



SUSTAINABILITY REPORT

2024-2025





“No one can do everything, but everybody can do something”

PREFACE

OUR IMPERFECT JOURNEY

The development and growth that we in the affluent countries currently benefit from have come at a high price. This growth has resulted in significant carbon emissions, and climate change is a reality that the entire world must address, as to not jeopardize the future for our children and future generations.

“Climate change is real and human activities are the main cause” (IPCC, 2 November 2014).

It is estimated that the food industry accounts for approximately one quarter of the world’s carbon emissions. However, at the same time, we are also an industry where effecting sustainable changes does not necessarily have to be quite so challenging. With high-quality ingredients and craftsmanship, we have all the opportunities to make sustainability a pleasurable and positive choice

“No one can do everything, but everyone can do something.”

The LOCA Group was founded in 2017 to contribute to what we have always been best at: innovation and creation

TASTE & JOY.

With our LOCA Manifesto from 2021, we finally documented the mindset that drives our motivation to embark collectively on what we refer to as our imperfect journey.

Developed upon the manifesto, we can now present our fourth sustainability report, which, through figures and facts, informs us of our progress on our journey while simultaneously establishing new objectives for our future direction.

PEOPLE ARE OUR PRIMARY FOCUS

We operate under the mantra: “If it can be measured, it can be managed”, and this report is, therefore, replete with numerous intriguing figures and facts pertaining to our sustainability performance from both climate and environmental perspectives. For instance, aspects such as the consumption of local ingredients, carbon emissions, organic content, animal welfare, and more are included, which we look forward to developing further and optimizing in our kitchens and operations in the years to come.

Ultimately, our guiding star on the path toward sustainable gastronomy is not dry statistics, but rather, the love for food - and for people.

For us, sustainability is not solely defined by our raw material consumption. Social sustainability, and thus, the well-being of our employees, constitutes the predominant portion of the LOCA Manifesto. We believe that the well-being of individuals is the most critical factor in enabling us to forge a bright and sustainable future together.

In collaboration with our industry association, Horesta, and our colleagues in the field, we are therefore in the process of delineating the parameters for social sustainability that can be and should be measured in the future. The objective is for our industry to be attractive in any comparison, thus establishing an industry standard against which we can gauge ourselves.

If our industry, as a collective, aims to attract and retain the right individuals, it requires that we, together, weed out the outdated traditions and cultures that deter people from our profession.

INNOVATIVE PEOPLE & CULTURE DEPARTMENT

We continue on the course we are on. In 2025, our focus will continue to be on the people in our organization. Through the establishment of an innovative People & Culture department, we want to further develop our existing LOCA Family concept. It must ensure a focus on the well-being and development of each employee within a strong LOCA community with shared goals.

Another focus for LOCA in 2025 and beyond will therefore continue to be the intensification of our engagement in the industry as a whole and the pursuit of partnerships both within and outside the industry.

We want partnerships where we can collaborate to enhance the foundational conditions for industry stakeholders and ensure better wages, education, and working conditions for employees.

Together, we will work to ensure that the industry as a whole, and the roles of a chef, server, or manager in particular, are appealing to all with a passion for food and hospitality.

We are aware that the path to sustainability is paved with constant dilemmas and compromises. Therefore, we also know that our journey and our approach will never be perfect.

The imperfect journey never truly concludes, but with this report, we take yet another significant step along the way.

With warm regards,


Merete Holst


Dorte Østergaard

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INTRODUCTION

We tend to say that a meal is only sustainable if it gets consumed. However, we also believe that a restaurant can only be sustainable if it is financially sustainable, and especially socially sustainable as well. Hence, at LOCA, we operate with a threefold definition of sustainability, encompassing environmental, economic, and social dimensions.

We aim to do more than just claim to be sustainable; we also aim to prove it. As we often say, "If we can measure it, we can manage it." Therefore, we have developed measurement tools, including those for our ingredient sourcing, which enable us to closely monitor our carbon emissions across our restaurants. These are crucial tools as they allow us to identify areas where we need to make improvements to become even better.

In terms of social sustainability, we are part of an industry that still has much to learn. One of the industry's most critical aspects is how to attract and retain employees. Therefore, since 2023 and in the years to come, we have and will continue to focus on the social dimension of sustainability

We want to clean up the industry's outdated structures, cultures and patterns. We want to be at the forefront of our own company, and together with the industry, create a new future, and a new story about working in the world's best industry - Our industry.

FROM 17 UN SUSTAINABLE DEVELOPMENT GOALS TO 17 LOCA GOALS

In 2015, the UN established a framework for a unified global direction with its 17 Sustainable Development Goals. In 2025, we're taking it up - with LOCA and the LOCA Manifesto as our take on how to make the SDGs a reality in everyday life.

Inspired by the UN SDGs, we have developed our own 17 LOCA goals - concrete, measurable and rooted in our everyday lives, our people and our work - drawn and brought to life by artist Lars Nørgaard, and we look forward to presenting them to our guests, colleagues and suppliers in October 2025.

Together they form LOCA's Sustainability Strategy 2026-2030: a living narrative of why, how and where we work to make a real difference - both now and for future generations.

The 17 LOCA goals are dynamic and will be adjusted annually in connection with the release of our sustainability report. The latest version can always be read in full at [LOCAGRUPPEN.DK](https://locagruppen.dk)

We look forward to continuing our "imperfect journey" and with art as our compass, everyone is invited to join us.

TASTE & CULINARY JOY

At LOCA, we are optimists, not climate fanatics. We are bon vivants, ingredients enthusiasts and aspiring craftsmen. We delight in all the good things the world has to offer, and our love of food and people will always be our guiding star on the road to more sustainable gastronomy. A meal is only sustainable if it is eaten, and we want every bite to taste amazing.

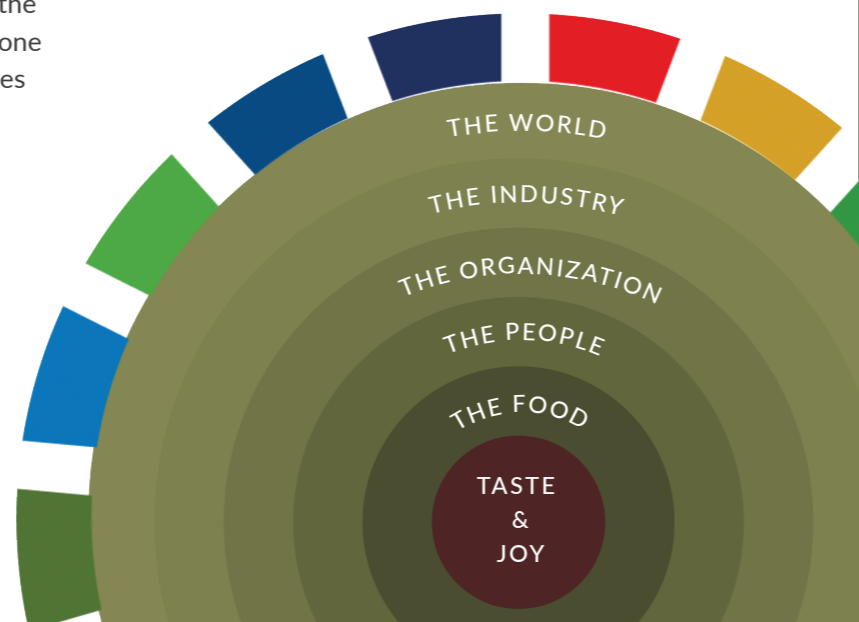
Taste, enjoyment and happy guests are therefore at the heart of everything we do, and the guest experience is always our trump card. Taste often wins over organic farming, CO2 measurement and local ingredients if they are not of the right quality. Because if the taste isn't right, our most important metric suffers:

GUEST AND CUSTOMER SATISFACTION

LOCA Group's objective is always to be 'best in class' – regardless of the culinary level in question. Our success is therefore synonymous with the satisfaction of our guests and customers. We meticulously review every piece of feedback we receive, and we continuously conduct guest analyses for our restaurants and customer surveys for our canteens.

We set the bar high – the goal for all our concepts, restaurants, and canteens is for 80% or more of those who visit us to be satisfied or very satisfied to the extent that they would recommend us to others. This goal was achieved for the group as a whole in 2024, and our new goal for 2025 is of course to continue in the same direction and do even better.

Furthermore, our aim is for our ethos and our restaurants to be recognized by the country's food critics and industry professionals. It is our goal for the LOCA Group to stand as a beacon in the industry, one that not only sheds light on the industry's challenges but actively endeavors to address them.



“Sustainable development is a development that meets the needs of the present generation without endangering the ability of future generations to meet their needs.”

Gro Harlem Brundtland, FN og Brundtland-kommissionen, 1987



THE FOOD



“We strive to craft meaningful, delectable meals through an innovative approach characterized by unwavering quality and deliberate choices.

We reject food waste while embracing local ingredients, organic produce, animal welfare, and sustainable seafood.

We select less meat, more greens, and responsible suppliers that align with the United Nations’ Sustainable Development Goals and the values we aim to embody.

But all of this is irrelevant if the food does not taste exceptionally good. Therefore, choices of inclusion and exclusion always go hand in hand with innovation, curiosity, and a strong craftsmanship, as the sustainable meal must and should make the angels sing.”

LOCAS MANIFESTO



For the registration and optimization of our sustainable food and beverage procurement, we have developed a computational tool capable of analyzing the purchase patterns for each of our restaurants and canteens, based on all invoices. In 2025, we will transition to InFood, an AI-powered tool that retrieves data directly from our accounting system.

