

2025 Annual Sustainability Report

Strawberry



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Message from our CEO

At Strawberry, we proudly call ourselves a rebel in the hospitality industry.
In 2025, while we saw others quietly scale back their sustainability commitments, we proudly doubled down by successfully certifying 238 of our hotels with the rigorous Nordic Swan Ecolabel. On top of that, we managed to surpass most of our 2025 targets.

True progress is built on transparency, not just favorable numbers. This year, we moved from spend-based estimates to hard data for our food and beverage emissions, a shift that revealed those emissions are actually more than 100% higher than previously estimated. While a spike like that might look like a setback on paper, we see it as a breakthrough. After all, we cannot fix what we do not accurately measure.

But to understand Strawberry, you have to look beyond the environmental data.

Our sustainability program, WeCare, is rooted in the belief that our hotels are living, breathing extensions of the neighborhoods they inhabit. Whether it is through our initiatives to combat loneliness among seniors, to guide youth away from crime, or providing Room for All through inclusive employment programs, we put people and the planet at the top of our agenda

We have achieved milestones we are deeply proud of, but our journey to 2030 is far from over. There is always Room for Change.
Thank you to our guests, our partners, and our 20,000 incredible employees for proving that a premier hotel experience and a warm, beating heart go hand-in-hand.



Torgeir Silseth,
Chief Executive Officer Strawberry Hotels





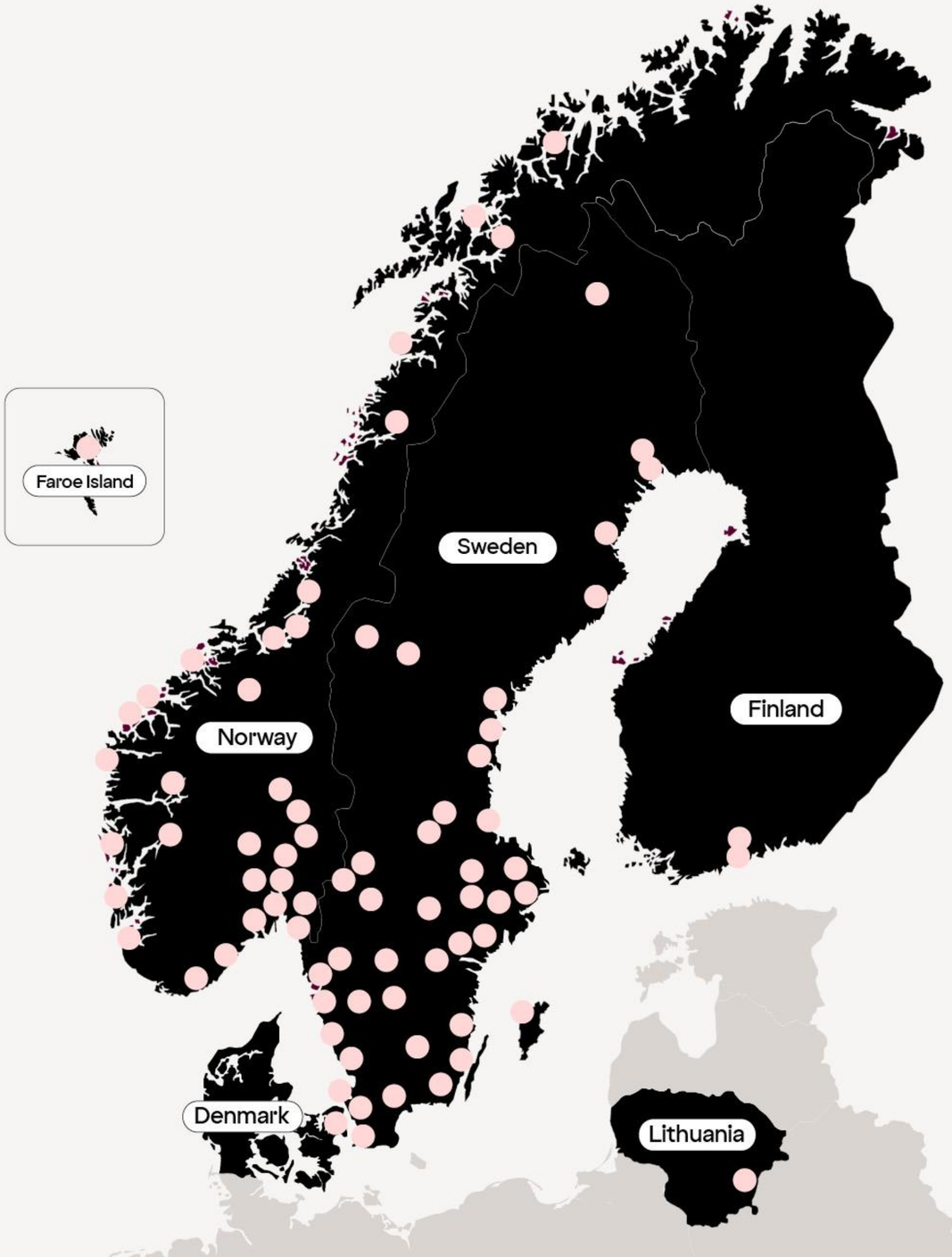
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History & Highlights

