employee mobility program.</p> <p>We also see higher emissions related to energy after opening of the new warehouses in Berlin and Helsinki where the energy mix is based on fossil fuel to a larger degree compared to Norway. We do however estimate that initiatives such as double stacking of line haul trucks, our move to electric vehicles in combination with ensuring 100% renewable energy consumption will ensure that we meet our 2025 target.</p>
Zero food waste going to incineraries	0,7% spoilage of operating revenue for group in 2022 in inventory value (1% incl donations). For Norway it was 0,6% (0,8% incl donations). This means 30% of the waste in Norway was donated to Matsentralen or sold through Havaristen. Spoilage was 1,9% for Finland (3.6% incl donations), where about half of the food waste was donated to Arkinen Ry.	We started our operations in Finland in late 2021, which explains a higher spoilage percentage due to challenges in predicting demand accurately in a new market. We also moved all operations from the FC in Lørenskog to our new FC in Lier in Norway during 2022, creating some efficiency reductions and process challenges.
Eliminate all unnecessary packaging. Oda having the most sustainable packaging in the market.	First version of company-wide packaging principles developed	In 2022, we continued to work to understand how we can minimize the environmental impact of the packaging we can directly influence, developing some overarching principles for our packaging in collaboration with the waste management organization "Grønt Punkt" in Norway. Our plan going forward is to test our principles on our bakery packaging in Norway.
100% electric vehicles	Daily testing of electric vehicles progressing well, but work to do in order to solve the cooling challenge	In 2022, we started piloting electric vehicles in Norway on various different routes. Electrifying our fleet is challenging due to the length of our routes (delivering to approx. 30 families per route, which in turn is important for our route efficiency) in combination with heavy load and need for cooling to ensure food safety. We are still experimenting with different cooling systems and various initiatives to ensure that the cars are energy efficient. We still believe that we will be close to 100% electrical cars by 2025.
Annually offset all unavoidable emissions	Our 2022 emissions were offset by the help of a third party.	The money will be used for reforestation and restoration of degraded mangrove lands, as well as sustainable livelihood and community development in Myanmar. Climate quotas are in line with the VERRA Verified Carbon Standard.

● On track
 ● Not on track, plan in place
 ● Not on track

Targets	Status 2022 (2019)	Comment
100% of buildings meeting the requirements of environmental certification schemes (E.g. BREEAM, LEED).	57% (71% once Berlin warehouse approved)	Our fulfillment center in Helsinki currently has LEED 'Silver' and is working to achieve 'Gold' status once solar panels are installed on the roof. Our two office buildings in Oslo earned BREEAM NOR 'Excellent' and 'Very good' certifications, while our warehouse at Lier has achieved BREEAM-In-Use 'Excellent' certification. Our warehouse in Berlin has achieved DGNB 'Gold' certification (awaiting final certificate to be released). Our Berlin office and Lørenskog FCs lacks certification. Our ambition is to attain BREEAM certification (level to be determined) at Lørenskog sometime in 2024.
All Fulfillment Centers use solar energy	2 of 4 warehouses have solar panels installed	We work to install solar panels at all our new FCs and currently have it on 2 out of 4 warehouses. Our new FCs in Lier (Norway) and Berlin (Germany) both have installed solar panels. In relation to the renovation of our old Lørenskog FC in Norway, we are also exploring the possibility of installing solar panels.
100% renewable energy consumption	60% renewable energy consumption in Scope 1+2 80% renewable energy consumption in Scope 2	By installing solar panels on new FCs we estimate that this will cover around 30% of today's electricity demand in operations at the specific unit (not including electricity need for vehicles). We are currently evaluating how to source the remaining electricity demand.
Make it easier and more attractive for our employees to travel climate-friendly	Our offices are in good locations for using public transport and we have facilities to support biking to work, e.g. bike parking and wardrobes. However most of our warehouses are not optimally situated for the use of public transport.	An internal survey conducted to map out how we can better enable our employees to travel in more climate-friendly ways show that public transport to our warehouses in Lier and Helsinki is not optimal. Public transport adds significant travel time for our employees. Also, more charging stations for electrical vehicles are requested. Going international also means more international traveling, and as of now we lack a good plan to ensure that more climate-friendly traveling is made easier and more attractive.

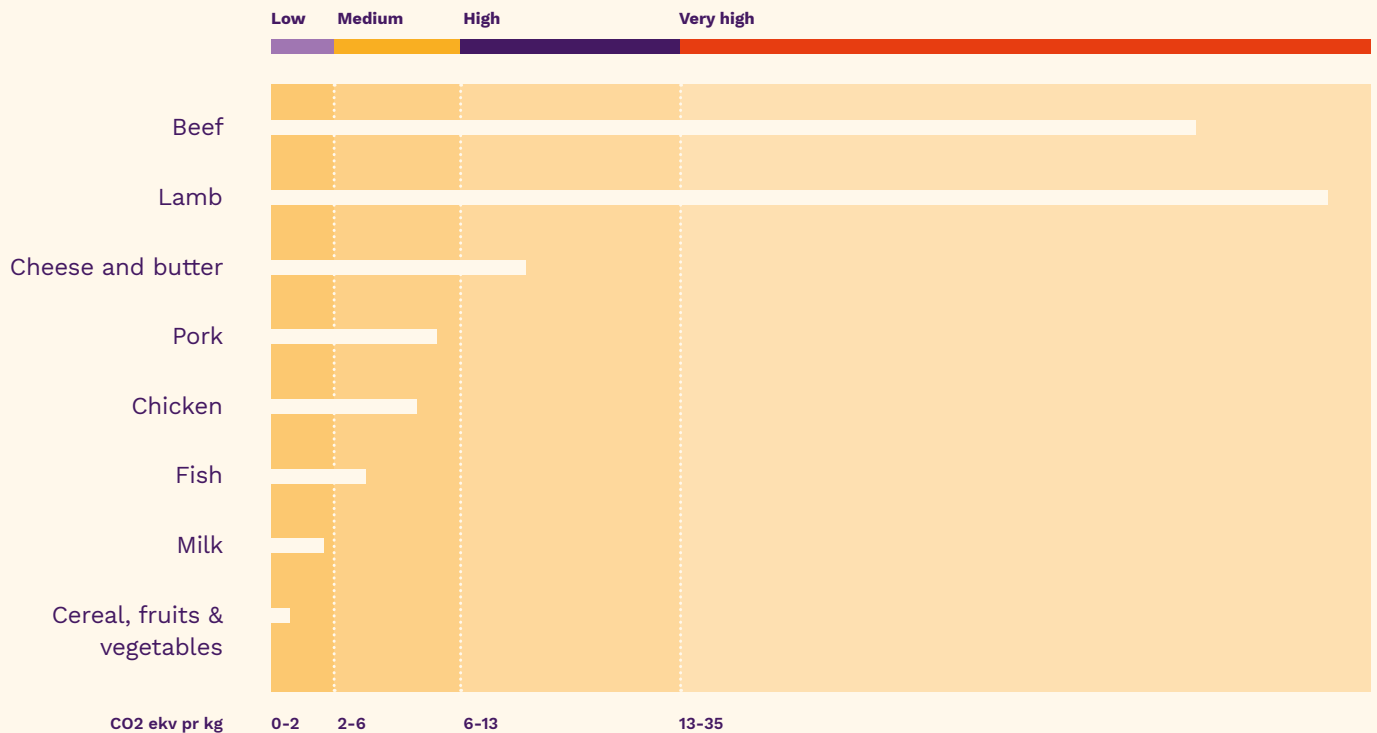
● On track
● Not on track, plan in place
● Not on track



Why it matters for the world

Climate change is one of humanity's biggest and most urgent challenges. One particularly serious consequence of global warming is the severe pressure it puts on the global food system. This pressure will affect the world disproportionately, primarily affecting the poorest and most vulnerable. Yield growth for wheat, maize and other crops has been declining in many countries due to extreme weather, heat and droughts ("Climate change and the future of food", UN Foundation, 2020).

According to the Center for International Climate Research (CICERO), the food system (which includes food and feed production, processing, transport and waste) is responsible for between 23-42% of all global greenhouse gas emissions. About two-thirds of these emissions come from animal products, and one-third from plant-based foods. Without changes in what we eat and how we produce food, the climate goal of limiting warming to 1.5C will be out of reach.



Difference in emission intensity for different food categories. Source: CICERO - Center for International Climate Research.

Emissions from our own operations

Analysis indicates that online shopping with home delivery is better for the climate. The Norwegian Center for Transport Research has looked at the climate effect on online groceries and they write: "(..) The existing research points in the direction that home delivery of groceries could result in less car transport and lower CO2-emissions compared to traditional grocery shopping."

In 2019, we commissioned a comparative study from the Swedish consultancy 2050, assessing the climate impact from shopping at Oda vs. physical stores. The study found that for average shoppers who often or sometimes drive by car to convenience stores, choosing Oda instead would leave a substantially lower GHG footprint.



For more information about this comparative study, see our 2020 Sustainability Report.

Climate emissions for 2022 from Oda operations

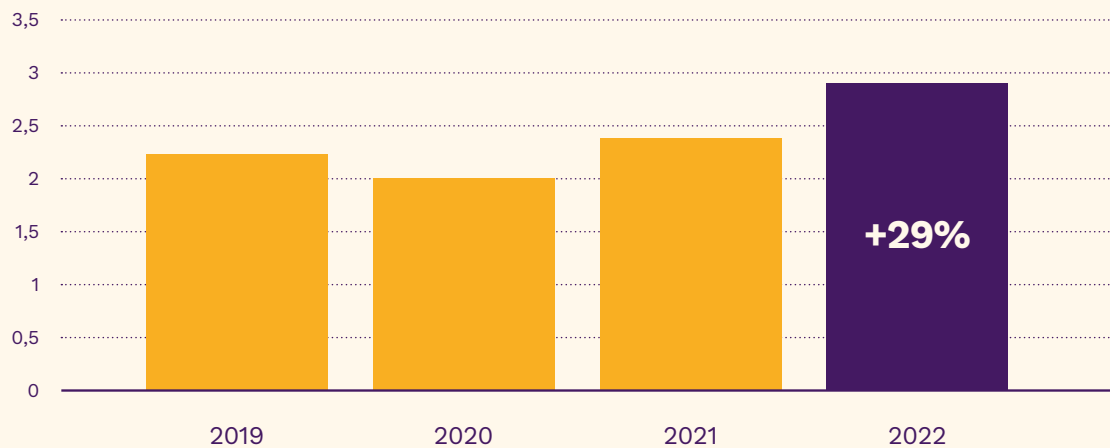
Since 2019 we have carried out annual reporting of our operational climate emissions at Oda. This climate accounting tells us where to focus our reduction efforts. In 2021, we made some significant updates by moving our reporting to a new climate reporting system (by third-party CEMAsys) and updating all climate emission factors.

Since we are a company in rapid growth, it doesn't make sense for us to compare emission development in absolute numbers from year to year; emission intensity says more about how we're performing relative to previous years. In 2022 we increased our emissions per order by 29% compared to the baseline and by 21% compared to 2021. This primarily relates to more long-distance transport with trucks in Norway, including the expansion of our delivery area to Kristiansand. The international expansion to Finland and Germany also drove up operational emissions temporarily, as it takes time to build a high customer base and reach efficiency in distribution. Some of the emission increase for the group is due to more business travel and electricity. Most business travels are flights between our sites in Oslo, Helsinki and Berlin due to training and meetings but also the employee mobility program. Electricity emissions increased because

of the new Fulfillment Centers (FCs) in Finland and Germany, where the energy mix is based on a higher share of fossil fuels compared to Norway. We installed solar panels in the warehouse in Berlin, to increase the share of renewable energy consumed at the German site. In Norway, where we already installed solar panels on our new FC at Lier, we see a slight decrease in energy use compared to last year. The only category with an absolute emission reduction from last year is waste, which is reduced by 16%. This is due to an improvement in the sorting process of clear plastic in Norway, along with improved placement of recycling containers at Lier making recycling easier.

On a positive note, we estimate that a move to electric vehicles, in combination with initiatives such as double stacking load on our long haul routes and ensuring 100% renewable energy consumption will more than ensure that we meet our 2025 target. You can find a full emission comparison (divided into the different emissions scopes in accordance with GHG protocol) in the GRI index at the end of this report.

kg CO2e/order

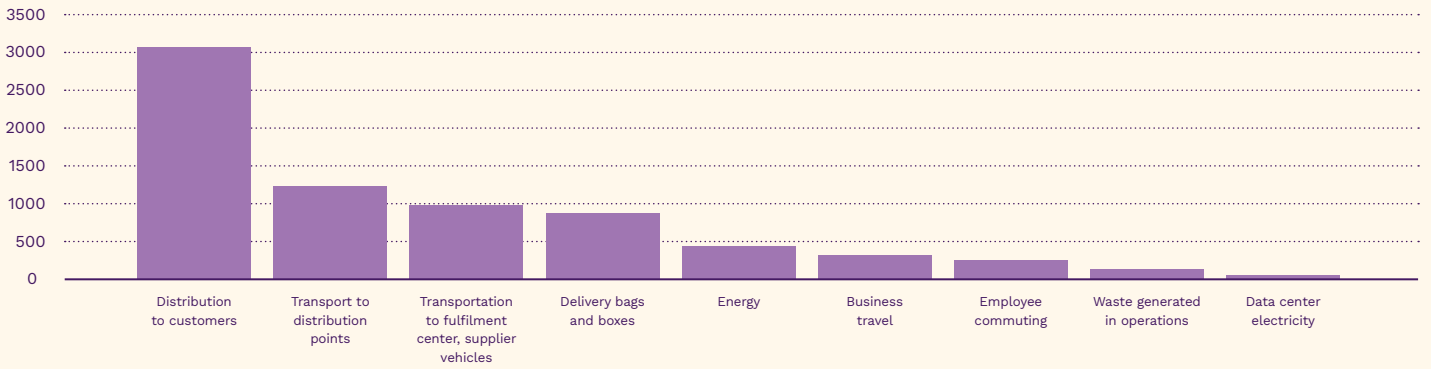


In 2022, emissions per order increased by 29% compared to baseline (2019)

An overview of our 2022 climate emissions by source illustrates that the transport of goods sold is the single largest source of climate emissions for Oda. If we include all supplier transport, it made up around 72% of our total

operational emission in 2022. For the development of the different emission categories from the baseline year, please see the GRI index at the end of this report.

tCO2e



Emissions from products we sell

Oda has both an amazing opportunity and a great responsibility to trigger a change in our suppliers and our customers. We can challenge our suppliers to measure and reduce their climate footprint, as well as actively working to launch and promote products with a low carbon footprint. We can also facilitate climate-friendly consumption by making it easier for our customers to make green choices.

