

Strawberry

# Sustainability Annual report 2024



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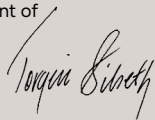
# CEO Comment

As we reflect on 2024, it's clear that our commitment to sustainability has not only gained significant momentum but has also navigated a year of increasing regulatory focus. Our ambitious 2030 climate goal has remained a central pillar of our efforts, complemented by our ongoing commitment and focus on diversity, equality and inclusion which is never ending.

The exponential growth in B2B market demand for robust sustainability data underscores its importance. We are dedicated to providing our corporate clients with transparent and comprehensive reports that accurately reflect their engagements with us. This pursuit of excellent data is not only vital for regulatory compliance but, more importantly, for understanding and validating the positive impact of our sustainability initiatives. Our progress towards our 2030 objectives is further strengthened by the established reduction pathways now in place for our hotels. Indeed, sustainability data has been a key focal point in 2024 and will continue to be a driving force in the years ahead.

We made excellent progress in 2024, achieving a 34.8% reduction in emissions in our own operations compared to our 2022 baseline, getting us very close to our ambitious 35% target! This strong effort keeps us firmly on track towards our 2030 net-zero goal for our own operations. A significant milestone in our journey towards reduced energy consumption was achieved with the Comfort and Clarion hotels at Copenhagen Airport transitioning to 100% renewable energy from January 1st, 2025. These properties, which accounted for the highest climate emissions across our portfolio in 2024 due to previously unavoidable reliance on the airport's electricity supply, now represent a substantial step forward. This success, achieved after persistent engagement with the airport to provide renewable energy, highlights the power of collaborative efforts and delivers a tangible impact on our 2030 targets. Looking ahead, during 2025 we will not only certify our hotels with the Nordic Swan ecolabel, but also conduct a double materiality assessment where we look at our impacts, risks and opportunities.

Sustainability will continue to be a driving force, with travelers increasingly prioritizing eco-conscious options. Embracing green technologies will not only meet customer expectations, but also position our brand as a leader in responsible tourism. At Strawberry, we strive to be at the forefront of sustainability and commit credible actions to this ambition in the years to come.



WeCare

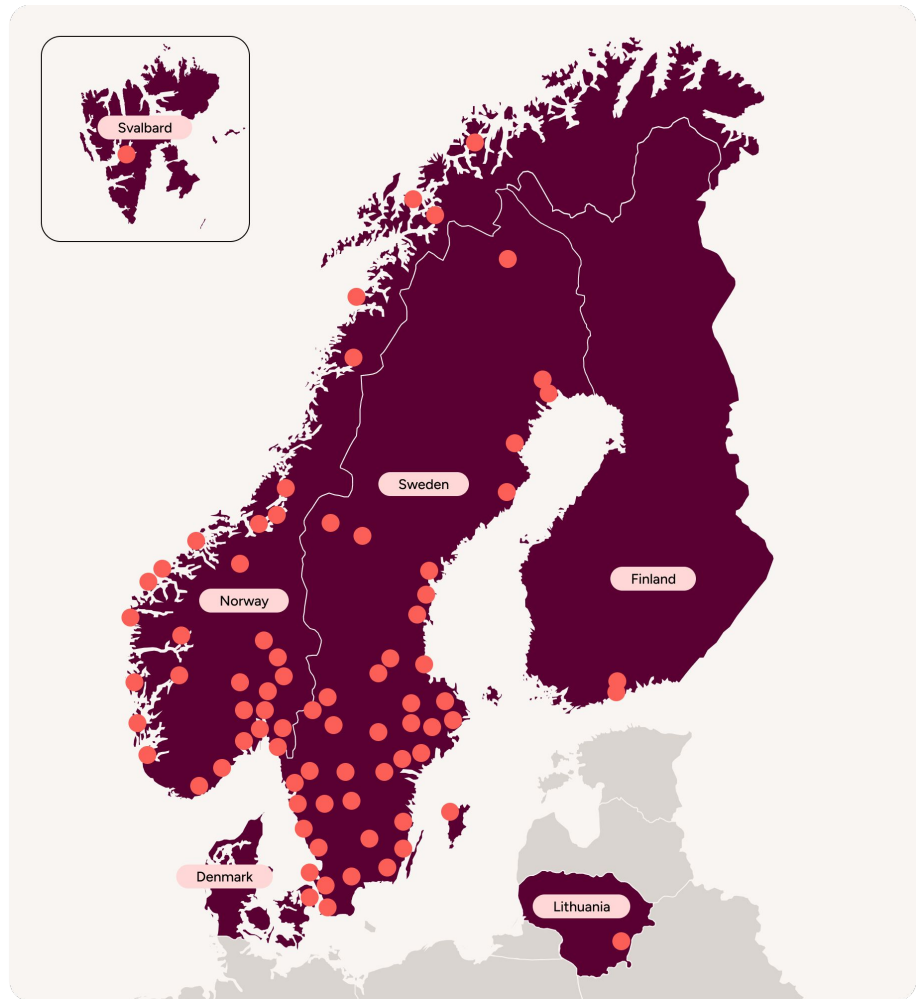
# Highlights & History 2024

Strawberry

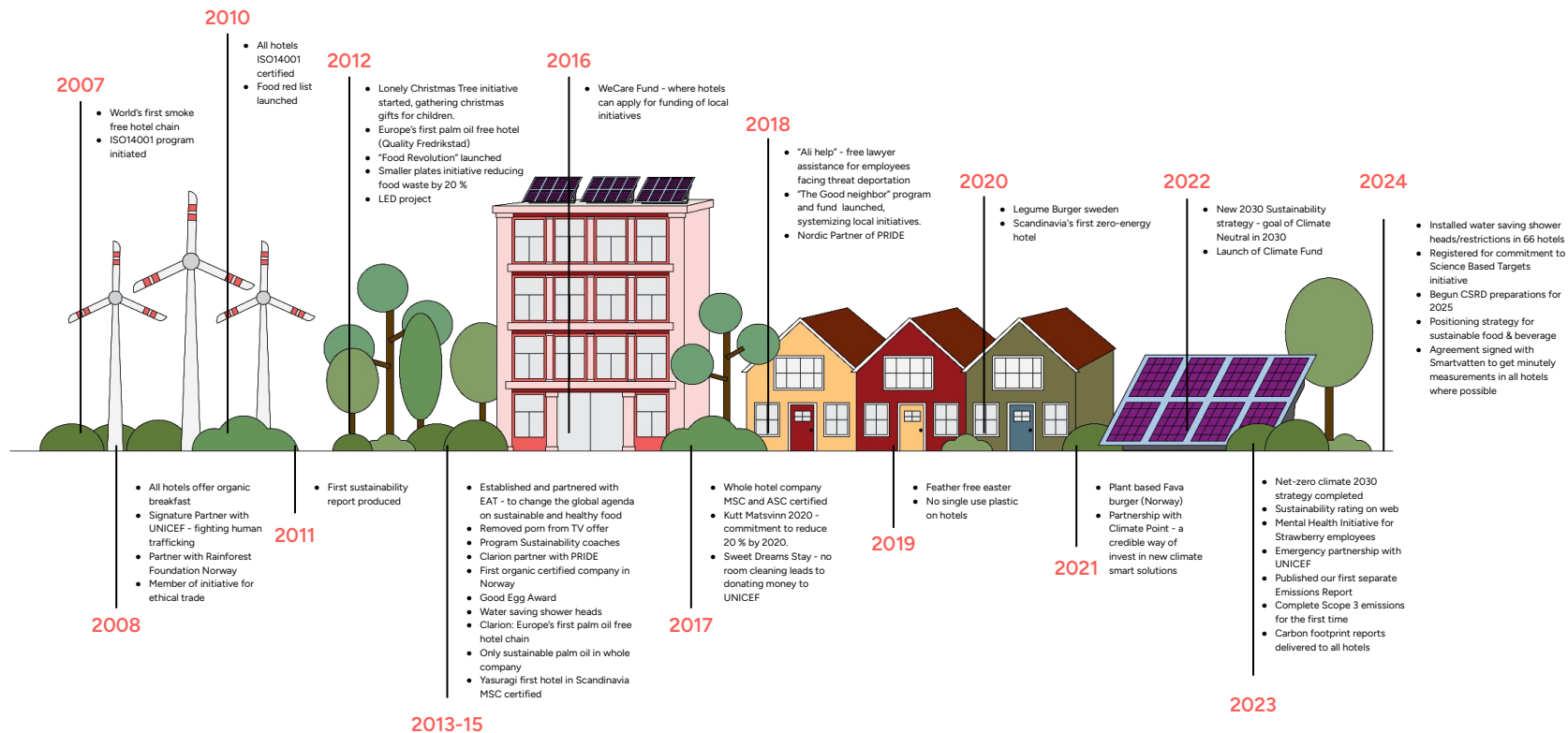


# 250 hotels in more than 100 destinations

Strawberry has hotels in Sweden, Norway, Denmark, Finland, Faroe Islands, and Lithuania.

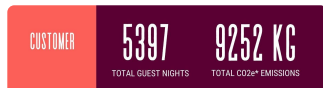


# Sustainability highlights last 15 years





## Issued carbon footprint reports to clients



### 2023 CARBON FOOTPRINT REPORT

Being one of our clearest and valued customers, we hope and believe you share our commitment to transparency and sustainability. To help you understand the actual climate impact of your stay with us, we are pleased to provide you with your own personalized carbon footprint report.

Your carbon footprint encompasses the emissions associated with stays at our hotels during 2023. Calculating and communicating our emissions is a part of our efforts to reach our climate goals of becoming climate neutral in our own operations by 2030 and to halve the emissions from our value chain by the same year.

Our aim, is to provide you with valuable insights that can support your own sustainability goals. By offering this report, we hope to demonstrate our commitment to transparency and transforming the hospitality industry to a more environmentally responsible industry.

THANK YOU for choosing Strawberry. We look forward to your continued partnership as we collectively work towards a more sustainable future for our planet.



\*Emissions are reported as "Carbon double equivalent", which is a term for describing different greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO<sub>2</sub> equals the impact of CO<sub>2</sub> and would have the equivalent global warming impact.

Strawberry

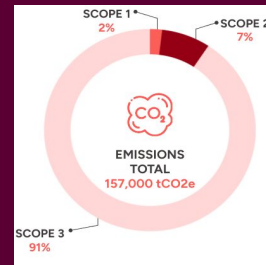
## Climate Fund



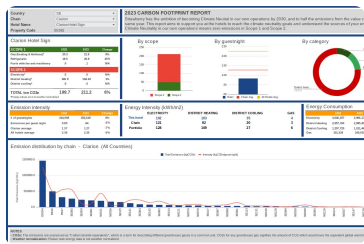
## Published separate Emissions Report on website



## Complete Scope 3 calculations



# WeCare achievements 2024



## Carbon footprint reports issued to all hotels

## Published Sustainability Rating on web



## 20 Strawberry Good Neighbour Fund winners



## Sustainable Food & Beverage Strategy

WeCare

# Sustainability Strategy 2030

Strawberry



## WECARE STRATEGY

# A rebel in the industry

We are built on the foundation of our core values - energy, courage and enthusiasm.

We strive to be a different hotel company, a rebel in the industry, with a warm beating heart. Our ambition is not only to change the hospitality industry, but to make our world a better place to live, work and travel through.

There are two things we value more than anything - our **PEOPLE** and our **PLANET**. Our work goes far beyond ourselves. Through our community work we strive to make a real impact outside our steps.

This is our culture. And it is in the heart of everything we do.





# Sustainability strategy 2030

## The Strawberry Universe

Between year 2020 and 2030, Strawberry will reach out to around 200 million people. Our ambition is to increase the life quality of these people - and the world around them. This is done when we in 2030 can look back and say "we've made it". We will lead the way, inspiring and enabling our guests and employees to make the right choice.

## WeCare - our sustainability program

Here at Strawberry, we care about each other and the world around us. We put people and the planet on top of our agenda. Our dedicated sustainability programme, WeCare, focuses on taking responsibility for what goes on both inside and outside of our front doors - it's about giving back to our people and society.

We have ambitious goals and a broad commitment. Therefore, we measure our success based on 3 different areas: People, Planet and Profit. We would love to be evaluated on all three levels completely transparent. So you can stay with a clear conscience, because WeCare.

### People

By building a culture that inspires and empowers people to be a force for good in the world. A strong community-feeling foster a culture of collaboration and problem solving, where we dare to speak up and take action. When staying true to our strong values, energy, courage and enthusiasm, we strive to have the strongest loyalty in the industry.

