

A close-up photograph of a white flower stem with several buds and open blossoms. The flowers are in sharp focus, while the background is a soft, out-of-focus light grey. The stem is green and has small leaves.

# **SUSTAINABILITY REPORT**

# **2 0 2 3**

# More Power to Influence the Industry

2023 HAS BEEN an intense year for Interflora. We have celebrated our 100th anniversary and we have gained new owners and become part of the MyFlower Group. The company already runs Interflora's operations in eight other European markets, including France, Spain, Portugal, Italy and Denmark. The fact that we are now part of a larger context makes us stronger in several ways and not least in the work with sustainability. Interflora AB's Head of Sustainability, Cecilia Thimerdal, now works 80 per cent of her position for the MyFlower Group as the Group's first Head of Sustainability. This means that the sustainability work we do within Interflora AB now also has an effect on several other markets and that we can jointly set strategies and work for a sustainable future for the entire Group.

An important and very positive development that took place in 2023 is the adoption by the European Commission on 31 July of EU common standards for sustain-

nability reporting. By giving sustainability reporting as much focus as financial reporting, sustainability work will be intensified in society at large. The new legislation also means that everyone will have access to the same management tools, which will facilitate the work enormously. We see it as a crucial step that these issues are given greater weight.

Here in Sweden, I want to focus on our affiliated shops, which are the base of Interflora's entire offering. It is the shops that produce and deliver the bouquets that we sell via [interflora.se](https://www.interflora.se). One challenge for our sustainability work is that the shops are independent retailers and therefore we cannot influence how they run their businesses. But, despite this, we see the shops as a very important part of a sustainable Interflora - and in this sustainability report we have chosen to highlight the initiatives we are taking for shops, for a green transition.

NINA LINDVALL, CEO



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## SUSTAINABILITY VISION:

*We will be climate neutral by 2040.*

## PLEDGE: WE MAKE THE WORLD GREENER

**OUR PRODUCT** comes from nature. A sustainable future is a prerequisite for its existence. This requires joint efforts. Interflora will not just be part of this movement. We will lead the development of our industry while inspiring and learning from customers, suppliers and partners.

Our products should be less demanding on natural resources. That's why longevity is important to us. As well as being able to recycle the products with minimal impact on the environment.

After all, flowers and green plants are not only beautiful, they represent joy and care. They help us live healthier lives by purifying the air and provide nectar for bees that ensure pollination and harvesting.

By inspiring and sharing our knowledge, we help customers make the right choices! This is how we contribute to a more sustainable business and future. This is how we make the world greener. Together.

# ”New Sustainability Laws Create Credibility”



Cecilia Thimerdal, Head of Sustainability, MyFlower Group,  
and Sustainability Manager, Interflora AB.  
Photo: Jennifer Borge

**FIVE YEARS AGO**, Cecilia Thimerdal started as Interflora AB’s first sustainability manager. Her responsibilities were expanded in 2023 to include all Interflora countries within the MyFlower Group.

## What have we learnt during these years?

- We are quite clear about the climate impact we have in the value chain today. We have a lot of work ahead of us when it comes to setting reduction targets and a realistic plan to get there. We now know the climate footprint of different flower varieties and this gives us the opportunity to create products with a lower footprint. A tulip, a carnation or a chrysanthemum has a significantly lower CO2 footprint than, for example, a rose or a prairie gentian. We are also looking at the residual values of pesticides in flowers and how we can reduce these, for health reasons, but also to favour biodiversity.

**Compared to the other European countries, how does Swedish Interflora perform in terms of sustainability?**

- We made a new start with our sustainability work in 2018, which naturally gives us at Interflora Sweden a leap forward on many issues. Above all, we have a closer dialogue with our distributors, affiliated shops and growers and thus more knowledge and insight. Together with a couple of other countries, we have driven the sustainability issue in the industry, which has taken us forward. The advantage of being part of a larger network of Interflora countries is that we can learn from each other, share experiences and data, but also further increase our impact on the industry.

**The EU has new directives for corporate sustainability reporting. What are they about?**

- Take responsibility for your environmental and social impact, and report your results publicly alongside your financial statements. To identify, through a dual materiality analysis, the areas in which you have the greatest negative impact, but also where you can create positive effects, and to work towards this with clear and solid management tools. It should be reported in a structured way, where transparency is key and nothing should be left out.

**How do the new laws affect the work of the flower industry and specifically Interflora?**

- The big advantage is the development of tools and models that benefit everyone. When we calculate in the same way and speak the same language when it comes to what needs to be prioritised, credibility is created. So far we have worked with proprietary models and made a lot of assumptions, but we can already see more initiatives in the industry. The pace will increase for sustainability work in general.

**What are Interflora Sweden’s most important sustainability goals going forward?**

- Our vision is to reduce our carbon footprint to net zero by 2040. We will also reduce the amount of chemicals used in the cultivation process and continue to strengthen the sustainability work in our affiliated shops, as they are responsible for a large part of the purchases.

**What are the main challenges?**

- The fact that we do not own the shop network and that there are many distributors and wholesalers makes it difficult to gain full insight into the entire value chain.



Tulips require little energy to grow.

# Sustainability Year 2023

## Reduction of Printed Marketing Material to Shops

During the year, we have reduced the amount of printed marketing material sent to our shops, which has resulted in savings of around four tonnes of CO<sub>2</sub> per mailing. This corresponds to a 25 per cent reduction compared to 2022.

## Lower Carbon Footprint

In the autumn of 2022, we started working to reduce the carbon footprint of our bouquets. We have hired specialists to help us make the calculations. In 2023, we have replaced parts of the range. What matters is the energy used in the greenhouses and the emissions associated with transport.

A carnation and a tulip require less energy to grow than roses and prairie gentians, for example, if they are grown in the same country. A rose grown in Africa does not necessarily have a higher footprint than in Europe, even if it is transported by air. In Africa, it is grown under hot sun with no extra energy.

## Reducing the Use of Chemicals in Cultivation

Interflora is a member of FSI 2025, an initiative to improve working conditions and reduce the environmental impact of the flower industry by purchasing mainly certified flowers and plants. Together with our main supplier, we are working to increase the amount of flowers to stores from certified growers. Mainly MPS and GLOBALG.A.P. but also other certifications within the framework of FSI. To-day, around 45 per cent of Interflora stores' purchases from our main supplier are FSI certified.

## Packaging from FSC-labelled Forest

Our Blommogram packaging and paper bags are made from recycled materials or FSC-labelled paper. The packaging has a thin coating of polythene that keeps the liquid in the packaging for about 24 hours, which means that the florist does not have to pack water soaked paper towels in a plastic bag for the stems. It is recyclable as paper.

The paper in our Finer greeting cards and the packaging of our optional products is also FSC-labelled.

## Social Sustainability in Focus

Throughout 2023, we have placed great focus on our social sustainability work through collaboration with MSF, where we are the main partner, the Swedish Cancer Society, where we are the main partner for the Pink Ribbon, and Majblomman. During the year, we collected more than 3.9 million SEK for the above organisations.