We see that our customers are very motivated to shop in more climate-friendly ways. Overall, customer data tells us that the majority of consumers want to live sustainable lives. Studies indicate that two out of three EU consumers are open to changing their eating habits in an effort to

reduce harm to the environment and have either started or intend to start taking action (“Consumers and the transition to sustainable food”, The European Consumer Organization, 2020).

Studies also indicate that the average consumer often thinks it’s difficult to know what foods are sustainable (“Orkla Sustainable Life Barometer”, Ipsos, 2021). 69% of Norwegians surveyed in Orkla’s Sustainable Life Barometer in 2021 thought it was difficult to know if a product was sustainable or not. Oda and other grocery companies play a key role in making it as easy as possible to buy sustainable food.



Emissions from the products we sold in 2022

In 2022 we have utilized product emissions data from the Norwegian food emission database created by the Research Institutes of Sweden (RISE) for our Norwegian market. The basis for the carbon footprints reflected in this database is life cycle assessments of many hundreds of food products representative of Norwegian food consumption. Life cycle assessment is an ISO-standardized method where each food product has been given a carbon footprint that shows the climate impact from its production chain. For our Finnish sales, we have used the Big Climate Database (CONCITO). The life cycle stages included are; agriculture, food processing, indirect land-use change and transport. Packaging is also included but shown separately in our emission reporting. The carbon footprints are general and on a category level, not developed for a specific producer's product, and should therefore be seen as an approximate value of the food products' climate impact.

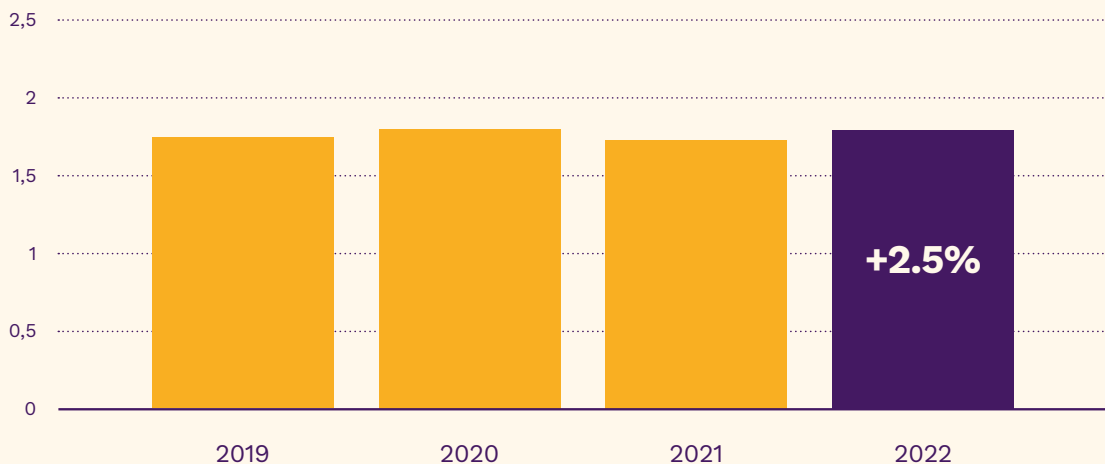
In 2022, the carbon emission intensity of products increased by 2.5% from the baseline (2019), which is a development in the wrong direction. For Norway we see a smaller increase of 0.6% compared to the baseline, but an increase of 1,6% from last year. Adding sales from Finland in 2022, gives us an increase from last year of 3.5%. We are not happy with this development and have a number of plans to reverse the trend. However, we do not know the exact effect of our planned initiatives, since it ultimately depends on how customers respond. But we are doing our best in implementing initiatives that we believe will have the biggest impact.

Most of Oda's climate emissions in 2022 came from the meat and poultry category, which has a relatively high carbon footprint per kg product. Within this category,

minced meat from beef makes up most of the sales. There are large differences in carbon intensity per kg within this category. For instance, a kilo of beef has on average 10 times the carbon footprint of chicken. If we compare a kilo of beef to an average product within the fruit and vegetable category, it has a carbon footprint 60 times higher on average. Replacing minced beef with chicken, pork or vegetarian mince (or even better beans) for your Friday tacos can actually have a significant impact on emissions! Secondly, we have the dairy, cheese and eggs category which consists of high-volume animal-based products. Cheese has a medium to high carbon footprint, and milk has a relatively low carbon footprint per kilo, but due to the high volume of milk sold this is actually one of the biggest contributors to emissions for Oda.

The increase in emissions from 2021 to 2022 for Norway was in part due to an increased emission factor for chocolate that now includes land-use change (LUC) and improved mapping of meat products. Also, we see a slight decrease in the sales of milk, but at the same time an increase in sales of cheese within the dairy category. On a positive note, we see an increase in the sales of fruit and vegetables compared to last year. The average emission intensity of kg food sold is 1.70 in Norway and 1.91 in Finland. The reason for the higher emission intensity in Finland is due to a higher kg share of meat and dairy sold relative to other categories, specifically a higher share of minced meat and burgers. What is positive however, is that the Finns eat more plant-based meat and dairy substitutes compared to the Norwegians.

kg Co2e/kg product



In 2022, carbon emission intensity of products increased by 2,5% from baseline (2019)

How Oda contributed in 2022

Cutting product emissions

More reliable product climate data, enabling climate nudging toward both our customers and suppliers

A major industry challenge today when it comes to working to minimize the climate footprint of food products relates to the unavailability of product-specific climate data. Until now, we have relied on general climate emission averages that, despite being from recognized databases that utilize solid and recognized methodologies, still lack the granularity to really give accurate enough insight to inform how a specific supplier should work to minimize the climate footprint of their product.

In 2022, we signed an agreement with a food climate data provider. The aim of the collaboration is to enable our suppliers to:

- Get granular climate emissions estimates on their products, given their specific value chain.
- Get actionable insight to reduce emissions relating to their product.
- Review and quality check assumptions made for the climate footprint of their products.

The solution also enables us to:

- More accurately report on the climate footprint of our products for all countries we operate in.
- Actively use climate data in our service development to nudge and engage our customers to eat more climate-friendly (through for example using it in recommendations logic, search logic and present more granular product data via labels).

The aim is to start with data on climate footprint and gradually expand on more sustainability data dimensions that matter (for example water use, land use, health and animal welfare).

Green customers campaign

In 2022, we have worked on multiple initiatives to raise awareness around the environmental impact of food, and what easy measures one can make to ensure greener and more climate-friendly purchasing decisions - also benefiting people's health. One such initiative has been our "Green Customers" campaign in Norway. In addition to providing a landing page with some easy tips and inspiration to eat more climate-friendly food, we also recruited some of our green customers to share their best tips on how to live more sustainably.

Promotion of climate-friendly products

During 2022, we have had a number of campaigns promoting climate-friendly alternatives. One example is our collaboration with the supplier Mills to promote their plant-based butter alternatives. The customer got information about the climate impact of food and the relative effect of choosing plant-based butter instead of animal-based butter. Without a price reduction, we did see an increase in sales of 10-15% with this simple campaign, illustrating both the effect of campaigns like this, but also the willingness of many consumers to minimize the environmental footprint of their consumption.

Expanding our climate-friendly assortment

Throughout 2022, we have continued our work to expand our assortment of climate-friendly products. A few examples from Norway include Beeskin (reusable bee wax wrapping substituting plastic wrapping), hybrid diapers from Libero (with a reusable outer part of the diaper saving 35% of its climate footprint according to Orkla), Willja Haveris (oat rice) and a wider assortment from Go'Vegan.

Continued collaboration with CICERO

To find out how to enable our customers to eat more healthy and climate-friendly food, we initiated a greater collaboration with CICERO in 2021. We have partnered with them and other actors in a research project called VOM (Incentives for Measures for Food System Transition). The VOM project is a research initiative that aims to support a transition toward a sustainable, low-emission food sector by identifying potential barriers to change in demand, production and innovation, and how these barriers can be removed. The aim of our participation is to understand what the latest research on climate nudging can teach us about how to promote climate-friendly consumption. We are currently testing and experimenting with different initiatives based on what we have learned through this collaboration and see what actually works. The aim is to share findings with the rest of the industry through the project, which hopefully can help spur greater positive change.

Leftover campaign with Toro

One-third of the food produced today is wasted! The majority of food waste also occurs at the consumer end. Every Norwegian consumer is estimated to throw away

43 kg of fully edible food each year. Together with Toro, we launched a customer campaign sharing concrete tips and tricks to cut food waste.

TORO + restemat = sant! (oda.com)

Challenging suppliers on climate policy through Supplier code of conduct and supplier management processes

In 2022 we have worked extensively with our supplier management processes, establishing improved controls to ensure that our products are ethically produced. As part of that work, we have started collecting more detailed information about how our suppliers work to minimize their negative impact on the environment and climate. Depending on the type of product and service they deliver to us we demand information about how they work to minimize, for example, climate footprint, biodiversity impact, water and land use. We also demand that all our suppliers work on these topics through our global Supplier Code of Conduct.

Mobilizing the creative community in Norway

Together with CICERO and IxDA Oslo (Norway's leading designer community), we started the work of calling all

designers, developers along with other creatives to help tackle the climate crisis by initiating a creative collaboration to increase the climate emissions literacy about food in Norway. CICERO has done amazing work researching what climate-friendly food means for Norway, but unfortunately, few in Norway have a clear idea of what climate-friendly food is. Following an initial pitch in November 2022, we hosted a hands-on hackathon in March 2023, with the goal of developing and visualizing different concepts on how to spread information about climate-friendly food in Norway, leveraging top climate scientists and researchers.

Making less climate-intensive products more visible in our Norwegian webshop

One thing we have learned through reviewing existing research on climate nudging is that one effective measure to encourage is the power of making climate-friendly alternatives easily accessible. People often take the path of least resistance. We, therefore, tried rearranging our meat category in the Norwegian webshop, moving the poultry category up and the more climate-intensive meat categories further down the page. We saw an initial increase in sales of chicken by 4% directly after the change, but the long-term effect has not been possible to isolate from other factors.

Cutting emissions from our own operations

Piloting electric vehicles

During 2022, we have worked hard on our target to achieve 100% electric vehicles by 2025. In 2022, we started piloting electric vehicles in Norway on our different routes.

Electrifying our fleet is challenging due to the length of our routes (delivering to approx. 30 families per route, which in turn is important for our route efficiency) in combination with heavy loads and the need for cooling to ensure food safety. We are still experimenting with different cooling systems and various initiatives to ensure that the cars are energy efficient. We still believe that we will reach our target of having 100% electrical cars by 2025.

Solar panels on Fulfillment Centers

Our aim at Oda is to ensure that all new FCs we operate will have solar panels to ensure short-traveled, renewable and clean energy to our operations. In 2022, we landed an agreement to get solar panels installed on our FC in Helsinki and installed more than 7,600 square meters of solar panels on our new FC in Berlin (covering up to 50% of the energy demand of the building). We are also

exploring the opportunities around installing solar panels on our first FC in Lørenskog Norway, and by that ensuring that 100% of our FCs will have solar panels installed by 2023.

Work to reduce food waste

In 2022, major changes occurred affecting our food waste volumes. The transfer of order volumes from Lørenskog to Lier in relation to renovations of the Lørenskog FC increased food waste somewhat during a period. Also, starting up in Finland resulted in increased food waste due to the inability to accurately predict demand. Nonetheless, in Norway, we still have 53% lower food waste compared to an average physical shop in Norway and we donate a high share of the products we cannot sell to humanitarian organizations.

In 2022, we worked on reinforcing our donation process in all countries, ensuring that all products that potentially could be donated instead of wasted was in fact donated.

Supporting new stricter food waste legislation in Norway

One-third of food produced in the world today is wasted. Grocery retail in Norway wasted more than 67,400 tons of food in 2020. In our opinion, this is completely insane and is why we have supported and provided input to the food waste legislation proposal of the Environmental Organization Future in Our Hands, requiring - amongst other things - grocery retail to donate food closing in on the expiration date.

Double stacking linehaul transport

Driving trailers to distribution points (or smaller storage facilities) for loading of orders to smaller vans for last-mile delivery constituted around 17% of our operational emissions in 2021. We wanted to explore if we could reduce the number of linehaul trucks needed, and started testing double stacking of loads in these trucks to make these routes more efficient. The work included a lot of operational changes, like developing a new loading tool and new equipment in the trucks. The test has been a success and we have therefore implemented double stacking in one of our linehaul routes, and the plan going forward is to implement the same solution on all our linehaul routes. The results have seen a 50% reduction in linehaul trucks used every day and a reduction of CO2e of approximately 250kg per day.

Ensuring high environmental performance in our buildings

Our aim is to have 100% of our buildings environmentally certified and continuously assessed to ensure that they inflict a minimum negative impact on the environment. In 2022 our warehouse in Lier Norway earned a BREEAM-In-Use 'Excellent' rating, reflecting the construction and building fabric. We also expect that once the solar panels are installed at our FC in Helsinki, that we will achieve an upgrade from LEED 'Silver' to LEED 'Gold' rating. Our FC in Berlin has achieved a DGNB Gold rating, but we are waiting on the final certification.

Minimizing environmental footprint of our packaging

In 2022, we continued our work of reviewing our packaging policies in Oda. Together with experts in the waste management organization Grønt Punkt in Norway, we started developing some packaging principles to ensure that we minimize the environmental footprint of our packaging from a life cycle perspective. Our aim going forward is to practically test these principles when developing new packaging for our bakery products.

In 2022, we also entered a new innovative packaging research project together with Netfresh supplier Huseby Gård, Nofima and NMBU and start-up company Norskin. The aim is to understand how one can replace fossil-based plastic packaging by using byproducts from aquaculture (fish scales).

We have also worked with expanding assortment of products utilizing reusable packaging, like the product line Klar in Norway.