This report is prepared for LOCA as a whole, meaning that the metrics provided reflect the group’s total procurement for all outlets. In this section about FOOD, you will find a selection of our measurements, results and focus areas within:

- Plant-based versus animal-based
- CO2 Footprint
- Organic
- Local Ingredients
- Animal Welfare
- Sustainable seafood harvesting
- Food Waste

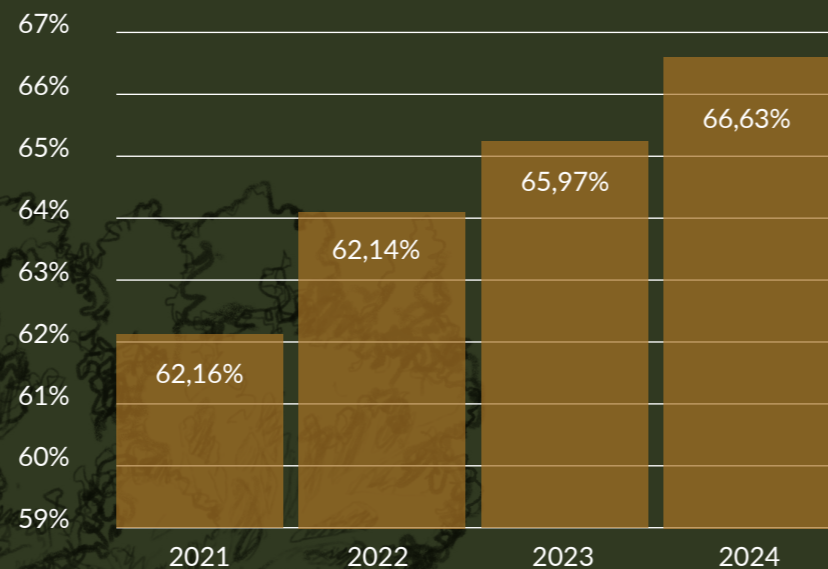
ANIMAL - NON-ANIMAL

In our accounts, we track the proportion of our product purchases from plant-based and animal-based sources, measured in kilograms and liters. It is essential to emphasize that the animal portion includes not only meat but also encompasses our consumption of all animal-based products such as fish, eggs, cream, butter, and other dairy products.

Since we started measuring this, we have minimized our animal-based purchases every year. Figure 1 shows the development over the years. In 2024, we purchased 66.6% plant-based products for all kitchens. We find the distribution satisfactory in relation to our targets for this. We will continue to focus on the area and increase the share of plant-based further in 2025.

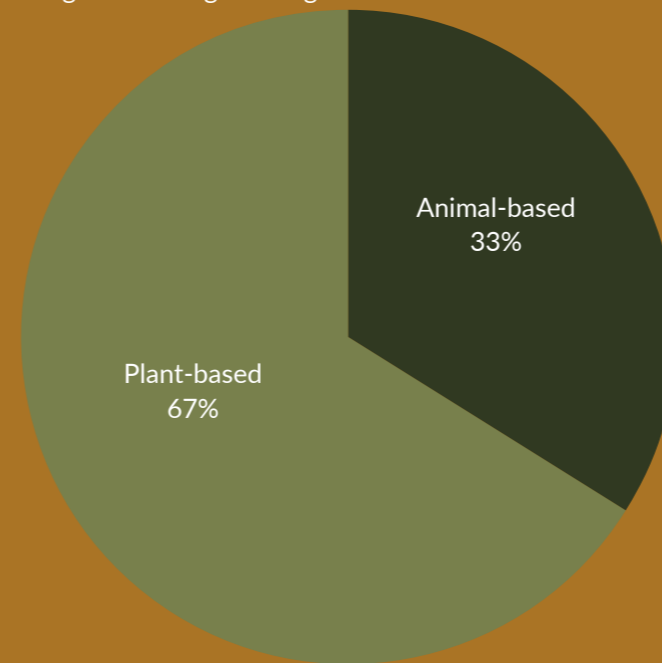
For 2025, our goal is for the share to be between 60% and 90%, following the same principles as the silver label within the organic calculation.

FIGURE 1
Development of purchased plant-based relative to animal-based foods by weight:



Plant-based vs. Animal-free beverages

FIGURE 2
Plant-based vs. animal-based by weight excluding beverages:



Plant-based sandwiches from Kilden i Haven.
Mushroom toast - Sourdough bread with creamy mushrooms.

CO2 FOOTPRINT

We measure our CO2 footprint from purchased food and beverages quarterly and calculate our figures based on The Big Climate Database from Concito.

**34 %
REDUCTION
SINCE 2021**

Our baseline and starting point for our measurements is 2021, and we have continuously improved, and in total by **-34%**, we aim to minimize our food footprint by 40% by 2030 and to a "net-zero" situation in 2050, regarding our purchased food and beverages. We are very pleased with the result and well on our way. See the development in Figure 3.

In Figures 4 and 5, we illustrate the distribution of the CO2 footprint and our purchases by weight for 2024, categorized by the different product groups purchased.

In 2025, we will again make a number of efforts in our kitchens to achieve our goal of minimizing the footprint by -40% in 2030.

FIGURE 3
Figure 3 Development of CO2 kg eq. per kg purchase since 2021

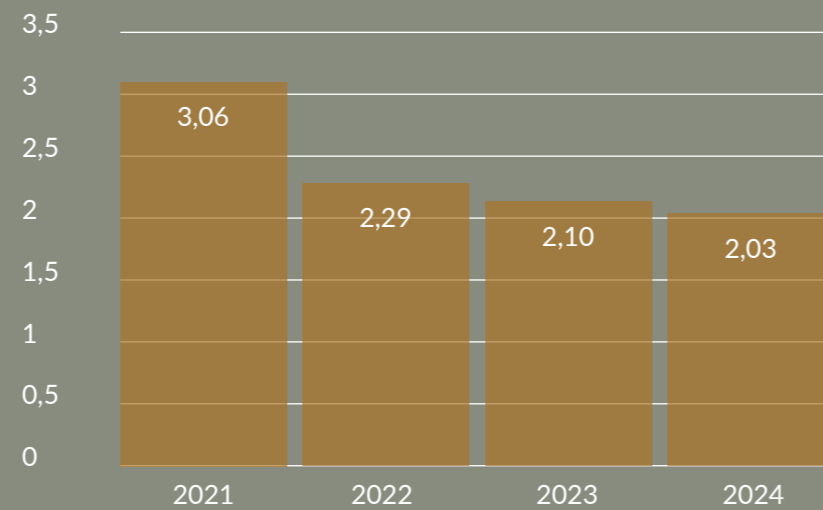


FIGURE 4
Distribution of CO2 footprint across product groups

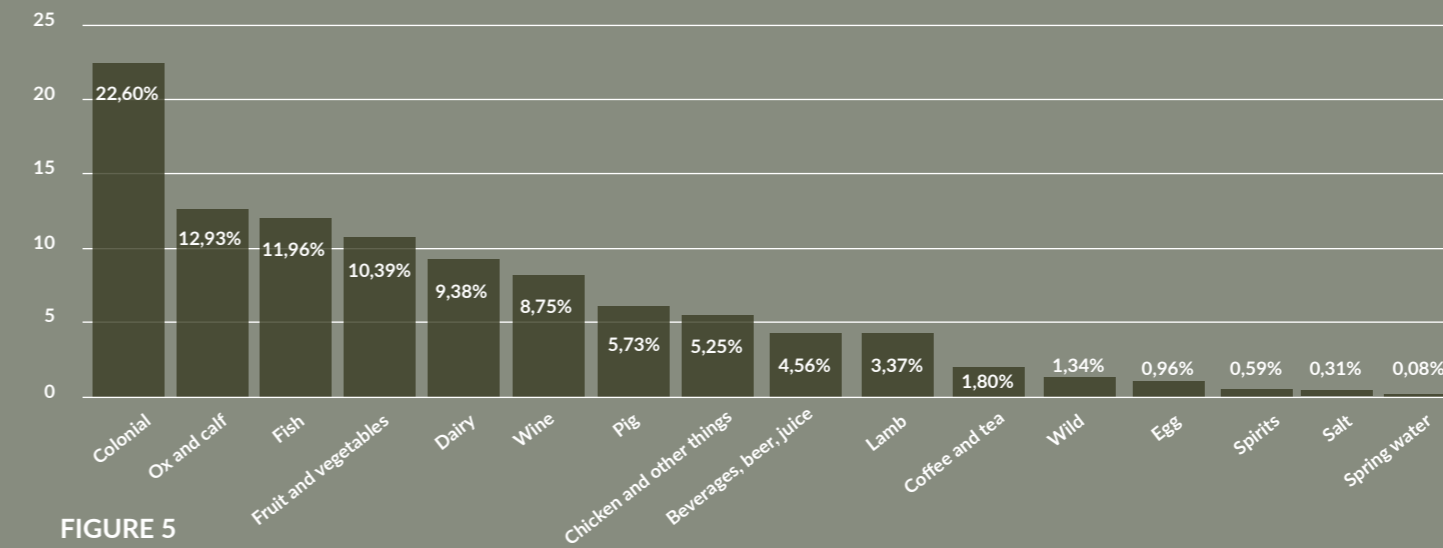
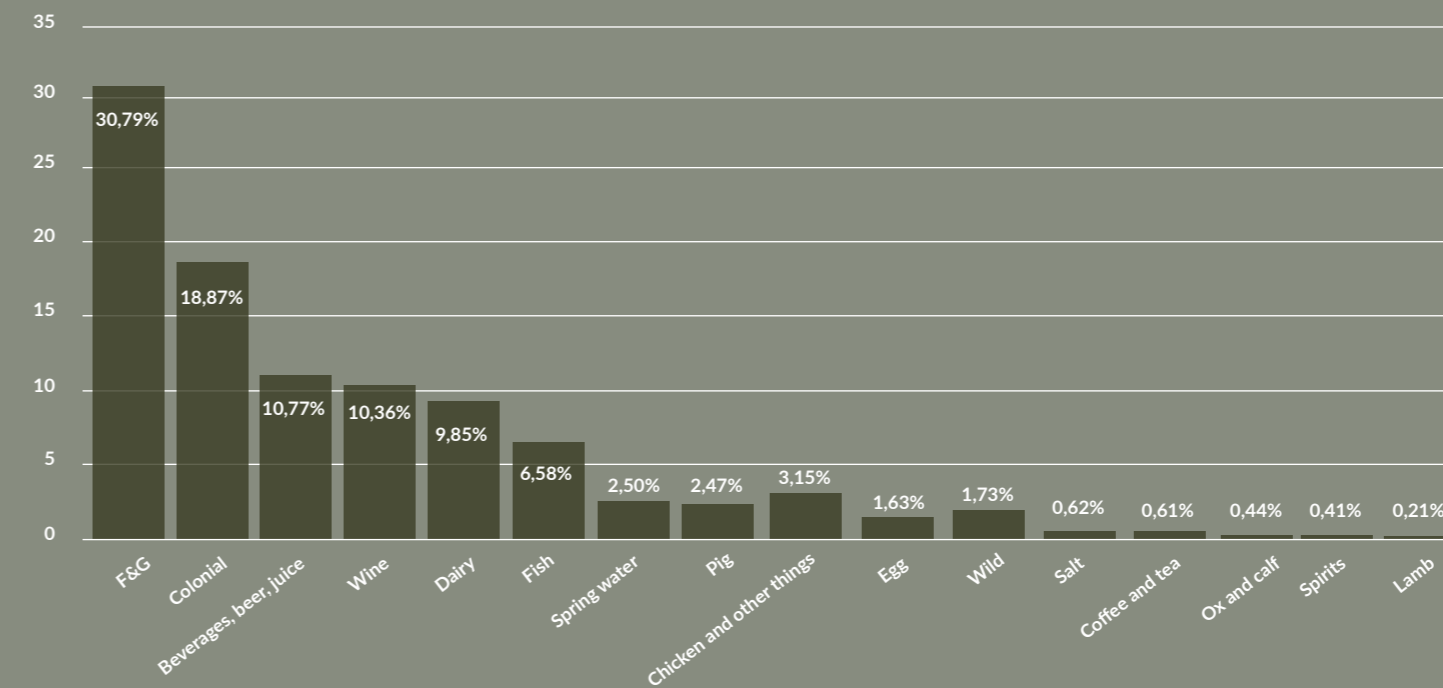