## Fossil-free Courier Deliveries in Major Cities

In several large cities, we have centralised agreements with couriers who deliver by electric car or bicycle. Our order system also helps shops to optimise their route for the Blommograms they are delivering.

## Internal Trainings and Workshops

In 2023, we have focused on spreading information and knowledge about sustainability to both our affiliated shops and internally at Interflora, through educational films, courses and workshops. We will of course continue this in 2024.



# Business Model

INTERFLORA IS AN INTERMEDIARY SERVICE TO which shops can join to have the right to perform and sell Blommogram, and to various extents operate under the Interflora brand. Interflora operates as an e-commerce company ([interflora.se](http://interflora.se)) under the licensed global brand Interflora. In simple terms, the business model can be described as Interflora AB selling the product Blommogram, which is made and delivered locally by affiliated shops. Today, we can deliver flowers to 99.5 per cent of Sweden's population. Deliveries can be made the same day the order is placed, within a few hours.

## Interflora AB

Interflora AB does not own any shops, but is responsible for creating the assortment and selling the assortment online. Interflora also offers shops the opportunity to operate under the Interflora brand, as independent shops, and provides several business benefits (such as framework agreements, training and purchasing channels) depending on the level the store is affiliated with. Interflora agents have the right to deliver Blommograms but operate under their own brand, Interflora stores operate under the Interflora brand with the right to deliver Blommograms and participate in joint chain activities.

## Shops

The shops are independent and choose the level at which they want to join Interflora. They receive a percentage of the business to produce, sell and distribute

Blommogram and purchases all flowers from central and local partners around Sweden and internationally. Related products such as packaging are purchased through Interflora's selected suppliers.

## Suppliers

Interflora AB works with a selected supplier of cut flowers and potted plants and they account for about 50 per cent of the purchases the shops make for the Blommogram. Interflora also has agreements with several other suppliers of related products that the shops can purchase from. The shops purchase flowers and related products directly, either through Interflora's negotiated purchasing channels or through their own purchasing channels, i.e. they purchase and own their stocks themselves.

Based on the above, we have a very dynamic and successful business model that has worked for a hundred years, with that said, it also has some challenges, especially when it comes to traceability at product level. Interflora creates the online range, but we find it difficult to 100 per cent guarantee and be able to account for the traceability of each individual product for the purchases the shops make, which do not go through our central partners.



# Heidi Mikkonen Works for Sustainable Crafts

**FLORIST HEIDI MIKKONEN** has a long history with Interflora. In 2001, she was recruited to teach at Interflora University, a training programme for the retailer. The mission: to teach environmentally friendly labour practices. A few years later, she also focused on sustainable funeral floristry.

The commitments have continued and she has twice been honoured with the Interflora Sustainability Award. With this background, she is a familiar face as Interflora's sustainability ambassador. Most recently, last autumn, she toured the country with the workshop "Value, care, win!" together with colleague Sara-Lisa Ludvigsson. Everyone who works in the approximately 550 affiliated shops was invited.

– We challenged florists and retailers to dig in, see their stock and work with it instead of buying new. It's all about creativity in the daily running of the shop. A lot of fun and the participants were great!

Heidi is a regular seminar leader at Interflora conferences and always has a sustainability perspective on any topic.

– I grew up in the countryside and learnt early on that you don't waste the earth's resources. The industry is indeed about consumption, but flowers also have an important social function and are needed where there are no words. It is important to work as environmentally conscious as possible.

Heidi offers tips on everything from cycling or car-pooling to work to recycling water, saving electricity, and replacing plastic with natural materials. She rarely misses a chance to highlight alternatives to floral foam, cellophane and water-packed bouquets. One forum is the Retail Academy, Interflora's digital training platform. There she offers online courses in sustainability, available to all affiliated shops and their staff. She has also been involved in developing the Florist's Sustainability Manual, a tool with a broad perspective on sustainability issues and a whole range of practical tips.

When Interflora needed to renew its entire funeral assortment the assignment went to Heidi.

– It felt honourable. Challenging too! I created a



Photo: Minna Mercke Smith

range that was as environmentally friendly as possible, using seasonal flowers and stem standing bouquets to minimise the need for floral foam.

What are her dreams for the future of the industry? The answer comes quickly.

– Completely fossil-free transport. I hope that's not far away! A range of only in-season flowers and flowers with a low carbon footprint. More certified farms. Deposit systems for plant pots and packaging so that they can be recycled. And more rental services, for example in events and green indoor environments. We florists have a lot of knowledge!

# How We Work with Sustainability

## Sustainability Plan

Interflora AB works from a long-term vision to be climate neutral by 2040. To keep a good direction in our work and our priorities, we work according to a sustainability plan with a five-year perspective. It is updated regularly and is currently under development as we have been part of a group with more Interflora countries since June 2023.

## Our Long-term Sustainability Goals

Using the UN's Sustainable Development Goals as guidelines, we have set our long-term goals. Relevant are-

as are #13 Combating climate change, #15 Ecosystems and biodiversity, #10 Reducing inequalities and #12 Sustainable consumption and production.

## Risk Analysis

Interflora works to identify business risks in connection with planning, implementation and decision-making. Analyses of sustainability risks include: impact on the environment, social responsibility, our employees, human rights and anti-corruption. In 2023, we have begun work on conducting a risk analysis at the supplier level.

## PART OF THE MYFLOWER GROUP

### European Co-operation

Since June 2023, we are part of the MyFlower Group, which runs Interflora's operations in nine European countries. Together with our sister companies in Denmark, France, Spain, Italy, Portugal and elsewhere, we work to learn from each other and share what we do for a more sustainable Interflora. As a group, we are stronger and better able to make a positive impact on the value chain. We are now working to develop our joint sustainability plan and prepare for the upcoming EU legislation where the reporting requirements for sustainability work will be more extensive.

Headquartered in Lyon, France, MyFlower Group delivers 4.2 million gifts each year through a European retail network of 7,500 flower shops.



# INTERNATIONAL CO-OPERATION WITH GFS

INTERFLORA SWEDEN is part of Fleurop Interflora Global Flower Services (GFS), Interflora's global brand owner and organisation, within which we collaborate with other Interflora countries, including on sustainability issues. The GFS has a common strategy for 2020-2025.

## Overall Strategy

In a survey conducted in many European Interflora countries, a relevance analysis was conducted to set the agenda and priorities for our joint sustainability work. It allows us to share experiences and to influence the industry more widely, resulting in the best possible outcome of the activities we undertake. Our relevance analysis is based on our value chain and impact on society at large.

## Four Areas of Activity in the Work

1. Reduce the environmental impact of our own operations.
2. Promote responsible sourcing – create an online Blommogram range with minimal impact and support affiliated shops in making more sustainable flower purchases.
3. Actively working to reduce waste.
4. We will be transparent and share goals and experiences.