Co-delivery partnerships - 'Hitchhike with Oda'

In Oda, we have established a joint-delivery service with multiple other retailers, enabling our customers to shop at other online retailers and get products delivered together with their Oda delivery. By providing this service we see a lot of benefits, for instance, eliminating a lot of unnecessary transport and subsequently a lot of negative environmental impact. In addition, we are saving our customers both time and cost.

In 2022, we launched an exciting new Hitchhike partnership with Elkjøp (consumer electronics). We already have a similar partnership with Anton Sport (sports), Sprell (toy, clothing and baby product retailer) and Lyko (beauty products).

The next step for our Hitchhike service is exploring the many opportunities relating to return services - evaluating how we can contribute to the circular economy by also returning valuable material as a part of our delivery.

Green software principles

By 2040, the ICT sector is expected to account for 14% of the world's carbon footprint. In 2022, we started the work to understand how we can minimize the environmental impact of our software development in Oda. Our first goal of this work is to get an improved understanding of the environmental impact of the technology we produce and use. We will then explore if we can apply green software principles as proposed by the Green Software Foundation. The aim going forward is to establish a working group constituting of people from across various teams to explore how we can practically work to apply the principles.

What's the plan going forward?

To cut emissions from the products we sell by 50% by 2025, we will:

- Roll out new more granular product climate data to catalyze our work with green nudging and enable our suppliers to understand their own climate impact.
- Conduct experiments, based on the latest research, on how to nudge customers to eat in more climate-friendly ways, e.g. climate tagging products.
- Launch more climate-friendly products
- Launch more climate-friendly recipes
- Launch campaigns promoting a climate-friendly diet, e.g. plant-based BBQ, promotion of 'in season' fruit and vegetables, etc.
- Update our shop to make plant-based products more visible through search optimization, creation of new plant-based product categories, etc.

To cut emissions from our own operations by 50% by 2025, we will:

- Explore how we can best ensure 100% renewable energy consumption, preferably by helping to build renewable capacity.
- Continue our work on energy efficiency and optimizing our routes.
- Continue our work to minimize the environmental impact of our packaging.
- Ensure relevant building certification schemes for new Fulfillment Centers.
- Continue to iterate and improve our food waste processes.
- Start full-scale roll-out of electric vehicles on our journey to have 100% electric cars by 2025.
- Continue our work with Green software principles.



Highly engaged and happy employees



#Human Rights

#Employee engagement and well-being

#Talent development

#Sick-leave

Targets	Status 2022	Comment
Maintaining a company engagement score above 8.5/10	8.2 on average	<p>We started 2022 with an overall engagement score of 8.4, ending at 7.8, with a yearly average of 8.2. For reference, the industry benchmark is 7.9, leaving us above on average, but exiting the year slightly below.</p> <p>While the financial markets changed in the first half of the year, it was not until after summer when it had a concrete impact on our company. Re-thinking our strategy unfortunately meant saying goodbye to some great colleagues. In Germany through reshifting the focus to Berlin, in Norway when moving Operations to a new location (in relations to renovation of our FC in Lørenskog and opening of our new FC in Lier) and reorganizing the Group Services. We can see a clear link between engagement and the necessary, but drastic measures taken the last half of the year.</p>
Maintaining a well-being score of 8/10	8 on average	<p>Entering the year at 8.1, the health and well-being score follows the same trend as the engagement score. We left 2022 at 7.7, with a yearly average of 8.0.</p> <p>The trend follows the same pattern as with Engagement, and is likely tied to the measures taken to meet the constrained financial situation.</p>
Achieving the lowest sick leave in the industry	7,69%	<p>In 2022, we put a major focus on understanding the root-causes and taking measures to reduce the sick leave of our employees. On average, we can report a decrease from the year before (16% reduction). However, we aim to achieve the lowest sick leave in the industry. To reach this goal, we currently invest heavily into concrete measures to prevent sick leave.</p>
Ensure the opportunity for an inspiring and fulfilling career path for all employees	A new development framework has been established and rolled out in the company	<p>All throughout 2022, we put a major focus on revising the development opportunities for our different employee groups. While we still have a way to go to fully achieve this target, we're seeing positive feedback on the initial work and excitement for the road ahead.</p>

● On track
 ● Not on track, plan in place
 ● Not on track

Why it matters

A lot of our waking hours in modern life are spent at work. This fact underpins the responsibility companies have to ensure that employees have good jobs where they are happy and engaged. One of our behaviors at Oda is that 'We care about people' and we always aim to keep this front and center in everything we do. We are continually focused on how to engage and develop our people. As we have experienced unprecedented times, for instance, linked to the pandemic and the recent re-organization of our business following financial turmoil, we have been continually learning how we can keep evolving and

developing our offering to employees to ensure their experience at Oda is truly meaningful.

We see this empathetic and caring approach to be of critical importance, especially in the context of the industry we are working in. E-commerce, including the e-grocery sector, is intrinsically linked to the boom of the so-called 'gig-economy', which now employs millions of people worldwide and is still in rapid growth ("What is the gig economy and what's the deal for gig workers?", World Economic Forum, 2021). The 'gig economy' is often defined as labor markets characterized by the high



prevalence of short-term contracts or freelance work, and in many cases, productivity improvements in companies can often be built on ‘social dumping’ and decreasing the stability of work for employees, especially in operational roles.

How we believe Oda can contribute

As a relatively small company, it could be argued that what we do might not matter that much in a bigger context. Still, we want to be a positive force and role model in the labor market, particularly within fulfillment and delivery where workers’ rights continue to be the subject of political and social debate. We want to contribute to the human rights of favorable conditions at work and the right to organize (Article 23 of the UN Universal Declaration of Human Rights).

Within Oda, our desired approach is very different as we aim never to make sacrifices on an ethical approach to

employment. We aim to make sure that our employees are safe, happy, engaged, and we’re working very hard to implement a consistent employment approach across our business and our labor value chain, with compensation above the market median to support the fair economic development of our employees.

Another core part of our philosophy, breaking away from many industry conventions, is to engage in ongoing and meaningful dialogue with employees and the associated approach of collective bargaining. We actively promote organized dialogue with employees because we believe that is the best way to keep our employees highly engaged and happy in the long term - in other words, by making sure everyone has a forum to raise concerns and be part of shaping Oda as a workplace.

How Oda contributed in 2022

Highly engaged and happy employees

Employee value proposition

In 2022, we worked on more clearly defining our employee value proposition, defining why talent should choose to work and stay at Oda. It covers aspects across the full employee life cycle, from starting to work at Oda to leaving the company. Our employee value proposition serves as our north star and helps to put focus on our daily work to ensure highly engaged and happy employees.

Increasing meaningful employee dialogue

In 2022, we had an ongoing and meaningful dialogue with our employees. For example, during the reorganization process toward the latter part of the year, this dialogue was extremely valuable. In addition, we continued aiming for a positive working relationship with our unions in Norway that represent large parts of our workforce. At the end of 2022, we decided to increase the number of safety representatives in Norway and employee representatives in Oda to ensure full coverage of all employee groups - from drivers, operators to office employees. We also launched a global employee community as a place to work together with employees from across all markets we operate in, to listen to feedback, to understand how our employees are feeling, to problem solve together and ultimately to work on programs that can make Oda an even better place to work.

Improving personal development opportunities

In 2022, we continued our focus on maturing our talent development process to ensure that everyone has the opportunity to grow and achieve a meaningful career at Oda. As part of the work, we launched “personal career roadmaps dialogues” that everyone in office jobs will conduct together with their leaders. These conversations are all about defining personal vision and strategy and will be used, for example, for setting a clear plan for relevant training activities. In addition, we were able to

give several employees working in Operations the opportunity to learn and grow in various office roles.

Revamping the setup for the employee listening survey

In Oda, we conduct bi-monthly employee listening surveys that we actively use to improve our employee experience. In 2022, we started the work of revamping the system. Following a process where we collected feedback from the organization, we worked on updating the questions in the survey and improving the learning material and guidelines for everyone in the company that includes dedicated learning sessions both for team members and leaders.

Addressing sick-leave

We aim to have the lowest sick leave in our industry and we know we have a way to go before achieving this target. At the end of 2022, we saw an increase in sick leave at our FC in Norway. To improve the situation, we initiated a variety of initiatives including supporting leaders in making clear return plans for employees struggling with high sick leave, leadership training of our operational leaders (including employee recognition training) whilst introducing an employee well-being program. After two months sick leave improved by 24%.

Implementing a new HR/People system

To better facilitate our future growth in and outside of Norway, we invested in, acquired and rolled out a new People system in 2022. The system is an enabler for the People-team in their core processes, Compensation and Talent Development, Master Data and Reporting & Analytics to name a few. It also dramatically increases the employee experience, opening up more self-service and improved automation.

What's the plan going forward?

- A wider review of our labor value chain, including substitutes and partner companies, to ensure our clearly defined employment standards and practices are consistently implemented for everyone who works with us.
- Full review of our compensation and benefits offering to our employees.
- Continue our work to establish learning and career development programs for all parts of the company.
- Continue our work to achieve the lowest sick leave in the industry.
- Defining a clear well-being strategy.



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Our employees reflect the diversity of the society in which we operate



#Diversity, equity, inclusion and belonging

Targets	Status 2022	Comment
Greater gender parity within leadership	25,5% of managers on all levels were women in 2022, counted at the end of the year (2021: 21%). 11% of our CXOs are women (2021: 18%) and 25% of our board in Oda Group Holding are women (2021: 30%)	During 2022, we worked on improving our gender balance and challenged our leaders on their decisions during the re-organization. We witnessed a 21% increase in women managers. However, women are still underrepresented in management positions relative to the company population. Mid-March 2023, this number has already increased to 31% company wide. From 2021 to 2022 there was also a decrease in the share of women in both the top management team and board, something we actively look into in our DEI efforts.
100% of managers trained on Oda's leadership approach, encompassing diversity and inclusion awareness and skills	Both our first round of management training and our dedicated diversity and inclusion leadership program were launched in March 2023.	
Create truly inclusive People processes (incl. onboarding, recruitment and talent development)	In 2022, we have updated this target to not only encompass our recruiting process, but also other key People processes that we need to ensure support our ambition of building a truly diverse and inclusive company. Not only focusing on recruitment, but also retaining and investing in diverse talent through to talent development processes.	
Ensure that our product is inclusive for all types of people in the society where we operate	While this is a newly articulated target, we have already been working on it for many years in Oda. In 2022, we have worked on developing an English version of our app to enable people that do not speak Finnish, German or Norwegian to shop with us in respective markets. We still have remaining work to define a clear action plan to support the target.	

● On track
 ● Not on track, plan in place
 ● Not on track

Why it Matters to the World

According to the UN, global income inequality is a growing problem in our world, affecting more than two-thirds of the globe. What's more, according to the International Labor Organization (ILO), discrimination at work for various reasons is an unfortunate reality for millions of people every day around the world. Neglecting to tackle widening socio-economic inequalities in the world of work, not only amounts to accepting a waste of human talent and resources but could have disastrous effects on national social cohesion, political stability and hence growth in the years to come.

Why we believe Oda can contribute

All parts of society have a role to play in leveling the playing field and creating a fairer world for all, and what goes on in the workplace has no exception. As a business, we have an ethical responsibility to contribute to building

a diverse and inclusive workplace. Furthermore, mirroring society will also make business sense by enabling us to build a relevant and inclusive service.

In Oda, diversity and inclusion is inextricably linked to our core behaviors and is an integral part of our sustainability strategy. From the very inception of the company, we have had a focus on building an inclusive company. The result today is that we have a highly multicultural employee base. Expanding to new countries also means new opportunities to demonstrate and expand our cultural awareness.

We can also contribute as a positive force and role model in our industry by developing an inclusive product that is accessible to all types of people e.g. through site usability, language, assortment, delivery strategies and external communication.

How Oda contributed in 2022

Our employees reflect the diversity of the society in which we operate

Establishing our Women's Network - Woda

Woda stands for 'Women of Oda' and is our employee resource group for people who identify as women. Woda today has almost 100 members. Discussions within the ERG Meeting Forums are coordinated by Woda-Champions who have taken on a key role to set topics, leading discussions as well as cascading information up to management. An increased focus on gender equity has also enabled us to work on several other key initiatives, events and learnings related to gender equity, for example; a women's policy and celebrating International Women's Day.

Establishing our Diversity, Equity & Inclusion (DEI) Task Force

The DEI Task Force is our second, newly formed employee resource group. This group was formed to contribute toward a people-centric culture encouraging all 15 members to be an active voice for change and allyship by facilitating communication of the DEI program to colleagues, co-workers and management. Representing people of Oda across different countries and campuses, many members have participated in a day-long development program at the Diversify Nordic Summit 2022. Team members routinely discuss specific areas where diversity, equity and inclusion could be more effective. For example, one important topic that we have initiated in this forum are measures for better inclusion of Muslim employees. This discussion has enabled us to establish dedicated Multi-Faith and Well-Being Rooms across campuses in Norway.

Reverse Mentoring Program

In 2022, we introduced the Reverse Mentoring Program as a way to foster an open culture where employees can discuss and share experiences with a mentee in the management team. Diversity was a key criterion when pairing mentor and mentee, pairing the management mentee with someone from the opposite gender and a very different background than themselves. The program is now in its second round and part of the yearly People cycle to ensure continuous dialogue and experience-sharing.

Setting clear expectations to all our employees

In 2022, we revised our internal code of conduct, where diversity and inclusion is a key topic. The code of conduct has been communicated and made public to all employees. In 2023, we will start initiating a training program to ensure that everyone understands the expectations we have set in the code.

New leadership training program focusing on diversity and inclusion ("All inclusive")

In 2022, we started working on our brand new leadership program with a focus on developing our leader's skills and competencies around diversity and inclusion. The aim is to create awareness around important topics for us as a highly diverse and international company, but also train our leaders to be able to lead diverse teams.