FIGURE 5
Distribution of purchased kg. across product groups – Purchases in kg. 2024



WE PUT ALL OUR EGGS IN ONE BASKET

98.8% organic eggs throughout the entire LOCA Group

VARIOUS FACTS ABOUT ORGANIC SHARES PER PRODUCT GROUP IN 2024

DAIRY, INCL. CHEESE	89.5%
FRUIT AND VEGETABLES	60.6%
EGGS	98.6%
WINES	80.4%



ORGANIC PRODUCE

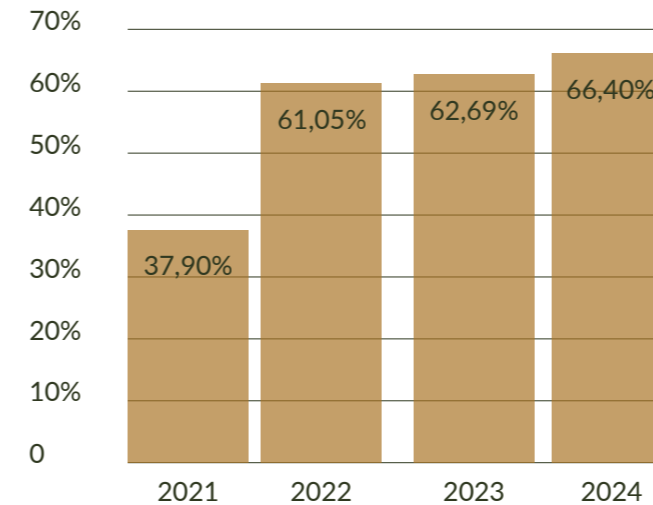
Our goal for 2024 was to ensure that all kitchens have a silver cuisine label and that our total organic % was at least 65%. In 2024, we took an extra leap forward and have now improved by 42% compared to our baseline in 2021. Despite the ever-increasing prices of raw materials, we have managed to increase the share of our organic purchases while maintaining a positive bottom line for 2024. Our organic share reached 66.4%.

Of Denmark's 17,681 eateries*, only 260 restaurants, catering or cafés (*1) have an organic cuisine label, which means that only 1.47% prioritize organic food, which is surprisingly low. All of LOCA's kitchens have achieved the Silver Organic Cuisine Label.

* Source Horesta - figures from 2023

*1 Source The Danish Veterinary and Food Administration - figures from start 2025

FIGURE 6
Development of organic purchasing



Plant-based vs. Animal-based without drinks

42 % MORE ORGANIC SINCE 2021



LOCAL INGREDIENTS

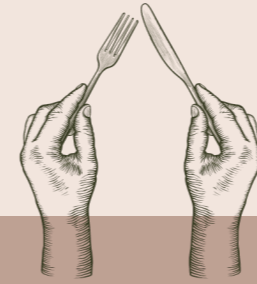
We continue to define local ingredients as products produced in Denmark primarily using Danish ingredients.

However, there are several issues with the concept of 'local ingredients' – how is 'local' defined? How far from the kitchen should the ingredients or products be grown or manufactured, and where do the feedstuffs for animal production come from? For instance, one can consider whether a Danish pig can be marked as local if it has been fed with soybean meals imported from South America? Furthermore, there can be challenges regarding meat cuts. In the best-case scenario, they can originate from animals from Danish herds that were born, raised, and slaughtered in Denmark. However, it also happens that animals are born in one country, raised and slaughtered in another, and finally processed in Denmark – is the meat then considered Danish?

These are issues we address and continually investigate opportunities for improvement within. One of the major challenges we encounter in our desire and commitment to purchase local ingredients is that there are times of the year when Danish ingredients are not available. So, what is the best choice in that situation?

Furthermore, we have a desire to celebrate the changing of the seasons, so we accept, for instance, using German or French asparagus in the spring, when the Danish ones are not yet available. Therefore, we do not have a goal that all the food we use must be 100% local or Danish. However, by 2030, the share of Danish products should account for 60-90% of our raw material purchases. In 2024, that share was 51.7%, which is unsatisfactory in relation to our goal. This is an area where we have fallen slightly compared to 2023.

In 2025, we are launching various initiatives, particularly in fishing and vegetables, to identify additional Danish producers who can supply goods to our kitchens. We do not expect the share of local produce to increase significantly in 2025; however, the effect is expected to be visible in 2026.



GENERAL DEVELOPMENT FOR THE ENTIRE LOCA

2021 - 47.1%
2022 - 56.6%
2023 - 54.9%
2024 - 51.7%

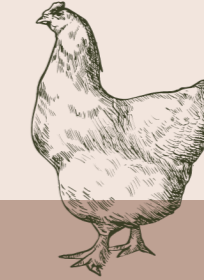
We are satisfied with this level. Please note that some of our beverages, especially wines, do not come from Denmark. Without our purchases of wine, the total number of purchased Danish raw materials in 2024 will be 57.7%



DANISH FRUIT AND VEGETABLES

2021 - 54.2%
2022 - 46.4%
2023 - 47.3%
2024 - 44.4%

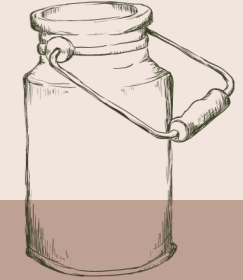
There are parts of the year when it is difficult to obtain vegetables from Denmark, but we are not satisfied with the result, unfortunately we have not succeeded in increasing the proportion of fruits and vegetables from Danish producers, which remains a focus area.



MEAT AND POULTRY

2021 - 57.9%
2022 - 85.4%
2023 - 63.5%
2024 - 66.2%

The decrease from 2022 to 2023 is due, among other things, to the fact that we have not been informed on some of the data where the animals come from and we have served a lot of game, which does not always come from Denmark. In other words, there is greater uncertainty in the 2023 data. However, it seems that we will purchase more from Europe than in 2022. We want to get back to the level from 2022, which is a focus area for 2024 and 2025



DAIRY INCL. CHEESES

2021 - 96.6%
2022 - 95.2%
2023 - 95.4%
2024 - 91.9%

We still have a very high proportion of Danish dairy products. We are very satisfied with that. Within the cheese category, we also accept other good European products, but we still have high ambitions for dairy as a total group, that most must be Danish.

ANIMAL WELFARE IN CONNECTION WITH ANIMALS ON LAND

We set focus areas and measure our purchasing behavior in the areas: pork, chicken, veal/beef and dairy.

Our objective for 2024 was to have at least half of our meat purchases come from stocks and herds that can be described as "welfare-friendly". Currently, we define "welfare-friendly" as being organic, free range, and/or labeled with the Danish Food Agency's animal welfare hearts.

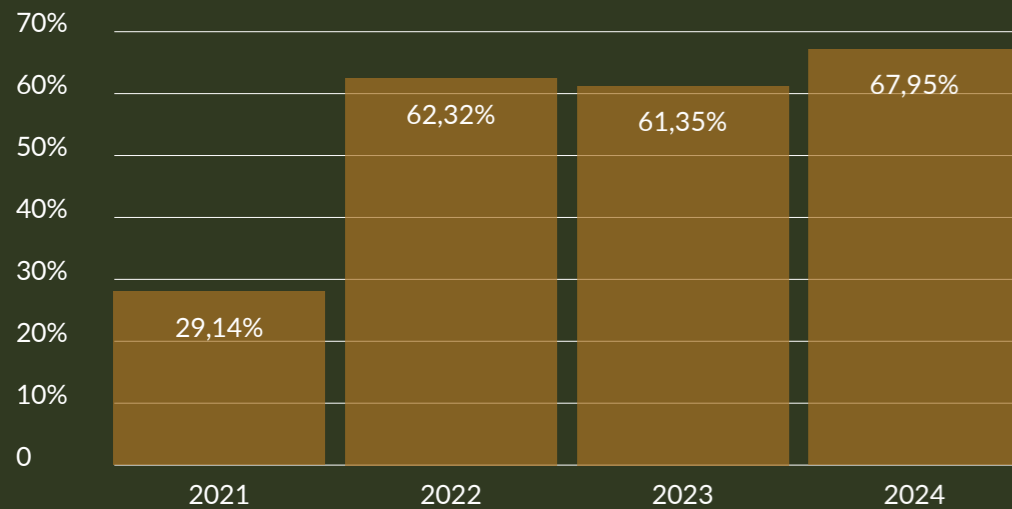
In 2024, we achieved our target, and the share has increased again compared to last year. See Figure 7 for the development of our behavior since 2021.



We are changing our ambition level for animal welfare, which in the future must follow the principles of the Silver Organic Cuisine Label.

This means that in the future it must be between 60 - 90%.

FIGURE 7
Development of animal welfare.