WHERE TO FIND US

Over 250 hotels on more than 100 destinations

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



Our Sustainability Journey

2009

All our hotels became certified under the internationally recognized ISO 14001 environmental management standard.

2012

Launched the Lonely Christmas Tree initiative. Since 2012 we have gathered more than 500,000 gifts and NOK 350,000 in monetary gifts for those in need. Reduced plate sizes, cutting food waste by 20%

2015

Cut all use of conventional palm oil.

2017

Launched “Sweet Dreams” together with UNICEF, supporting children impacted by human trafficking.

2023

Launched our internal climate fund, investing over NOK 40 million in decarbonisation projects to date.

2024

Launched a new food platform, introducing an animal product red-list and actively weighing food waste at most hotels.

2025

The operations at 238 hotels were certified with the Nordic Swan Ecolabel.

2025 Highlights

We're constantly working towards our various sustainability goals.
Here are some highlights from our climate and environmental efforts in 2025.



Operations at 238 hotels are Nordic Swan Eco-labelled.

We are incredibly proud that 238 of our hotels now meet the rigorous environmental standards of the Nordic Swan Ecolabel. Behind the scenes, this means that the hotel follows criteria that are audited by an independent third party. Among other things, the label sets requirements for resource efficiency, energy use, chemicals and waste management, which contributes to reducing the environmental and climate impact of the operations.



100% activity-based food emissions data.

Better data leads to better decisions.
We transitioned to 100% activity-based reporting for our largest emission source: food and beverage. This powerful upgrade moves us past estimates, allowing us to accurately track the real-world climate impact of our daily menu choices.



The Sourcing Code available to all.

Transparency matters, from the ocean to the table. We've made our strict Sourcing Code publicly available to promote ethical, fair, and sustainable supply chains everywhere.



16 community projects funded by The Strawberry Neighbour Fund.

From good intentions, to community investments. Our local community projects show how creating solutions to societal issues can be both attainable and enjoyable to implement! Learn more about their stories in our community chapter.

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.**





Strawberry Sustainability Strategy

Here at Strawberry, we take responsibility for our impact on people, our communities, and the environment. Through our dedicated initiative, **WeCare**, we focus on creating positive change both inside and outside our front doors - it's about giving back to our people and society.

We evaluate our performance across three core areas: **People, Planet**, and **Profit**. We believe true progress requires full transparency, which is why we measure our work using clear operational metrics and recognized third-party certifications.

Strategic Priorities

Strawberry guides its work through 6 strategic priorities, focusing directly on our hotel operations, our local communities, and our supply chain.

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.



Strawberry Sustainability Strategy



Climate

We actively work to reduce the climate footprint across our hotel operations and value chain. Climate targets are under development in line with the Science Based Targets initiative.



Development

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



Well-being

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.



Food & Beverage

We are striving to be a Nordic frontrunner in Food & Beverage. We have had a large focus on improving data quality as well as implementing new practices for our conferences. We are constantly looking for ways to advance this work across our value chain



Diversity

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



Buildings

Through the Nordic Swan Ecolabel across most of our portfolio, we ensure hotel operations meet strict, independent criteria for energy efficiency, water conservation, waste reduction, and safe chemical usage.