## GFS SUSTAINABILITY AGENDA

## GFS RELEVANCE ANALYSIS

Committed to a better world

**1. DECREASING**  
**The environmental impact of our operations**

We are committed to decrease the environmental impact for our own operations and encourage our local Interflora florists to follow the same path

**2. PROMOTING**  
**Responsible sourcing**

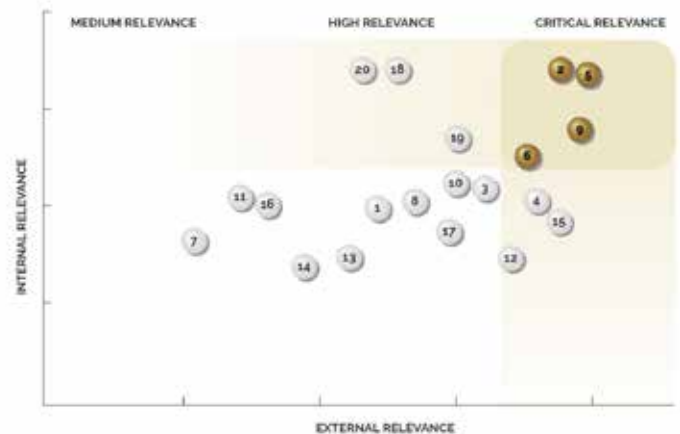
We promote the responsible purchase of eco friendly flowers, grown in a responsible sustainable way

**4. COMMUNICATING**  
**Transparently**

We will publicly communicate our priorities, targets, commitments and progress on sustainability, to the market and our external stakeholders

**3. MOVING**  
**To a Circular Economy**

We are moving towards a zero-waste business model for more environmentally friendly flowers, by using the most eco friendly materials possible in our packaging



### Material issues

- |   |                                       |
|---|---------------------------------------|
| 2. Plastic waste / packaging              | 10. Fairtrade                         |
| 5. Pesticides (value chain)               | 12. Diversity                         |
| 9. Labour conditions (value chain)        | 17. R&D+I                             |
| 6. Greenhouse gas emissions (value chain) | 8. Biodiversity                       |
| 15. Transparency                          | 1. Afterlife waste                    |
| 4. Water and soil pollution (value chain) | 13. Community engagement              |
| 18. Customer satisfaction                 | 18. Good governance practices         |
| 19. Product quality                       | 11. Human capital                     |
| 3. Water consumption (value chain)        | 14. Anticorruption and bribery        |
| 20. Brand reputation                      | 7. Environmental impact (own offices) |

# Sustainability Management and Governance

## Within Interflora AB

The overall responsibility for sustainability lies with the Board of Directors and the CEO, and the operational sustainability work is run by both the CEO and the Head of Sustainability. In addition, each individual employee is responsible for driving the sustainability issue within their respective area of expertise, based on our plan and the set goals.

## For Retailers

Interflora AB inspires and supports our affiliated shops in their sustainability work through training. We have a sustainability ambassador and knowledgeable florists who visit shops and hold courses and briefings on how to work more sustainably with the floristic craft.

## Within MyFlower Group

Within MyFlower Group, the sustainability work is as a collaboration between representatives of selected functions from all countries in the group. The work is run by a department based in both Lyon and Stockholm – where the group's Head of Sustainability is based.

## Within Fleurop Interflora Global Flower Services (GFS)

Interflora AB's CEO is a member of the GFS board where the international sustainability work is based. In addition, there is also a global sustainability group with a representative from each country that works actively with sustainability on the agenda. They meet annually.

## POLICY DOCUMENTS FOR SUSTAINABILITY WORK

- The international framework for our sustainability work
- Sustainability plan
- Code of Conduct, available on our website, section on sustainability
- Equal treatment plan
- Employee handbook
- Whistleblowing function, found in the Code of Conduct
- The Florist's Sustainability Manual
- Courses and lectures on sustainability in the floristic craft

# OUR SUSTAINABILITY JOURNEY

## 2019

We raise the environmental issue internationally with the GFS, which leads to the recruitment of the GFS's first sustainability manager. Shortly before, Interflora AB has also recruited its first Head of Sustainability to begin this important journey.

Focus on understanding our environmental impact.

## 2018

We create the basis for the work and for our first sustainability plan.

## 2021

We carry out the first measurements of our CO2 emissions.

We launch the Florist's Sustainability Manual for our affiliated shops.

We continue our chemical tests on cut flowers.

## 2020

We develop a Code of Conduct.

We start chemical tests on cut flowers in order to map the use of pesticides.

## 2023

We develop products with the carbon footprint in mind.

Refining our GHG Protocol Scope 3 calculations

Initiated research project with Columbia University to set a standard for chemical residues, based on 1200 test results available in Interflora's European database.

We celebrate 100 years and present a collaboration with Reijmyre Glasbruk. A local craft.

## 2022





We start the process of calculating our carbon footprint within the framework of the GHG Protocol Scope 3.

The GFS launches a tool to help us choose flower varieties with the lowest CO2 footprint.

We publish our first sustainability report.

# LONG-TERM OBJECTIVES

By 2030, we will be halfway to the targets.

	TARGET 2040	WHAT DOES IT MEAN?
	<p>Reduce our CO2 footprint by 100% and become climate neutral.</p>	<p>Fossil-free transport all the way.</p> <p>All energy comes from renewable sources.</p>
	<p>100% organic and/or compostable flowers.</p>	<p>All flowers and plants in our range are grown without harmful chemicals.</p>
	<p>100% of flowers to be purchased from suppliers with good working conditions.</p> <p>1% of Blommogram sales to charity.</p>	<p>All purchases directly from certified growers or through distributors who can verify good working conditions.</p> <p>Through our partnerships, we raise awareness and/or raise funds to reduce injustices.</p>
	<p>100% renewable or recycled materials in hard products.</p>	<p>Our products and accessories should have minimal impact, not require new raw materials or become waste.</p>

# THE WAY THERE

## 13 CLIMATE ACTION



**GROWING FLOWERS** requires heat and light, which is plentiful at the equator, but not so much at our latitudes. What is grown at the equator needs to be transported coolly and quickly to the shop so that the customer can enjoy the flowers in the vase for as long as possible. What cannot be grown under the open sky in summer needs help in greenhouses that require energy for light and heating.

Cultivation in greenhouses and transport require energy that produces emissions that affect our climate. This is why this area is our most prioritised right now. We see that there is an opportunity to choose flower varieties for our Blommograms that require less energy in cultivation - flowers that are grown in season. We can choose growers who work with renewable energy sources and work with our distributors to understand how they can work to help us reduce CO2 emissions. For example, by increasing the fill rate in transport.

## 15 LIFE ON LAND



**IN ORDER TO PRODUCE A LONG-LASTING HEALTHY FLOWER**, growers and transporters need to minimise the risk of pests, mould and fungal attacks. This is done through various forms of control that can be more or less harmful, both for the entire ecosystem and for the florist who works with the flowers in their craft.

As a first step, we want our flowers to have as little negative impact as possible and, in the long term, a positive impact. Therefore, we want to favour those growers who choose to work more restrictively with chemicals and prefer biological methods.