PORK

We prefer to use pork from organic or other welfare livestock. Organic food was the highest in 2024 at 65.88%, and overall, the share increased slightly compared to 2023 and is above our overall target:

2021	49,4%
2022	71,9%
2023	65,9%
2024	69,9%

CHICKEN

We prefer to use chickens from Danish, free range farms with a minimum classification of "better animal welfare," indicated by the Danish Food Agency's heart label. In 2024, our focus was that at least half of our chickens should be welfare compliant. The development has been very positive and the share has increased a lot in 2024 compared to 2023:

2021	54,4%
2022	62,5%
2023	71,3%
2024	83,3%

EGGS

Our eggs must originate from organic farms. That it is not 100% is due to some receiving replacement deliveries when we could not get organic eggs. Proportion of purchases of organic eggs:

2021	98,4%
2022	98,5%
2023	98,8%
2024	98,6%

VEAL AND BEEF

We used slightly less veal and beef in 2024 than in 2023; however, this should be viewed in light of the fact that we purchased more raw materials in 2024 than in 2023. Our goal is not to stop offering veal and beef, we want to continue to do so. The share of our welfare and organic purchases is still too low compared to our targets, which is a focus area for 2025 and 2026:

2021	44,8%
2022	40,6%
2023	12,8%
2024	28,7%

DAIRY

In terms of dairy, we have a target of at least 70%, because we also want to offer exciting cheeses from Denmark and Europe, which are not always organic. The goal was well achieved in 2024:

2021	86,2%
2022	83,0%
2023	86,4%
2024	89,4%



SUSTAINABLE FISH & SEAFOOD

FISH AS AN IMPORTANT RAW MATERIAL

Fish constitute a significant and meaningful portion of our raw materials. When it comes to sustainability and animal welfare in fisheries, the most important parameters for us are fishing methods, fishing areas, stocks. We use WWF's fish guide as a reference point but, equally importantly, we collaborate with our partners in the field to delve into our specific practices and goals for a more sustainable direction.

METHODS OF CAPTURE

We measure fishing methods to raise awareness of their impact on fish and the areas where they are caught. However, this is a complex topic with many different aspects, and we have sought advice from our fish suppliers among other sources. An example of the complexity in this area, is the traditional Danish purse seine fishing method. Initially, it is considered a relatively sustainable fishing method because, unlike bottom trawling, it does not, for instance, damage the seabed. On the other hand, it can be argued that the purse seine method is not sustainable because it consumes a relatively large amount of fuel compared to other fishing methods. Our goal is to purchase fish that are caught according to principles that can be considered 'better', and we make choices regarding

fish accordingly based on these criteria. In this specific example, however, we have chosen to categorize the purse seine method as a 'slightly better' fishing method, as our approach to sustainability in the fishing sector primarily emphasizes gentle harvesting, healthy fish stocks, and avoiding potential overfishing.

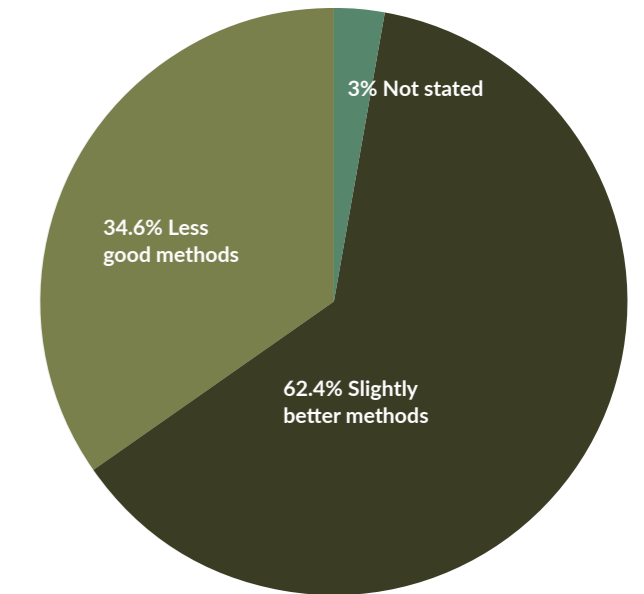
DATA ON FISHING METHODS

We consider trawl, flyshooter, and bottom scraping as "less favorable" fishing methods. The "slightly better" fishing methods include purse seine, gillnets, bottom set nets, fyke nets, aquaculture, hand gathering, seines, and longlines.

MEASUREMENT OF FISHING CATCH METHODS

Regarding with fishing, we measure in two areas: origin in relation to catch areas and how the fish was caught. We have chosen this method to create as much transparency as possible, and to educate ourselves in understanding what it means to choose gentle and less gentle fishing methods, as well as what the different fishing methods actually mean. Figure 8 shows the distribution of the different fishing methods used in connection with the purchase of fish for 2024.

FIGURE 8
Distribution of fishing methods 2024



DEVELOPMENT FROM 2021:

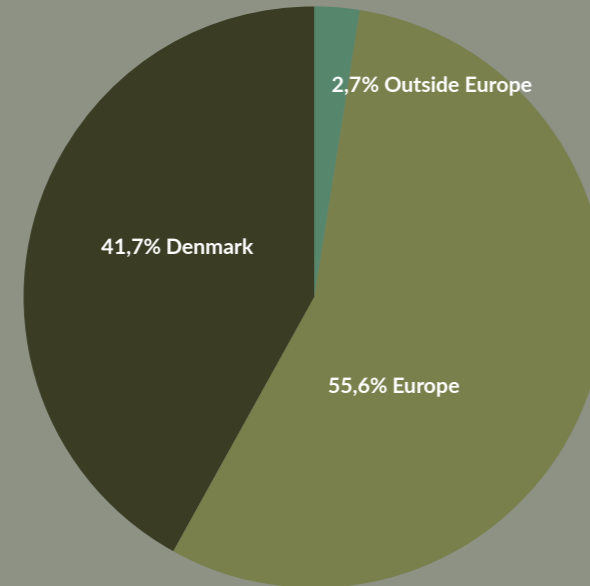
2021	76,5%	2023	65,4%
2022	61,5%	2024	62,4%

Our goal was to reach 75% by 2024. We have not achieved that. Going forward, that is still our goal and "slightly better fishing methods" should be between 60 – 90%, the same calculation principles as the Organic Food Label in silver.

MEASUREMENT OF ORIGIN AND CATCH AREAS

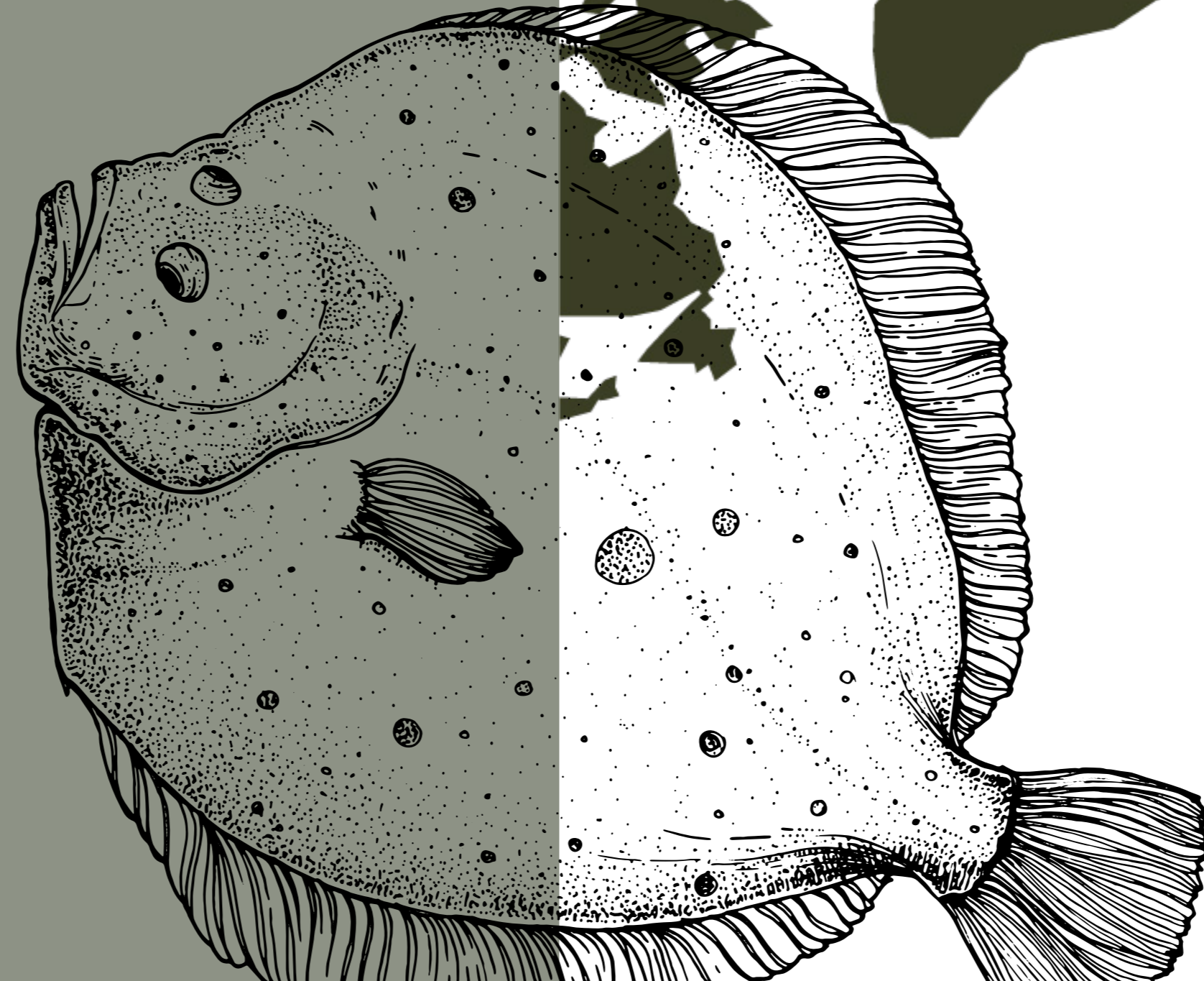
Our aim in 2024 was for all fishing to at least come from the "FAO 27" fishing area, and half from nearby areas to Denmark, which are the subareas 27.4b and 27.3a,b,c. The latter, however, turns out to be more and more problematic. We can see that we are close to achieving both of our goals, but we are finding it challenging to increase our purchases of fish from areas close to Denmark. This is believed to be a consequence of the challenges Danish fisheries are experiencing these years. Figure 9 shows the distribution of the areas where the purchased fish came from in 2024.