### Planet

Our guests would want to travel in the future. It is therefore our goal to ensure this is done in the most climate friendly way. But we have a long way to go. We want to fuel the transition to a more environmentally friendly tourism industry. That includes promoting sustainable food and creating sustainable solutions for our buildings and hotel operations to ensure that we create a credible path toward being a climate neutral (net zero) company by 2030.

### Profit

Sustainability is a competitive edge and provide increased profitability.





## WECARE STRATEGY

# Pushing for change!

Strawberry has a vision to make the world a better place. With the philosophy to never settle and always push for change. And we do so with a warm beating heart.

Our commitment to sustainability is not just about words. Our actions will define our legacy, and we want future generations to know we did our very best.

We will create impact by being a frontrunner.



# Main strategic areas - and long term goals

## Strategic

## Priorities

Strawberry has 6 strategic priorities within our work with People & Planet. In this work, we focus on our own operations, on the community around us, and on our supply chain.



### Climate

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We will reach net zero emissions in our own operations, and half emissions in our supply chain by 2030.



### Food & beverage

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We are striving for being the Nordic frontrunner on Food & Beverage to meet the Paris Agreement, securing biodiversity and promoting a sustainable lifestyle.



### Buildings

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Our hotel portfolio should be recognized for smart energy solutions and with a low climate impact. All hotels have 2030 targets related to energy, water, waste, chemicals and use of towels and linen.



### Diversity

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We are focusing on Diversity with systemized internal mobility and equal opportunities for all to increase our employee loyalty.



### Wellbeing

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We will erase the stigma of speaking openly around disabilities and physical & mental illness. We want to have thriving employees who successfully manage all aspects of their life.



### Development

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All employees will be offered standardized learning paths & personalized career and development plans.

# Sustainability management

## WeCare ways of working

Focusing on sustainability requires dedicated efforts within the organization. Therefore, Strawberry has developed the WeCare Ways of Working system. This comprehensive process demands and supports hotels in integrating sustainability aspects into their daily operations. It includes templates, guidelines, toolboxes, trainings and clear tasks and deadlines for our hotels to follow.

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## Sustainability Policies

To support our colleagues we have the followings policies:

- Responsible Business Conduct
  - Plastic Policy
  - Animal Welfare
  - Waste Policy
  - etc
- 

## Strawberry commit to

- Be a front runner in our industry, sharing knowledge and investing, so that the travel and experience industry thrive in a sustainable way in the years to come.
- Reduce our environmental footprint to a minimum, and give equal opportunities for all.
- Be loud, strong and demanding so that our Supply chain is not only according to laws and regulations, but also as sustainable as possible - where it matters.
- Supporting the local community by facilitating neighborhood projects.
- We commit to be in compliance with environmental laws and requirements.

## Management responsibilities

The Executive Committee holds ultimate responsibility for the company's sustainability strategy. Major sustainability concerns are managed by the Executive Committee - with the "Sustainability Steerco" as its representative - or the Internal Board for respective sub-division of the Executive Committee.

The Central Sustainability Team oversees the strategy, initiate and coordinate activities, and track progress.

We make sure that all laws and regulations are followed in each of our Nordic countries. We have collective bargaining agreements. We follow closely our employee satisfaction by our own survey.

## Certifications

In Strawberry we require a high operational standard when it comes to environmental footprint. That is why we require all hotels to be certified. We use ISO 14001, Green Key and Nordic Swan. Since we have both our own hotels and franchise hotels, some hotels have more than one certification. However, Strawberry's main certification is ISO 14001, but will move to Nordic Swan in 2025. Both have external auditors making sure that we do what we say. We do also comply with "Grön Punkt" and "Initiativ for Etisk handel" in Norway.

## Data quality

Increased customer demands and stronger sustainability regulations require data of high quality. Strawberry aims to secure an efficient system in place that facilitates the collection, tracking and consolidation of data. This is in order to perform analysis on various factors and continuously improve our sustainability strategies as well as adhering to legal sustainability frameworks. Combining high quality data, together with our expertise in the hotel business, we strive to continuously create guest experiences of the highest quality on the foundation of a sustainable operation.

# Sustainability management systems

To secure a systematic and data driven approach to sustainability, we use different digital tools to help us along the way. These systems help us reach our sustainability targets more efficiently, by making tracking and reporting easier. It both supports the organization to structure the work and it helps us centrally to track and analyse the results.

7,76

Average PMI Go Green index 2024

187

Hotels have automated energy reporting in PMI GoGreen

184

Hotels are now using eSmiley food waste scales

## PMI GoGreen - our Environmental Management System

PMI Go Green is our environmental management system, it is included as a sustainability module in our financial system.

The purpose of this is to constantly keep track of the consumption linked to the occupancy of the hotel. If the consumption is not well aligned with occupancy, the hotels will not reach their environmental targets.

The hotels can also compare their consumption figures with each other and share best practice.

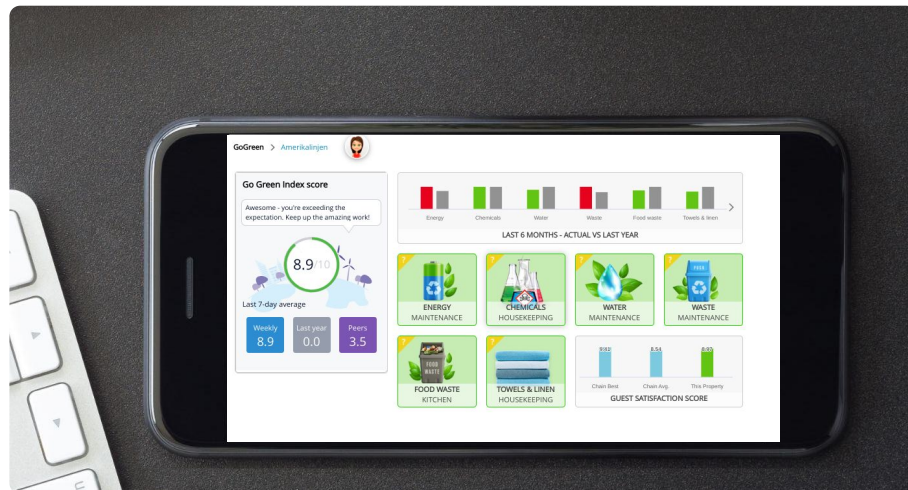
Strawberry has set environmental goals for 2030 that are distributed to each hotel in this system, and the hotels consumption is measured against these targets on a monthly basis.

## EcoOnline - chemical overview

We use a system called EcoOnline for handling all the chemicals used in the hotels. By using this system the hotels can stop using the chemical safety data sheets in paper format, since they get access to them digitally.

The system also helps the hotels with the risk assessments for hazardous chemicals and makes it easier to substitute these with more friendly chemicals.

EcoOnline also helps us keeping track on legal requirements on chemicals, and any updates to these.



## eSmiley - measuring food waste

eSmiley provides us with scales with an integrated digital registration software to help us reveal details of where we create most food waste. We need to identify detailed information on the problem to be able to create the right solution.

The measurements from eSmiley are transferred daily to PMI GoGreen, where we get reports on the amount of several different food waste categories, for example: Edible/non-edible, guest plate, buffet, production, staff canteen, etc.

Since it is the edible food waste that is the main problem, it is important for us to measure that amount to be able to do the most effective actions to reduce.

# What we measure in our environmental management system



## Energy

All the energy consumption in the hotels are reported into PMI GoGreen. For most hotels the electricity is reported automatically, while the other categories of energy can often be reported manually.



## Water

Via a collaboration with Smartvatten, we can measure the water consumption per minute, and this is reported automatically into our system.

We also get alerts if the water consumption in a hotel increases, so we can detect and fix leakages faster.

More and more of our hotels are now using the system., 95 of Strawberry's hotels have installed Smartvatten.



## Waste

Our waste suppliers reports the amount of each waste category automatically into PMI GoGreen.

That enables the hotels to compare the amounts and their sorting rates.

# What we measure in our environmental management system



## Food waste

In 2022 we decided to improve the measurements on food waste, and we signed an agreement with a company called eSmiley.

They deliver scales and software that we will use to measure the amount of food waste separated into different categories.

The measurements are automatically transferred to our management system PMI GoGreen.

In 2024, the number of hotels with the system has increased to almost all hotels and the data quality is improving.



## Towels & linen

All the textiles used in the guest rooms are now measured and reported into PMI GoGreen.

The system helps the hotels to make better forecasts on the amount of textiles needed.

This helps to reduce the stock in the hotels, and thereby also the consumption.



## Chemicals

The cleaning chemicals bought from our central suppliers are measured and reported into PMI GoGreen.

The hotels are now able to measure and compare the amount of chemicals used per guest night.



WeCare Planet

# Climate

Strawberry





At Strawberry, we share a common goal of leaving behind a sustainable planet for future generations.

We do so by focusing on what is on the plate, and in the glass, and how our buildings are built and operated.



BY 2030

**“Net zero emissions in our own operations”  
“50% reduction in value chain emissions”**

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## Completed improved annual climate calculations

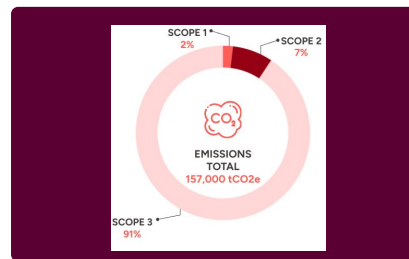
Emissions in ton CO<sub>2</sub>e

	2022	2023	% change
<b>SCOPE 1</b>	1,408	2,302	+63%
Gas (Heating & kitchens)	808	718	-9%
Refrigerants	2,511	2,054	-18%
Fuels vehicles and machinery	147	129	-12%
<b>SCOPE 2*</b>	11,764	11,743	-0%
Electricity	5,887	4,484	-24%
District heating	8,850	7,111	-20%
District cooling	187	137	-27%
<b>SCOPE 3</b>	171,036	175,290	+2%
1- Purchased goods and services	101,036	105,290	+4%
2- Capital goods	7,027	6,603	-6%
3- Fuel and energy-related activities	2,043	2,175	6%
4- Upstream transportation and distribution	740	728	-2%
5- Waste generated in operations	1,455	1,470	1%
6- Business travel	902	1,237	37%
7- Employee commuting	4,481	4,685	5%
14- Franchises	8,673	10,123	17%

## Published Emissions Report on website

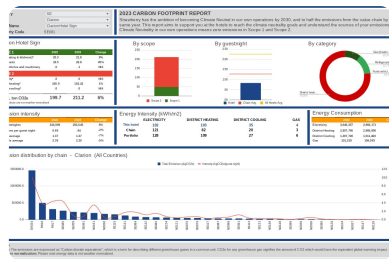


## Complete Scope 3 calculations



Added 14.5 Million NOK to our Climate fund

# Climate achievements



## 67 decarbonization projects initiated



Issued hotel-specific carbon footprint reports for all hotels

## Issued carbon footprint reports to corporate clients



### 2023 CARBON FOOTPRINT REPORT

Being one of our cherished and valued customers, we hope and believe you share our commitment to transparency and sustainability. To help you understand the actual climate impact of your stays with us, we are pleased to provide you with your own personalized carbon footprint report.

Your carbon footprint, encompasses the emissions associated with stays at our hotels during 2023. Calculating and communicating our emissions is all a part of our efforts to reach our climate goals of becoming climate neutral in our own operations by 2030 and to halve the emissions from our value chain by the same year.

Our aim, is to provide you with valuable insights that can support your own sustainability goals. By offering this report, we hope to demonstrate our commitment to transparency and transforming the hospitality industry to a more environmentally responsible industry.

**THANK YOU** for choosing Strawberry. We look forward to your continued partnership as we collectively work towards a more sustainable future for our planet.

### METHODOLOGY

To ensure the accuracy and reliability of our emissions calculations, we adhere to internationally recognized standards.

Our calculations are based on the Greenhouse Gas Protocol, which is an established international standard for measuring greenhouse gas (GHG) emissions. In accordance with the standard, our calculations are specific to each individual hotel and cover all GHG emissions from sources that are owned or controlled by the hotel, and indirect emissions associated with purchased energy (known as Scope 1 and 2 emissions). The provided emissions in this report can be reported as Business Travel emissions under Scope 3 in your own GHG accounting.