Strawberry Sustainability Strategy



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. Our door is open, no matter who you are or who you love. Strawberry has **Room for All.**



Planet

Travelling leaves a footprint. We want to do what we can to reduce it – and as part of this, the operations at almost all our hotels are certified with the Nordic Swan Ecolabel. We invest in solutions to reduce energy and water consumption, emissions and food waste, and work with responsible suppliers. We have already done a lot – but there is always **Room for Change.**



Profit

We believe profitability and responsibility are inseparable. Our goal is to earn every penny in a responsible way—by upholding fair labor practices, operating with full transparency, and maintaining strict ethical standards throughout our supply chain. Profit is the fuel that allows us to invest back into our people and our neighbourhoods. We believe sustainability is a competitive edge that provides increased profitability.

Sustainability Management

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 Green Key and Nordic Swan.

Since we have both our own hotels and franchise hotels, some hotels have more than one certification. However, from 2025 Strawberry's main certification is the Nordic Swan. We do also comply with "Grøn 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.

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.



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.

Sustainability Policies

To support our colleagues we have the following policies:

- Code of Conduct for Suppliers
- Checklist: 10 Steps for Responsible Procurement
- Sustainability policy
- Ethical trade document 2025

Our commitments

- Share best practices and collaborate across our industry to accelerate hospitality solutions with lower environmental impact.
- Continuously reduce our operational environmental footprint through verified reduction targets and independent certifications.
- Maintain high supply chain standards by actively auditing suppliers against our Code of Conduct and Responsible Procurement Guidelines.
- Support local communities by funding and facilitating neighborhood projects through the Strawberry Neighbour Fund.
- With the focus of people we are making sure that we have **Room for all.**

What we measure in our environmental management system



Energy

All the energy consumption at 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. 145 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 use to measure the amount of food waste separated into different categories. The measurements are automatically transferred to our management system PMI GoGreen. In 2025, 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.

Data-Driven Sustainability: Tracking Our Impact

At Strawberry, we know that to manage our environmental footprint effectively, we must measure it accurately.
As customer expectations rise and regulatory frameworks grow more stringent, maintaining robust, high-quality sustainability data is no longer just an administrative task, it is the foundation of our operational strategy.

To ensure a systematic approach, we have integrated advanced digital tools across our portfolio. This technology empowers our local hotel teams to make immediate, data-backed decisions on the ground, while giving our central team the transparent reporting needed to track progress.

197

Hotels have automated energy reporting in PMI GoGreen

8,25

145 hotels measure water consumption through Smartvatten.

201

Hotels are now using eSmiley food waste scales



A Holistic View of Our Operations

The heartbeat of our environmental data is our central environmental management system, PMI GoGreen. By linking our consumption metrics directly to daily hotel occupancy, we can continuously monitor operational efficiency, identify deviations, and share best practices between properties.

Our comprehensive tracking ecosystem targets our most critical impact areas:

- Automated Energy Data: We have largely eliminated manual tracking errors. Currently, 197 of our hotels utilize automated energy reporting, allowing us to accurately map our footprint and react swiftly to consumption spikes.

- **Smart Water Management:** Through innovative partnerships, 145 of our hotels now monitor water consumption on a minute-by-minute basis. Automated alerts notify our maintenance teams of unusual increases, enabling us to detect and repair leakages faster than ever before.

- **Granular Food Waste Data:** You cannot fix what you do not understand. Today, 201 of our hotels use advanced digital scales to measure and categorize food waste daily. By separating data into specific categories—such as buffet leftovers versus kitchen production waste—our chefs receive the exact insights needed to adjust purchasing and refine menus.

- **Chemical & Textile Optimization:** We digitally track the volume of cleaning chemicals used per guest night. Furthermore, our digital chemical management system helps us conduct rigorous risk assessments, making it easier to substitute hazardous chemicals with less harmful alternatives while ensuring full legal compliance.