FIGURE 9
Distribution of fishing areas 2024



THE NATURSKÅNSOM LABEL

In 2023, all kitchens were registered with the NaturSkånsom label, which means that we can market the label in our restaurants and canteens when we use fish caught according to these principles. Obtaining fish with the NaturSkånsom label in 2024 was challenging, as quantities were limited, and for most of the year, it was unavailable. We hope to deliver fish caught in accordance with these principles through collaboration with one of our key suppliers in 2025.



Focus areas for 2025-2026:

We still have the ambition that half of all fish and seafood must come from areas close to Denmark, from subareas 3.a,b and 4.b. However, we keep a close eye on the situation, because if it either becomes too expensive or if it is not possible at all due to missing quantities, we accept that it will be slightly less. It is still our aim that all fish must come from fishing area FAO 27.

FOOD WASTE

In any household, food waste equates to poor kitchen economics, and in our professional kitchens, food waste is also monitored through our financial metrics with monthly budget reviews on the kitchen percentage, which represents the share of food purchases in the revenue. When we look at food waste, we distinguish between two fractions: food that could have been eaten, and food that could have been avoided - the actual food waste that we cannot avoid. We record our food waste in two areas:

1. Data from our waste management company
2. Data directly from measurements in the kitchen

Both areas present challenges in terms of data accuracy. Firstly, we do a lot of our own research on food waste, which results in a higher weight in the waste because it contains water, and we have not yet found a method to take the weight of water out of the calculation. This means that in both areas there will be an "artificially" high content of water.



Secondly, the data from the waste management company does not distinguish between waste that could have been eaten and waste that is simply leftovers. Hence, everything gets mixed up here, resulting in less accurate data. And several of our kitchens share waste areas with others. As a result, some others may have used our containers, and therefore, it can lead to the food waste figure being inflated.

In 2023, we built a more accurate system, and in 2024, we implemented it in one of our kitchens. Here, we can better measure our own and our guests' behavior, which will provide a clearer picture of our overall waste and food waste profile. The figures here show a difference compared to figures from our waste management company.

DEVELOPMENT IN KITCHENS WHERE WE ONLY MEASURE WASTE SENT TO RECYCLING:

Total food waste in relation to purchased kg:

2022 15,6%
 2023 16,1%
 2024 14,0%

In the kitchen where we measure food waste directly – 2024:

- Total food waste in relation to purchased kg: **9.7%**
- Food waste per person per day (waste that could be eaten): **36 gr.**
- Food waste per person per day (waste that cannot be eaten): **89 gr.**

IMPACT OF FOOD WASTE ON CO2 FOOTPRINT

Food waste has an impact on the CO2 footprint, and to put it into perspective, here we compare the food waste footprint for 2024 with the savings achieved by minimizing the use of animal-based food compared to our 2021 baseline:

- CO2 associated with total food waste 2024: **46 tonnes**
- CO2 improvement since 2021 due to minimizing animal sourcing: **167 tonnes**

Our goal is to further minimize food waste in the coming years by implementing our measurement system in more kitchens.





We will do away with outdated traditions and cultures, lack of diversity and inequality throughout the food chain.

It is people who create unforgettable experiences, and community and togetherness are essential if you want to create change. In the LOCA family, we are driven by strong values such as joy, curiosity, orderliness and a powerful will to create essential cultural changes within: Sustainable gastronomy, gender equality and diversity.”

LOCAS MANIFESTO 2. THE PEOPLE

LOVE

is

LOVE



THE PEOPLE

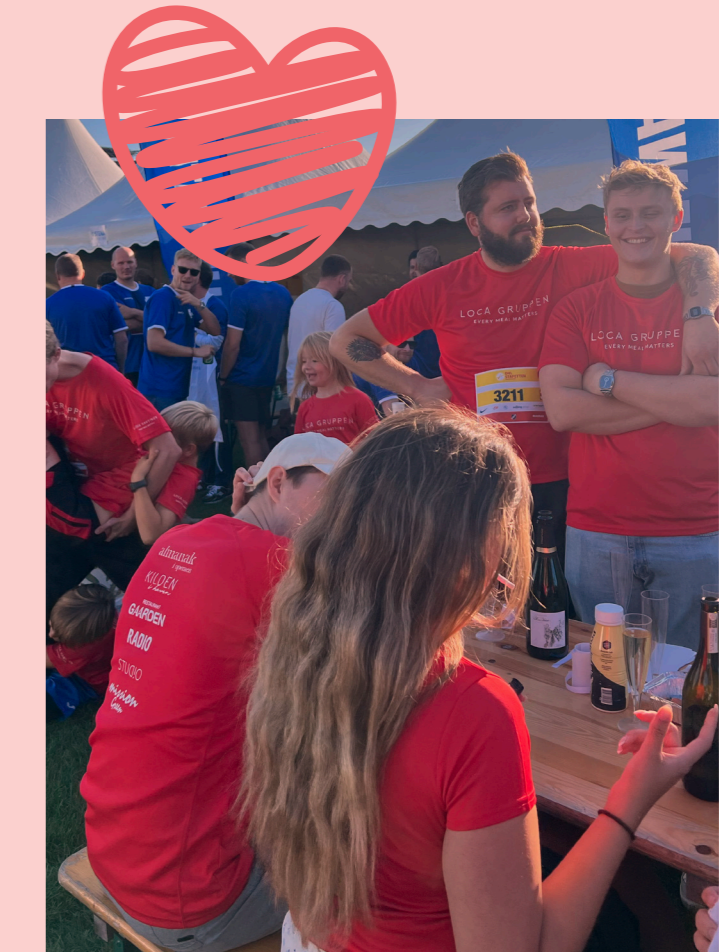
“It is people and craftsmanship that create unforgettable experiences, and community and solidarity are essential when striving for change.”

Poor working conditions, a harsh work environment, and a lack of diversity have permeated the restaurant industry for many years, and these are just some of the reasons why many individuals leave the industry after a short time. This is something we need to change.

It is paradoxical that this is the case in an industry fundamentally focused on making others happy and comfortable, something that can only be fully achieved when one feels good themselves.

In our industry, and in pursuit of our vision, we are entirely dependent on good, happy, and generous people, and that is why people constitute the largest part of the LOCA Manifesto. People are the most crucial factor in enabling us to create a bright and sustainable future, both for our own businesses and in the food industry as a whole.

No one should be mistreated when they go to work. On the contrary, we are constantly working to create an environment and a culture where there is, and must be, room for everyone. A workplace where everyone feels welcome and valued.



Our employees' job satisfaction and well-being are one of the cornerstones of LOCA Group, and since our last sustainability report for 2021-2022, we have welcomed many new employees.

In 2022, LOCA Group only had a total number of employees corresponding to 20 full-time positions spread over four establishments. At the time of compiling this report in 2025, this number has grown to approximately 60 full-time positions spread across approximately 100 employees in eight establishments.

With the increase in the number of employees, LOCA Group has, since 2024, placed significant attention on establishing a "People & Culture" department, with the vision of becoming the best and most innovative of its kind in the industry.

In collaboration with the industry organization Horesta and a steering committee of their members, we have set out to define what the future People & Culture department should look like for our industry – and, as a result, how not only LOCA Group but the entire industry can become an attractive workplace.

A DATA-DRIVEN TRANSFORMATION OF THE INDUSTRY

In collaboration with our industry colleagues, we are currently in the process of defining the parameters of Social Sustainability that we can, should, and will measure in the future, even though there is no legal requirement to do so.

The goal is for the restaurant industry, and the choice of education and career within it, to be attractive in any comparison, especially when compared to other vocational education programs.

Therefore, we need to establish common parameters that we all measure – thereby creating an industry standard against which we can benchmark ourselves. Through measurements, we can identify weaknesses and opportunities for improvement, so that together, we can make our industry a better place for everyone. For more information, please refer to the INDUSTRY section on page 38.





In LOCA Group, it is our vision and goal to offer the industry's most attractive workplaces built on a foundation of:

- Joy & Development
- Inclusivity & Integrity
- Cohesion & Individuality

Our focus and areas of effort in the coming years include:

- Well-being & Work-life Balance
- Education & Personal Development
- Diversity & Inclusion
- Gender Equality – including men and their right to paternity leave

LOCA Group's People & Culture department aims to create a strong, values-based culture with a focus on the well-being and development of each employee within a strong community, where the course is set towards clearly defined common goals.

The department is a further development of our former LOCA Family, and the department's biggest tasks in 2024-2025 have been both attracting and connecting employees, while the focus areas have been defined as clear communication, good well-being and personal development.



WELL-BEING

Employee satisfaction surveys in LOCA Group: Targeted work towards a better working environment.

In 2025, we conducted another internal employee satisfaction survey for the entire LOCA Group. The aim was to get an analysis of both the physical and psychological work environment, and we included the mandatory workplace assessment (APV) questions.

The survey was the same as the last employee satisfaction survey and, of course, anonymous to ensure honest and open answers (see the appendix for methodology and questionnaire).

Moving forward, we will continue to carry out at least one annual employee satisfaction survey - both at departmental level and for the LOCA Group as a whole. We also want to include a separate survey for our part-time employees, to ensure that we have a picture of the well-being of all our employees in all different employment situations.

Our employee satisfaction survey is designed to measure various parameters, and among several defined goals for 2025 were the following:

- Over 80% of all LOCA employees should thrive, thrive significantly, or thrive very significantly in their job and at their workplace.
- Less than 10% of all LOCA employees should feel critical about their well-being in their job and at their workplace.
- Over 70% of all LOCA employees must experience that their work makes sense and that it contributes value to be part of the journey towards sustainable gastronomy.

Here we achieved the target and we are working to be able to improve this in both 2024 & 2025.

In LOCA Group, there is absolutely ZERO TOLERANCE for bullying and other offensive behavior, and we, therefore, aim to take immediate action when and if this occurs. It is, therefore, a clearly defined goal for LOCA Group to finish implementing an effective whistleblower system in 2025.

In 2024, in addition to our own employee satisfaction survey at LOCA, we carried out our first employee satisfaction survey in collaboration with HORESTA to see how our organization looks in relation to an industry benchmark.