To give us better tools in our work, we have, together with other countries in Europe, carried out chemical tests on our flowers to understand which substances remain and can be harmful to humans and/or the environment. At Columbia University in New York, work is underway to develop a standard for maximum levels of residual chemicals.

## 10 REDUCED INEQUALITIES



**IN INTERFLORA'S OPERATIONS** there are many intermediaries in the value chain from farm to customer and some of the farms are located in developing countries. This increases the risk of inequality and human rights violations. Through close dialogue with our suppliers and a requirement for compliance with our Code of Conduct, we want to influence this in a positive direction.

Internally and with our affiliated shops, we work for an equal workplace.

Through our partnerships with the Swedish Cancer Society and MSF, we as a company support these organisations through various activities and also make it easier for our customers to donate to them.

## 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



**IN HANDLING FLOWERS**, plastic is a packing material used to hold moisture and humidity inside the flower while not wanting to bring in moisture from outside.

We are committed to ensuring that all our packaging comes from renewable materials, is recycled and/or recyclable. Therefore, all our packaging is plastic-free (or recyclable as paper) and from certified or recycled paper.

Some packaging in our optional products needs plastic as they contain confectionery/food, but we are working with suppliers to find more sustainable alternatives.

In the future, all our peripheral products will come from recycled materials.

# The Shops are the Base of our Offer

INTERFLORA IS AN E-COMMERCE COMPANY and independent shops carry out almost all deliveries of our range. From a sustainability perspective, our arrangement means that we cannot determine how the shops run their operations, beyond the parts that relate to our cooperation. But, sustainability is a core issue for us and therefore we do extensive work with and for our affiliated shops, to help them run their businesses more sustainably.

Here, sustainability is partly about climate and the environment and partly about creating economically successful shops that are skilled in the floristic craft and create job opportunities in small towns.

## SUSTAINABILITY INITIATIVES FOR THE SHOPS

### Education, Direction and Inspiration

Since the beginning of 2021, shops have had access to a comprehensive sustainability manual on how to work more sustainably in all aspects of their shop operations. From electricity contracts, management of the refrigerated section, composting, plastics, packaging and chemicals to the choice of growers and certified flowers.

On our digital training platform Retail Academy, we have several courses on sustainability. It is partly about Interflora's goals and vision, but above all about working more sustainably with craftsmanship and daily shop operations.

Every year we organise meetings and conferences for retailers and staff, where sustainability is a recurring theme. Every autumn, we make an inspirational tour through Sweden where our florists provide inspiration and tips on how stores can work more sustainably – both from a financial perspective and with regard to climate and the environment. Every year we also organise a large conference with lectures and workshops on various topics.

We also offer scholarships where the shop receives a consultant who comes out to the shop and works with, for example, profitability, shop operations and sustainability in everyday life.

### Opportunity to Reduce Climate Impact

Among the framework agreements that Interflora offers all affiliated shops are 100 per cent emission-free electricity, electric vehicles and fossil-free courier delivery in the three largest cities. Through our flower supplier, shops can also buy certified cut flowers and potted plants.

### Increasing Profitability and Improving Working Life

A good economy is obviously a prerequisite for sustainable business. We offer the shops their own websites with their own e-commerce so that they can strengthen their offer around the clock. We also have a solution for unmanned shops – something that can both increase profitability and improve working life with shorter working hours and better flexibility. For health, we also offer discounted gym cards and ergonomic mats.

### *Epp's Tips for Sustainable Practices*

- Reduce the amount of floral foam for decorations. Use alternative techniques and try floral foam made from stone fibre.
- Recycle as much as possible.
- Consolidate courier deliveries into optimal routes, even for long distances.
- Reuse the cut flower water – pour it into the watering can and use it for potted plants.
- Replace spotlights with LED lighting.



*”It’s reassuring to have a strong company behind us.”*

**EPP TORBERNTSSON RUNS TWO SHOPS** on the west coast with her husband – Interflora KompassRosen in Grebbestad and Blommor på Hede in Tanumshede, which is an agent for Interflora.

**How do you work on sustainability in your shops?**

– We work on it daily. When we buy flowers and plants, we check for MPS certification and remember to order full carts, says Epp and continues:

– Transport to the shop can be reduced by buying cut flowers and potted plants together, but also through our summer collaboration with the local slow flower farm less than two kilometres away – what a luxury! We usually choose Interflora’s recommended suppliers for other purchases.

Plastic is also something her shops have cut back on significantly.

– We have completely stopped using cellophane. We still get enquiries, but when we explain why and show our fine waxed paper, it is very rare that anyone is disappointed.

Water-packing bouquets, i.e. putting the stems of the bouquet into a small water-filled disposable plastic bag, is not something they do in Epps stores. Instead, the bouquet is wrapped in Interflora’s 2- or 3-layer paper, which retains moisture and protects against the cold.

– Best invention! It’s easy to turn the conversation to the environment and talk about recycling our flower paper.

**What are the main challenges?**

– There are investments that we would like to make for the sake of the environment, but which will have to wait as long as what we already have works. I am thinking of electric cars and a new cold store. Then I would like the waste management/recycling to be more manageable.

**When did your commitment to sustainability begin?**

– The first time was about 15 years ago when Interflora made an effort to promote sustainability in its stores.

Then we attended a course with Heidi Mikkonen and learnt to think in a new way about flower arrangements. We were really excited. Heidi’s commitment to environmental issues related to the profession has been very inspiring over the years.



Photo: Sofie Storm

**How do you view the support you receive from Interflora?**

– It feels good to have a strong and forward-looking company behind us. Without Interflora everything would be much tougher. By developing tools, such as manuals, and opportunities for training, we are helped to bring the sustainability work forward in our industry.

**What do you want from the flower industry as a whole?**

– Everything coming to the market should be environmentally certified and fair trade labelled. And the all commercially grown flowers and plants would be compostable.

# Our CO2 Emissions

WE USE THE GREENHOUSE GAS PROTOCOL MODEL to calculate our emissions in CO2 equivalents. The model can be applied throughout the value chain.

- Scope 1: fuel and emissions from vehicles in our own operations (Interflora AB).
- Scope 2: electricity consumption in offices and warehouses (Interflora AB).
- Scope 3: footprint linked to other activities in the value chain, such as cultivation and transport from the growers (upstream), transport from shop to consumer (downstream). It also includes investments, packaging, other products, business travel and other activities.

## CALCULATIONS OF CO2 EQUIVALENTS

In 2021, we finalised a starting point for our Scope 1 and 2 calculations and thus have a baseline for our measurements towards our CO2 target.

**Scope 1** – We can see that by switching to electrically powered company cars instead of petrol or diesel, we have already reached 50 per cent of the 2040 target.

**Scope 2** – The consumption for 2021 was lower as we did not fully utilise the office during the pandemic. We had an increase between 2021 and 2022 when we were back in the office again. In 2023, we see a slight decrease in our footprint by seven per cent compared to the base year 2021. All electricity comes from renewable energy sources and heating from district heating.