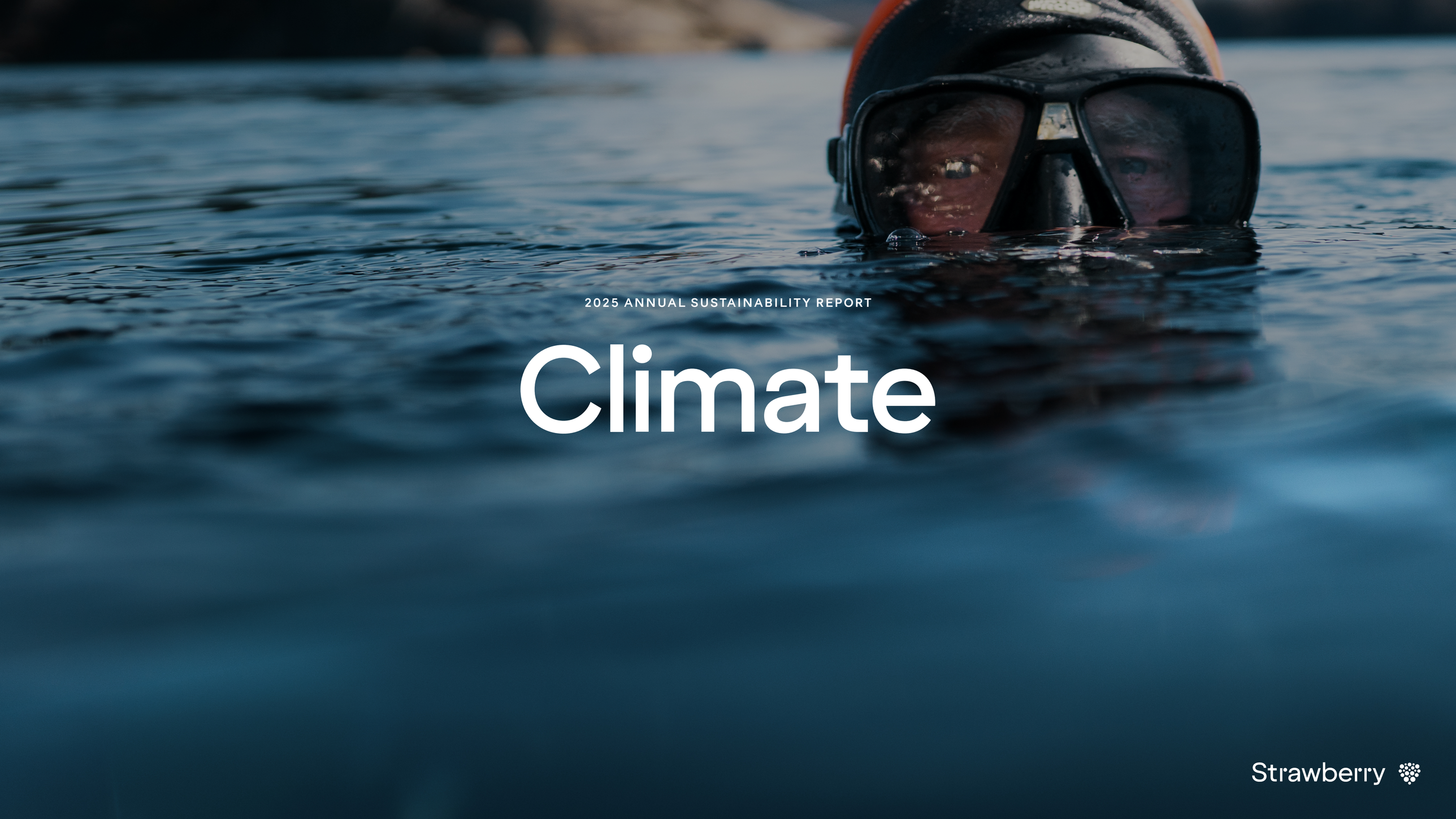


Room For Change

Our work for the environment

We want to create great hotel experiences while also addressing our impact on the environment. From the materials in our buildings to the ethics of our supply chain, we are setting a new standard. As part of this, the operations at almost all our hotels are certified with the Nordic Swan Ecolabel. We invest in solutions to reduce energy and water consumption and food waste, and work with responsible suppliers. We have achieved milestones we are deeply proud of, but our journey is far from over

There is always Room for Change.