EMPLOYEE SATISFACTION SURVEYS AT LOCA GROUP: BETTER HOSPITALITY WORKPLACE. AN INDUSTRY BENCHMARK

Better Hospitality Workplace has developed a questionnaire focusing on Social Capital and Leadership Quality – two factors that are crucial for well-being and the work environment. Together they provide a nuanced picture of how the work environment is perceived in the organization.

High social capital is characterized by a work environment distinguished by trust, fairness and strong relationships, while high leadership quality has a direct positive effect on well-being, productivity and results. However, it is important to emphasize that these two dimensions alone provide a general insight. In order to work purposefully with well-being, other relevant factors must also be considered – something that is incorporated in LOCA's own well-being analysis.

The analysis reveals that LOCA outperforms the industry benchmark in both social capital and leadership quality overall. It also shows that employees generally experience clear opportunities for development to a greater extent than in the industry.

However, there are also areas with potential for improvement. In particular, the employees' experience of work-life conflicts is a point we want to work actively with. How we can best strengthen work-life balance and create greater flexibility for our employees remains a key focus area for the LOCA Group in the period 2025-2026.



LOCA COMPETENCE

LOCA COMPETENCE is part of LOCA's People & Culture department and aims to continuously develop, optimize and share knowledge and skills across the entire organization. Initiatives range from internal and external workshops to Master Classes, courses, theme trips and inspirational journeys – all with a focus on professional development, knowledge sharing and strengthening the LOCA culture.

This includes the following skill-enhancing events planned for 2024-2025:

- Intro courses – internal course for all new employees.
- Participation in relevant courses and training programs
- Participation in relevant sustainability courses at MAD Academy
- Supplier visits and collaborations that provide new knowledge
- Participation in coaching programs with a focus on personal development
- Participation in mental health day
- Organizing 'Field trips' – day trips with relevant content for chefs and waiters.
- Organizing an annual theme trip in Denmark with overnight stays for managers and sous chefs.
- Annual inspiration trip abroad for the management team and key employees.

Development, both personal and career development, is a cornerstone for growth and progress at LOCA, but also for the industry in general. Our goal is that a job in the industry should generally be an attractive choice in every comparison with other vocational training, and specifically we want a job to be attractive for a lifelong career in the industry, and preferably at LOCA.

At LOCA, we therefore also offer development and training opportunities to our employees at all levels. Be it teaching Danish and Danish culture for our foreign employees to the

opportunity to get Denmark's most recognized management training courses on your CV. Ultimately, we offer partnership in parts or all of LOCA

In 2024, we prepared a three-year tailor-made training course as a skills boost for all current and future managers at LOCA. The process runs from 2024-2026 and includes a group of 25 employees consisting of all our restaurant managers, chefs and selected sous chefs and management talents across all departments at LOCA.

In 2024, the group completed two modules on the topics:

ORGANIZATION – WITH PSYCHOLOGICAL SECURITY

Fundamental understanding of being a manager at LOCA, and thus being a role model with understanding for oneself and others, and giving space and courage for open and honest communication.

BUSINESS UNDERSTANDING

Extended business understanding of contexts in operations, LOCA's financial key figures, management reporting and the development of a financial improvement culture with a focus on costs and quality

In 2025, the group will be offered two more modules on the subjects:

SALES, SERVICE AND HOSPITALITY

The purpose is to strengthen the understanding of the interaction between service, experience and hospitality and to develop skills to identify and create initiatives that increase both guest value and loyalty.

SERVICE SALES

In this course, our managers learn to create sales through nudging, storytelling and goal management – so the guest feels that the host is in control and can be confidently guided to the right choice. They also learn how to teach this to others.

In 2026, the group will finally be offered individual modules according to personal needs and interest.

The program has been prepared in collaboration with Denmark's leading knowledge center within hospitality, Asnæs & Vangstrup, and each module ends with an exam and a number of credit points are awarded. Upon achieving a total of 50 points, direct access is granted to the Danish vocational program HD 2, which across all industries in Denmark is considered, and recognized, as a high-level academic program.

As part of the training program, the same group and other LOCA employees participated in a four-day leadership course with leadership coach Ulrik Lyngø in 2024. The course, funded by several employers, including LOCA, and facilitated by HORESTA, brought together hospitality leaders from all over Denmark with a focus on strengthening leadership skills and promoting a positive development of the industry culture.

Since 2024, LOCA has employed a permanent management coach, Birthe Frøkjær from Make Life, who will support both managers and employees in enhancing their mental well-being, personal skills, and individual development. The aim is to create a work environment where each individual experiences balance, direction and the opportunity to grow – both as a person and as a colleague.

In 2025, she has designed a three-part development program to help employees unlock their potential and strengthen their emotional intelligence. The program focuses on self-awareness, communication and relational understanding, so that participants are better equipped to create collaboration, well-being and presence in everyday life – and thus become even stronger and more competent colleagues at LOCA.

LOCA COMMUNITY & BENEFITS

LOCA COMMUNITY & BENEFITS aims to transform LOCA into more than just a workplace and therefore organizes activities and social gatherings for all colleagues regardless of age and interests.

In 2024 & 2025, events such as summer parties, holiday celebrations, the DHL relay, and other activities were organized and allowed family and friends to participate as well. These events will continue and be further developed in 2026.

LOCA's employees continue to be offered an attractive staff discount, enabling them to invite friends or family to experience one of the group's restaurants at highly favorable prices.

Furthermore, LOCA has chosen to sponsor a child in one of the world's poorest countries for each full-time equivalent position the group employs in Denmark, and all permanent employees in the LOCA group are offered the opportunity to become the personal contact and supporter of an underprivileged child whose education or living conditions are sponsored by LOCA Group.

DIVERSITY - INCLUSION - EQUALITY

In all LOCA's establishments, diversity should be celebrated, and inclusion and equality should not only be a given; they are and should always be cherished virtues.

The industry is in dire need of trained as well as untrained hands like never before. Far too many have already opted out of the industry, and far too many do so before the age of 40. Simultaneously, far too few choose to pursue an education as either a chef or a waiter, and of the already small pool, only about a quarter are women.

Therefore, a continued focus area for LOCA in 2025 and 2026 will be to intensify our commitment to the industry as a whole and seek a voice and influence through which we can improve the basic conditions for industry players.

Through this effort, we aim to promote diversity and make the industry and the professions of chef, waiter, or manager appealing to people of all genders and ages.

We continuously strive to be a role model in this area, and in 2024, we started measuring our diversity with a focus on both gender and ethnicity. The results serve as a basis for concrete initiatives to ensure greater inclusion, equality, and diversity across LOCA.



THE ORGANIZATION



"We aim to establish the framework for an economically sustainable business capable of self-sufficiency in a competitive market while continuing to make a positive impact for generations to come. The path to achieving this is paved with integrity and relies on professionally managed enterprises and the involvement of a culture-sustaining ownership group among key employees. Co-owners who, through their leadership, commitment, and enthusiasm, contribute to ensuring clear communication, well-defined objectives, and favorable working conditions. Additionally, we will always strive for responsible production with minimal consumption of energy, chemicals, and plastics, and maximize the use of renewable energy sources."



LOCAS MANIFESTO 3. THE ORGANIZATION

'A sustainable business starts with ourselves.'

LOCA was founded as a turnaround project in 2017, and 2-3 years later, in 2020, COVID-19 restrictions emerged, presenting minimal compensation opportunities due to the negative operations of previous years.

In 2023, we successfully repaid all external debt incurred due to COVID-19, and in 2024, LOCA as a whole achieved positive operations across all businesses and business areas.

True to our Manifesto on financial sustainability, 2024 was also the year we had to close the gourmet restaurant STUDIO after many months of no guest inflow and millions in losses. STUDIO will be followed in mid-2025 by a new and more affordable gourmet concept in the same premises.

Our growth strategy from 2025 is not necessarily to get bigger, but always to get better and stronger. Our goal and strategy until 2030 are therefore to continue consolidating the company on a healthy and strong foundation, with the opportunity for long-term investment for these very purposes.





LINEN AND CLOTHING

We collaborate with the Swan-labeled laundry service, Textilia, and use their 'UPCY' line for employee clothing. This clothing is made from textiles that were previously used for other purposes by DFD's customers. For more information about 'UPCY', please refer to Textilia's website.

CHEMICAL PRODUCTS

Our goal is to exclusively use Swan-labeled products for cleaning and similar tasks. The majority of the products we use are Swan-labeled, but we encounter difficulties in finding such labels for items like oven cleaning tablets and chemicals for tough tasks. In these cases, there are either no Swan-labeled alternatives available, or the alternative involves using too much of the Swan-labeled product without achieving a completely clean result.

PLASTIC

We minimize our consumption of plastic, and our purchases are primarily related to food storage. For example, plastic wrap and plastic containers that extend the shelf life of food. In this regard, we have not found alternatives that preserve food as effectively, for as long, and at a comparable cost as plastic containers. However, this is an area that is continually evolving, and we closely monitor new alternatives.

THE INDUSTRY



“We will seek partnerships within the industry and collectively contribute to creating a healthy and sustainable industry culture. Poor leadership fosters negative working environments and unstable employees. Through fair wages and decent working conditions, it should be possible to maintain a work-life balance and make it attractive to remain in the industry throughout various stages of life.”



LOCAS MANIFESTO 4. THE INDUSTRY

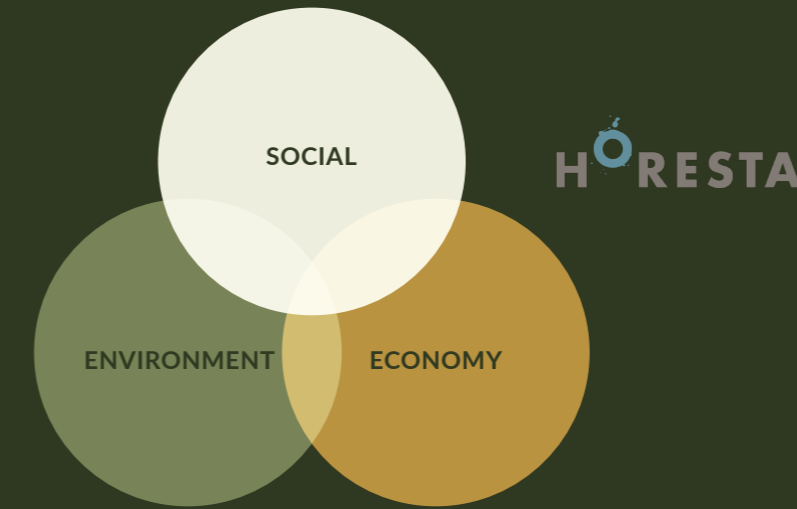
Economic sustainability is a major challenge in the restaurant industry. When it comes to supply and demand, there are too many restaurants in Denmark for too few guests. Consequently, the market price is initially low, and for many restaurants, it is too low to sustain a financially healthy business.