In addition, we calculate emissions based on the Hotel Carbon Measurement Initiative (HCMI) methodology, which was developed by the Hospitality Industry to provide consistent and transparent reporting of the carbon footprint associated with hotel stays. This report can be used to fairly compare between hotels and is available upon your request.

Our total corporate emissions will be presented in our annual sustainability report available on our website.



\*The emissions are reported as "Business Travel emissions", which is a term for describing different greenhouse gases in a common unit. For any quantity and type of greenhouse gas, GCOs together the amount of CO<sub>2</sub> which would have the equivalent global warming impact.

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# Summary of our work with climate

## Ambitions & Goals

We are committed to taking action to avoid the worst impacts of climate change by doing our part to limit the rise in global temperatures at 1.5°C above pre-industrial levels. By 2030, we commit to reach net zero emissions in our own operations and to reduce the emissions from our value chain by 50%. In carbon accounting terminology, this means we will reach net zero emissions in Scope 1 and 2, and reduce our Scope 3 emissions by 50%. Across all scopes, we will more than halve our emissions by 2030 relative to a 2022 baseline. By 2050, we will reach zero emissions across all three scopes, doing our part in meeting the Paris Agreement.

## Activities

### Climate Reporting

In 2024, we continued to improve data quality. Transparency is a key value to us and we decided to increase our reporting of our carbon footprint.

## Our journey towards net zero emissions

- **Our Emissions Report** showcasing our corporate emissions and methodology.
- **Developing carbon footprint reports for all hotels** to understand the starting point to reach our climate goals and identify focus areas for reduction efforts.
- **Carbon footprint reports** to corporate clients to understand their impact.

**-19% CO<sub>2</sub>e**

reduction in Scope 1&2  
compared to 2023.

### Complete Scope 3 calculations

For 2024, we have calculated our total Scope 3 emissions through a spend-based analysis. This screening-level approach gives us the opportunity to estimate our total GHG emissions and identify focus areas. We continue to improve the data quality by adding activity data from our suppliers instead of spend-based estimates.

### Climate Fund

We launched our Climate Fund in 2022, and so far we have initiated 67 decarbonization projects across our portfolio. We have also invested in 4 start-ups that provides us with solutions that will support our climate targets.

**67**

decarbonization projects  
at hotels initiated

**4**

start-ups invested in since start



# Emissions

For 2024, we conducted a spend-based analysis to understand the overall impact of our business activities. 90% of our total emissions fall into Scope 3, which includes activities that typically lie outside our direct operational control. Of those Scope 3 emissions, 80% is related to purchased goods and services such as purchases of food and furniture.

We are committed to reaching net zero emissions for Scope 1 and Scope 2, and reducing our Scope 3 emissions by 50%. To reach our goals we are targeting our emissions in two main areas.

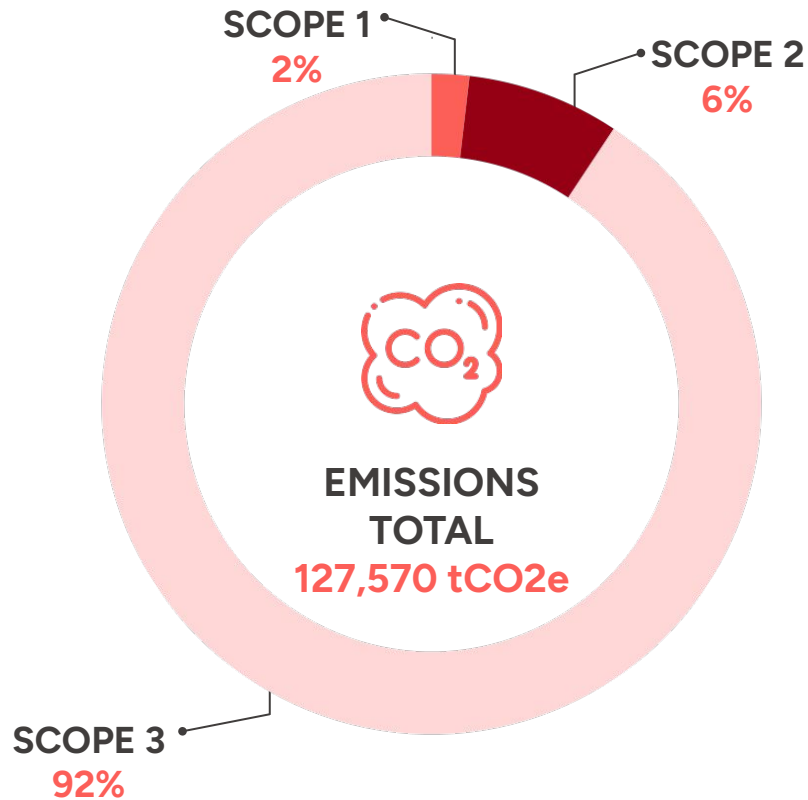
## Decarbonization of our operations

We continuously strive to enhance the efficiency of our buildings, which in turn reduces our emissions. Our Climate Fund supports further investments aimed at lowering emissions from building operations. You can read more about our Climate Fund later in this report.

## Decarbonization in our value chain

Since 90% of our emissions come from our value chain, mainly from purchased goods and services, we are working with our supply chain partners to reduce emissions by:

- **Promoting Emissions Transparency:** We work with our suppliers to measure the environmental impact of their products, providing us with valuable insights into the carbon footprint of our purchases.
- **Enhancing environmental metrics in procurement:** We actively seek opportunities to incorporate environmental performance criteria into our procurement processes and plan to elevate these standards as our supply chain matures.



# 2024 Climate Reporting

Strawberry’s climate calculations are conducted in accordance with the Greenhouse Gas Protocol, based on the 2024 calendar year. You can find our entire 2024 emissions report on our website.

## Progress 2024 vs 2023

### Scope 1

Scope 1 covers emissions from the combustion of gas for heating and food preparation, refrigerant leaks, and fuel usage by vehicles and machinery. In 2024, Scope 1 emissions decreased by 26.5% compared to 2023.

### Scope 2

Scope 2 includes emissions from purchased electricity, district heating, and cooling. In 2024, Scope 2 emissions also decreased by 18.2% compared to 2023. These reductions are attributed to a shift towards renewable energy sources and a cleaner energy supply.

### Scope 3

Scope 3 encompasses emissions from our value chain, divided into upstream and downstream emissions, with the majority stemming from purchased goods and services. In 2024, total Scope 3 emissions increased by 5.8%, primarily due to operational growth and increased spending.

## Emissions in ton CO2e

	2022	2023	2024	24vs22 % change	24vs23 % change
SCOPE 1	3,569	2,930	2,154	-39.6%	-26.5%
Gas (heating & kitchens)	945	750	622	-34.2%	-17.1%
Refrigerants	2,476	2,051	1,390	-43.9%	-32.2%
Fuels vehicles and machinery	147	129	142	-3.6%	9.9%
SCOPE 2*	14,324	11,627	9,517	-33.6%	-18.2%
Electricity	5436	4490	2998	-44.8%	-33.2%
District heating	8709	6994	6340	-27.2%	-9.4%
District cooling	179	143	178	-0.4%	24.7%
SUM SCOPE 1+2	17,893	14,557	11,670	-34.8%	-19.8%
SCOPE 3	92,175	109,562	115,899	25.7%	5.8%
1 - Purchased goods and services	72,022	87,041	88,396	22.7%	1.6%
2 - Capital goods	2,145	2,337	4,331	101.9%	85.3%
3 - Fuel and energy-related activities	2,042	2,173	1,964	-3.8%	-9.6%
4 - Upstream transportation and distribution	682	727	792	16.1%	8.8%
5 - Waste generated in operations	1,463	1,482	1,681	14.9%	13.4%
6 - Business travel	688	1,012	3,241	370.9%	220.3%
7 - Employee commuting	4,461	4,665	4,665	4.6%	0.0%
14 - Franchises	8,673	10,123	10,831	24.9%	7.0%
TOTAL tonCO2e	110,067	124,119	127,570	15.9%	2.8%

\*Market-based emissions

\*\*Scope 3 total emissions differ from the figures reported previous years due to new and more qualitative emission factors

\*\*\* Business travel emissions saw a dramatic increase due to the inclusion of more accurate data for 2024

## CO2e per guest night

Calculations and KPI's	2022	2023	2024	24vs22 % change	24vs23 % change
Number of guest nights (operations only)	10,764,736	11,818,455	12,805,233	19.0%	8.3%
Square meters (operations only)	1,819,105	1,980,224	2,119,703	16.5%	7.0%
kg CO2e / guest night (Scope 1+2)	1.66	1.23	0.91	-45.2%	-26.0%
kg CO2e / guest night (Scope 1+2+3)	10.2	10.5	10.0	-2.6%	-5.1%
kg CO2e / guest night (Scope 3)	8.6	9.3	9.1	5.7%	-2.4%
kg CO2e / m2 (Scope 1+2)	9.8	7.4	5.5	-44.0%	-25.1%
kg CO2e / m2 (Scope 1+2+3)	60.5	62.7	60.2	-0.5%	-4.0%
kg CO2e / m2 (Scope 3)	51	55	55	7.9%	-1.2%
Number of Hotels	222	231	244	9.9%	5.6%

\*Includes m2 and guest nights for operation hotels only.



# Strawberry Climate Fund

A fund to finance the development of climate-friendly solutions,  
both at our hotels and for the industry as a whole.



# How does it work

In 2024, we continued our efforts with the Climate Fund in order to reduce carbon emissions in our own operations, as well as to finance the development of climate-friendly solutions within the hotel industry.

In 2024, Strawberry added another 14,5 million NOK to the fund as part of our commitment to our 2030 climate targets. In total, the climate fund has now funded 67 decarbonization projects at our hotels.

Through the Climate Fund's projects in 2024, we estimate to have achieved annual energy savings of 1.7 million kWh and carbon savings of 151 tCO<sub>2</sub>e.



# Strawberry Climate Fund Case 1 2024



## Quality Hotel Grand Kristiansund

Quality Hotel Kristiansund wanted to reduce electricity consumption for heating domestic hot water and water for the heating system by installing an air-to-water heat pump.

The Climate Fund therefore supported the renovation of the existing system, which includes heating domestic water and water for technical purposes. By implementing these measures, the following result was achieved: The pump's efficiency reached 89%, as the climate in Kristiansund is ideal for such a solution.

In total, this, along with the Legionella control system, will result in a saving of 245,548 kWh. By reducing consumption, this will have a direct impact on the hotel's GOP, and the hotel's carbon footprint will approach climate neutrality. As a result, we will become an attractive workplace for environmentally conscious job seekers and score highly on the sustainability index.





# Strawberry Climate Fund Case 2 2024

## Comfort Hotel Børsparken

Comfort Hotel Børsparken installed thermostat controllers in 51 rooms. With this solution, the hotel and its guests can easily control the room temperature with a maximum and minimum setpoint. This results in a reduction in district heating consumption. As we know, district heating is one of the major CO<sub>2</sub> drivers for hotels. Comfort Børsparken uses 733,000 kWh of district heating annually, which results in an emission of 80 tons of CO<sub>2</sub>e. This figure will be reduced as we begin to see the results of this measure in 2025.



# Investment in the future

Through our Climate Fund, we have since 2022 committed 5 million NOK through ClimatePoint - our investment partner. Together we have set up two investment funds with the common goal: A sustainable travel industry.

The **Food and Agrotech** fund aims to decarbonize the entire agriculture value chain. As almost 50% of our total emissions are related to food and beverage, these investment are aligned with our 2030 strategy.

The **Building & Construction** fund aims to find new solutions across the construction industry's value chain. This can be new solutions that enable lower energy usage, fewer resources and less surplus materials.

There were no new initiatives launched this year, we remain committed to continuous improvement and innovation. The dialogue regarding potential future investments and projects will be revisited and taken up again in 2025, where we will assess new opportunities, review market trends, and make informed decisions moving forward."



## Food & Agrotech



## Building & Construction



WeCare Planet

# Buildings & operations

Strawberry







Updates of technical requirements for renovations and new-builds aligned with 2030 targets.

Portfolio-wide 2030 targets for energy, water, food waste, chemicals and towels and linen.



## Buildings & operations achievements

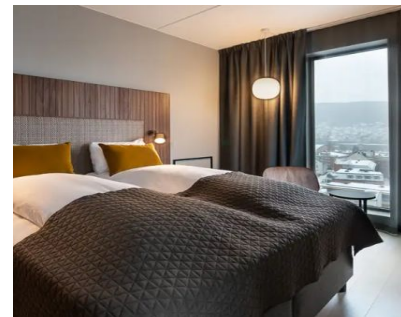
Full environmental legislation reporting for all Swedish hotels with Afry.