**Scope 3** – We are working on refining our calculations for Scope 3. With the help of experts, we estimate that growing and transporting flowers for the Blommogram accounts for 80-90 per cent of our CO2 emissions in the value chain and transport from the shop to the recipient of the Blommogram accounts for about 5 per cent of the total emissions. Remaining emissions include business trips, travel to and from work and heat and electricity in the shops. Scope 1 and 2 account for less than 1 per cent of our total emissions.

	2021	2022	2023	Change in % 2021-2023
Business trips by car (Kg)	7 483	12 762	3 056	-59 %
<b>Scope 1 - TOTAL (Kg)</b>	<b>7 483</b>	<b>12 762</b>	<b>3 056</b>	<b>-59 %</b>
Electricity and heating of offices and warehouses (Kg)	1 126	1 433	1 047	-7 %
<b>Scope 2 - TOTAL (Kg)</b>	<b>1 126</b>	<b>1 433</b>	<b>1 047</b>	<b>-7 %</b>
Total Scope 1 and Scope 2 (kgs CO2)	8 608	14 195	4 103	-52 %
Total Scope 1 and Scope 2 (Ton CO2)	9	14	4,1	-52 %

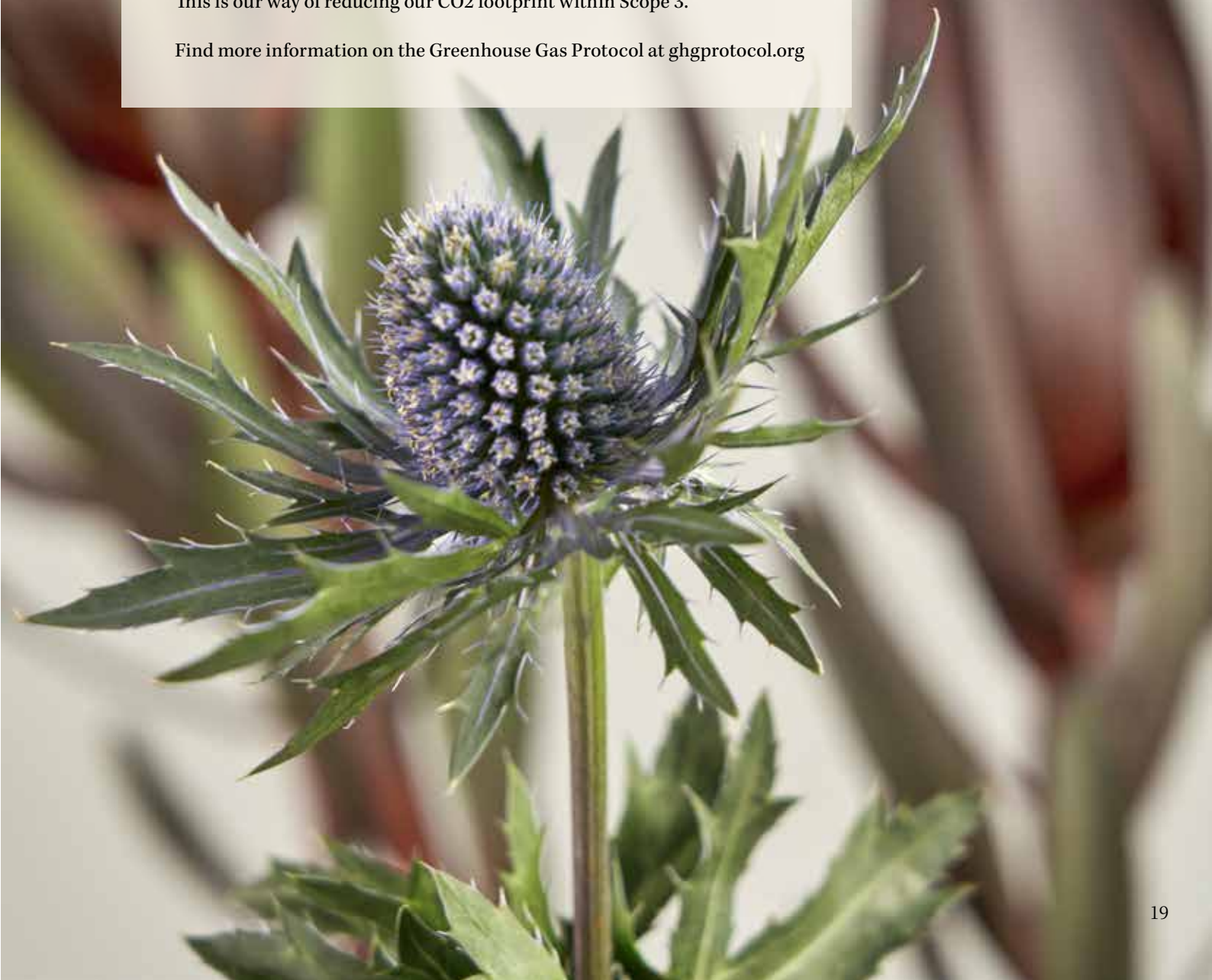
## How do we Reduce the CO2 Footprint of our Flowers?

**GROWING FLOWERS** requires heat and light, which are plentiful at the equator, but not so much at our latitudes. What is grown at the equator needs to be transported coolly and quickly to the shop so that the customer can enjoy the flowers in the vase for as long as possible. Those that cannot be grown in the open air in summer need help in greenhouses with light and heating. Cultivation in greenhouses and transport require energy that produces emissions that affect our climate.

We now know that some flowers, such as tulips, chrysanthemums and carnations, require less heat and light to develop than, for example, roses and prairie gentians. And depending on the country in which the flowers are grown, different main energy sources are used. In the Netherlands, natural gas is mainly used, but many growers are switching to geothermal and other energy sources with lower environmental impact.

When developing our Blommogram range, we always try to choose flowers in season, and predominantly flower varieties with a general lower impact. This is our way of reducing our CO2 footprint within Scope 3.

Find more information on the Greenhouse Gas Protocol at [ghgprotocol.org](https://ghgprotocol.org)



# Charity and Social Sustainability



Astrid Lindgren, Junibacken, Stockholm. Photo: Lisa Höök

**IN OUR ORGANISATION**, we are committed to working with charity and social sustainability. We are the main partner of Médecins Sans Frontières (Läkare Utan Gränser), and since 2018 we have been working with the Swedish Cancer Society, where we were the main partner of the Pink Ribbon campaign in 2023. Since 2022, we have also collaborated with Majblomman. In 2023, we raised just over SEK 3.9 million SEK for these organisations, which corresponds to 1% of our Blommogram sales.

## Focus on Safe Pregnancy and Childbirth

The beginning of life is a miracle. But it is also associated with great risks – every two minutes, a woman in the world dies from pregnancy or childbirth complications.

99% of all childbirth-related deaths occur in low-income countries. An important effort for safer births where both more children and mothers feel good is to give more people access to health checks and care during pregnancy. Like all MSF care, the examination is free of charge – which is crucial for patients.