Many restaurateurs want to set high standards for sustainability from both an environmental and social perspective. However, it can be a challenging and financially risky endeavor when profit margins are as low as they are.

Given the current market conditions, most contributors do not have the financial means to incur additional costs for better and more sustainable ingredient choices, or for improved wages and working conditions for their employees. The margin is simply too low.

Wages already constitute a significant portion of a restaurateur’s expenses, and for many, it is the largest part of the cost price of a restaurant bill. If wage expenses are increased without a corresponding price increase, profit margins disappear.

The consequence is low wages, excessive working hours, and poor working conditions. Especially when compared to other professional groups with similar educational backgrounds. The industry is currently experiencing a shortage of both skilled and unskilled labor, and far too many leave the industry before they turn 40. At the same time, too few choose to embark on an education as either a chef or a waiter. Among the already limited pool of students, only approximately one fourth are women.



EDUCATION - KNOWLEDGE SHARING AND IMPROVED WORKING CONDITIONS.

A primary focus area for LOCA since 2023 has been to intensify our commitment to the industry as a whole, and seek a platform and political influence through which we can attempt to improve the fundamental conditions for industry stakeholders.

A particular concern for us is the revitalization of existing vocational education and better opportunities for further education, as we believe this could enhance the industry’s efficiency and profitability overall.

Applying for a job in the industry must be attractive in every way, and then it must be physically and practically possible that you can stay there through several phases of life, both as a parent and as a senior after the age of 60.

In line with our global goals, we will seek “Partnerships for Action” among our Danish and international colleagues and stakeholders in the restaurant industry who share our values and objectives.

Together, we will contribute to making the industry, in general, and the roles of chefs, waitstaff, and managers, in particular, attractive to those who have a passion for food and service

In collaboration with Horesta and a steering group of their members, we set out in 2024 to define parameters within social sustainability that we can, must and will measure in the future - even if there is no law that requires it.

The goal is for the cafeteria and restaurant industry to be professional and, with facts and figures, attractive in any comparison, especially when compared to other skilled trades.

Therefore, internally at LOCA, we should be able to measure ourselves against parameters tailored to our values and, most importantly, our vision of being the industry’s best workplace. At the same time, it is crucial that, in collaboration with our industry colleagues, we determine common measurement points, like the entire industry can evaluate themselves against.

In doing so, we will establish an industry norm that we can measure ourselves against within our own industry. Equally important, we will be able to measure our industry against other professions in Denmark. For

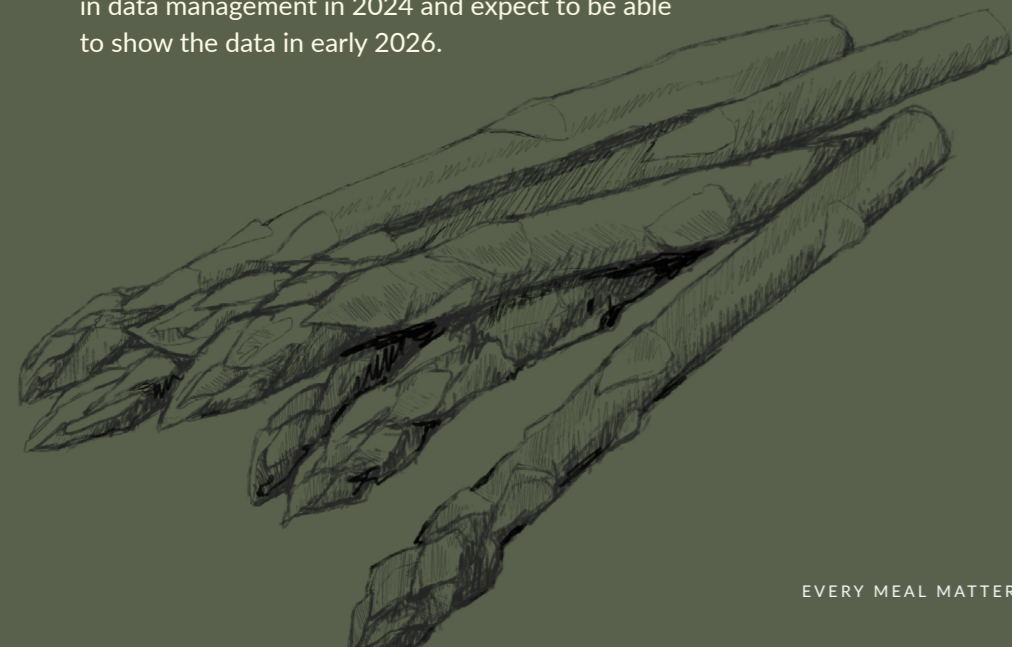
The metrics identified for 2024-2025 include, among other things:

- Employee satisfaction
- Further education
- Bullying, harassment and sexual harassment
- Employee turnover rate
- Sick leave
- Workplace accidents
- Gender diversity in general
- Gender diversity in the Board of Directors
- Gender diversity in the Executive Board
- Gender diversity in other management layers



LOCA Group to properly and comprehensively measure the above points, we need to implement an HRM system that can be integrated with our current scheduling system. This will give us the practical ability to collect and process the necessary data.

We began implementing these systems and training managers in data management in 2024 and expect to be able to show the data in early 2026.



INTERNATIONAL EXCHANGE OF KNOWLEDGE

To create a broader industry partnership across borders, we have expanded our international collaboration and network. This is achieved through knowledge sharing with both the Basque Culinary Center and the Regional Basque Government in San Sebastian, Spain. These partnerships support our goal of creating a stronger and more cohesive industry that can learn and develop across geographic and cultural boundaries.

THE INDUSTRY - THE FOOD

WE AIM TO TURN SUSTAINABLE GASTRONOMY INTO A SUSTAINABLE BUSINESS

Next to wages, for most restaurants, raw materials represent the majority of the cost on the guest's bill. However, as mentioned, for many, it is challenging to pass on the extra cost of better and more sustainable ingredients to the guest while also aiming to be a competitive business.

Therefore, LOCA seeks partnerships that can articulate the value of sustainable choices such as organic products, animal welfare, local ingredients, and sustainable seafood. We wish to ensure better conditions and profit opportunities for restaurateurs who make responsible choices for both the environment and their employees.

As an example of these cross-industry partnerships, we are participating in Wonderful Copenhagen's Copenpay initiative, which promotes sustainable choices for tourists and has been named one of the world's most innovative initiatives. source

As a next step, we are seeking political support for the establishment of a new sustainability label that can communicate the rationale for a premium on sustainable products, so guests understand the value of their choice. We are simultaneously seeking differentiated taxation so that sustainable choices can be an economically attractive alternative to less sustainable or non-sustainable food items.



SUSTAINABLE DEVELOPMENT GOALS & THE WORLD



”We aim to foster growth not only in our part of the world but also in third-world countries. The majority of global issues caused by humans, such as climate change and inequality, can be traced back to us in the privileged part of the world. We take our share of responsibility in contributing positively to the greater whole through our supplier and ingredient choices, as well as targeted initiatives aimed at addressing inequalities for marginalized groups.

LOCAS MANIFESTO 5. THE WORLD

LARS NØRGÅRD'S LOCA ILLUSTRATIONS

Based on the UN's 17 Sustainable Development Goals from 2015, we have developed the 17 LOCA goals for 2025 – our own interpretation of how sustainability and responsibility can be lived in practice. Artist Lars Nørgård has given each LOCA goal an artistic expression through a series of original illustrations that interpret our vision: to actively and creatively contribute to a better world – also for future generations.



SUPPORTER OF REDUCED INEQUALITY AND GREATER GENDER EQUALITY IN THE WORLD'S POOREST COUNTRIES

In 2021, we entered into a partnership with the Plan International Foundation to assist them in their efforts to reduce inequality and promote greater gender equality in the parts of the world where inequality is most pronounced. LOCA Group has chosen to sponsor a girl in the world's poorest countries for every full-time equivalent position we employ in Denmark.

This has resulted in LOCA Group sponsoring 40 girls worldwide in 2023, and through our employees, these girls are given a human face to the sponsorship, which can be experienced, for example, in THIS VIDEO.

By the end of 2024, we were pleased to expand our involvement to a total of 50 children – 10 more than the year before. And the trend continues: In 2025, we once again had the opportunity to support this initiative, enabling us this time to help 60 children.

CO-SIGNATORY OF PLANET COPENHAGEN

In 2022, LOCA Group participated in a series of workshops facilitated by Wonderful Copenhagen. The participants included the leading tourism stakeholders in the capital, including hotels, restaurants, transportation providers, the experience industry, and other sectors to collaborate setting high sustainability targets on behalf of the industry.

The result was a joint manifesto in which all signatories commit to actively work towards five common goals, including the aim to make Copenhagen the world's most sustainable tourist destination, benefiting the capital and inspiring the world.

Learn more about the Planet Copenhagen manifesto [HERE](#).

MEMBERSHIP OF GLOBAL COMPACT

In 2022, LOCA Group became a member of the United Nations Global Compact Network Denmark. The network is the world's largest voluntary initiative for responsible businesses, providing a framework for communication, progress, and commitment to responsible corporate leadership. Through our membership, we have therefore also committed to working diligently with the 10 principles of the Global Compact, covering human rights, labor rights, the environment, anti-corruption, and the Sustainable Development Goals. We produce an annual COP (Communication on Progress) report outlining our future focus areas and detailing our past achievements.