All hotels done Energy Survey 2024

Seventeen hotels participating in our *Green Norway Energy Efficiency Project*



By utilizing cutting-edge technology in hotel room management, a number of hotels have implemented cardless and KNX servers for effective energy management of the hotel rooms.





# Case: Clarion Hotel AIR

Clarion Hotel Air is strategically situated in Sola, Norway, offering an optimal location with close proximity to both Stavanger Airport and the picturesque Jæren beaches. The property is characterized as a contemporary establishment featuring impressive views and an interior design inspired by the surrounding natural landscape. It serves as a convenient hub and is recognized as a premier conference hotel with excellent dining provisions.

The hotel boasts 296 rooms and provides a diverse range of accommodation options suitable for both larger and smaller groups. This positions it as a favored venue for a variety of engagements, including conferences, meetings, and leisure stays.

Several attributes contribute to the distinctiveness of Clarion Hotel Air. Its location stands out as a primary factor, with its adjacency to Stavanger Airport offering significant logistical advantages for travelers. Additionally, the hotel's modern and stylish design is highlighted. Furthermore, its state-of-the-art conference facilities are a key driver of its preference for business events. Finally, the accessibility of the beautiful Jæren beaches enhances the hotel's overall appeal.

From an environmental perspective, Clarion Hotel Air demonstrates a strong commitment to sustainability. The hotel, spearheaded by its facility manager and in collaboration with the property owner, has actively worked to identify and implement the potential for achieving 100% renewable energy for the building's operations. This undertaking has received support from the Strawberry Climate Fund. Upon completion of these projects during 2025, the building will be powered exclusively by renewable energy sources. This represents a significant and appropriate milestone for Clarion Hotel Air and Strawberry in advancing towards their 2030 objectives.

# Summary of our work with buildings operations

## Ambitions & Goals

As we strive towards a sustainable future and climate neutral operations, our buildings take centre stage. By adopting a thoughtful approach to design, construction, and operation of our buildings we minimise our environmental impact.

Through our Strawberry Building Commitment, we set the sustainability bar on how we build and operate our buildings. But to reach our ambitious goals we must find innovative ways to further improve our operations and reduce our emissions. That's why we launched the Strawberry Climate Fund with the aim to reduce emissions from our hotels and to fund greener technologies and smart solutions.



## Key results



### Energy

**-7%**

kWh/m2



### Water

**-12,4%**

liters/guest night



### Residual waste

**-2%**

kg/guest night



### Chemicals

**-4%**

g/guest night

## Activities

### Long-term targets

We have set environmental targets for 2030 for each individual hotel that adds up to the following overarching portfolio goals. The targets are measured in terms of consumption per guest night and against a basis year of 2023. Our Sustainability Rating will reflect the hotels performance against these targets.



Energy

**- 20%**



Water

**- 30%**



Food  
waste

**- 50%**



Towels  
& linen

**- 15%**



Chemicals

**- 7%**

### Updates of technical requirements

In 2023, we updated our technical requirements to guide our construction and renovation projects. With the revised guidelines, we are now making sure that our new buildings and renovations are aligned with our ambitious 2030 goals.

## To run our buildings more efficiently while improving comfort

# Key Figures

Buildings & operations

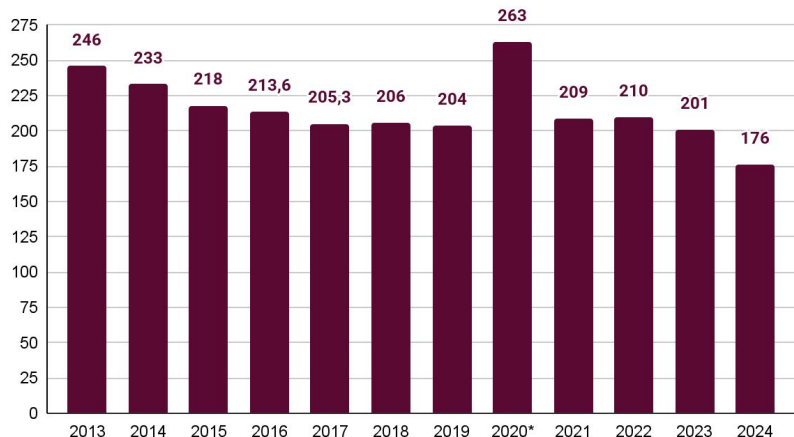
Strawberry



# Energy and water

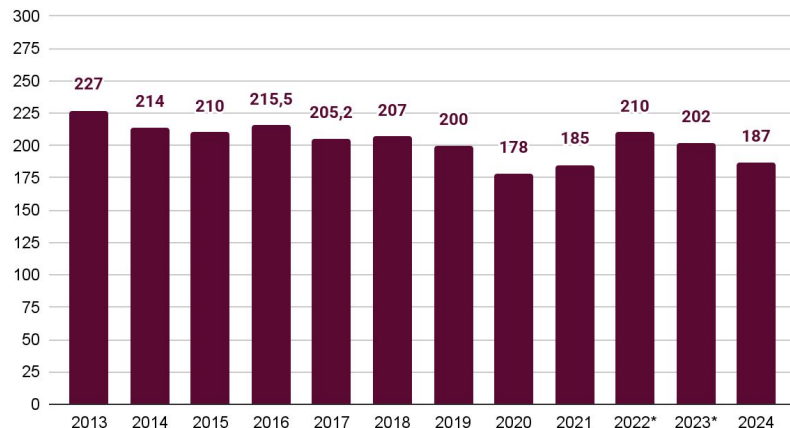
In 2024, we made a big effort to run our buildings more efficiently, and it paid off. Our energy use dropped by **7%** per square meter, and our water consumption went down by **12 %** per guest night. To achieve these reductions, we installed low-flow showers and faucets which conserve both water and energy. Additionally, we upgraded lighting, heating, and ventilation systems, and optimized equipment operations to save energy.

Water consumption per guest (litres)



\*Higher water consumption during 2020 due to Covid-19 and fewer guests than normal.

Energy kWh per square meter:



\*New and improved data collection from 2022.

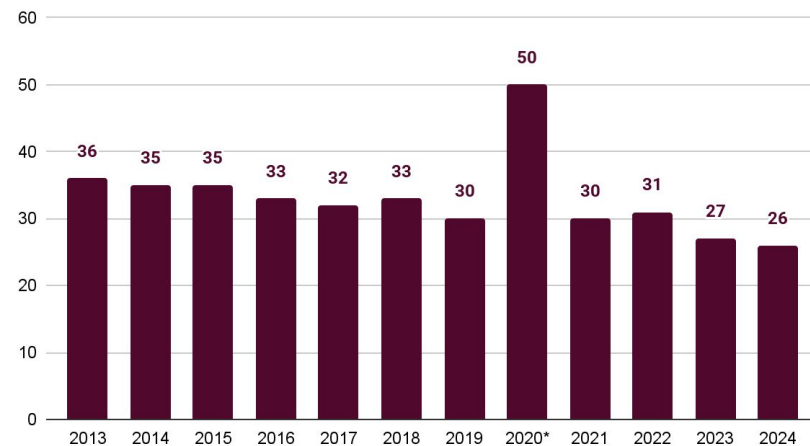


# Chemical usage

Our chemical usage tracks how much chemicals we use at our hotels. Mainly for cleaning our rooms and other areas, but also for disinfection, technical maintenance and our pools.



Grams per guest night



\*Higher chemical consumption in 2020 due to Covid-19.

WeCare Planet / People

# Food

Strawberry



The Red, Yellow and Green lists are our non-negotiable to deliver on in a risk perspective.

# Detailed follow up for fighting food waste in the majority of hotels

During the year, we have installed eSmiley in the majority of the hotels.

It is a plug-and-play solution with a scale and tablet where food waste is weighed and registered. This is a vital step towards achieving large scale food waste reduction.

The system enables for single hotels and restaurants to themselves log their food waste as well as guests numbers, based on where the food waste originates. This makes it easier to introduce reduction actions. It is also possible for Strawberry to consolidate and track data and goals at group level.

**Reduce food waste.  
Save money, time, and  
resources.**

**Measure and reduce your  
food waste.**

**Biggest possible reduction  
with least possible effort.**

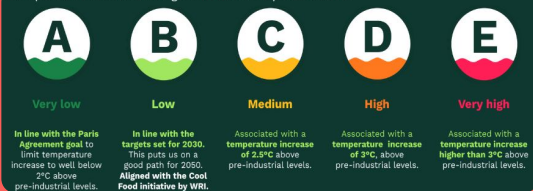
**A journey that gives  
meaning for your  
employees and economy.**

# Solution for calculating carbon footprint on product level

Calculating climate impact from the food we serve is essential to reduce climate emissions. We have therefore integrated a solution for all staff with access to our e-commerce solution, making it possible to calculate the carbon footprint on food & beverages on product level. All menus can thereafter be automatically calculated with CO<sub>2</sub>e emission levels, giving a result on five emission levels.

## Klimato RATING SYSTEM

The Klimato label gives two key pieces of information: the absolute CO<sub>2</sub>e emissions per serving (kg CO<sub>2</sub>e/serving) and a rating (A-E) based on the item carbon intensity which is the carbon footprint (CF) of a standardized full-size meal of 400g. This allows for fair comparison between servings with different portion sizes.



### SCALED CO<sub>2</sub> EMISSIONS

5 emission levels

## Recipes 27 hits

Number	Name	Owner	Changed	Climate footprint
Strawb...	Pizza bianco with panchetta	Lene Kljode	15/01/2025	C
Strawb...	Strozzapreti ragu	Lene Kljode	15/01/2025	E
Strawb...	Grønnsalat	Lene Kljode	02/01/2025	A
Strawb...	Steak frites med pepparsaus	Lene Kljode	02/01/2025	E
Strawb...	Bakt lange m/ smørstek fennikel, potetsure, appelsin & saffranssauce	Lene Kljode	12/12/2024	B
Strawb...	Lavtemperert tørsk m/ erterure, timian, potet og nettesmer med soltærketomat	Lene Kljode	12/12/2024	C

### MENU BANK

All menus automatically calculated with CO<sub>2</sub>e emission levels  
Updated every 2 weeks

Score

- > Catalogue
- > Supplier
- > Producer
- > Country of origin
- > Discount
- > Price
- > Labelling
- > Food information
- > Shopping list
- > Climate footprint
  - <0.4 (5)
  - 0.4-0.9 (4)
  - 0.9-1.8 (3)
  - 1.8-2.6 (5)
  - >2.6 (1)

FLØTE ØKOLOGISK 1L RØRROS (1.0 ltr)  
5020995, RØRROSMEIERIET AS  
6 KRT  
Kr 486.96 Kr 81.16/ltr  
Asko Storhusholdning

IMAT VISP VEGETABILSK FLØTE 2 FOML (0.25 ltr)  
5975750, DATLY NORWAY  
10 KRT  
Kr 190.40 Kr 76.16/ltr  
Asko Storhusholdning

KREMFLØTE 1L Q (1.0 ltr)  
2367696, Q-MEIERIENE AS  
10 STK 1 STK  
Kr 616.20 Kr 61.62/ltr  
Asko Storhusholdning

### ITEM FOOTPRINT

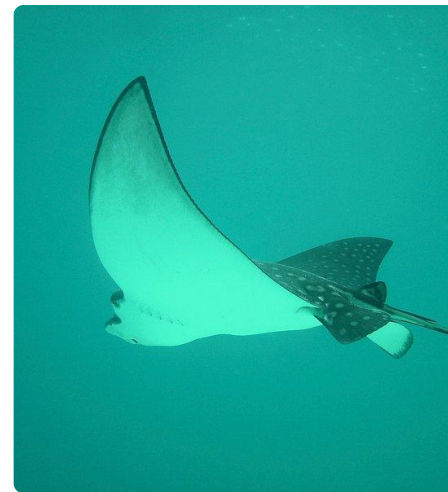
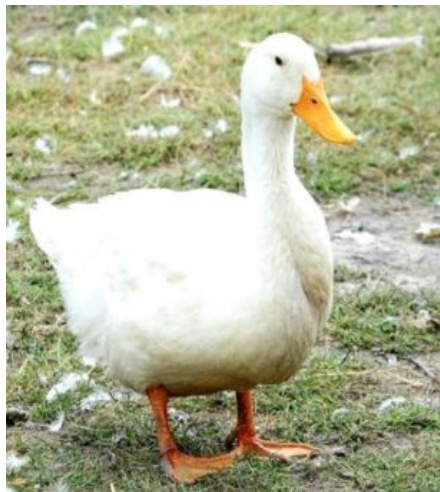
Carbon footprint on food & beverages are calculated on product level





## About Strawberry **Red, Yellow and Green** List

- We want our food to be produced with respect for nature, animals and the people who produced it.
- The Red, Yellow and Green lists are our non-negotiable to deliver on in a risk perspective. All lists are updated annually by WeCare.
- All lists are aligned with the International Union for Conservation of Nature, WWF Norway and Sweden, Denmark and Finland, internationally recognized advices and in consultation with our suppliers.
- WeCare and Procurement are responsible for follow-up with suppliers to ensure compliance with the lists and our and continuously update the e-commerce system to align hotel purchases with the lists.
- All lists are disseminated to all hotels and are to be shared with all staff working in the kitchen.