2025 ANNUAL SUSTAINABILITY REPORT

Climate

Strawberry

2025 Achievements in our Climate work

Our emissions reduction roadmap

We actively work to reduce the climate footprint across our hotel operations and value chain. To guide us, we calculate our emissions according to the Greenhouse Gas protocol and we are preparing our near-term reduction targets for formal validation by the Science Based Targets initiative in 2027.

A major breakthrough in 2025 was transitioning 100% of our food and beverage (F&B) reporting to actual activity-based data. By moving away from spend-based modeling for our largest emissions category, we have established a highly accurate, transparent foundation for our climate work, resulting in a newly established 2024 baseline.

-10%

reduction in Scope 3 emissions per revenue compared to 2024. 2025 target: -8%

63%

of total emissions moved from spend-based estimates to high-accuracy activity data.

226

hotels purchase renewable electricity.
94% of all electricity we use is renewable.
89% of all energy we use is renewable.

80 decarbonization projects initiated. 54 MNOK added to our climate fund.

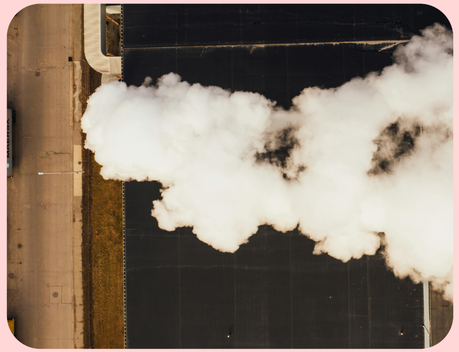
Committed to Science Based Targets

-55%

reduction in total Scope 1&2 emissions compared to 2022. 2025 target: -44%

Our climate actions are showing results

Emissions in Scope 1 & 2



55% reduction in total Scope 1&2 emissions compared to 2022.

2025 Target: -44 %

Emissions in Scope 3



10% reduction in Scope 3 emissions per revenue compared to 2024.

2025 Target: -8 %

	2022	2023	2024	2025
SCOPE 1[2]	**4,108**	**3,423**	**2,458**	**1,542**
Gas (heating & kitchens)	986	759	605	554
Refrigerants	2,934	2,413	1,659	751
Fuels vehicles and machinery	188	250	193	237
SCOPE 2[1]	**16,850**	**12,315**	**10,940**	**7,990**
Electricity	6677	4950	4068	1448
District heating	9994	7223	6713	6395
District cooling	179	142	159	148
SCOPE 3	**81,892**	**100,974**	**171,258**	**174,601**
Purchased goods and services	60,505	77,218	146,130	147,557
Capital goods	1,524	1,828	3,576	2,736
Fuel and energy-related activities	2,042	1,986	1,728	1,980
Upstream transportation and distribution	640	999	770	436
Waste generated in operations	1,806	1,466	1,566	2,003
Business travel	1,046	1,541	2,184	2,700
Employee commuting	4,261	4,665	4,665	4,665
Franchises	10,068	11,272	10,639	12,523
TOTAL tonCO2e	**102,851**	**116,712**	**184,656**	**184,133**

1. Market-based emissions. Location-based Scope 2 emissions equals to 11,268 tCO2e in 2025.
2. Biogenic emissions from biogas and bio-oil equals to 419 tCO2e in 2025.



Our 2025 progress

Surpassing Scope 1 & 2 target in 2025

Our target was to reduce absolute Scope 1 and 2 emissions by 44% compared to our 2022 baseline. By the end of 2025, we had achieved a 52% reduction. The majority of this progress was driven by purchasing low-carbon electricity and heating, and a cleaner energy supply. We also recorded significant reductions in emissions related to refrigerant leakages, resulting from both improved data collection and a strategic shift toward refrigerants with a lower Global Warming Potential (GWP).

Our efforts to phase out fossil fuels are also bearing fruit. Currently, 13 hotels have completely eliminated the use of gas for heating or food preparation, and an additional 11 hotels have transitioned to biogas. For example, during the rebranding of Clarion Collection to Home Hotels, all gas-powered fireplaces were replaced with fossil-free alternatives. Through removing gas usage, we have annually saved around 290,000 kWh of gas and more than 65,000 kg of CO2e compared to 2023. However, we still have 62 hotels using fossil gas for either heating or food preparation, primarily in Norway. We will continue working closely with these properties to phase out fossil fuels and collaborate with suppliers to facilitate the switch to biogas.