The program covers 4 different topics:

- Inclusive Leadership: A DEI Deep-Dive for Leaders
 - Cultural Awareness
 - Why Diversity and Inclusion is Good for Business
 - Conscious Leadership and How to Tackle Discrimination
-

Updated DEI program

In 2022, we updated our DEI program to define a clear path for the work over the next two years. During the process, we collected and incorporated feedback from the organization. We reviewed available diversity and inclusion data from our employee listening tool 'Peakon' and our new People system 'Workday'. Based on the insights, we conducted a diversity and inclusion risk assessment, to understand where risks of, for example, discrimination were present in our organization today. The result of the risk assessment gave ground to review key People processes and discuss opportunities for building an even more diverse and inclusive organization.

Based on our assessment we have prioritized work in the following areas over the next couple of years:

- *Inclusive recruitment:* Our aim with this work is to increase the number of diverse hires and educate leaders, interviewers and hiring managers. We will work on improving each step of the recruitment process to ensure fairness and transparency. Some activities include reviewing our active sourcing strategies and referral programs to ensure that we do not recruit solely from the same demographics.

- *Fair rewards:* The aim of this work is to ensure equal pay for equal work, ensuring a fair and transparent reward process. Some activities include actively using our gender pay parity analysis in the rewarding process and external compensation benchmarking.
- *Inclusive talent development:* We want to ensure that all talent gets equal access to meaningful career opportunities at Oda and that we actively search internally for diverse talent when filling open roles. Activities include our new 'leadership development program' with a focus on diversity and inclusion and a review of our internal promotion process.
- *Inclusive communication:* We want to ensure that our internal and external communication practices reflect our culture and are accessible and respectable for all types of people. Our work in this context includes reviewing our internal tone of voice and conducting a 'language inclusivity project' with the University of Oslo (scrutinizing our own language policy and practices).
- *Inclusive work experience and events:* Our social events and physical work environment need to reflect our inclusive culture, and we are therefore looking into ways of adapting our current events to be inclusive to people in different life situations (for example with caretaker responsibilities). In addition, we have actively focused on creating an inclusive work environment when designing the new office in Oslo.

What's the plan going forward

- Continue our work with implementing our updated DEI program, incorporating diversity and inclusion thinking into all our key HR processes.
- Work to further improve our DEI data by conducting demographic mapping.
- Participating in an NTNU Research project for IMDi to share our learnings and takeaways for scaling a diverse and inclusive company.
- Marking of key dates for the many communities represented at Oda such as International Women's Day, Pride and Ramadan.
- Define a clear action plan to create a more inclusive product.



All our employees live by our behaviors and ethical work practices



#Supplier management

#Whistleblower mechanism

#Code of conducts

#Data privacy

#Cyber Security

Targets	Status 2022
100% of our employees trained on our Code of Conduct.	We updated our global internal code of conduct in 2021. In 2022 we worked on an e-learning for the content and are working to ensure appropriate training across the company.
Becoming an industry leader for protection of personal data. Zero reportable data breaches concerning customer and employee privacy.	In 2022, we designated a Data Protection Officer to oversee and monitor compliance with the GDPR in all Oda entities across markets. We further developed our privacy processes and started important 'privacy by design' initiatives in our product and tech organization.
We secure our environment and data to gain and retain our employee's, customer's, supplier's and partner's trust in us.	In 2022, we worked with a number of data security initiatives, including implementing the Oda Bug Bounty program, consolidation of our vulnerability management and introducing improved multi-factor authentication for the company. In addition, we have continued our focus on security awareness.

● On track ● Not on track, plan in place ● Not on track

Why it Matters to the World

An important part of sustainable development in the food sector is to ensure activities are following some principle ethical guidelines that not only ensure the safeguarding of environmental resources but also ensure that workers, communities and consumers are respected across the value chain. Ethical food production and distribution includes a number of considerations of people (e.g. workers' welfare and rights), the environment (centered on environmental sustainability), and animal treatment (rights and welfare). Today, the food sector has many ethical challenges. For example, relating to the risk of unhealthy working conditions, especially further down in the value chain where conditions become increasingly opaque.

Data Privacy and Security

Another key ethical issue relates to digital safety and privacy. An increasingly digital economy presents new risks and vulnerabilities, in addition to a number of new ethical questions around the ownership and usage of personal data. Data privacy is defined as a fundamental human right by the EU's Charter of Fundamental Rights. Privacy is about practicing good principles, taking care of fundamental rights and building trust.

As our way of interacting and doing business increasingly depend on digital technologies, we see that malicious actors are increasingly adapting their tactics to this digital

environment. This means that cyber-attacks continue to grow in sophistication, with attackers using an ever-expanding variety of tactics, including social engineering, malware and ransomware. A 2020 study carried out by McAfee and the CSIS estimated world losses of more than a trillion dollars each year through cyber attacks. According to the World Economic Forum Cybersecurity Outlook 2022, one of the starkest and most troubling new consequences of our digitalized existence is the increasingly frequent, costly and damaging occurrence of cyber incidents, sometimes even paralyzing critical services and infrastructure. This increasingly threatening environment means that businesses need to similarly increase their focus on cybersecurity to counter the threats.

Why we Believe Oda can Contribute

Businesses can and must play a leading role in contributing to economic, environmental and social progress. At Oda, we have set clear requirements both to ourselves and our business partners to ensure that people, the planet and animals are being treated fairly and in accordance with the law and best practices. Our internal Code of Conduct and Supplier Code of Conduct address key ethical questions for our industry, from worker's rights to environmental impact, and are based on international standards and goals, such as the 17 UN SDGs, UN Guiding Principles on Business and Human Rights, the OECD Guidelines of Multinational Enterprises, the Core Convention



of the ILO and the ten principles of the UN Global Compact.

Data Privacy and Security

Being a highly digital company that needs to store various types of data presents ethical challenges and risks, personal data processing of any form introduces a risk of cybersecurity and data privacy incidents. This means that one of the most important jobs we have in Oda is ensuring that this personal data is kept safe and respected in accordance with applicable laws.

Oda currently has operations in various European countries, and we process information about customers and employees in connection with its operation in all these countries. For all processing of personal data, we follow the General Data Protection Regulation as interpreted in line with guidelines published by the EU (such as the European Data Protection Board) and case law from the European Court of Justice. Where the GDPR mandates regulation of data processing in national member state law, such as in the field of employment law, we follow

the relevant local laws. In relation to the use of cookies and similar technologies, we follow local implementations of the EU ePrivacy Directive.

To protect the data of customers and employees and the continuity of our operations, Oda needs to implement consistent security practices across the whole company. Our in-house cyber security team works to achieve this, by both implementing and managing technical security measures and guardrails, as well as raising awareness and providing expert knowledge across the organization. Every team in Oda has responsibility for the security of the services they provide. Our goal is that every employee contributes and takes responsibility for security in their everyday work.

In Oda, we build and implement realistic security policies, focusing on consistency between the policies and the company practices. We feed the cyber security risk management process by conducting threat modeling of our core services and by using the CIS Critical Controls framework.

How Oda contributed in 2022

Our employees live by our behaviors and ethical work practices

Work on onboarding modules for our Code of Conduct

The onboarding journey at Oda covers everything from when we sign a new colleague, to their first-week onboarding program, until they are fully operational in their role, with all the skills needed to succeed. In 2022, we worked on a global onboarding program for the entire company, and one central topic has been to give people an introduction to our Code of Conduct, specifying our expectations around ethical work practices. The aim of the onboarding module was to help people understand what our code of conduct is, how it shapes our work environment, and how it helps protect our people, our planet, and our business. Additionally, this module aimed to help people learn about the available channels we have put in place to give all colleagues a voice and to know where to go to report any issues.

The Oda bug bounty program

In 2022, we implemented the Oda Bug Bounty program, where we incentivize ethical hackers to test the security of our internet-facing services. We believe that this crowd-sourcing approach outperforms time-boxed, resource-limited penetration testing. The program has been a success, with several vulnerabilities and flaws disclosed and promptly mitigated.

Consolidation of our vulnerability management

We consolidated our vulnerability management efforts and made vulnerabilities more visible to product teams. This has made it easier to follow up on the mitigation of these vulnerabilities and made the whole process more transparent for relevant parts of the company.

What's the plan going forward?

- Ensure that privacy-by-design is a key feature in our builds and way of working – for tech and product teams, and also others who handle personal data as part of their day-to-day job, such as People, Finance, etc.
- Continue to improve and automate our user rights services for customers, like data takeout requests, data deletion requests and so on.
- Improve our endpoint security and response capabilities by implementing endpoint detection and response

Rolling out a new system for whistleblowing

In 2022, we introduced a new whistleblower system called "SpeakUp" which is owned by the company People Intouch. This is where all employees, suppliers and other external parties can report serious issues anonymously, in keeping with EU Whistleblowing Procedures. Reports coming into this system will be handled anonymously by a third party first (PwC) before being handled by HR and the Oda legal team. To ensure that everyone in the company knows about SpeakUp, we've worked on a number of initiatives to raise awareness, including the development of obligatory training, repeating details of the system in various company all-hands meetings, and putting up posters that are visible at all sites.

Multi-factor authentication

Hardware tokens, in the form of Yubikeys, were made available for improved multi-factor authentication in the company. For certain high-privilege roles, hardware tokens have been made mandatory. All developers now need to use multi-factor authentication to elevate their privileges before accessing production infrastructure and environments.

Continued security awareness efforts

We continued our security awareness efforts in 2022 by focusing on things like security awareness as part of our onboarding and by acknowledging Security Awareness Month. During this month, we held several security talks and shared security tips and tricks with the whole company.

(EDR) across the whole organization.

- Improve and exercise our security incident-handling abilities through incident-handling exercises, updated incident playbooks and improved centralized logging.
- Continue to establish and implement good security and privacy practices in our agile development teams.
- Continue the effort to build security and privacy competency and awareness for our employees.

Zero work injuries or compliance breaches



#Health and safety

#Food safety

Targets	Status 2022	Comment
Zero work injuries	Total recordable work injuries 235 (2021: 104).	We worked significantly more hours in 2022, partially explaining the increase in work injuries. The injury rate, which looks at the number of injuries per million hours worked, was 97 in 2022 compared to 77 in 2021. So we have had a 26% increase in 2022, primarily due to higher injury rates in Finland and Germany. This is explained by the fact that we still are working to achieve good health and safety routines in these new locations. For instance, we saw a significant improvement in injury rates in Finland by the end of 2022, eventually landing on numbers similar to Norway.
Zero significant regulatory compliance breaches	1 significant regulatory compliance breach in 2022 relating to delayed delivery of financial accounts. This was due to the ongoing financing round, which was delayed, and the company wanted to finalize this process before submitting the report.	In 2022, Oda finalized a major external financing round to raise more capital for the group. Due to the increasingly challenging financial markets, the process was not finalized before December 2022. In close dialogue with the board and our auditor, we decided to delay the delivery of the annual accounts of the group and certain group companies until the financing round was closed. The accounts were delivered by year-end with no major consequences for the Group other than minor public fines incurred as a result of delivering the accounts later than the deadline set by the law.

● On track
 ● Not on track, plan in place
 ● Not on track

Why it Matters for the World

Needless to say that we cannot hope for sustainable development without peace, stability, human rights and effective governance based on the rule of law. Yet our world is increasingly divided. Some regions enjoy peace, security and prosperity, while others fall into seemingly endless cycles of conflict and violence. This is not inevitable and must be addressed. One important legal requirement and human rights for employees working at Oda relate to ensuring a safe workplace for our employees. The ILO estimates that some 2.3 million women and men around the world succumb to work-related accidents or diseases every year; this corresponds to over 6,000 deaths every single day. Worldwide, there are around 340 million occupational accidents and 160 million victims of work-related illnesses annually.

Why we believe Oda can contribute

At Oda, we have an important responsibility to ensure that our employees feel safe and are safe at work. We have the responsibility to ensure good processes and governance systems to avoid legal compliance breaches and discover health and safety risks and mitigate these.



This includes risks for our employees but also for our many suppliers and customers.

We are continuously working to improve safety in our operations, which has yielded results. The rate of minor incidents has increased from 2021 to 2022, however, the rate of serious incidents has decreased (calculated based on hours worked).

How Oda contributed in 2022

Zero work injuries or compliance breaches

Strengthening our safety culture in Finland

2022 was our first operating year in Finland, so we made a lot of changes and continuously tried to evolve during the year. We had a heavy focus on safety and a strong commitment from the top management to create a solid foundation for our safety culture. We developed and provided training as well as spending time on encouraging safety observations and reporting. We also performed risk assessments, improved communication on all levels and ensured clearer safety ownership to mention a few other activities.

Establishing a solid safety culture in our new warehouse in Norway (Lier)

In Norway, we made the decision of commencing renovation of our first fulfillment center (FC) in Lørenskog to both improve efficiency and improve worker conditions.

All order volumes were therefore transferred to our second FC in Lier. That created the need of establishing good safety routines at our new FC. Some of our activities to achieve this included developing new leader training content to increase competence and improved performance and risk assessment follow-ups.

Creating a world-class safety culture in Germany from the start

In 2022, we started the construction of our FC in Berlin, Germany and started planning operational health and safety routines to prepare for launch. From the very start, we had an explicit focus on building a world-class safety culture from construction to operation of our FC. This includes ensuring a safe and compliant workplace for all internal and external workers.

What's the plan going forward?

- Continue our work to promote both mental and physical health.
- Develop our global QMS system to be flexible for country-specific updates and focus on continuous improvement to increase document liability, but also using internal audit as a tool for mapping improvement work. We will of course also continue to build a safety culture across geographies by continuously improving leadership in method and clarification of scope for HSE responsibilities.
- In Norway, we will have a special focus on improving the way all departments collect data to ensure consistent report and implement measures to improve important compliance KPIs. We will also work to strengthen the way we support root cause analysis to ensure that we install the best corrective measures, hence preventing repetitive deviations.