WeCare People

# People

Strawberry







**Mental Health &  
Wellbeing Program**

**Self Audit  
People**



# People achievements



My manager provides me with the support I need to complete my work.

Choose score:



**Development of Peakon**

**"Rätt Kurva" - a crime prevention program**



**Diversity advisory board**



# Summary of our work with people

## Ambitions & Goals

With the focus of people and making sure that we have room for all we do our best in securing that everyone should be able to find a position.

We care by maximising skills, strengths and abilities through development opportunities that never end.

We help our people develop their unique talents by learning about what they do best and what they can do to maximise their potential. We recognize that having the right mindset and knowledge is key to performing well at your job.

## Activities

### Mental Health & Wellbeing Program

We have introduced our Mental Health and wellbeing program to put focus on the important topic of our employees mental health,

### Rätt Kurva

We have initiated a partnership with Rätt Kurva which is a crime prevention program. The purpose of the program is to reduce the recruitment of children between the ages of 8 and 15 into criminal gangs and to open doors that lead away from criminality.

### Introduced Self Audit People

In order to be compliant with the People agenda on all our Nordic Hotels.

### Diversity advisory board

The board includes a diverse bunch of people with different nationalities, ages, genders, backgrounds and disabilities. This will help us with our plan to continue to be at the forefront of progress when it comes to inclusion, equality and diversity. But also to support in creating inclusive workplaces that truly reflect the diversity of the communities in which we operate.

### Development of Peakon

We have been working on our listening platform to track our employee engagement and how well Strawberry is performing connected to DE&I

### Unleash

In 2023, Strawberry launched Unleash, a leadership program that trained 400+ leaders and completed 5,400 digital courses.

### Pride

Strawberry sponsors Pride and work hard for equality and opportunities - regardless of who you are and who you love.

### Oslo kollega

Collaboration with Oslo Kollega supports job training, placements.

### Apprenticeship Program

Strawberry launched Chefs@Strawberry to attract and retain chefs.



## Key results

41%

Employees with non-nordic background

61 eNPS

Employee Engagement (Peakon)

59%

Female General Managers



# Wellbeing

Our ambition is to support and develop our thriving employees to successfully manage all aspects of their wellbeing.

By creating engaged, safe and secure workplaces where we have erased the stigma of speaking openly around disabilities and physical & mental illness. We conduct risk assessment and train our managers & employees in how to proactively nurture their physical & mental wellbeing.

**Our target is to decrease overall sick leave with 4 %. See key figures later in this report.**





# Mental health

For us at Strawberry our main focus is to make sure that our guests are feeling well, with that said it is also important to ensure good wellbeing amongst all of our employees, and if needed get the help that is required.

Therefore we launched an initiative in collaboration with The Human Aspect to raise the awareness.

Throughout the year we offer mental health & wellbeing courses during 2024.

Loneliness: 6887 employees took the course

Stress and Burnout: 6348 employees took the course

Anxiety & Depression: 5643 employees took the course

Identity and Diversity: 4761 employees took the course

We also held 4x wellbeing talks streamed from HQ (NO) and made available to all hotels, which we will continue in 2025.

We had between 70 and 100 screens tuned in during the Wellbeing Talks.

Since many were watching together, we can assume that more than 100 people were watching at any given time.

# Rätt Kurva

Rätt Kurva is a crime prevention method where it is based on collaboration between the police authority and social services. The goal is to reduce the recruitment of children between the ages of 8 and 15 into criminal gangs and open doors that lead away from crime. Rätt Kurva has an approach that not only captures the children who are at risk, but also includes and encompasses their families. The new way of working involves business and civil society in a way that creates greater participation and cooperation between several actors in society.

The social services are those who have close contact with the children and their families and identify the specific needs that exist. Where social services cannot meet the needs that exists, Beredskapslyftet Ideell Förening, steps in to act as coordinated force between social services, civil society and businesses. These needs are unique to each family, but may involve homework help or employment for a family member.



# Self Audit People

We conduct self audits for all our hotels twice annually to investigate the knowledge in specific areas, as well as to ensure that we comply with existing laws and regulations. The result of the audits are compiled and focus areas are highlighted to the General Manager of each hotel as well as the Director of Operations for each brand.

The Self Audit works as a support for our hotels and is a useful tool in minimizing risks and prevent deviations.

One area in the Self Audit consists of people related questions. The questions are customized for each country and cover topics such as work environment, labor law requirements, time reporting, collective agreements, safety and security, performance reviews and more.

This tool is highly effective for mapping the knowledge of these areas within our hotels and for identifying areas that require additional attention already at an early stage.





# Diversity & Inclusion Advisory Board

2023 was a pilot year for our initiative D&I Advisory Board, which we started with members from our Comfort hotels. We continued to develop this during 2024, each board will have around 8 members and are all recruited internally.

In 2024, we joint a collaboration with **Jobbentrén** which has led to 8 hires where the newly hires get access to a personal coach for successful and long term employment with us. We aim to develop this collaboration in 2025.

Since the beginning of our initiatives we have supported 230 employees with legal guidance who face deportation. Through language training, 128 employees were offered norwegian training as a central initiative to increase inclusion.

We are good at diversity and we are good at equality and having an inclusive approach to sexual orientation and sexual identity, but we can be even better at inclusion and create equal opportunities - the same conditions - for everyone regardless of background!





How likely is it you would recommend Strawberry Head Quarter as a place to work?

Choose score:

0 1 2 3 4 5 6 7 8 9 10

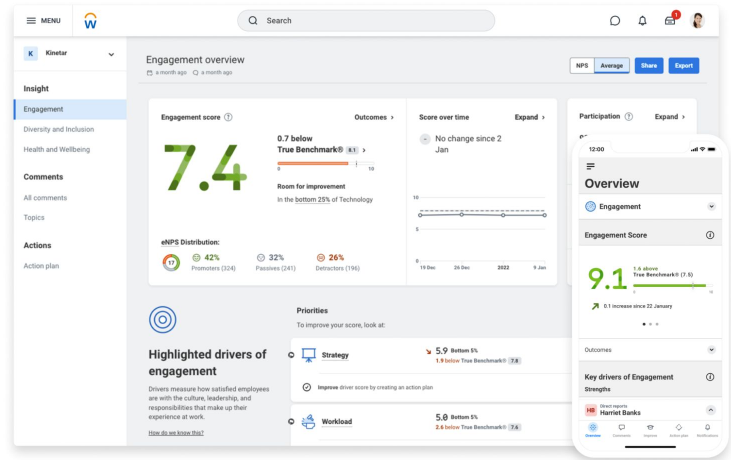
Not at all Absolutely

# Development of Peakon

Peakon is our Employee Engagement tool. We send out surveys once monthly to all employees who are employed on 20% contracts or more. It is completely anonymous and voluntary to participate in the surveys.

The result gives us a real-time picture of the employee experience and enable our managers to react more quickly if something in the work environment is imbalanced. It is also a way for our employees to drive the change they want to see.

In the beginning of 2024 we implemented a new module in Peakon for D&I. The module consists of 9 questions on the areas *diversity*, *inclusion* and *non-discrimination*. These questions will now be sent out to all employees regularly - helping us guide our D&I efforts and initiatives in the right direction.



# Unleash

At Strawberry, we recognize that exceptional leadership is pivotal to our success. 2023 saw the launch of Unleash, a comprehensive leadership development curriculum, designed to cultivate skilled, well-rounded leaders who drive engagement and performance across our organization.

Understanding that managers are the greatest influencers of their team's engagement and performance, Unleash targets leaders at all levels. This curriculum provides opportunities for growth in knowledge, skills, mindset, and capabilities, ensuring our leaders are equipped to excel in their roles.

The Unleash program features a blended learning approach, incorporating digital learning paths, webinars, and in-person skill-building workshops. These diverse learning formats help leaders identify and maximize their unique talents and strengths, as well as those of their team members. Through Unleash, we are committed to developing leadership that not only meets but exceeds the high standards required to achieve business success at Strawberry.

Throughout 2024, more than 600 leaders participated in skill-building workshops and webinars.



# Motimate

At Strawberry, our commitment to employee development is embodied in Motimate, our cutting-edge digital learning platform. Designed for seamless accessibility, Motimate effectively reaches every single employee, ensuring continuous engagement and growth.

One of the key advantages of Motimate is its ability to connect with new hires even before their first day. By delivering brand, country, and role-specific content across the group within seconds, we ensure that our employees are well-prepared and aligned with our values from the start.

Motimate's self-authoring tool empowers trained employees and subject matter experts to create customized learning paths in minutes. This user-friendly platform, accessible 24/7 on any device, enables our workforce to continuously develop their skills and knowledge, driving both personal and organizational success. Through Motimate, Strawberry is fostering a culture of learning and excellence, equipping our team with the tools they need to thrive.

Throughout 2023, more than 19.000 active users completed more than 300.000 Motis (digital courses), where the average rating of the Motis was 4.53.





# Chefs@Strawberry

At Strawberry, our commitment to culinary excellence is exemplified through our Chefs@Strawberry initiative that was kicked off in 2023. Targeting one of our core employee groups, the chef population, this initiative addresses the intense competition for top culinary talent and showcases the myriad career opportunities within our organization. In 2024 there were 54 chefs who took part in the program, of which 52% stayed and worked with us after completion of the program.

Recognizing the fierce talent war in the culinary sector, Chefs@Strawberry employs innovative strategies to attract and recruit external talent. Beyond recruitment, the initiative fosters strong external partnerships with culinary schools and educational programs, ensuring graduates are well-prepared to excel in our dynamic Food & Beverage environment.

An equally important aspect of this initiative is increasing engagement and reducing turnover within our existing chef population. We explore new ways to enhance job satisfaction and professional growth, understanding that retaining top talent is crucial.

Central to this effort is the development of our culinary mentors, who guide and coach our apprentices. By investing in their capabilities, we ensure they inspire and retain new talent, fostering a supportive and enriching environment for our chefs from the start of their careers.





# Oslo kollega

We have a cooperation with Oslo kollega where we together have the opportunity in supporting the way back to a functional working life. The attendances have various backgrounds.

During 2024, a total of 65 participants have completed work training at Børsparken. Additionally, 21 have participated in "Jobbsmak", which involves a three-day trial period to explore areas of interest.

Of the 65 who completed work training, 30 have moved on to employment. 10 of these have secured jobs at Strawberry.

After completing basic training at Børsparken, 16 participants have moved on to external work training at various hotels and departments within Strawberry.



# PRIDE

## We have room for all!

Strawberry is a proud sponsor of Pride across the Nordics and main sponsor in the Nordic capitals - Oslo, Stockholm, Copenhagen & Helsinki. We have been doing this for many years. Why? Because diversity and inclusion are two of our fundamental values and something we live by every day. It makes everyday life better in every way, both for our wonderful colleagues and our dear guests. With us, there must be room for everyone, regardless of orientation, identity, faith, ethnicity or function - and we encourage everyone to support Pride and take part in the celebration.

We work hard for equality and opportunities - regardless of who you are and who you love. Our work for equality does not stop with the summer Pride weeks. The job is done all year round, year after year, by ensuring equal opportunities in employment processes, information and competence building among employees and a consistently inclusive culture that cracks down hard on discrimination. At the same time, we must also have room for those with other opinions and allow open, respectful debate - without compromising our strong principles. Our flags stand strong, even when the wind blows!