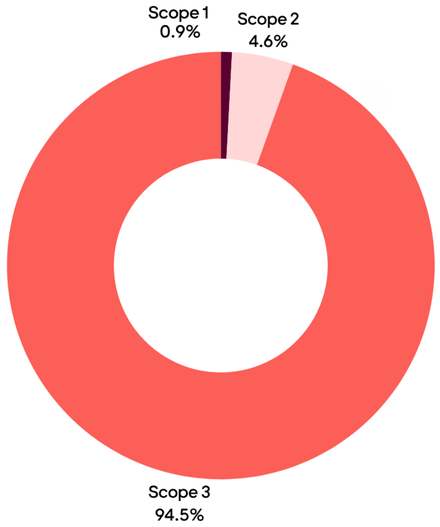
We recognize that our steep reductions over the last few years were largely driven by initial high-impact measures, and that further reductions will require increasingly complex solutions.

Challenges and progress in Scope 3

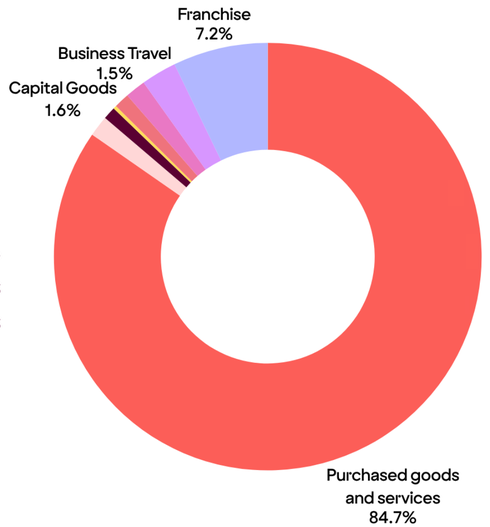
While our direct operational footprint is our immediate responsibility, the vast majority of our environmental impact lies within our value chain. More than 95% of our total emissions fall into Scope 3, representing activities outside our direct operational control. Of those Scope 3 emissions, 85% are tied to purchased goods and services, such as food and furniture. Scope 3 is not a challenge we can solve in isolation, it is a shared responsibility requiring deep collaboration with our suppliers and partners.

A defining development in 2025 was the full transition of our Food & Beverage reporting from spend-based estimates to actual activity-based data. This was a massive undertaking, given that F&B is our largest category within 'Purchased Goods and Services' and represents nearly 50% of our total company footprint.
By moving to this higher-precision model, we discovered that our F&B emissions were more than 100% higher than previously estimated. While this correction initially increased our reported totals, it has empowered us with the granular transparency needed to track real progress.

For the first time, we can clearly see the positive impact of specific measures, such as the reduction of red meat and the introduction of '50/50' hybrid products. These data-driven insights allow us to validate our strategy and scale the most effective solutions across our portfolio. To ensure future progress is measured against this accurate reality, we have recalculated our baseline to 2024.



Roughly 95% of emissions fall into Scope 3



Of those Scope 3 emissions, 85% are tied to purchased goods and services

The Power of Procurement

Our Scope 3 strategy is rooted in a simple truth: we cannot reach our emission targets alone. As a major purchaser, we have a significant lever to pull and a responsibility to use our purchasing power for good. By integrating climate criteria into our procurement processes, we aren't just buying products; we are buying them responsibly. A central focus for us right now is improving data quality, specifically, transitioning from spend-based estimates to activity-based data. To achieve this, we are working hand-in-hand with our suppliers.

Case Study: Activity Data in Our Food Purchasing System

Food and beverage purchases represent nearly 50% of our total emissions, making them the most critical focus of our climate strategy. To move beyond broad spend-based estimates, which often fail to capture the nuances of our reduction efforts, we collaborated directly with our suppliers to integrate specific, product-level emission factors directly into our purchasing system.

This transition to 100% activity-based data was a major undertaking that provided a crucial reality check. By measuring the true environmental footprint of our purchases, we discovered that our actual F&B emissions were more than 100% higher than previous spend-based estimates. Rather than seeing this as a setback, we recognize it as the foundation for genuine progress and have confidently reset our baseline to 2024.