Fundamentally challenge and inspire the industry to become more sustainable



#Animal welfare

#Local products

#Sustainability training

#Human Rights

Targets	Status 2022
Work to influence and collaborate with our suppliers	The focus in 2022 has been to further develop our supplier management system to ensure compliance with the Norwegian Transparency act, for example, collecting information from our suppliers who work to ensure ethical food production, such as respecting human rights. In addition, we have initiated a closer dialogue with key suppliers on sustainability topics and explore opportunities for collaboration and promotion of suppliers that are doing a good job. This is nonetheless a large job where we still have work to do.
Inspire and empower our people to integrate sustainability thinking in their daily job	In 2022, we continued the work in our cross-functional sustainability team with people in key roles from key functions to realize our sustainability strategy. We also established a sustainability task force in Germany to work with local initiatives. We have also held deep-dive sessions and presentations for relevant teams and the entire company to increase knowledge and awareness around sustainability topics.
Actively participate in relevant sustainability forums and drive systematic change	In 2022, we actively participated in a number of sustainability forums including meeting arenas organized by Sustainability Hub Norway, Grønt Punkt and the employer organization NHOs sustainability network, among others
Communicate our sustainability efforts in an honest way to key stakeholders	In addition to creating this report, we have presented our work on sustainability and received input from various key stakeholder groups including investors, suppliers, governmental entities and NGOs
Increase sales of locally produced products	In 2021, we set quantitative targets to increase sales of locally produced food and have worked actively to directly source from local producers. In 2022, sales of local products in Norway (Certified products by "Nyt Norge") increased to 18.1% (from 16.6% in 2021). In Finland we had an even higher share of locally produced food being sold (labelled with the Blue Swan/Hyvää Suomesta)
Work to improve animal welfare in our supply chain	We set a target to phase out fast-growing (broiler) chickens from our store by 2024. We started testing of sales of slow-growing chickens in 2022 and by the end of January 2024, 100% of all our chickens from our largest supplier (Ytterøy) will be slow-growing chickens. We also introduced the animal welfare certification "Dyrevernerket" in our webshop in Norway to further incentivize our suppliers to pursue these types of certifications. Going forward, we will initiate further dialogue with animal welfare NGOs to evaluate other high-impact initiatives.

● On track ● Not on track, plan in place ● Not on track

Why it Matters for the World

As mentioned throughout this report, the food sector has a number of social and environmental challenges that we collectively need to solve to ensure sustainable development. To mention some sustainability challenges that the food sector needs to solve:

- Cut greenhouse gas emissions to avoid catastrophic climate change.
- Ensure greater resource efficiency to avoid the destruction of nature (in terms of land, water, pesticides, fertilizer).
- Fight malnutrition in various forms.
- Improve the animal welfare of billions of domesticated animals.

Being a part of the problem also means being part of the solution and the sector collectively needs to act to make real changes happen.

Why we believe Oda can contribute

Oda has an amazing opportunity to spur greater systemic change by actively striving to be an inspiration to other companies and challenge our many suppliers on their sustainability performance. We are presented with numerous opportunities to be able to do just that, for example, by actively engaging with our suppliers when evaluating partnerships, engaging in collaboration projects and challenging them on data and insight, such as relating to consumer preferences and environmental impact data of their products.

As a young and innovative company that truly wants to challenge, we're not afraid of doing things differently and taking a clear stance on what's important

How Oda contributed in 2022

Fundamentally challenge and inspire the industry to become more sustainable

ESG due diligence process and supplier management processes

In 2022 we have worked extensively on maturing our supplier management processes, including an extensive ESG due diligence process of our supply chain. For more information, see separate section "Supply chain due diligence and risk assessment"

Sustainability as a topic in supplier negotiations

As a part of our supplier negotiations, we always bring some perspectives around things that matter to us as a company. This year, as per last year, sustainability was one of the topics we brought up in these supplier meetings. We also held a digital meeting for all Norwegian suppliers as a kick-off for all negotiations. Here we emphasized that we will continue to focus on sustainability, helping our customers make sustainable choices and that we welcomed collaboration projects and suggestions for a new sustainable assortment that will help us achieve our target. We also set concrete expectations for our suppliers' environmental and social performance, such as our global supplier code of conduct.

Sustainability dashboards for all countries

To help empower the various functions in Oda working to reach our sustainability targets and also increase transparency for the entire company around how we are progressing toward our sustainability targets, we have established sustainability dashboards in our business intelligence systems tracking progress toward many of our targets in all countries. These dashboards are, for example, used in regular check-ins with functional leaders. The dashboards also simplify external reporting and reporting to our board, ensuring consistent data and improved data control.

The plan going forward is to expand these dashboards to encompass more data.

Launching vertically farmed products

In 2022, we were the first large grocer that introduced vertically farmed products at large scale in Norway, and we have now also expanded our assortment from the vertical farmer Onna. Onna uses hydroponic vertical farming, an innovative way of producing plant-based products without the use of soil or pesticides. These products subsequently have a lower environmental footprint by using less water and land to produce food products that also enable food production closer to the market, reducing the need for long-distance travel.

Sustainability awareness and knowledge building

Throughout 2022, we have continued our focus on raising awareness and knowledge around sustainability topics in Oda. As a young and engaged company with many talented people, we evaluate general knowledge as high, but we still see the value of spending time on, for instance, hosting deep dive sessions for the entire company to make the topic “top of mind”. We hosted a session on ‘Green Nudging’ together with CICERO in March. Following the annual sustainability report in 2021, we also hosted a meeting with both the CXOs and the entire company to discuss the results. Furthermore, we also report regular status updates on the sustainability work and post news and report summaries in our sustainability slack channel, with more than 250 employees present.

Phasing out fast-growing chickens by 2024 in Norway

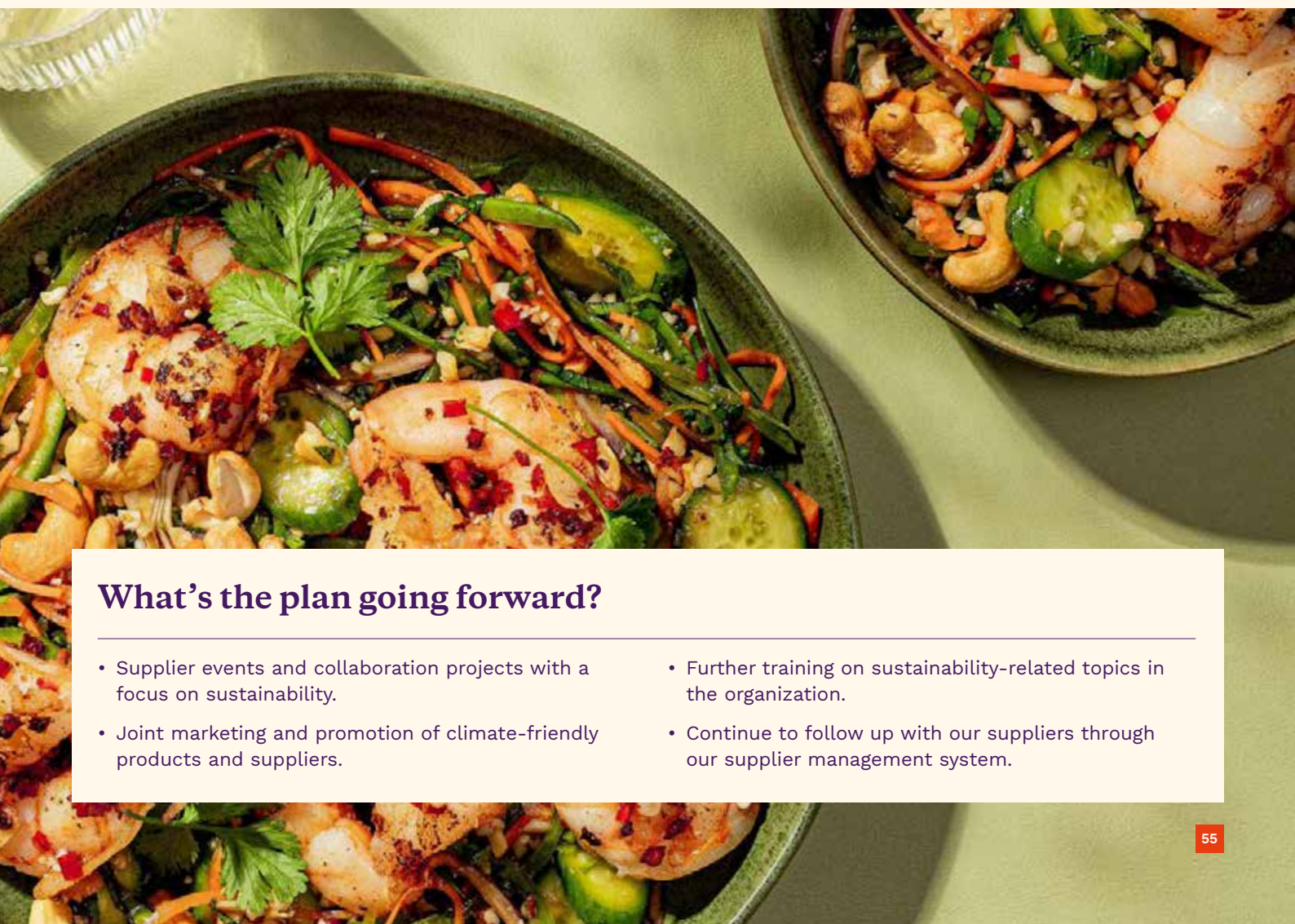
It's estimated that around 70 billion chickens are slaughtered every year globally, making it one of the most slaughtered domesticated animals. Chicken welfare has also frequently been under scrutiny by animal welfare organizations. We in Oda also want to play a role to increase the welfare of all these animals.

We have therefore set a target to phase out fast-growing/ broiler chickens in Norway by the end of January 2024 because of the animal suffering caused by them growing so fast, negatively affecting their hearts and bone structures.

In 2022, we signed an important agreement with our main supplier Ytterøy in Norway for deliveries of slow-growing chickens from farms also aligned with the strict European Chicken Commitment (ECC) standard. The slow-growing chickens will account for 100% of all chickens we source from them by the end of January 2024. We hope by this that they are able to raise the bar for chicken welfare and hopefully inspire others in our industry to follow this example.

Introduction of new product certifications in our Norwegian webshop

In Oda, all certifications are clearly marked on the product picture and can be filtered and searched for in the shop. This, we hope, will incentivize our suppliers to pursue these types of certifications that set high standards for various sustainability performance indicators. In 2022, we introduced multiple new certifications in our Norwegian shop, including the product climate label (“Klodemerket”) and the Animal Protection Label (“Dyrevernerket”) by the NGO Norwegian Animal Protection Alliance (“Dyverneralliansen”).



What's the plan going forward?

- Supplier events and collaboration projects with a focus on sustainability.
- Joint marketing and promotion of climate-friendly products and suppliers.
- Further training on sustainability-related topics in the organization.
- Continue to follow up with our suppliers through our supplier management system.

Appendix: Sustainability Performance Data

GRI Reporting

At Oda, we report in accordance with two leading standards for sustainability reporting. We believe that all companies should try to follow recognized sustainability reporting standards as this enables more transparency and comparability on sustainability performance instead of anecdotal storytelling and strategically chosen or carefully defined indicators. Around two-thirds of all companies globally use the GRI's standards and, according to the GRI, they're designed to be a common language for organizations to report on their

sustainability impact in a consistent and credible way.

GRI standards are focused on how a company's actions affect society and they take a broad approach to what different types of stakeholders are interested in knowing. In addition, we report on TCFD (Task Force For Climate-related Financial Disclosures), which focuses both on how we as a company affect climate and how we are also affected by climate change.

Governance indicators

	GRI ref.	INDICATOR	ANSWER
The organization and its reporting practice	2-1	Organizational details	Oda Group Holding AS is a privately owned company with headquarters in Oslo, Norway, with operations spanning most of eastern and southern parts of Norway. In the reporting year Oda was also operating in Finland (Helsinki area) and expanding to Germany (Berlin).
	2-2	Entities included in the organization's sustainability reporting	Oda's sustainability report includes all entities that are also included in its financial reporting. Specifically; Oda Group Holding AS, Oda Group Services AS, Oda Norway AS, Korn Bakeri AS, Netfresh AS, Oda Norway Distribusjon AS, Oda Finland Oy and Oda Germany GmbH.
	2-3	Reporting period, frequency and contact point	The sustainability report is compiled annually and is published in June covering data from 01.01.2022 to 31.12.2022. Reporting period aligns with financial reporting. Questions about the content of the report can be directed to Oda's sustainability team sustainability@oda.com
	2-4	Restatements of information	In 2022 we did an update of the climate emission factor for our delivery vans to include refrigeration, and have consequently updated the factor back in time for the years 2019-2021. The emissions related to delivery to our customers have therefore increased compared to previous reports. This is reflected in the emission intensity calculations for all years in this report. We have also improved the mapping of food products for certain categories of the Norwegian consumption, e.g. for milk, and updated also for previous years were the mapping to emission factors were not correct. This has led to a change in carbon emissions from food sold in previous years.
	2-5	External assurance	This sustainability report has not been externally assured this year, but we consider doing this next year. The report has been reviewed and approved by both the Oda Global Management Team and Board of Directors.