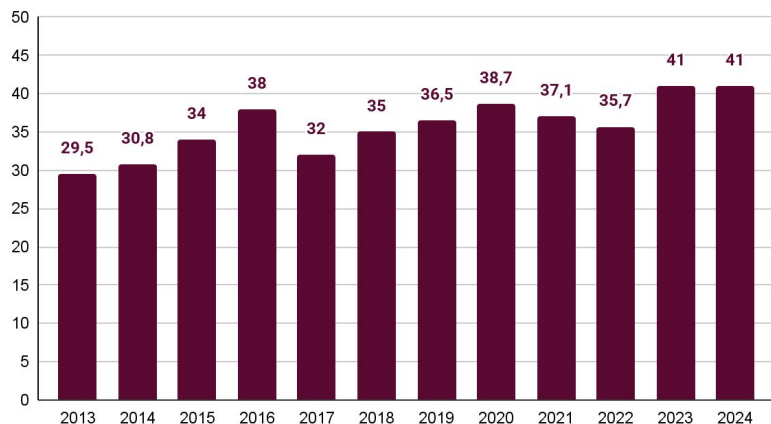




# Diversity

While many people see strength in numbers, we want to show strength in diversity. Many nationalities, combined with a high proportion of non-Nordic leaders, is one of our most important competitive advantages.

Percentage employees with non-nordic background

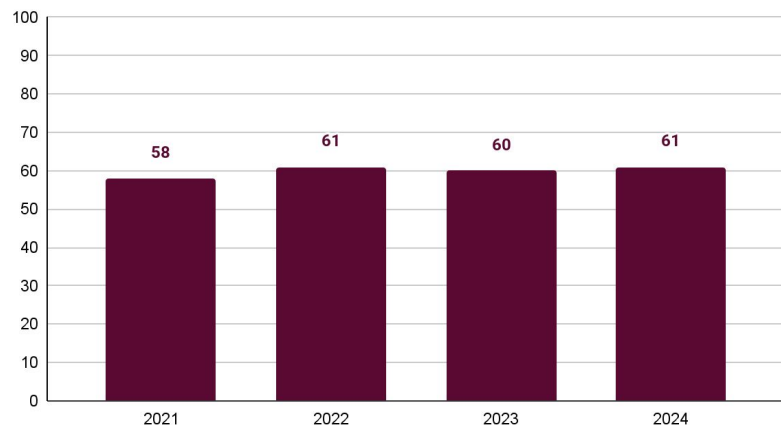




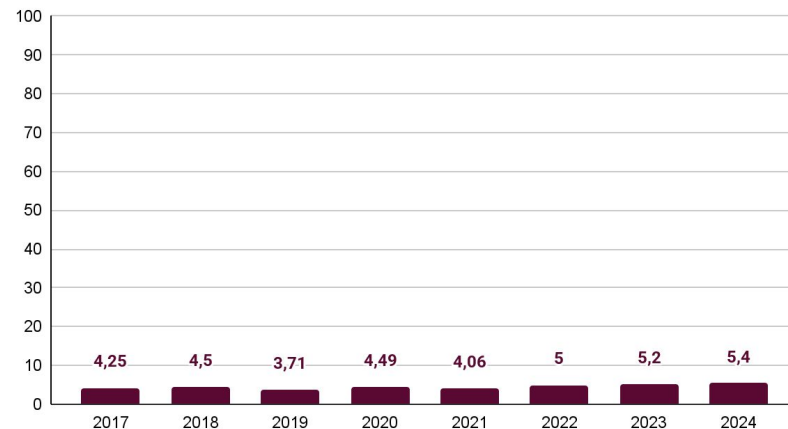
# Wellbeing

The main reason our guests come back again and again is our happy, friendly and satisfied employees. We measure our employee satisfaction through our system "Your voice" which is based on the eNPS scale.

Employee survey your voice (eNPS scale)



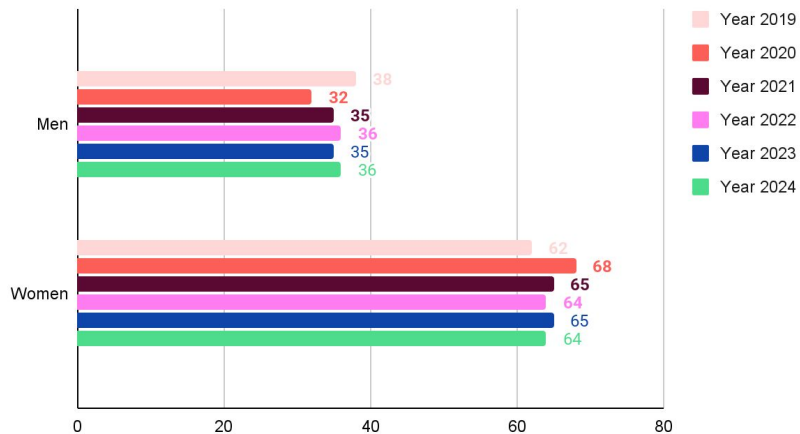
Percentage sick leave



# Equality

At Strawberry, gender equality is important. It produces results. We are a company where women and men have equal opportunities.

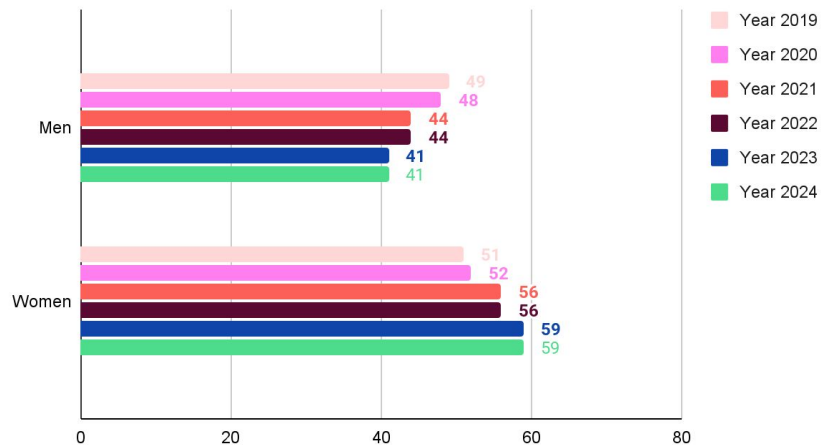
Heads of departments %



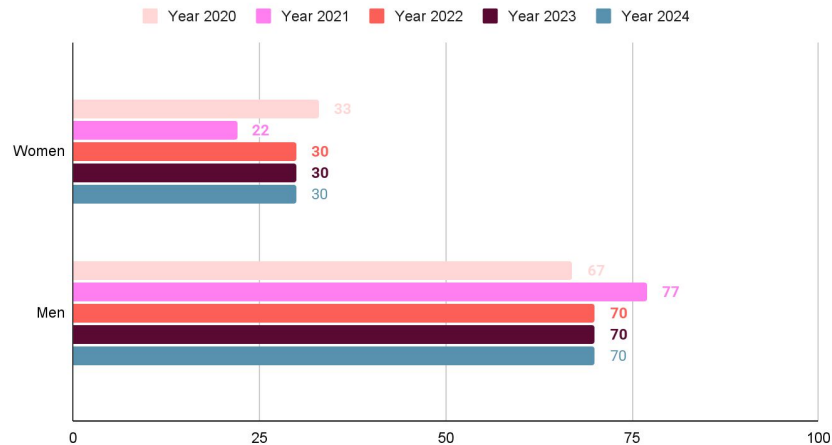
# Equality

The success of our equality work is clear when it comes to gender distribution at the General Manager level. In Sweden, there is a majority of female directors, while in Norway there are still some more male directors. When it comes to the Executive Management, we strive to reach our 40%/60% equality target.

General Managers %



Executive Management %



WeCare Planet / People

# Community

Strawberry







Strawberry Neighbour Fund

UNICEF



Ringer i Vannet



Spreading smiles



# Community achievements

Lonely Christmas Tree



Guttas Campus



## SPRÅKKAFÉ

CONCEPT WORK: Be the gate to speak in Bergen and building relations with existing and future employees

### WHAT

- Language exercise
- Games
- Quiz
- Social interactions
- Free to join

### WHO

- Bilingual to start
- Once a week to follow
- Same day, same time, every time

OUR VALUES  
DIVERSITY,  
EQUALITY,  
INCLUSION,  
DEVELOPMENT

### WHAT

- Inclusion
- Equality
- Develop and find talents

### WHO

- Colleagues
- People who want to learn Norwegian
- People who want to learn a language
- Agent for all livat

Language Café

# Summary of our work with community

## Ambitions & Goals

Strawberry hotels are all a part of the specific community where the hotels is located. Therefore it is important that we are taking part of the community. In order to be a part of the development of sustainable travel our engagement in the community is very important. When we work together we can create an even larger impact.

## Activities

### Lonely Christmas Tree

During December together with customers and partners collect christmas gifts. These are provided to different organisations that are active within the local community.

### Strawberry Neighbour Fund

Hotels can apply for funding for their own projects through the The Strawberry Neighbour Fund.

## Unicef Collaboration

We partner with UNICEF throughout the year on various initiatives, including 50 for Life. Through our collaboration with UNICEF.

Members can donate bonus points, that Strawberry will match. Guests can also contribute by adding 50 kroner or more to their bill for direct donations.

**27,704**

Christmas gifts  
collected

**364700**

**NOK**  
Donations to UNICEF

**20**

projects funded by  
Strawberry Neighbour  
Fund



**Making an impact  
where we live, work  
and operate**



# The Lonely Christmas Tree

We invite everyone to donate Christmas presents and place them under the Christmas trees in our hotels. Donations are made to a variety of organisations including Talita, Svenska Kyrkan, Stockholms Stadsmission, Frälsningsarmén, Blå Kors and Rädda Barnen.

We have collected **27,704** presents in total in 2024 which were donated to our hotel's chosen charities.

Since 2012 we have collected more than 600 000 presents, gift cards, and monetary donations combined.



# The Lonely Christmas Tree Hotel Stories

## **Quality Hotel Riverfront's collaboration with Children's Cancer Association**

Quality Hotel Riverfont was visited by affected families from the Children's Cancer Association for a Christmas weekend at QH Waterfront. The hotel organized a Christmas workshop for the children where they can make Christmas decorations and, not least, decorate our lonely Christmas tree.

They auctioned the Christmas tree, and challenged companies to buy such a tree to have in their office or reception. All proceeds from the Christmas tree was donated to the Children's Cancer Association.

## **Quality Hotel Residence's Annual Christmas Party with Psykt Raust**

Together with a committed mother and daughter, Quality Hotel Residence arranges its Christmas party every year for people who struggle with substance abuse and mental health problems.

They can come to a good and warm Christmas dinner and receive Christmas gifts from the Christmas tree.

## **Comfort Hotel Trondheim's collaboration with "God Jul, Lille Venn"**

Children of all ages from Trondheim and the surrounding area had their Christmas gift wishes fulfilled.

Now on its 9th year, God Jull Lille Venn is in collaboration with 26 different organizations both in Trondheim and surrounding areas. 5,000 gifts have been collected for this year. The joy of giving is very much alive!





# The Strawberry Neighbour Fund

We love our communities and we want to support and participate in worthy neighborhood projects.

Hotels can apply for funding for their own projects through The Strawberry Neighbour Fund. Projects must revolve around diversity, well-being, and local environment.

We have received 43 amazing applications from our hotels, where 20 of them were granted funding for their Strawberry Neighbour projects for the year **2024**. There were also two projects which are a collaboration between several hotels in one city!



## Impact

- 18,000 employees
- 226 neighbourhoods
- 5 different countries
- 1 culture



### Quality Hotel Winn Haninge

- Young adults w/ disabilities and their families
- 5 meetings in autumn-winter
- 12-20 participants
- Haninge Municipality & Nytida
- Focus on movement & diet



### Clarion Hotel Oslo Airport + Comfort Hotel Runway

- Around 50 participants
- Employers around the neighbourhood
- In line with World Mental Health Day





# Start samtalen



## Quality Hotel Airport Gardemoen



When the figures for the number of suicides in 2023 were published in the spring of 2024, Quality Hotel Airport Gardemoen decided to do something. They wanted to create an event that sheds light on issues surrounding suicide, shares crucial information and spreads awareness that everyone can do a little - as simple as starting a conversation, daring to ask.

A total of 693 people took their own lives in Norway last year.