CO2 MEASUREMENT & THE 3 SCOPES

CONCLUSIONS AND AREAS OF FOCUS

Minimizing our resource consumption and carbon footprint is a high priority for LOCA Group. We made our first calculation in 2021, a year when the COVID-19 crisis played a major role, and the numbers are not comparable to those of the following years. However, we used it as an exercise to establish a basic method for calculating our footprint.

Every year, we develop a plan for areas where we can have the most significant impact in reducing our carbon footprint. We have no desire to offset our carbon footprint by buying carbon neutrality in the form of certificates - instead, we recognize that we are a consumer of resources and we take action where it makes the most sense to reduce our consumption. However, we are considering investing in land as part of our business and to offset our carbon footprint to zero eventually.

To calculate our footprint, we use the principles of the GHG protocol, with a focus on the three scopes. We use sources from The Big Climate Database, Hofors and the Danish Energy Agency's carbon footprint publications. Additionally, we employ several parameters from the Danish Business Authority's Climate Compass and information from our suppliers, particularly Dansk Cater. We use the same methodology as in previous years' calculations, so we can compare our behavior from year to year. In 2024, our total footprint increased compared to 2023. This is due to the following:

1. We knew that establishing a new location would have a large footprint on our accounts. In 2024, we built the restaurant Dolores, and the associated activities had a footprint of 226T CO2e, which accounts for 20% of the total footprint for 2024. We had therefore expected an increase in the carbon

footprint, even though about half of our interior and kitchen appliances are recycled; starting a new restaurant has a high footprint. We follow the general principles of the GHG protocol and write off the carbon footprint in the year it occurs, rather than spreading it over several years.

2. For the first time, we have been able to calculate the carbon footprint of transportation from our suppliers, specifically using data from our leading supplier Dansk Cater. This means that our footprint is slightly higher as we have not been able to calculate it in previous years. Transportation accounted for a total of 53T Co2 in 2024.

2022: 1145 tonnes
2023: 1005 tonnes
2024: 1099 tonnes

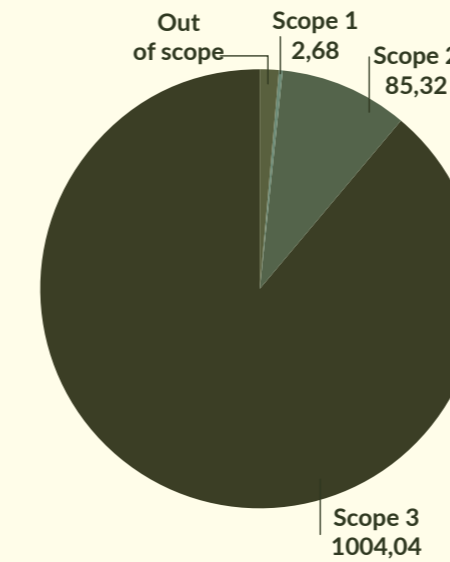
CO2 PER TURNOVER IN DKK.

However, we have managed to minimize our footprint per turnover in DKK in 2024 compared to 2023 by 4%. Even though we have a larger turnover and more activities, we emit less per turnover in DKK, including the establishment of a new restaurant, which was better than we had expected.

BRIEF EXPLANATION OF THE SCOPES:

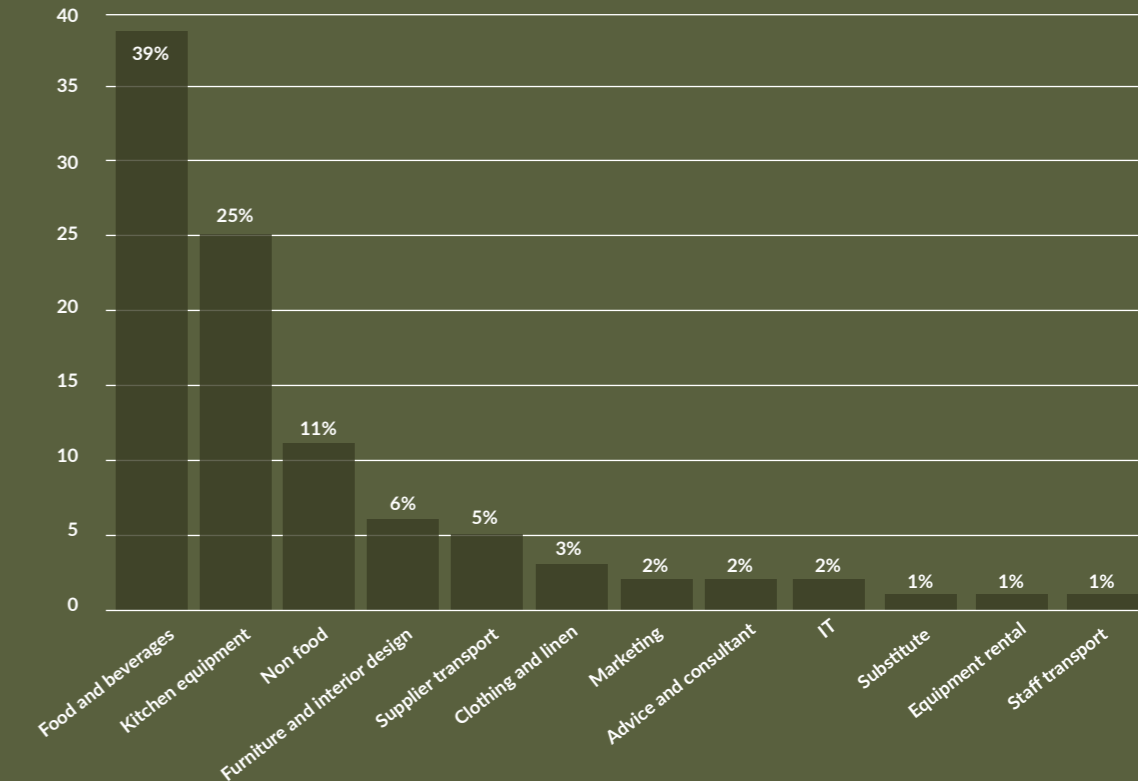
Scope 1 deals with direct emissions, such as from company cars. Scope 2 covers indirect emissions, for instance, from purchasing energy and heat. Scope 3 encompasses other indirect emissions, typically arising from the purchase of goods and services, as well as transportation. Outside the scope is an area that is not categorized in the first 3, it is, for example, parts of waste handling that we have mentioned separately.

TOTAL CARBON FOOTPRINT IN TONS OF CO2 EQUIVALENTS:



CATEGORIZATION OF SCOPE 3

Since Scope 3 is the largest area, we primarily focus on this. Our activity level in terms of revenue was higher in 2024 compared to 2023, by 13%. However, per turnover in DKK, the footprint has decreased by 4%.



FOCUS AREAS FOR 2025-2026

Our focus areas will continue to be centered on beverage and food procurement, but we will also examine other areas. Areas such as recycling production residues, reviewing our energy sources and producing raw materials in-house with vertical farming are some of the areas we are testing in 2025 and 2026. The central area, however, is the purchase of land, where in 2025 and 2026, we will assess the types of

land we will invest in and when this will be possible. To improve our measurements, in 2025, we will invest in a system called InFood, which will help us make more accurate calculations and automate the process surrounding it. InFood will measure our environmental calculations more automatically.

APPENDIX IFM. CO2 FOOTPRINT CALCULATIONS FOR 2024

DATA COLLECTION PERIOD:

The period for our data measurements is based on 01.01.2024 through 12.31.2024.

METHOD FOR CARBON CALCULATION – 3 SCOPES:

We have calculated emissions based on the GHG Protocol with a breakdown into 3 scopes. For this, we have collected our invoices from the financial system for the goods and services we have purchased. There have been areas where we did not have adequate data available, especially on Scope 2, because we are a guest at, for instance, Operaen, and do not have the opportunity to separate our consumption on all meters. However, since we have data on our consumption in several places and where we have meters, we have been able to extrapolate the data to places where it was not available. This means that the data can be imprecise, but we use the principle here that we know we have a consumption, and therefore, we try to calculate it as well as possible, instead of not doing so.

The only area we can't calculate is the behavior of our guests in terms of the mode of transport they have used to visit us. This is mainly due to the high level of activity we have with companies. Here we do not know the composition of guests and cannot currently extrapolate from existing data. This element is therefore missing from our calculations, and we are opting out for the time being, unless we get a better opportunity to collect the data used.

We used the Climate Compass from the Danish Business Authority to perform the overall calculations for our baseline, and we developed a tool so that, in parts of the largest scope – Scope 3 – we can calculate the footprint every quarter to monitor it. Food and beverages are the largest category, and here we calculate the footprint based on Concito's Big Climate Database.

METHOD FOR CALCULATING CARBON EMISSIONS FOR DISHES:

We base the carbon footprint on the ingredients in Concito's Big Climate Database. Where we cannot find a specific ingredient, we use a comparable item or the average carbon footprint for the ingredient group. With this method, we do not include emissions arising from energy consumption during cooking, baking, drying, etc.

SOURCES WE HAVE USED FOR CALCULATIONS

- HOFOR
- The Danish Energy Agency
- The Big Climate Database from Concito
- Climate Compass from the Danish Business Authority
- Greenhouse Gas Protocol
- Dansk Cater
- European Environment Agency

APPENDIX 2

EMPLOYEE SATISFACTION SURVEY

LOCA Group's employee satisfaction survey is based on 44 questions/statements, and responses are given on a scale from strongly agree to strongly disagree. The survey is also divided into the following categories, with the opportunity to provide comments after each section:

- Gender, age, department manager, length of employment, etc.
- General well-being in the workplace, relationship with colleagues, workload, professionalism, pride in one's work, assistance from colleagues
- Staff meals, social events, breaks
- Bullying, harassment
- Management: clear communication, clarity about the company's values, etc., help and support from management, fair salary
- Questions regarding the physical working environment
- Employees: understanding of expectations, opportunities for learning, pride in the results we achieve, appropriate challenges
- Does working with sustainable gastronomy provide value and meaning
- The results of the survey were reviewed by management at departmental staff meetings.

APPENDIX 3

BETTER HOSPITALITY WORKPLACE

• In 2024, our employees were asked to respond to a questionnaire on six overarching themes in the Better Hospitality Workplace survey, which have an impact on job satisfaction:

- Job factors,
- Relational factors,
- Work/life balance factors,
- Health and well-being,
- Occupational health and safety
- Abusive behavior.



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