GRI ref.	INDICATOR	ANSWER	
2-6	Activities, value chain and other business relationships	Oda is an online grocery company operating in Norway, Finland and Germany at the time of writing this report. Activities include sales, picking and distribution of grocery products to consumers via an internet based online platform. Since last reporting period Oda has expanded to Finland and Germany. In Norway, Oda is also a food distributor and producer via its daughter companies Netfresh AS (fruit and vegetables distributor) and Korn Bakeri AS (bakery company). Oda has many suppliers from all around the world, but does not import directly. In Norway, Oda also has a close collaboration with other retail partners like Clas Ohlson (consumer goods), Sprell (toy retailer) and Barnas Hus (childrens clothing).	
Governance structure and composition	2-9-A	Governance structure	Oda's highest governance body is the Board of Directors in Oda Group Holding AS, composed by 8 members meeting every month.
	2-9-B	Governance structure and management of impacts	The global Chief Financial Officer is responsible for decision making and overseeing the management of Oda's impact on the economy, environment and people, and has delegated the work to the Head of Sustainability and DEI. Specific responsibilities relating to certain parts of the sustainability agenda (e.g. health and safety, data privacy and cyber security) are followed up in relevant functions. Reports relating to Oda's sustainability performance are also made to the Board of Directors.
	2-9-C	Governance composition	<p>All large strategic decisions are made in the Oda Group Holding AS board. Members of the Oda Group Holding AS board (End of December 2022):</p> <p>Birger Magnus (Nationality: Norwegian. Tenure: June 2016. Stakeholder representation: Chairman of the Board. Significant positions and commitments: Chairman of NRK, Chairman of WorkingGroupTwo, President Norwegian Council at INSEAD, Chairman at Xeneta, Chairman at Spond, Chairman at Norsk Klimastiftelse, Board member at Harvard Business School Publishing, Chairman at Aktiv mot kreft. Experience/competencies within sustainability: Chairman of Norwegian Climate foundation),</p> <p>Hans Staffan Morndal (Nationality: Swedish. Tenure: December 2022. Stakeholder representation: Investor. Significant positions and commitments: Partner of Verdane, Board Member at Momox, Mathem, Fiksuruoka and Wunderflats. Experience/competencies within sustainability: Experience from Momox and Fiksuruoka that are impact type business models.)</p> <p>Hans Magnus Jakobson (Nationality: Swedish. Stakeholder representation: Investor)</p> <p>Martin Gjølme (Nationality: Norwegian. Tenure: December 2022. Stakeholder representation: Investor. Significant positions and commitments: Partner and thematic lead of resource efficiency at Summa Equity, Board Member at Holdbart, Milarex, Nofitech and Fredriksborg. Experience/competencies within sustainability: Partner at Summa Equity which is a B Corporation and Article 9 Fund.)</p> <p>Minna Johanna King (Nationality: Finnish. Tenure: April 2021. Stakeholder representation: Investor. Significant positions and commitments: Board member at Self-Employed)</p> <p>Savina Valentinova Velkova Hellberg (Nationality: Bulgarian. Tenure: June 2021. Stakeholder representation: Employee. Significant positions and commitments: Product Manager. Experience/competencies within sustainability: Involved in the early phase of developing Oda's sustainability work)</p> <p>Johan Kristoffer Krusing (Nationality: Norwegian. Tenure: June 2021. Stakeholder representation: Employee. Experience/competencies within sustainability: Involved in Oda's food waste reduction projects)</p> <p>Kosma Plakou (Nationality: Greek. Tenure: June 2021. Stakeholder representation: Employee. Significant positions and commitments: Lean project leader. Experience/competencies within sustainability: Lean and resource effective business development)</p>

GRI ref.	INDICATOR	ANSWER	
2-10	Nomination and selection of the highest governance body	Nomination and selection of Oda's board is conducted in accordance to the Norwegian Limited Liability Companies Act. A nomination committee is established and present their recommendations at the General Assembly that elects the members of the board. The Board shall always consist of a majority of shareholder elected board members. The General Assembly also elects the chairperson of the Board, and this individual shall be independent of the largest investors and founders.	
2-11	Chair of highest governance body	Birger Magnus	
2-12	Role of highest governance body in overseeing the management of impacts	Oda's Board of Directors and global management team have approved Oda's overarching sustainability ambitions. The global management team has also been involved in developing and approving sub-targets and initiatives to support our sustainability strategy. Both the board and global management team has reviewed and approved this sustainability report.	
2-13	Delegation of responsibility for managing impacts	<p>The Chief Financial Officer is accountable for managing Oda's impacts on the economy, environment and people and have delegated that responsibility to Oda's Head of Sustainability and DEI and the team. Some specific parts of the sustainability agenda (for instance data privacy, health and safety and cyber security) are followed-up in relevant functions.</p> <p>The sustainability team is composed by a core team responsible for setting the direction (strategy) and coordinating efforts in a dedicated cross-functional team with representatives from key functions. In Germany we also have a dedicated sustainability task force responsible for executing local initiatives. In addition to this, Oda has a digital sustainability community open for all Oda employees. Reports to the Board of Directors is made on a by-need basis.</p>	
2-14	Role of the highest governance body in sustainability reporting	The Board of Directors has reviewed and approved the Oda 2022 sustainability report.	
2-15	Conflict of interest	Potential conflict of interest is always considered both when appointing Board members and in the general board work.	
2-16	Communication of critical concerns	Critical concerns relating to Oda's larger social and environmental impact are handled and communicated on a by-need basis for example through Oda's Global Risk Management processes where key impacts on planet, people and economy is an integrated part. We are also working on setting up more regular reporting through monthly board reports in 2023.	
2-17	Collective knowledge of highest governance body	Currently, Oda has no measures in place to advance the collective knowledge, skills and experience of the highest governance body on sustainable development. But we are working to improve general board involvement. However, our board do possess competencies within sustainability. For example, our chairman Birger Magnus is also the Chairman of the Norwegian Climate Foundation.	
2-18	Evaluation of the performance of the highest governance body	Currently, Oda has no process for evaluating the performance of the highest governance body in overseeing the management of the organization's impact on the environment and people. We are working to improve our general board involvement and collaboration.	
Remuneration	2-19	Remuneration policies	As per today we do not have a benefit strategy or a salary policy rooted in management or linked with performance, our behaviors or sustainability performance. In 2022 we established a remuneration committee that works as a governing body in terms of salary process and salary frame, stock options, employee share program and other topics related to compensation.

GRI ref.	INDICATOR	ANSWER	
2-20	Process to determine remuneration	<p>Salary adjustments happens once per year. We have also been known to conduct extraordinary salary adjustments if an employee is proven to be far below market standard. In 2022 we revised our internal processes for rewards and implemented a clearly defined job architecture where wage is compared to external benchmarks to ensure fair and competitive rewards. Here we are utilizing the Mercer IPE methodology and benchmarking data as well as other sources for cross-referencing. We use this data to define wage ranges for each job in each location. Each person is evaluated against this range and placed within the range based on impact (e.g., size of scope and performance). It is natural for people to progress in these ranges as they mature in their jobs. The ranges are updated once per year when new benchmarking data is available.</p> <p>For employees covered by collective bargaining agreements the annual salary adjustments are defined through the annual negotiations. At our Norwegian sites (Lørenskog and Lier) we are bound by collective bargaining agreements and we follow the wage settlement that is enshrined in the agreement. In Finland we are a member company of Finnish Commerce Federation and naturally comply with the relevant collective bargaining agreements in our employment. In Germany we are not a part of any bargaining agreement or union (technically not possible in Germany for an employer), but we are a member of the Chamber of Commerce and Industry. But we ensure that we pay fairly, at market levels, and pay above minimum wage.</p>	
2-21-A	Annual total compensation ratio	<p>Missing data.</p> <p>We have not derived this data for 2022, the main reason is that the quality of the data in the people system in place today needs to be improved. But in the 2023 report we aim to disclose this numbers becoming available in our new HR system Workday.</p>	
2-21-B	Annual total compensation ratio increase		
2-21-C	Contextual information 2-21	N/A	
Sustainability strategy and commitments	2-22-A	Statement on sustainable development strategy from senior executive	See section "Word from Karl"
	2-23	Policy commitments	Oda's supplier Code of Conduct and internal Code of Conduct reflect Oda's point of views on material topics within sustainable development and set clear requirements to our own and suppliers business conduct. Both policy documents have been revised and rolled out in the company and relevant business partners. The policy documents have been approved by the Board of Directors and have also been the subject of rigorous review and feedback from relevant functions and external advisors.
	2-24	Embedding policy commitment	<p>Internal Code of Conduct: Reading through the conduct is a necessary step as part of Oda onboarding and we are also working on rolling out dedicated training.</p> <p>Supplier Code of Conduct: The supplier Code of Conduct is a contractual document that all suppliers delivering business critical products and services to us will need to agree with and sign in order to enter a business relationship with Oda. We are also rolling out dedicated training internally.</p>
Grievance mechanisms and compliance	2-25	Process to remediate negative impacts	At Oda we commit to remediate negative impacts we have caused. Negative impacts can be discovered e.g. through reports through our Whistle blower system where reports will be evaluated and processed case by case by Oda's legal and HR team with first screening made by external legal counsel.

	GRI ref.	INDICATOR	ANSWER
	2-26	Mechanisms for seeking advice and raising concerns	In June 2022 a new grievance system was implemented. This new system provide our employees and suppliers with a tool to report serious issues anonymously, in keeping with the EU Whistleblowing Procedures. After an initial screening made by an external legal council; reports coming into this system will be handled by HR and Oda's in-house legal team. Implementing this new system will lower barriers to report misconduct.
	2-27	Significant instances of non-compliance with laws and regulations	In 2022, Oda finalized a major external financing round to raise more capital to the group. The round was contemplated to be finalized before the summer of 2022, but due to the increasingly difficult financial markets that we experienced in 2022, the process was severely delayed and not finalized before December 2022. In close dialogue with our auditor, it was decided to delay the delivery of the annual accounts of the Group and certain group companies until the financing round was closed. The accounts were delivered by year-end with no major consequences for the Group other than minor public fines incurred as a result of delivering later than what is the deadline set by law.
Stakeholder management	2-28	Membership associations	Oda is a member of a number of industry associations and sustainability networks. For example, we are a part NHO Service & Handel and their Sustainability Council, Handelens Miljøfond and Grønt Punkt.
	2-29	Approach to stakeholder engagement	Oda engages with a number of key stakeholder groups to ensure that we listen and consider external needs in our business conduct. To ensure meaningful engagement with stakeholders we closely surveil what the different stakeholder groups care about. When one stakeholder group is composed by a large number of individuals - like our customers - we also conduct larger quantitative surveys. We also often enter into direct dialogue on particular subjects. Stakeholder groups that we especially engage with are customers, employee organizations, people we want to hire, investors, government, NGOs, media and suppliers.

Environmental indicators

	GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	Change since 2019 (base year)
GHG Emissions	305-0	How Oda manages emissions	Text	As an integrated part of our 2026 corporate strategy, Oda has set the target of cutting climate emission intensity of products we sell and our own operations by 50% within 2025 (compared to a 2019 baseline). For more information on how we manage climate emissions, see our TCFD reporting.				
	305-1	Direct GHG Emissions (Scope 1)	tCO2e	1,157.2	210.5	78.9	2.0	
	305-2	Indirect GHG Emissions (Scope 2), location based*	tCO2e	4371	61.9	58.7	31.5	
	305-3	Indirect GHG Emissions (Scope 3)	tCO2e	109,098.3	89,012.5	67,908.4	37,962.2	
		Total GHG emissions Scope 1-3	tCO2e	110,692.6	89,284.9	68,046.0	37,995.7	
	305-1-c + 305-3-c	Biogenic emissions	Text	Like many other companies, we are choosing to omit biogenic emissions since estimating these emissions still are unclear and not standardized enough. Once the new GHG Protocol for "Carbon Removals and Land Sector Initiative" is ready we will start reporting on this data as well.				
	305-4	GHG Emissions intensity, per revenue - total	tCO2e/MNOK	37.77	35.86	34.41	34.70	9%
		GHG Emissions intensity, per revenue - own operations	tCO2e/MNOK	2.52	1.93	1.61	1.88	34%
		Norway	tCO2e/MNOK	2.26	1.93	1.61	1.88	20%
		Finland	tCO2e/MNOK	4.21				
		GHG Emissions intensity, per order - own operations	kgCO2e/order	2.90	2.38	2.01	2.25	29%

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	Change since 2019 (base year)
	Norway	kgCO2e/order	2.73	2.38	2.01	2.25	21%
	Finland	kgCO2e/order	3.18				
	GHG Emission intensity, per kg - food (excl. packaging)	kgCO2e/kg	1.73	1.69	1.74	1.70	2%
	Norway	kgCO2e/kg	1.70	1.69	1.74	1.70	0%
	Finland	kgCO2e/kg	1.91				
	GHG Emission intensity, per kg - products we sell**	kgCO2e/kg	1.79	1.73	1.80	1.75	2%
	**includes Food, Non-food and Packaging						
	Norway	kgCO2e/kg	1.76	1.73	1.80	1.75	1%
	Finland	kgCO2e/kg	2.09				
	Nitrogen oxides (NOx), sulfur oxides (SOx), Persistent organic pollutants (POP), volatile organic compounds (VOC), hazardous air pollutants (HAP), particulate matter (PM)	Text	POP, VOC and HAP is not relevant given Oda's operations. PM, NOx and SOx is however relevant. This year we do not have this data available, but our plan is to report this next year.				

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019
Key figures GHG Emissions	Scope 1					
	Distribution to customers, company vehicles	tCO2e	1,157.2	210.5	78.9	2.0
	Norway	tCO2e	609.2	210.5	78.9	2.0
	Finland	tCO2e	548.1			
	Scope 2, location based					
	Energy	tCO2e	437.1	61.9	58.7	31.5
	Electricity, production mix local markets	tCO2e	432.2	58.2	53.4	29.9
	Norway	tCO2e	56.5	58.2	53.4	29.9
	Finland	tCO2e	181.6			
	Germany	tCO2e	194.1			
	District heating/cooling, Norway	tCO2e	4.9	3.7	5.3	1.6
	Scope 3					
	Purchased goods and services	tCO2e	104,197.4	85,097.6	65,291.5	36,228.3
	Delivery bags and boxes	tCO2e	879.1	618.6	433.3	294.8
	Norway	tCO2e	757.0	618.6	433.3	294.8
	Finland	tCO2e	122.2			
	Food	tCO2e	86,913.3	68,667.2	52,808.5	30,295.9
	Norway	tCO2e	76,627.7	68,667.2	52,808.5	30,295.9
	Finland	tCO2e	10,285.6			
	Non-food	tCO2e	6,915.8	7,369.4	5,072.4	2,762.6
	Norway	tCO2e	6,183.7	7,369.4	5,072.4	2,762.6
	Finland	tCO2e	732.1			
	Packaging, products	tCO2e	9,489.2	8,442.4	6,977.3	2,875.0
	Norway	tCO2e	8,400.2	8,442.4	6,977.3	2,875.0
	Finland	tCO2e	1,089.0			
	Energy	tCO2e	58.2	48.7	42.8	28.6
	Data center electricity consumption	tCO2e	58.2	48.7	42.8	28.6
	Upstream transportation and distribution	tCO2e	976.8	728.9	433.9	202.7
	Transport from suppliers (domestic)	tCO2e	976.8	728.9	433.9	202.7