Their hotel's hope was that some local people, politicians and employees would come, but the event clearly hit a nerve. A total of over 620 people came to the event! Jessheim Upper Secondary School made it mandatory for all students in VG2 to participate. These had actually said goodbye to a fellow student lost to suicide just 25 days before.

The hotel also managed to collaborate with the organization for survivors of suicide Leve, Fontenehuset in Jessheim, Mental health youth, NAV, the Police, the outdoor contact, the crisis team in the municipality and more. Marco Elsafadi was hired as the keynote speaker, while several of the other organizations spoke about their experiences, including a mother of two young people who lost her husband, their father, to suicide just a year ago.

It was a powerful experience with many tears, and they have received several questions from the municipality and Jessheim High School about whether we could consider doing something similar next year.

# Mamma United



Mamma United trygghetsatsar. Foto: Pressbild

Mamma United sprider trygghetssatsning i Sv

## Challenge

In socioeconomically vulnerable areas, we know that gangs are recruited at a very early age, and we see gang crime as a major social problem, both now and in the future. In our immediate area, we have been very affected in the past year and want to be involved and contribute to a safer area and society.

To a large extent, our municipality, police officers and others have identified that there are places that are unsafe. Several of these places have an increased problem that children are at risk of being recruited into criminal gangs. This creates concern among parents and residents in the areas. There are also wishes that there should be more adults in these unsafe areas.

As a result, Mamma United Trygg 2023 started in Västerås. The outcome was very good and therefore we intend to implement the effort in more of our municipalities in 2024.

## Solution

Two or more mothers from Quality Hotel Winn and Mamma United together with initially a coordinator to stand in a selected place and hand out snacks and hot drinks to children and young people who pass. The intervention will take place every Tuesday and Friday in connection with when the children finish school, approx. 2 hours per occasion. This is the time in the afternoon when many children and young people move around in the area.

During the summer and summer holidays, be in strategic locations to capture the same target group. Children and young people then get a chance to get fruit to eat and something to drink, while the mothers from Quality Hotel Winn Haninge and Mamma United get an opportunity to talk to the children about how they are doing.

## Action

We served a total of **2498 children** with sandwiches, fruit and drinks. That is 1498 more than expected.

**This project has been a huge success!**

**Quality  
Hotel Winn  
Haninge**





# Arlanda Bee Hives



## Challenge

Flying & airports are energy-intensive and could be associated with flight shame and scepticism regarding flying as a moral issue. As an airport hotel we want to do a small contribution to the local environment with these hives.

Around the world we have seen a colony loss in honeybees due to changing climates, rampant use of toxic pesticides and news are also using habitat due to urban sprawl.

It's hard for a local beekeeper to make ends meet and this will support their important work. Believe it or not, you have a bee to thank for every one in three bites of food you eat!

## Solution

We can help improve the health and survival of honey bees and our native bees by offering 1 to 3 colonies on our roof. We already have 3 "bee houses" installed since before the pandemic but it is been vacated for the last couple of years and we are ready to welcome them back!

We will partnering with a local beekeeper and support their business and help them find a new home for their colonies at the same time as we support the local environment.

## Action

The bees arrived in June and thrived over the summer. We harvested in August and the amount was quite high according to the experts.

We received the honey in jars labeled with the hotel name in the beginning of September.

We ordered both small and large jars. The small ones we have given away during VIP events as a goodie bag to event planners etc. The larger ones we sell in our shop and serve to our breakfast guests.

We have also created a Signature Drink in association with a local Gin producer, First Gin which have become popular. We also have a sustainable banquet menu where you can find the honey. This one has sold twice to larger groups.

We have received lots of attention in media in forms of articles, interviews by Besöksliv and posts on social media.

**Clarion Hotel  
Arlanda**





## UNICEF Emergency Partnership

For many years Strawberry have worked together with UNICEF to help children and families affected by war, conflict and crisis. In Strawberry we believe that every child deserves a bright future - a life where one feels safe and thrives. Due to the current situation in the Middle East, Strawberry have joined forces with UNICEF to help children and families affected by the war and conflict.

Going forward with our new partnership agreement as an Emergency Partner with UNICEF, we will continue to explore initiatives on how to contribute when crisis and conflicts occur. As an employer of 18 000 it is an integrated part of our culture and DNA to show empathy and action outside of our hotels.





**Rätt  
Kurva**



**Ringer i  
vannet**



**Oslo  
Kollega**



**Guttas  
Campus**



# Hand in hand for a better world

We want to make a difference. So, we have teamed up with some of the world's most trusted NGOs to increase our impact on a global scale. Let's join forces for the greater good!





# Transparency

## Whistleblowing

All employees and hired personnel have the right to report issues of concern in Strawberry. Such issues of concern are conditions in the workplace, that have a certain public interest, and that are not generally known or available. Issues of concern are matters that are in conflict with legal regulation, written ethical guidelines in the company, or ethical norms to which there is broad support in society, for example, matters that may involve:

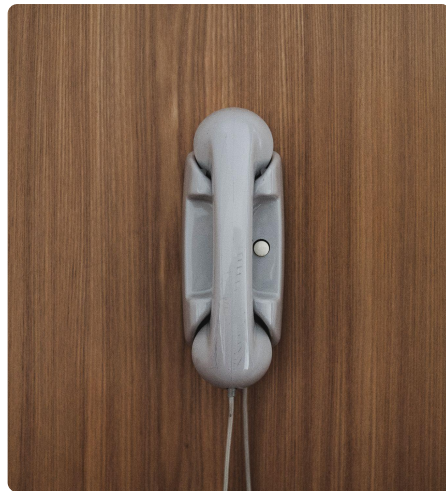
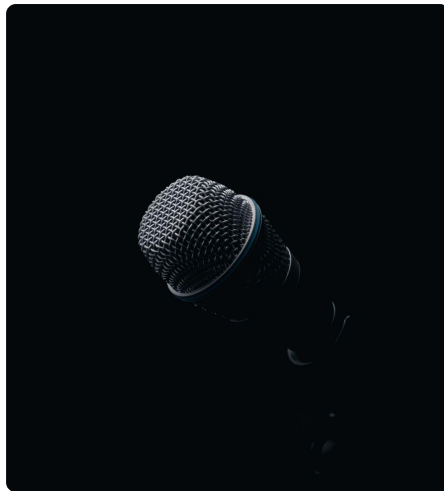
- danger to life or health
- danger to climate or environment
- corruption or other financial crime
- abuse of authority
- unsafe working environment
- breach of personal data security

## Whistle blowing:

During 2024 there were 39 whistleblow reported.

## Legally enforceable verdicts:

We had none Legally enforceable verdicts in 2024..



WeCare Planet / People

# Procurement

Strawberry



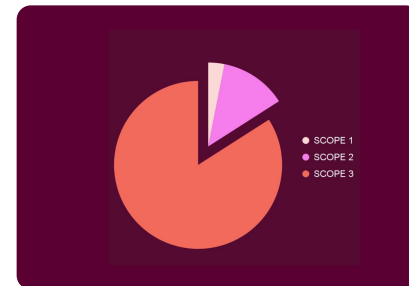


Code of Conduct

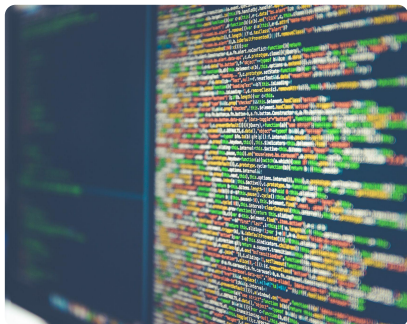
Traffic light list



Scope 3



# Procurement achievements



Tracking Indicators

Risk Assessment



Checklist for heightened due diligence





# Summary of our work with procurement

## Ambitions & Goals

Our overall ambition is to buy into a more sustainable value chain and be a leading industry example. Strategic priorities;

- Promoting labor rights, working conditions and equal treatment throughout our supply chain
- 50% reduction in Co2 emissions from Scope 3 towards 2030
- Establish clear processes and requirements that encourage open dialogue with suppliers, business relations and civil society

## Activities

### Updated guidelines

In 2023 we have updated several key documents such as: Responsible business conduct, supplier code of conduct and launched a checklist process for heightened due diligence assessments.

### Supplier Management System: Ignite Procurement

Central supplier management is handled by the procurement team responsible for contracts, portfolio optimization, and negotiation processes. Daily operations occur at our 245 hotels, with procurement staff varying by hotel size. We source from Nordic wholesalers and suppliers with a low risk of direct breaches, though risk increases further down the value chain. To get an overview of our purchases we entered into collaboration with Ignite Procurement which will give us better analysis

## Scope 3

In 2024, continued to work with Scope 3 and have specified that key focus will be on F&B that is 40% of our Scope 3.

## Risk Assessment

In 2024 we performed risk assessment on all contracted suppliers. Looking at both gross risk for the category and net risk per supplier in order to prioritize our follow up.

## Transparency act

The Transparency Act obliges Strawberry to:  
Carry out due diligence assessments in accordance with OECD guidelines for multinational companies.  
Account for our work with due diligence assessments related to human rights and decent working conditions.  
Respond to information requests from the general public.

## Guidelines

3 updated documents securing decreasing risk in procurement

## Ignite Procurement

Full Scope 3 emissions and prioritized area F&B

## Risk Assessment

Risk assessment performed for all contracted suppliers.







# Our guidelines

Strawberry have had a Code of Conduct since 2013 but in 2023, we strengthened the document to make it clearer that we see supplier relationships as a collaboration and that we are dependent on working together to create positive impact. The full code of conduct can be found here: [CoC](#)

## Responsible business conduct: [RBC Policy](#)

Strawberry strives towards responsible business conduct that respects people, society and the environment. This policy document, including our Code of Conduct, forms the foundation of our sustainability work. We share a tradition and culture of doing more than is expected — for our guests, our employees, the community and the environment. We call this work WeCare. WeCare is about how in our daily operations we take care of people, the environment and profitability at the same time. This means that we cannot be profitable without caring about people and the environment. But we also know that we cannot care about people and the environment without creating profitability. The main areas we work with are:

- Diversity among employees
- Ethical and sustainable trade in our supply chain
- Local social responsibility in our community
- Environment
- Good, healthy and sustainable food
- Do everything we can at the hotel to reduce our environmental footprint to a minimum, and ensure equal opportunities for all
- Be a front runner in our industry, sharing knowledge and investing, so that the travel and experience industry thrive in a sustainable way in the years to come
- Be demanding to ensure that our supply chain not only complies with laws and regulations but also strives to be better for people, society and the environment
- Supporting the local community by facilitating neighborhood projects
- Be in compliance with environmental laws and requirements

## Checklist for heightened due diligence:

Based on UNDP guidelines for heightened due diligence, Strawberry has developed a checklist to facilitate practical implementation. The aim is to raise awareness among businesses about our collective responsibility to take action [10 point checklist](#).

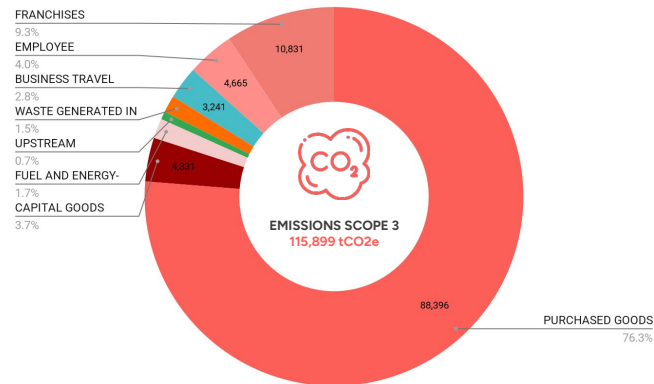
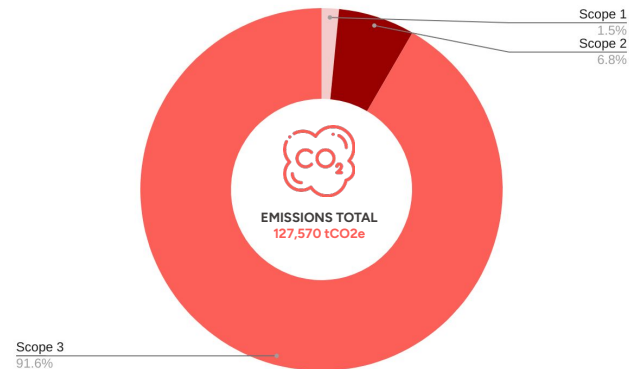
# Scope 3

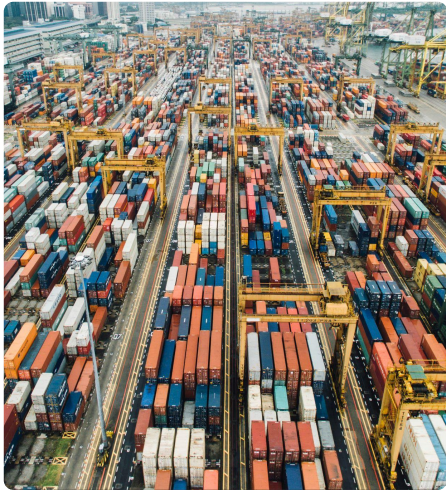
Via Ignite Procurement we are able to get an overview of our scope 3 emissions on a spend level per supplier, this enables us to heatmap the different categories and further prioritize projects on lowering CO<sub>2</sub> emissions in our value chain. In addition we are able to upload activity based data, where the suppliers can provide that information.