For the first time, we can clearly track the direct impact of our menu choices and validate the success of implemented measures, such as the reduction of red meat and the introduction of 50/50 hybrid products.



Methodology

We report our carbon dioxide equivalent (CO2e) emissions in line with the Greenhouse Gas (GHG) Protocol. As defined by the standard, we divide our carbon footprint into three distinct categories below. Aligned with the GHG Protocol, we report our emissions using both the market-based and location-based approaches. When presenting progress toward our targets, we utilize the market-based approach to accurately account for our active choices in purchasing low-carbon electricity and heating.



Scope 1

Includes onsite fuel combustion for heating and food preparation, refrigerant leakages, and fuels used by vehicles and machinery owned or controlled by Strawberry.



Scope 2

Includes indirect emissions from purchased electricity, heating, and cooling.



Scope 3

Includes all other indirect emissions related to activities that are upstream or downstream from our operations.



Strawberry Climate Fund

As part of our commitment to reduce our emissions we need to find innovative ways to further improve our operations. That's why, in 2022, we launched our own climate fund – aimed at cutting emissions at our hotels and driving new solutions in the hotel industry.

- To date, we have invested over NOK 40 million through the fund: NOK 35 million in internal decarbonization projects: We have financed 80 internal hotel projects, including solar panel installations, heating and ventilation upgrades, phase-out of fossil gas, and refrigerant upgrades.

- NOK 5 million in Industry Innovation: We have invested in pioneering climate start-ups, in partnership with ClimatePoint, to support new food options and smart building solutions.

How does it work?

In 2025, we continued our initiatives through the Climate Fund, aimed at reducing greenhouse gas emissions within our operations and financing new, smart solutions in our industry.

During 2025, we specifically targeted refrigerants governed by the F-gas Regulation and EU legislation. We invested in 13 separate projects, resulting in an emission reduction of 176,000 kg CO2e over the course of the year.

To date, Strawberry has implemented a total of 80 decarbonization measures across our hotel portfolio.









Case #1: Quality Hotel View

As part of our commitment to reduce our operational emissions, the Climate Fund has this year executed strategic F-gas conversions across our portfolio, with Quality Hotel View as a great example. By transitioning from the refrigerant R404A to R452A, we have reduced the system's Global Warming Potential (GWP) from 3,943 to 2,140, a reduction of nearly 46%.

This initiative not only significantly mitigates environmental impact in the event of leakage but also extends the operational lifespan of the cooling units. This represents a cost-effective investment that aligns business efficiency with Strawberry's climate ambitions.



Case #2: Clarion Hotel Air

Clarion Hotel® Air in Stavanger leads by example within Strawberry. The hotel has taken several steps to reduce its energy-related building emissions. Calculated in accordance with the GHG Protocol, these reductions have been achieved through dedicated efforts in close collaboration with the property owner, Endury Eiendom.

By replacing traditional gas sources with induction grills and electric water fireplaces, and upgrading to R290 systems utilizing natural refrigerants across all cold storage, the hotel has eliminated significant emission sources. The modernization also incorporates energy-efficient solutions for blast chilling and ice production.

This project serves as a blueprint for how strategic capital allocation and operational collaboration can accelerate the green transition within the real estate sector.





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Buildings & Operations

Strawberry

2025 Achievements in our Buildings & Operations work

Ambitions & Goals

We strive to operate our buildings efficiently and to reduce the environmental impact from our hotel operations. By adopting a thoughtful approach to design, construction, and operation of our buildings we strive to minimise our environmental impact.

Strawberry is actively working on concrete measures to reduce emissions, energy consumption and the environmental impact of our hotel operations. We are switching to energy-efficient lighting, investing in new technology in our properties and collaborating with suppliers to mention a few. The operations at over 95% of our hotels are now certified with the Nordic Swan Ecolabel. Achieving the Nordic Swan Ecolabel means that a hotel must meet a wide range of strict and mandatory criteria for its operations.

Updates of technical requirements for renovations and new-builds.