MSF is working tirelessly to ensure that more women and children survive. In connection with Mother's Day, we therefore carried out a campaign to raise money for the organization's life-saving care for expectant and new mothers in vulnerable places around the world.

## Floral Statues on March 8

In connection with International Women's Day, Interflora draws attention to the fact that only ten percent of Sweden's statues depict named women. The initiative started in 2018 and has become a recurring and appreciated activity as we, with the help of talented florists in our affiliated shops, decorate female statues throughout the country. The aim is to highlight women's underrepresentation in the public space.

## The Swedish Cancer Society and the Pink Ribbon Campaign

The opportunity for companies to join the fight to defeat cancer is also something that is close to our hearts. Throughout the year, we offer customers the opportunity to buy bouquets and funeral flowers in favour of the Swedish Cancer Society, and the possibility of rounding up the amount at the checkout is also always available.

In October every year there is the Pink Ribbon campaign and since 2021 we are one of the main partners. In 2023, we raised about 2.6 million SEK for the Swedish Cancer Society.

## Jubilee Vase of Swedish Craftsmanship

In 2023, Interflora celebrated its 100th anniversary, and as part of this, glass artist Ann Wählström was commissioned to create an anniversary vase in two sizes. Interflora's jubilee vase Tidevarv is mouth-blown at Reijmyre Glasbruk, one of Sweden's oldest active glassworks dating back to 1810. A way to protect both the craft tradition and the sustainable countryside.

## KEY FIGURES: CHARITY

	2019	2020	2021	2022	2023
Fundraising for charity in SEK	1 633 680	3 120 811	5 100 167	5 263 112	3 937 322
Charity fundraising/ Blommogram sales*	0,8 %	0,7 %	1,0 %	1,2 %	1,0 %

\* We reached our 2023 target for charitable giving.

# Sculpture Group Donated to the City of Stockholm

ON INTERNATIONAL WOMEN'S DAY 2023, a new public work was inaugurated next to Observatorielunden in Stockholm. The sculpture group *Venus and Flora*, which forms the Venus Passage, is a gift from Interflora AB to the City of Stockholm. With the work, Interflora wants to reinforce the message of women's natural place in the public space.

Since 2018, in conjunction with International Women's Day, Interflora has drawn attention to the fact that only ten per cent of Sweden's statues depict named women. Right from the start, a fund was established with the aim of erecting a completely new work in 2023. The artist of choice was Åsa Jungnelius, who has long explored gender, power and identity in her art, often in the form of glass objects.

– The work consists of Venus, the goddess of love, and Flora, the goddess of fertility and spring. It's about a female story in a way, and our relationship with each other, says Åsa Jungnelius.

The name Venus Passage is taken from a historical event that took place at the neighbouring Observatory in 1761, when the planet Venus could be studied as a wandering shadow on the sun. Together, *Venus and Flora* create their own force field between women's history, science and mythology.



# A More Sustainable Workplace

IT STARTS WITH PEOPLE, we are the ones who make the difference, we are the ones who drive change, in the small as well as in the large. In every single activity in a workplace, we can ask ourselves whether we can change something to make our work more sustainable. At Interflora, we recognise that people are the key to the vital transition to a sustainable business and a sustainable society. We have therefore chosen to invest in our employees and their health and well-being from the ground up.

Our wellness allowance is SEK 5,000 and in addition we offer free training and subsidised massage during working hours. In 2022, we introduced hybrid offices where we work in the office 60 per cent and from home 40 per cent as a step to help our employees combine work and private life, but also to reduce emissions from moving between home and work. Something that is highly valued by our employees.

## Sustainability in the Office

In 2023, we organised several workshops with all employees on the theme of sustainability in the office, to create commitment to the issue and at the same time jointly develop measures. Improvements implemented in 2023 included:

- Our electronic waste (laptops, servers, etc.) is sent to Inrego AB for reuse, recycling or waste sorting.
- The cleaning company mainly uses only water for wiping. Cleaning chemicals are used sparingly and must be labelled with the Nordic Swan, Eco label or similar.
- We have reviewed our ceiling fixtures. Obsolete fluorescent tubes are being replaced with new LED luminaires.
- We have organic coffee and fruit in the office.
- An optician has visited the office to talk about eye health and screen use.

## KEY FIGURES: EQUALITY

	2018	2019	2020	2021	2022	2023
Share of women at Interflora AB	71%	78%	71%	80%	79%	77%
Share of women on the board	14%	14%	14%	14%	14%	33%
Number of employees	39	37	42	45	47	49

## KEY FIGURES: HEALTH AND SAFETY/SOCIAL ENVIRONMENT

	2018	2019	2020	2021	2022	2023
Sick days short	288	191	248	212	315	266
Total health care allowance paid excluding VAT			121 253	141 781	176 696	164 574
Use of health care allowance, share of staff			57%	62%	94%	80%
Employee satisfaction index (0-10)*.	8,12	9,36	9,61	9,53	9,43	9,19
Turnover rate, personnel	29%	13%	9%	14%	13%	15%

\* Refers to the question "Can you recommend your workplace?".



# SUSTAINABILITY AREAS IN THE VALUE CHAIN

The operators on this page are covered by Interflora AB's Code of Conduct, and we have a great opportunity to influence and make demands on them.

## INTERFLORA AB

### ROLE IN THE VALUE CHAIN

Owner of the licence for the Interflora trademark to operate in the field of flower delivery on the Swedish market.

Owner of the e-commerce platform [www.interflora.se](http://www.interflora.se) and the Blommogram brand for which we create the range.

### SUSTAINABILITY AREA

We influence through our choice of assortment/product.

#### Environment

- Energy and waste management in our operations

#### Social factors

- Own employees, health and wellness, diversity and inclusion
- Social responsibility in the markets where we operate

#### Governance

- Policy tools and governance for the value chain
- Training and information

## AFFILIATED SHOPS

### ROLE IN THE VALUE CHAIN

539 affiliated shops that carry out the Blommogram. They are owned by independent traders.

### SUSTAINABILITY AREA

#### Environment

- Energy in shop operations
- Delivery of Blommogram to recipients (last mile)
- Purchase of certified plants and flowers
- Responsible sourcing of peripheral products
- Minimise wastage
- Good waste management

#### Social factors

- Good working conditions

## DISTRIBUTOR/WHOLESALER

### ROLE IN THE VALUE CHAIN

A priority partner that accounts for about 50 per cent of the purchases for the Blommogram. Of which about 80 per cent of the volume from known growers. Some of the other flower distributors are well-known players, but Interflora has no influence over them. Five to eight well known wholesalers of other products to the Blommogram.

### SUSTAINABILITY AREA

#### Environment

- Energy at terminal/warehouse
- Loading rate in transport
- Fuels in transport
- Packaging/buckets for transport and their recycling/reuse
- Waste management

#### Social factors

- Good working conditions
- Human rights
- Anti-corruption

#### Governance

- Making claims against growers/subcontractors



## CUSTOMER

### ROLE IN THE VALUE CHAIN

Clients and recipients of our products.