92% is Scope 3

76% of Scope 3 is purchased goods and services

The goal is to have a clear action about annual reduction in supply chain towards 2030. As the ambition is to reduce 50% of emissions in our supply chain.





# Risk Assessment

We continue to improve our internal risk assessment process. In 2024 we performed risk assessment on all contracted suppliers. Our risk assessments evaluate several parameters such as: geographical, sector and product risks.

Information gathering in our due diligence assessments involves a combination of multiple parameters. A significant part of this process is direct dialogue with suppliers to assess their internal procedures and commitments related to due diligence. In addition to using report information from the suppliers themselves, objective assessments are performed based on information from reputable sources. For the specific supply chains and categories we focus on, these sources include, but are not limited to:

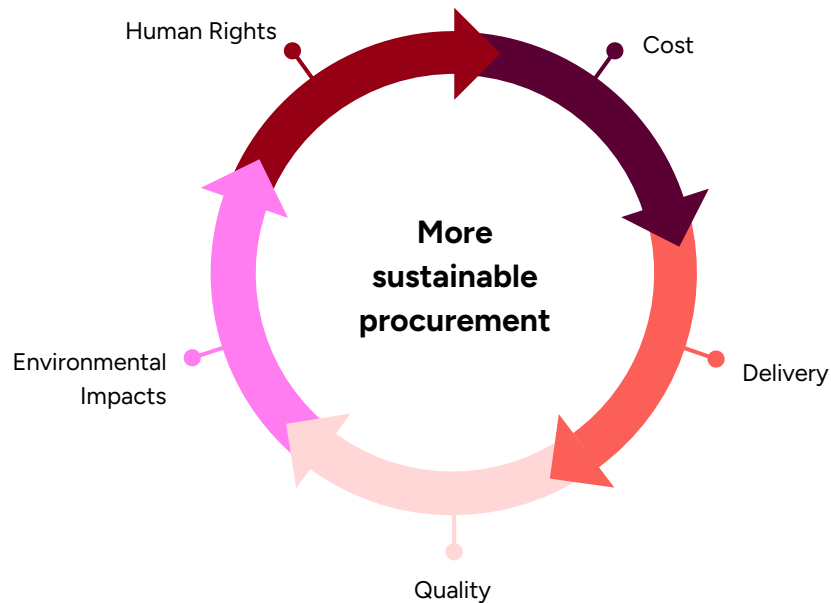
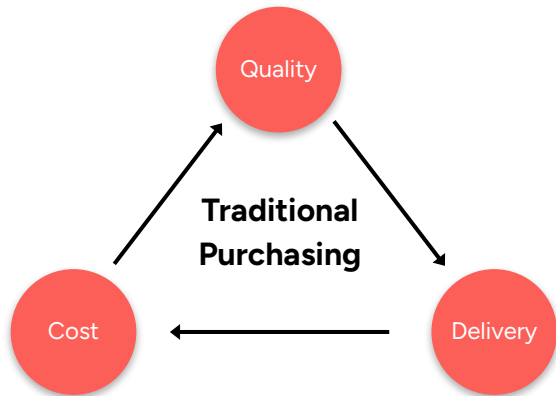
**Geographic risk:** International Trade Union Confederation (ITUC), UN's Human Rights Index, Transparency International Corruption Index, Freedom House Index, Environmental Performance Index.

**Sector/product risk:** OECD sector guidelines, Directorate of Financial Management (DFØ)'s high-risk list, as well as reports from civil society organizations such as Amnesty International and Human Rights Watch.

# The Shift towards Sustainable Procurement

A visit at Strawberry should be positive and smart, both for our guests and society. Delivering fantastic hotel experiences, made with care for people and the environment, is important for us.

The old way in procurement was focusing only on quality, cost and delivery. Now at Strawberry we are also including environmental and social demands for our suppliers.





# Transparency Act

**Strawberry is subject to the Transparency Act and has made it possible for anyone with questions to contact them for more information.**

The Transparency Act came into effect on July 1, 2022, and aims to ensure transparency regarding larger businesses handling of negative consequences related to fundamental human rights and decent working conditions in connection with service delivery.

## The Norwegian Transparency Act obligates Strawberry to:

- Conduct due diligence assessments in accordance with the OECD's guidelines for multinational enterprises.
- Account for our work in due diligence assessments related to human rights and decent working conditions.
- Respond to information requests from the public.

**Our 2024 report will be available no later than June 30 2025:**

[Norwegian Transparency Act](#)

**Risk Based Approach -  
Category level**

**388 Contractual  
agreements**

**Over 200 000  
products**

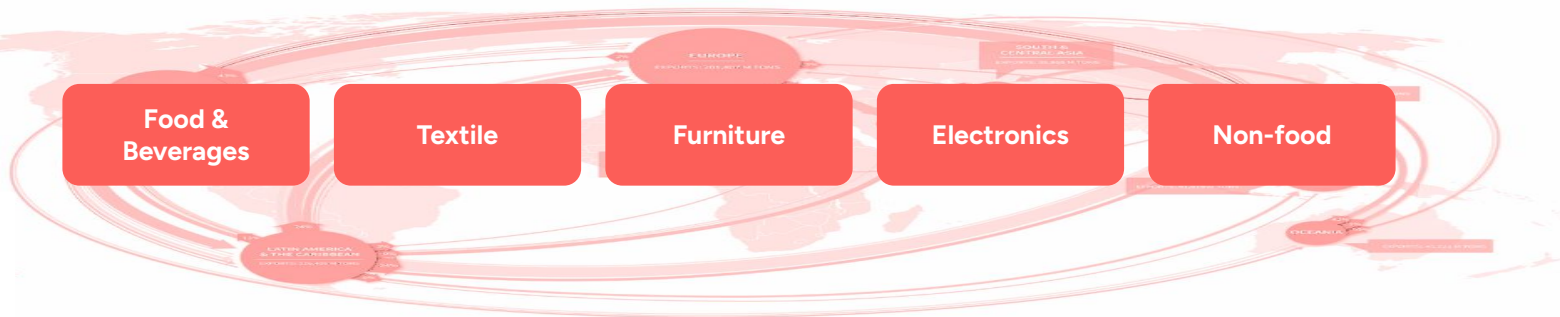
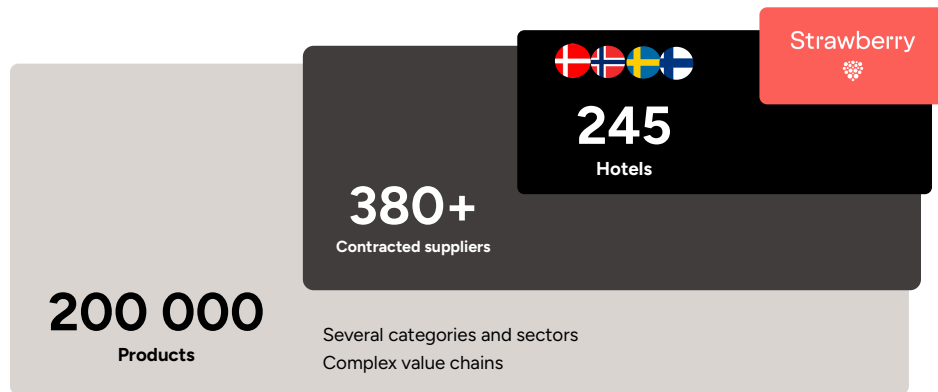


# Workers rights and a more responsible value chain

During 2024, we had contractual relationships with about 380 different suppliers across several categories.

All purchases are made either through agents, intermediaries, importers, or directly from brand suppliers.

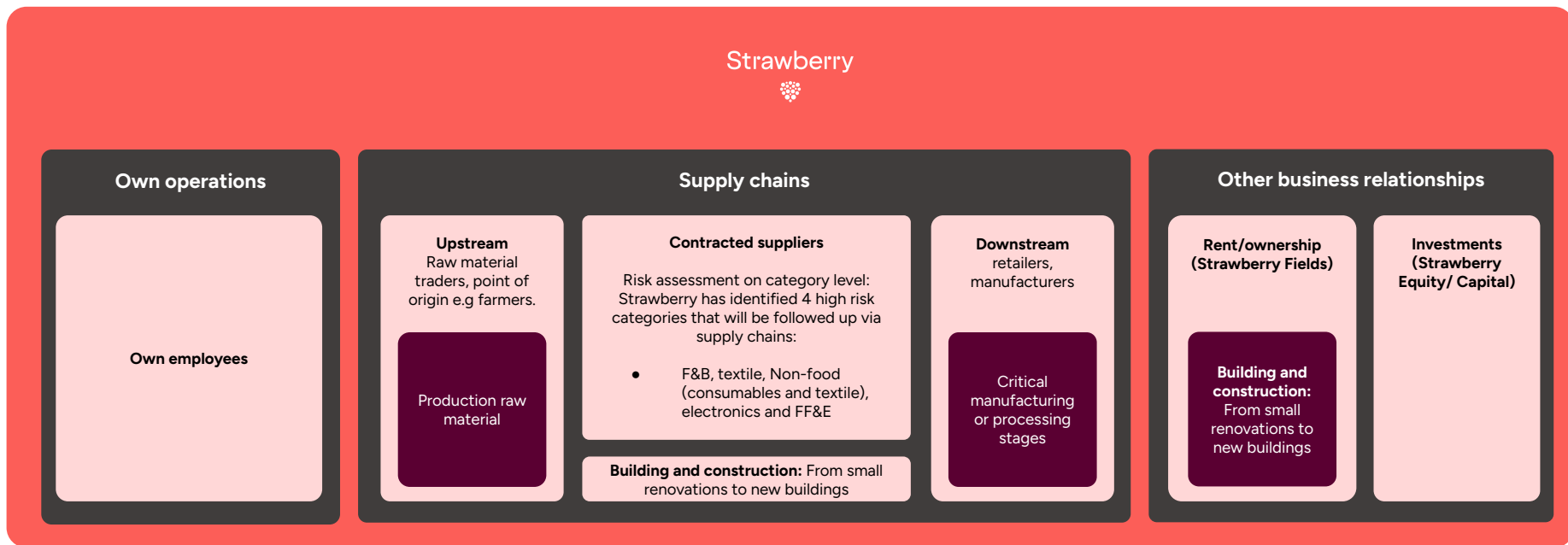
Within food and beverages, as well as consumables, wholesalers constitute the largest share of our suppliers.



# Application of Due Diligence

Based on OECD's guidelines we work with due diligence in different parts of our operations

- **Own operations:** Key focus own employees
- **Supply chain:** Key focus contracted suppliers in high risk categories: F&B, non-food (consumables and textile), electronics and *FF&E*
- **Other business relationships:** Investment (Strawberry Equity/Capital) and rent/ownership property (Strawberry Fields)





# The Due Diligence Process

1

## Policy

Make sure to have the right policies and code of conduct in place. How is the work organised and who is responsible to perform due diligence assessment?

2

## Evaluate

**Evaluate** potential negative risks by using the risk assessment tool.

3

## Objectives

When a total overview of all the risks are clear, set **objectives** to measure to cease, prevent or mitigate the risks.

4

## Path

To establish effective follow-up procedures, we create a distinct **path**, we will set clear KPIs for monitoring

5

## Let it out

When step 1-4 is done, we have to communicate and **let it out!** Both in the Norwegian Transparency Act report and if anyone asks.

6

## Excuse

If we have caused or contributed to negative impact, we have to address it either through an **excuse** or compensation.



# Contact

[wecare@strawberry.no](mailto:wecare@strawberry.no)

Strawberry