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	
	Waste generated in operations	tCO2e	140.8	168.4	80.3	22.1	
	Norway	tCO2e	126.2	168.4	80.3	22.1	
	Finland	tCO2e	11.8				
	Germany	tCO2e	2.8				
	Business travel (air travel***)	tCO2e	314.8	66.4	9.3	37.2	
	Norway	tCO2e	200.9	66.4	9.3	37.2	
	Finland	tCO2e	36.1				
	Germany	tCO2e	77.7				
	Employee commuting	tCO2e	258.9	135.9	98.6	150.5	
	Norway	tCO2e	167.8	135.9	98.6	150.5	
	Finland	tCO2e	75.9				
	Germany	tCO2e	15.2				
	Downstream transportation and distribution	tCO2e	3,151.4	2,766.4	1,952.1	1,292.9	
	Distribution to customers, partner vehicles	tCO2e	1,914.6	2,074.5	1,471.7	927.7	
	Norway	tCO2e	1,914.6	2,074.5	1,471.7	927.7	
	Linehaul transport	tCO2e	1,236.8	691.9	480.4	365.2	
	Norway	tCO2e	1,236.8	691.9	480.4	365.2	
Custom	Total waste	tonne	2,588.9	2,314.0	1,713.8	1,036.0	
	Organic waste	tonne	512.3	368.1	305.0	184.0	
	Paper/cardboard waste	tonne	1,595.7	1,555.4	1,159.2	668.0	
	Residual waste	tonne	191.1	247.9	91.0	104.0	
	Plastic waste	tonne	131.4	24.0	35.8	2.0	
	Metal waste	tonne	35.9	28.8	48.1	28.0	
	Glass waste	tonne	4.1	4.6	1.2	2.0	
	Electronic waste	tonne	0.9	0.9	5.8	1.0	
	Hazardous waste	tonne	0.4	0.7	2.2	2.0	
	Wood waste	tonne	117.0	74.8	65.5	44.0	
	Concrete waste	tonne	0.0	8.9	0.0	0.0	
	Plasterboard waste	tonne	0.2	0.0	0.0	1.0	
Custom	Spoilage, % of operating revenue, inventory value excl donated or sold (sales value)	%	0.7 (0.9)	0.5	0.5	0.6	
	Norway	%	0.6 (0.8)	0.5	0.5	0.6	
	Finland	%	1.9 (2.1)				
Distribution	Custom	Euro 6 vehicles, share of km driven (own and partner)	%	90	60		
	Custom	Electrical vehicles (own)	number	1	0	1	1
Energy	Custom	Electricity consumption	kWh	11,886,434.4	6,834,682.6	6,420,660.2	4,127,905.0
Supplier Environmental assessment	308-0	How Oda works with environmental screening of suppliers	Text	All Oda suppliers needs to conform with the Oda Supplier Code of Conduct, describing concrete requirements to social and environmental impact. A high level supplier screening is conducted by Oda employees in the Oda Supplier Management System. The screening includes whether the supplier has a relevant ISO standard and a media search for controversies. In 2022 we worked to expand our ESG screening of suppliers and are working to further ensure full implementation of this new screening in our Supplier Management System and provide necessary training. To comply with the Norwegian Transparency Act we have also conducted a wider ESG due diligence process of our value chain in 2022. See separate section "Supply chain due diligence and risk assessment"			

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019
308-1	Percentage of new suppliers that were screened using environmental criteria	Text	We are in the process of fully implementing our supplier management system across all geographies, and therefore have yet to include all suppliers to derive a precise share of suppliers screened. The plan is to report this number next year.			
308-2-a	Number of suppliers assessed for environmental impacts	Number	260	116		
308-2-b	Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0		
308-2-c	Significant actual and potential negative environmental impacts identified in the supply chain	Text	0	0		
308-2-d	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as result of the assessment	%	0	0		
308-2-e	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relations were terminated as result of assessment and why	%	0	0		

Calculated according to the Greenhouse Gas Protocol using a location-based method and operational control approach.

Electricity consumption for offices and warehouses in Scope 2 2022: 11 694 285,5 kWh

Electricity consumption for data center use in Scope 3 2022: 192 148,9 kWh

*Scope 2 market-based GHG emissions for 2022: 4 370 tCO₂e

***Air travel emissions calculated with an RFI factor

Methodology for emission calculations:

The calculations of greenhouse gas (GHG) emissions are conducted according to the Greenhouse Gas Protocol under an operational control approach. The Swedish-based consultancy company 2050 and Norwegian-based Endrava have helped us select methods, factors and sources for 2019 and 2020. For 2021 and 2022 CEMAsys carbon footprint tool was used, and 2019-2020 data was recalculated using their factors mainly based on DEFRA.

Energy - the chosen method for calculation emissions from electricity consumption and district heating is the location-based method, meaning that the emission factor is represented by the average emission intensity of the grid in which the energy consumption occurs.

Transportation - emissions are calculated based on type of vehicle, total distance driven and fuel type. Includes both company owned vehicles and partner vehicles. For transport from suppliers, assumptions were made in Norway on vehicle type based on delivery weight and frequency, and distance between the warehouses were calculated. Thereafter, fuel consumption was estimated based on the total number of deliveries to calculate ton-km. In 2022 we did an update of the emission factor for vans to include refrigeration, and updated for 2019-2021 which increases emissions related to delivery compared to previous reports.

Waste - based on waste reports from our waste entrepreneurs.

Business travel - flight expenses are divided into domestic (<500km), regional (500-1000km), continental (1000-2500km) and intercontinental (>2500km). An RFI factor is applied.

Employee commuting - calculated using estimates of employees average distance to/from the workplace, number of working days at workplace, and means of transport from an employee survey. Different assumptions have been made for each location. Food - calculated by mapping all purchased products to the RISE database for Norway and the CONCITO database for Finland by category and use of purchased weight in period.

Non-food - emissions calculated by mapping non-food products to different material categories for 85-90% of the weight and applying respective emission factors, for less material categories the average emission factor for 85-90% of the weight purchased is applied.

Packaging - Norway: emissions are calculated by an estimation of packaging weight derived from gross weight and estimated net weight (where 1kg = 1l), and assumptions regarding packaging material are made based on food category and packaging weight. Finland: packaging emissions are separated out from other life-cycle stages of the CONCITO database mapping

Social indicators

	GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
Employment	2-7-a	Total number of employees	Number	1299.6	801	435	347	Estimated worked FTEs for 2019-2021. End of year FTEs for 2022.
	2-7-b	Permanent employees	Number	1290.3	592	427		Estimated worked FTEs for 2019-2021. End of year FTEs for 2022. Includes agency workers, partners and fixed period contracts.
		<i>Women</i>	%	30	31	29		
		<i>Norway</i>	Number	1021.9	571	426		
		<i>Finland</i>	Number	146.8	18	1		
		<i>Germany</i>	Number	121.6	2	0		
	2-7-b	Temporary employees	Number	175,3 (9,3)		106	86	Worked FTEs. Data includes fulfillment center workers hired through agencies for 2019-2022. Non-agency workers hired temporarily directly by Oda in ()
		<i>Women</i>	%	No data	No data	No data		
		<i>Norway</i>	Number	79 (6)	105	86		
		<i>Finland</i>	Number	94.4 (1.4)	0.7	0		
		<i>Germany</i>	Number	1.9 (1.9)	0	0		
	2-7-b	Non-guaranteed hours employees	Number	0	0	0		End of year headcount for 2019-2021. FTEs end of year for 2022.
		<i>Women</i>	%	0	0	0		
		<i>Norway</i>	Number	0	0	0		
		<i>Finland</i>	Number	0	0	0		
	<i>Germany</i>	Number	0	0	0			
2-7-b	Full-time employees	Number	1258	760	469		End of year headcount for 2019-2021. FTEs end of year for 2022.	
	<i>Women</i>	%	29	31	29			
	<i>Norway</i>	Number	989	686	464			
	<i>Finland</i>	Number	145	5	5			
	<i>Germany</i>	Number	124	14				
2-7-b	Part-time employees (incl. consultants)	Number	123/99	95	52		End of year headcount incl. consultants/excl. consultants.	
	<i>Women</i>	%	28/32	34	27			
	<i>Norway</i>	Number	101/88	87	51			
	<i>Finland</i>	Number	13/7	5	1			
	<i>Germany</i>	Number	9/4	3	0			
Custom	Involuntary part-time (Norway)	%	9				Employees stating they prefer a full-time position (via survey) as share of total number of part-time employees	

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
2-7-c	Methodologies and assumptions used to compile the data	Text	Combination of headcount and estimated worked FTEs (see comment section to applicable data)				
2-7-d,e	Contextual information under 2-7 and potential significant fluctuations	Text	Expanding our business internationally has meant a focus on hiring a high number of people, explaining the number of new hires. In addition to this, 2020 and 2021 were years characterized by multiple rounds of covid lock-downs. To be able to cover unpredictable demand under these lock-downs (and to fill temporary needs relating to expanding the business) we also needed to hire a number of temporary workers.				
2-8-a	Total number of workers who are not employed	Number	219	135	98		Includes FTE estimations relating to services delivered by third party drivers and consulting services. Hours worked divided by 1846 to estimate FTEs.
2-8-a-i,ii	Most common types of non-employed workers and their contractual relationship with Oda. Typical work they perform.	Text	Temporary workers are people employed through agencies and typically perform various fulfillment center activities.				
2-8-b-i,ii	Methodologies and assumptions to compile data + methodology	Text	Full-time employees				
2-8-c	Contextual information under 2-8 and potential significant fluctuations	Text	2020 and 2021 were characterized by multiple rounds of covid lock-downs. To be able to cover unpredictable demand under these lock-downs (and to fulfill temporary needs relating to expanding the business) we also needed to hire a number of temporary workers.				
2-30	Employees covered by collective bargaining agreements	%	54	43			FTEs end of year covered by CBA across company. 2021: Data collected April 2022.
407-0	How Oda manages freedom of association and collective bargaining	Text	At Oda, we have always believed that having a good dialogue and collaboration with employees and employee organizations is key to ensuring that our people are being heard and respected. On all our Fulfillment Center sites, we are focused on a continuous dialogue with our employee organizations to understand needs and wants from our people and discuss how to best meet these. We collaborate with multiple organizations representing different employee segments and interests. At our fulfillment centers in Norway everyone is covered by a collective bargaining agreement regardless of them being an active member of the union. Changes in the agreement and changes that affect the employees, are derived from a close collaboration with the organizations. In Finland we are a member company of Finnish Commerce Federation and naturally comply with the relevant collective bargaining agreements in our employment. In Germany we not part of any bargaining agreement or union (which is technically not possible in Germany for an employer) But we are a member of the Chamber of Commerce and Industry. We pay fairly at market levels and above minimum wage. We have also contractually agreed with the agencies we use for temporary labor equal pay for these employees as what we pay our own employees.				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Text	We are continuously reviewing and controlling the working conditions at our sub-contracted workers to understand risk in this part of our value chain (specifically our drivers and fulfillment center workers).				

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
401-1-a	New employee hires	Number	919	404	200	125	Headcount
	<i>Women</i>	%	27	36	32		
	<i>Aged under 30</i>	%	52	47	52		
	<i>Aged 30-50</i>	%	43	48	45		
	<i>Aged over 50</i>	%	2	1	3		
	<i>Norway</i>	Number	649	333	197		
	<i>Finland</i>	Number	128	60	3		
	<i>Germany</i>	Number	142	11	0		
401-1-b	Turnover	%	23	16	23		Includes all permanent employees, part-time and full-time. Method: Voluntary turnover divided by average headcount within each group. Fixed term employees is excluded from the calculation
401-1-b	Turnover	Number	286	104	101		
	<i>Administration</i>	%	12				
	<i>Operations</i>	%	37				
	<i>Women</i>	%	14	16	31		
	<i>Aged under 30</i>	%	34	19	33		
	<i>Aged 30-50</i>	%	16	13	15		
	<i>Aged over 50</i>	%	10	5	14		
	<i>Norway</i>	%	24	16	23		
<i>Finland</i>	%	23	13	0			
<i>Germany</i>	%	19	0				
Occupational health and safety	403-0	How Oda manages occupational health and safety	Text	<p>Oda has a defined a Quality Management System (QMS) that ensure regulatory compliance for each of the markets we operate in (laws and regulations for all countries). QMS is set up for our employees and suppliers to ensure employee-, supplier- and customer health. All employees are represented by Health and Safety Representatives and all employees have the possibility to contribute by reporting risks and incidents during daily operations, or by our daily meetings for HSE, or during HSE inspections/audits.</p> <p>The Main Safety Representative, the Safety Representative and Employees Representatives are all participating in our regular Working Committee meetings where both employees and employers are represented.</p>			
	403-1	Occupational health and safety system	Text	<p>Oda is using QMS as a system for Health and Safety, which contains policies, processes and general requirements for our company. The system is composed by 144 documents in categories covering key HSE subjects including fire safety, food safety and restricted items.</p>			
	403-2	Hazard identification, risk assessment and incident investigation	Text	<p>Our QMS system contain policies and processes relating to hazard identification, risk assessment and incident investigation, including;</p> <ul style="list-style-type: none"> - Risk Management Framework (frequency, methodology etc.) - Module for defining our hazards with mitigating actions, and for follow-up. - Incident reporting and and categorizations - KPIs for internal use and benchmark for the industry, and serious incidents are followed up by conducting root cause analyzes etc. 			
	403-3	Occupational health services	Text	<p>Oda has agreements with external Occupational Health Services in all regions, for support in Health & Safety working committees, risk assessments, HSE inspections, health examination etc.</p>			