### SUSTAINABILITY AREA

#### Environment

- Guide to making better choices when buying
- Long lasting flowers for consumers

#### Governance

- Care tips for a long life for bouquets and potted plants
- Clear information on the recycling of packaging
- Training and information

The actors on this page are not directly covered by Interflora AB's Code of Conduct, and we have less opportunity to influence and impose requirements on them.

## AFTER MARKET

### ROLE IN THE VALUE CHAIN

End-of-life management of the products, such as reuse, disposal and recycling.

### SUSTAINABILITY AREA

#### Environment

- Composting of plants and flowers
- Recycling of flowers
- Recycling of packaging materials

## GROWERS/MANUFACTURERS

### ROLE IN THE VALUE CHAIN

A large number of growers from Europe, East Africa and South America.

Manufacturers of hard products such as packaging, pots and vases.

### SUSTAINABILITY AREA



#### Environment

- Energy in greenhouses and factories
- Transports
- Minimise the use of harmful chemicals
- Efficient water utilisation
- Good waste management

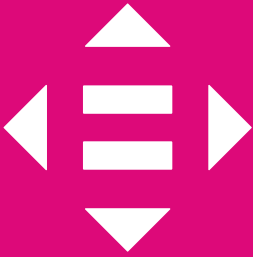
#### Social factors

- Good working conditions
- Human rights
- Anti-corruption

# SELECTED ACTIVITIES IN EACH AREA OF THE VALUE CHAIN

	 <p><b>13 CLIMATE ACTION</b></p>	 <p><b>15 LIFE ON LAND</b></p>
GROWERS/ PRODUCERS	Reduce emissions by selecting growers who use renewable energy sources where we can.	Choose certified products and support growers to reduce their use of chemicals in growing.
DISTRIBUTOR/ SUPPLIER	Reduce emissions through 100% fill rate in all transports.  Trucks running on fossil-free fuels.	Expand the range of certified flowers, Swedish-grown flowers and locally grown organic flowers/plants.
INTERFLORA	Our company cars shall run on fossil-free fuels, electricity and heating shall come from renewable energy sources and we shall develop a range of products with a lower impact on the climate.	Develop a standard for limit values of chemicals in flowers.
AFFILIATED SHOPS	Deliver the products with vehicles powered by fossil-free fuels.  Electricity and heating shall come from renewable energy sources.	Make responsible purchases of products that are certified and traceable back to growers.
CUSTOMER	-	-

## 10 REDUCED INEQUALITIES



Through close dialogue and monitoring ensure that they respect human rights and strive for equality.

Ensure through close dialogue and monitoring that they respect human rights and strive for equality at all levels they can influence.

Promote a safe, healthy and equal working environment and raise funds to support organisations that contribute to equality.

Provide support for a safe, healthy and equal working environment in shops.

Allow the customer to donate to charity.

## 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Favour growers and manufacturers working with recycled materials and reuse.

Favour suppliers/distributors who actively work with recycled materials and reuse.

Promote a circular economy by developing our product range with this in mind, and by extending the lifespan of office supplies and technology in our own operations.

Manage waste appropriately so that it can be recycled as much as possible.

Helping the customer to make more sustainable choices and guiding them in extending the life of our products and in managing waste.

# SUSTAINABILITY RISKS

THE SECTION ON SUSTAINABILITY RISKS is designed to meet the statutory requirements for a sustainability report. Here is our risk analysis based on five defined areas: environment, social responsibility, human rights, anti-corruption and employees. The auditor's opinion on the statutory sustainability report can be found in the Swedish version of the report.

## ENVIRONMENT

### Definition

Our impact on air, water, soil, ecosystems, biodiversity and climate. Throughout the value chain.

### Risks

The greatest risks of negative environmental impact are at the cultivation stage through energy for the greenhouses, and in the transport from cultivation to shops through high CO2 emissions. Another factor is pesticide emissions that affect biodiversity and groundwater during cultivation.

The limited availability of clean water is another issue that needs to be taken seriously as many flower varieties require a lot of water for cultivation.

There is a trade-off between growing with fewer inputs and more energy consumption in Europe, or growing at the equator with natural sun and heat but more inputs and air transport to ensure a fresh flower all the way.

Transport from shop to customer contributes to emissions and climate impact. This is an area that is difficult to calculate exactly, but we estimate that it accounts for about 5% of our total CO2 emissions today.

### Risks for Interflora

We need to ensure that our flowers are grown and transported in a more sustainable way. We want an active involvement in the environment that is so important to us.

### Governance

In addition to local agricultural legislation, there is a lack of standards and guidelines for chemicals in ornamental plant cultivation. Certifications such as MPS-ABC and GLOBALG.A.P. are used as tools to reduce the use of harmful chemicals in floriculture over time.

The GHG Protocol is used to calculate the CO2 footprint of our operations. Our vision is to reach net zero by 2040.

Our Code of Conduct and the Florist's Sustainability Manual sets requirements and supports florists in working more sustainably.

We conduct a sustainability assessment on our largest suppliers and our main distributor's main growers to understand how they work to minimise their impact on the environment.

### Activities

#### Our Own Activities

- Our electricity contracts are based on renewable energy sources.
- We are switching to electrically powered company cars.
- We currently measure our Scope 1, 2 and 3 (product and transport) according to the GHG Protocol. Scope 3, product and transport, is estimated to account for 80-90 per cent of our total footprint.

#### In Cooperation with our Main Partner for the Purchase of Flowers

- Increase the share of certified cut flowers offered and sold to Interflora's affiliated shops.
- Reduce climate impact through 100 per cent fill rate in transports from transshipment to shops.

#### In Working on the Range

- We choose flowers in season and varieties that have a longer vase life. If we can choose Swedish grown, we do so.
- Through extensive data collection and calculations, we now know the approximate carbon footprint of each flower variety, depending on where it is grown. We use this information when creating our bouquets to reduce our footprint and reach net zero by 2040.
- We have been testing flowers for several years to understand which chemicals are used in the cultivation process. This work is now in its final phase

and a standard for limit values is being developed by a research team.

We have the data to develop a standard to reduce the content of chemicals in flowers.

#### **For our Affiliated Shops**

- We have developed training materials to raise awareness of shop operations from a sustainability perspective.
- We support framework agreements with couriers who have electric cars/bikes.

#### **In General**

Through our sustainability assessment of suppliers, we can map some of our business risk. Among other things, we can see how some of the larger growers in our value chain work with energy types. This gives us the opportunity to support the suppliers that we consider important but may not be fully involved in mapping their environmental impact.

### **Outcome**

We are learning more every year and are gradually increasing our ability to influence the value chain in a fragmented industry.

About 45 per cent of the purchases through our main partner consist of flowers that are certified within the FSI 2025 framework or grown in Sweden with reduced negative impact on biodiversity and groundwater.

We are increasing the commitment of our employees and affiliated shops to sustainability.

We ensure the supply and quality of our flowers by understanding and supporting suppliers in their efforts to reduce spraying and energy used in cultivation.

We can now calculate our carbon footprint with greater certainty. We see that by choosing markets with low energy consumption or where energy from renewable energy sources is chosen, we achieve the best outcome in terms of the carbon footprint. We have reduced our carbon footprint by 52 per cent in our own operations between 2021-2023 (Scope 1 and 2).

# SOCIAL RESPONSIBILITY

## Definition

To promote fair labour conditions, support society and promote ethical business principles to contribute to sustainable development. Throughout the value chain.

## Risks

We assess that most of the risks outside our own operations are in the retail and supply chain.

### Retailers

Many times uncomfortable and long working hours and repetitive strain injuries. Handling flowers with lots of moisture, water and substances released from the plants can cause allergies and sensitivities. Difficult to recruit trained florists for shops. Many florists go into other areas of floristry such as event florists, interior designers and influencers.

### Supply Chain

One of the risks is that there are many links in the supply chain and thus a lack of insight into operations at the grower level. Both cultivation and distribution of flowers have frequent peaks and troughs, which means an increased need for hourly workers and thus more insecure employment. Here too, plants that excrete substances and the use of chemicals in cultivation create allergies.

## Governance

- Our guide, the Florist's Sustainability Manual, which advises florists on how to work more sustainably.
- Internal tools to support affiliated shops. Our internal training platform Retail Academy.
- Our Code of Conduct for affiliated shops.
- Our Code of Conduct for suppliers and partners.
- We carry out a sustainability assessment of our largest suppliers and growers to understand their approach to ethics, health and labour conditions.

## Activities

We offer activities, courses and workshops with our affiliated traders where we give them support and inspiration to create a better and more attractive workplace.

We have developed the possibility for affiliated shops to have unmanned opening hours with a digital security solution. In this way, they can regulate their working hours and reduce inconvenient working hours.

We visit growers when we have the opportunity where we go over points regarding sustainability and working conditions. Work to reduce the use of chemicals in the cultivation process.

## Outcome

The shops stay in the network, making it easier for retailers to recruit florists. Florist shops play a role in the local communities where they are established. They contribute to a vibrant city centre.

Loyal growers and distributors as working conditions improve and security increases.

The supplier assessment gives us a picture of any certifications they have; EcoVadis, ISO-14001, B-Corp or similar. Also how they work with management tools, such as policies and follow-up. When it comes to suppliers with whom we have direct agreements, they usually have frameworks for their ethical and social work. However, smaller actors and growers are more often deficient in their frameworks, something we need to work with them to improve.

# HUMAN RIGHTS

## Definition

All people, regardless of country, culture and context, are born free and equal in value and rights. We need to take responsibility for this throughout the value chain.

## Risks

We believe that the main risks of human rights violations are in the supply chain, particularly in countries classified as high-risk. Interflora does not handle flowers itself and cannot control the shops' purchases. With many intermediaries in the supply chain, this is an area we find difficult to gain insight into and influence.

## Governance

Our Code of Conduct, based on the ILOs Kärnkonvention, is our tool in relation to suppliers and growers. Most of our suppliers have committed to live up to our Code of Conduct.

Interflora works with a preferred supplier for flowers and plants where we have a dialogue about working conditions and workers' rights. We recommend that Interflora's affiliated shops make their purchases through our prioritised flower supplier.

We conduct a sustainability assessment on our largest suppliers and our prioritised supplier's largest growers to understand how they work on ethics and equal treatment.

Internally, we work with our equal treatment plan.

## Activities

The Code of Conduct is followed up in dialogue with our suppliers, who in turn work with subcontractors. Visits to growers are made a couple of times a year. Mainly in the Netherlands.

Through our sustainability assessment of major suppliers, we can map some of our business risk. Among other things, we can see how the suppliers in our value chain work with job security and equal treatment.

## Outcome

The sustainability assessment of our most important suppliers shows that most of them are working to promote human rights in their work internally and in the value chain. When it comes to suppliers with whom we have direct agreements, they generally have frameworks in the form of codes of conduct. However, smaller operators and growers often have shortcomings in their frameworks, something we need to work with them to improve.

There are no measurable outcomes here, but we believe that a secure and fair employment and life situation motivates the individual to loyalty, which creates a more consistent level of quality and safer deliveries.

# ANTI-CORRUPTION

## Definition

Working against corruption and fraud throughout the value chain.

## Risks

The risk of corruption and fraud exists at all levels of the value chain. This is an area we find difficult to gain insight into and influence as there are many links between Interflora and growers in some markets. Corruption in the value chain risks decisions being made on the wrong basis. That the price is misleading, that the quality of products is substandard or that compensation does not end up with those who have performed the work.

Of course, there is also a risk of corruption in our own operations that we cannot ignore. Corruption in the organisation results in decisions and activities that are not businesslike.

## Governance

A Code of Conduct for suppliers and partners has been in place for four years.

Whistleblower function for reporting misconduct. Possibility to remain anonymous.

We are developing an internal code of ethics that specifies anti-corruption and fraud.

## Activities

During the year, we have been in contact with our major flower suppliers and a couple of industry organisations to understand the prevalence, risks and control of corruption and fraud. They do not believe that it occurs to a significant extent, which we question.

We ask the question in our supplier assessment, where the vast majority say they work actively against corruption and fraud, mainly by talking about it in the supply chain.

We need to further understand the mechanisms of our industry to be able to work actively on anti-corruption and fraud.

Internally and for all signatories to our Code of Conduct, there is a whistleblowing function to report any suspicions of irregularities.

## Outcome

The sustainability assessment of suppliers shows that there is a gap here. They claim to be working on the issue but have very little documentation. Of the larger suppliers with whom we have a direct co-operation, most have codes of conduct that include conditions against corruption, but smaller actors and growers cannot demonstrate management tools here.



# EMPLOYEES

## Definition

Internal health, safety and security.

## Risks

There are health risks within the organisation, such as perceived stress and high workloads. Being sedentary and working at a computer screen can cause wear and tear and strain injuries.

High staff turnover and skills shortages could be a risk as labour market mobility increases after the pandemic.

## Governance

- Our employee handbook with information for everyone on our policies, contracts and benefits.
- We measure well-being and satisfaction.
- We have an equal treatment plan.
- Staff appraisal/development interviews twice a year.

## Activities

Every year, an employee survey is conducted to measure the health and satisfaction of our own employees. The results provide a basis for short- and long-term initiatives. This is also followed up in annual appraisal interviews.

Internally, we have access to various wellness activities, a generous wellness allowance and health checks. One and a half hours of optional wellness time per week.

Everyone is offered a CPR briefing.

Various health-promoting activities such as health challenges, health bingo, etc.

Ergonomic review of the workplace if necessary.

Ability to work from home two days a week.

Health and safety meetings with HR, CEO and Work Environment Representative.

## Outcome

High employee satisfaction with 9.19/10 on the question "would you recommend your workplace".

Low staff turnover. 2022 12.86% and 2023 15%.

Declining sick leave rates (may also be due to working from home when sick to a greater extent than before the pandemic).

High utilisation rate of the wellness allowance. 2022 44 persons and 2023 39 persons.