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
403-4	Worker participation, consultation and communication on occupational health and safety	Text					<p>All employees are represented by Health and Safety Representatives, and all employees have the possibility to contribute by reporting risks and incidents during daily operations, or by our daily meetings for HSE, or during HSE inspections/audits.</p> <p>The Main Safety Representative, the Safety Representative and Employees Representatives are all participating in our regular Working Committee meetings where both employees and employers are represented.</p>
403-5	Workers training on occupational health and safety	Text					<p>Our internal learning module (LMS) ensures that all employees receive a systematic training of the internal requirements in the Quality Management System (QMS). All employees are given a training package from LMS which ensures that important documents are read and understood by e-learning.</p> <p>The content of the training package is based on what kind of role and function the person has in the company.</p> <p>A new Learning Management System (LMS) is currently being implemented in the organization. This system will provide a more intuitive and specific training for the different roles in the organization. Drivers are the first to be rolled out in the new LMS, and slowly the rest of the roles will be transferred during 2023 and 2024.</p>
403-6	Promotion of worker health	Text					<p>Norway: In accordance to the collective bargaining agreements, all employees are offered occupational health services. All Oda fulfillment center employees also have their own free gym available. We also have an agreement with a gym chain (SATS) that provides all Oda employees discounted membership fees. In addition, we have offered professional counseling through Lysne psychologists in relation to especially tough situations, like following the war in Ukraine.</p> <p>Finland: All employees have occupational health care where employees can see a doctor, nurse, workplace psychotherapist and workplace psychologist. We also have a massage therapist visiting from time to time that employees pay for themselves, but they can use the service during working hours. In addition, we have implemented a substitutive and reduced work operation model for employees who have reduced work ability. We are working on launching an early support model for all employees, for early intervention if the employee needs health support.</p> <p>Germany: We offer mental health support through a third party. We also offered flu shots during the winter season. In addition, we are looking into expanding our health promotion by e.g. giving our employees discounts on gym memberships.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Text					<p>Oda has put in place a number of risk mitigation and prevention activities of health and safety impacts.</p> <ul style="list-style-type: none"> - Risk Management Framework - Risk Assessment is used as a tool for detecting and assigning risk reducing measures. <p>All incidents are being reported, and categorized KPIs for internal use and benchmark for the industry, as well as serious incidents, are followed up by conducting root cause analyzes etc.</p>
403-8	Workers covered by an occupational health and safety management system						<p>Our internal QMS system is not certified, but is applicable for all employees (internal and external) and suppliers.</p>
		%	100	100			

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT	
403-9	For all employees:							
403-9-a-i	Number and rate of fatalities as result of work-related injury	Number	0	0	0	0		
403-9a-iii	Number (and rate) of recordable work injuries	Number	235 (97)	104 (77)	76 (76)	30	Rate calculated based on million hours worked. Increase is mainly due to more work in light of general Oda growth. We have implemented a number of initiatives to improve safety at work.	
Custom	Work-related injuries, minor	Number	222 (92)	77 (57)	52 (52)	14	Rate calculated based on million hours worked. We encourage our people to register all minor injuries, because we believe this is important input to avoid more serious incidents.	
Custom	Work-related injuries, with medical treatment and without absence	Number	2 (1)	19 (14)	0	0	Rate calculated based on million hours worked. 2019 and 2020 data is not comparable with 2021 due to updated processes for categorizing these types of incidents.	
403-9-a-ii	Number and rate of high consequence work related injuries (work related injuries with absence)	Number	11 (4.55)	8 (6)	24 (24)	16	The increase is mainly due to an increase in worked hours. Through tracking of H1 and H2 (benchmark injury indicators), Oda has had a decrease in injuries, even though the total amount of injuries has increased from 8 to 11.	
403-9-a-iv	Main types of work-related injury	Text	Fall Injuries	Fall Injuries	Fall Injuries	Fall Injuries		
403-9-a-v	Number of hours worked	Number	2,413,269	1,345,013	1,001,575			
	For all suppliers working at Oda-controlled workplace:						Not including temp. workers	
403-9-b-i	Number and rate of fatalities as result of work-related injury	Number					Data included as part of 403-9-a	
403-9-b-ii	Number and rate of high consequence work related injuries	Number					Data included as part of 403-9-a	
403-9-b-iii	Number and rate of recordable work injuries	Number					Data included as part of 403-9-a	
403-9-b-iv	Main types of work-related injury	Text					Data included as part of 403-9-a	
403-9-b-v	Number of hours worked	Number					Data included as part of 403-9-a	
403-9-c	The work-related hazards that pose a risk of high consequence injury	Text	Distribution: Traffic Accidents Fulfillment Centers: Forklift Accidents					We continuously strive to minimize the risk of injuries of any kind. The most typical work related injuries for working at Oda includes fall incidents at our fulfillment centers and our drivers slipping on icy sidewalks during winter

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT	
Sick-leave	Custom	Sick-leave total, of worked hours	%	7.7	9.15 (9)*	10.1 (8,9)*	12.1	
		<i>Short term</i>	%	4.8				
		<i>Long term</i>	%	2.9				
		<i>Women</i>	%	9.6				
	Custom	Sick-leave, administration*	%	2.4	1 (1)*	2.5 (2,4)*	2.7	
		<i>Short term</i>	%	1.8				
		<i>Long term</i>	%	0.6				
		<i>Women</i>	%	2.9				
	Custom	Sick-leave, operations*	%	14.0	15.8(13.9)*	16.1 (14.1)*	17.8	
		<i>Short term</i>	%	8.4				
		<i>Long term</i>	%	5.7				
		<i>Women</i>	%	18.9				
		* Leave in () is excluded Covid-related leave						
	403-10-a	For all employees:						
	403-10-a-i	Number of fatalities as a result of work-related ill-health	Number	0.0	0.0	0.0	0	
403-10-a-ii	Number of cases of recordable work-related ill-health	Number	Information included as part of incident data					
403-10-a-iii	Main types of work-related ill health	Text	See 403-10-c					
403-10-b	For all suppliers working at Oda-controlled workplace:							
403-10-b-i	Number of fatalities as a result of work-related ill-health	Number	0.0	0.0	0.0	0		
403-10-b-ii	Number of cases of recordable work-related ill-health	Number	Information included as part of incident data					
403-10-b-iii	Main types of work-related ill health	Text	See 403-10-c					
403-10-c	The work-related hazards that pose risk of ill health, including	Text	We continuously strive to minimize the risk of ill-health. For example, at our fulfillment centers we develop processes and technologies that are ergonomically optimized. For instance by creating picking stations where high volume products are set at comfortable lengths for picking. Nonetheless, picking is physical work that might give some physical wear and tear including joint- and muscle pain in the long run.					
Diversity, equality and inclusion	405-0	How Oda manages diversity and equality	Text	In 2022 the work has been managed by a dedicated Director of Diversity and Inclusion to work specifically with a program that focuses on Diversity, Equity, Inclusion and Belonging. The purpose of the role was to establish and operationalize a company-wide D&I strategy working hands-on and closely with stakeholders and leaders on all levels to ensure we have employees from different backgrounds, and that all people feel comfortable working with the company. Furthermore, dedicated employee resource groups have been set up to drive the agenda (e.g. the DEI task force group and Woda group). For more information, see earlier section of the report on our Diversity and Inclusion efforts.				
	405-1-b	Total number of employees	Number	1299.6	591.9	426.8	347	Estimated worked FTEs for 2019-2021. FTEs end of year for 2022.
		<i>Female employees</i>	%	31	31	29	31	
		<i>Aged under 30</i>	%	49	38	42	53	
		<i>Aged 30-50</i>	%	49	58	55	45	
		<i>Aged over 50</i>	%	3	4	3	2	
		Managers on all levels	Number	290	143.5	109.8	31.0	
		<i>Female managers</i>	%	26	21	20	29	
		<i>Managers aged under 30</i>	%	26	22	28	45	
		<i>Managers aged 30-50</i>	%	70	72	67	55	
		<i>Managers aged over 50</i>	%	3	4	3	0	

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
405-1-a	Board members	Number	8	10	10	11	
	<i>Female board members</i>	%	25	30	30	9	
405-2	Ratio of basic salary and remuneration of women to men	%	89				All position levels
	<i>Oda Norway AS</i>	%	89				All position levels
	<i>Oda Group Services AS</i>	%	84				All position levels
406-0	How Oda manages anti-discrimination	Text	Anti-discrimination is currently managed according to local labor law and information which is communicated to employees in their onboarding and via an Oda Employee Handbook. Reporting methods are being further strengthened in 2022 with the launch of a digital reporting system called SpeakUp which is compliant with the EU Whistleblowing laws and enables a potential discrimination case to be reported anonymously in any language.				
406-1-a	Number of incidents of discrimination	Number	0	0			
406-1-b	Status on the incidents and actions taken	Text	N/A	N/A			
Custom	Parental leave*	Weeks	16	15			Data for Norway only
	<i>Women</i>	Weeks	19	17			
	<i>Men</i>	Weeks	13	14			
	* Average weeks of parental leave is calculated for amount of weeks taken by those with one or more day of parental leave during the calendar year, not including the full length of leave stretching over two calendar years						
Customer health	416-0	How Oda manages customer health and safety	Text	Oda has a defined Quality Management System (QMS) that ensures regulative compliance for each market where we operate (laws and regulations for all countries). QMS is set up for our employees and suppliers to ensure employee, supplier and customer health. See more information under "Occupational Health and Safety"			
	416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Number	100%	100%		
	416-2	Incidents of non-compliance concerning health and safety impacts of products and services (incl. information about fines, penalties, warnings, non-compliance of voluntary codes)	Text	Two Inspections from the Labor Authority, but zero formal remarks		Two inspections from Labor Authority, zero formal remarks	
							Change since 2019 (base year)
Custom	Share of kg sold, fruit & vegetables	%	19.7	18.9	19.7	19.5	1%
	<i>Norway</i>	%	19.7	18.9	19.7	19.5	
	<i>Finland</i>	%	19.5	N/A	N/A	N/A	
Custom	Share of kg sold, poultry	%	1.4	1.6	1.6	1.4	0%
	<i>Norway</i>	%	1.3	1.6	1.6	1.4	
	<i>Finland</i>	%	2.0	N/A	N/A	N/A	
Custom	Share of kg sold, fish & seafood	%	1.6	2.0	2.1	2.1	-24%
	<i>Norway</i>	%	2.0	2.0	2.1	2.1	
	<i>Finland</i>	%	0.8	N/A	N/A	N/A	
Custom	Share of sales, vegan	%	5.1	4.3	3.8	3.1	65%
	<i>Norway</i>	%	4.5	4.3	3.8	3.1	
	<i>Finland</i>	%	12.1	N/A	N/A	N/A	
Custom	Share of sales, vegetarian	%	7.6	6.6	6.4	5.9	29%
	<i>Norway</i>	%	7.0	6.6	6.4	5.9	
	<i>Finland</i>	%	13.9	N/A	N/A	N/A	
Custom	Share of kg sold, plant based dairy	%	1.6	1.1	1.1	0.8	100%
	<i>Norway</i>	%	1.2	1.1	1.1	0.8	
	<i>Finland</i>	%	5.6	N/A	N/A	N/A	
Custom	Share of kg sold, plant based meat	%	0.04	0.01	0.01	0.01	300%
	<i>Norway</i>	%	0.01	0.01	0.01	0.01	
	<i>Finland</i>	%	0.4	N/A	N/A	N/A	

GRI ref.	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
							Change since 2019 (base year)
Custom	Share of sales, organic	%	4.6	4.8	4.9	4.1	12%
	Norway	%	4.6	4.8	4.9	4.1	
	Finland	%	4.4	N/A	N/A	N/A	
Custom	Share of sales, Nordic Swan label	%	2.8	3.1	3.1	3.0	-7%
	Norway	%	2.8	3.1	3.1	3.0	
	Finland	%	3.1	N/A	N/A	N/A	
Custom	Share of sales, healthier labeled products	%	13.0	12.7	13.3	14.9	-13%
	Norway (Keyhole/Nøkkelhull)	%	13.1	12.7	13.3	14.9	
	Finland (Heart Symbol/Sydänmerki)	%	11.7	N/A	N/A	N/A	
Custom	Share of sales, MSC certified	%	0.8	0.9	0.9	0.8	0%
	Norway	%	0.8	0.9	0.9	0.8	
	Finland	%	1.0	N/A	N/A	N/A	
Custom	Share of sales, Fairtrade	%	0.3	0.4	0.4	0.4	-25%
	Norway	%	0.3	0.4	0.4	0.4	
	Finland	%	0.6	N/A	N/A	N/A	
Custom	Share of kg sold, Environmentally certified products*	%	7.3	8.1	8.2	7.2	1%
	Norway	%	7.2	8.1	8.2	7.2	
	Finland	%	8.0	N/A	N/A	N/A	
Custom	Share of kg sold, locally produced food**	%	18.1	16.6	18.4	18.9	-4%
	Norway (Enjoy Norway/Nyt Norge)	%	16.3	16.6	18.4	18.9	
	Finland (Blue Swan/Hyvää Suomesta)	%	35.5	N/A	N/A	N/A	
	* Products certified by to have lower environmental footprint (Includes Debio, EU organic, Fairtrade, MSC and Swan label)						
	** Products labeled as produced in Norway (Nyt Norge) when sold in Norway, and produced in Finland when sold in Finland (Blue Swan)						

Customer Privacy	418-0	How Oda manages customer privacy	Text	In Oda, the Privacy Organization consists of A) two dedicated privacy engineers situated in the Tech Department, B) a Data Protection Officer situated in the Legal Team, C) Privacy Champions in every relevant team. The Privacy Team have cross-functional syncs with both the Legal and Security Team, and is responsible for creating, documenting and operationalizing policies to make sure we take care of our compliance responsibilities towards Data Privacy for our customers, employees and candidates.			
	418-1-a-i	Formal complaints concerning breaches of customer privacy	Number	0	0	0	0
	418-1-b	Total number of identified leaks, thefts or losses of customer data	Number	0	0	0	0

Supplier social assessment	414-0	How Oda manages supplier social assessment	Text	All Oda suppliers needs to conform with the Oda Supplier Code of Conduct, describing concrete requirements to social and environmental impact. A high level supplier screening is conducted by Oda employees in the Oda Supplier Management System. The screening includes whether the supplier has a relevant ISO standard and a media search for controversies. In 2022 we worked to expand our ESG screening of suppliers and are working to further ensure full implementation this new screening in our Supplier management system and provide necessary training. To comply with the Norwegian Transparency Act we have also conducted a wider ESG due dilligence process of our value chain in 2022. See separate section "Supply chain due diligence and risk assessment"			
	414-1	New suppliers that were screened using social criteria	Text	We are in the process of fully implementing our supplier management system across all geographies, and therefore we have yet to include all suppliers to derive a precise share of suppliers screened. The plan is to report this number next year.			
	414-2-a	Number of suppliers assessed for social impact	Number	262	116		

<i>GRI ref.</i>	INDICATOR	UNIT	2022	2021	2020	2019	COMMENT
414-2-b	Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0			
414-2-c	Significant actual and potential negative social impacts identified in the supply chain	Number	0	0			
414-3-d	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result	%	0	0			
414-3-e	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relations were terminated as result of assessment and why	%	0	0			



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