We have entered Green Investment Contracts in partnership with some of our landlords to implement energy-saving measures across several properties. These agreements are driven by a shared commitment to improving building sustainability and enhancing operational efficiency through collaborative investment.

On track to fulfill the energy-mapping legislation for applicable hotels in our portfolio: with Sweden completed in 2024 and 18 Norwegian hotels mapped in 2025, the remaining properties in scope for Norway, Finland, and Denmark are scheduled for auditing in 2026.

Certified 238 of our hotels across the Nordics with the Nordic Swan Ecolabel

Shower campaign

Installed low-flow showerheads at 59 hotels achieving savings of more than 13 million liters of water per year.

Achieved results in building operations

Energy



-14%
kWh/GN vs 2023

2025 target: -5.7%

Water



-16%
liters/guest night
vs 2023

2025 target: -9%

Waste



-55%
sorting rate

2025 target: 60 %

Chemicals



-19%
g/guest night
vs 2023

2025 target: -4,3 %



Our Nordic Swan Ecolabel Certification

When companies choose to take a step back upon the possibility of stricter regulations, Strawberry took a step forward. In a short period of time, operations at 238 hotels at Strawberry became Nordic Swan Ecolabelled.



The Swan Has Landed: Taking Our Sustainability Journey to the Next Level

At Strawberry, we don't just talk about sustainability—we live it. In 2025, we took a massive leap in our sustainability journey by waving goodbye to ISO 14001 and going all-in on the Nordic Swan Ecolabel. And talk about a team effort: in less than 12 months, an incredible 238 of our hotels proudly earned their certification!

One Tough Standard, Zero Compromise on Comfort

Why the Swan? Because it's a highly recognized and stringent official ecolabel in the Nordics! We wanted one unified, rock-solid environmental standard across our entire portfolio. Now, regardless of a hotel's size or brand, the standard is the same.

We handle the strict criteria for energy, water, waste, and procurement behind the scenes, so our guests don't have to do anything extra. Our guests get the exact same fantastic Strawberry experience, but with a certified environmental performance.

We recognize that our past emission reductions were largely driven by initial high-impact measures, and that further reductions will require increasingly complex solutions.

Turning Complexity into Clarity

Transitioning to the Nordic Swan Ecolabel was a monumental achievement, but it was not without its operational hurdles. Meeting such rigorous environmental standards required us to rethink our daily routines, reevaluate our supplier partnerships, and carefully audit the products used across our hotels.

Rather than letting this complexity overwhelm our teams, we approached these challenges with a clear, supportive strategy: centralize the heavy lifting so our hotel staff can remain focused on delivering exceptional guest experiences.









Lifting the Burden from Our Frontlines

Our core philosophy throughout this transition was simple: make sustainability seamless. We understand the fast-paced nature of hotel operations, and we knew that adding complex administrative tasks to our frontline teams would be counterproductive.

To solve this, we managed the bulk of the compliance work centrally.

By leveraging existing data and developing highly practical, easy-to-follow routine guidelines, we successfully integrated these stringent environmental standards into our standard operating procedures. The result is a deeply embedded culture of sustainability where our hotels are fully compliant, supported, and free from unnecessary administrative burdens.



Pioneering the Path to Green: Our Pilot Hotels

Transitioning operations at 238 hotels to the rigorous Nordic Swan Ecolabel in under a year was a monumental ambition. To ensure a seamless and successful rollout, we strategically initiated our journey with a dedicated pilot program.

Testing the Waters

Before launching portfolio-wide, we partnered with a diverse group of pilot properties: Comfort Hotel Børsparken, Quality Hotel Strawberry Arena, Clarion Hotel Energy, Farris Bad, Sommerro, and Clarion Hotel & Congress Copenhagen Airport. The core purpose of this pilot phase was to thoroughly test out the process for the certification in a real-world environment.

By working closely with these distinct properties, we successfully navigated the complexities of varying regulations across different countries and brands. Crucially, it allowed us to identify the most efficient balance of tasks between individual hotel teams and our central headquarters.





Learning, adapting, scaling

Following their initial surveys, our pilot hotels underwent on-site inspections in early May, which were immediately followed by comprehensive review sessions with HQ. We continuously worked on our hotel checklist to improve the process, driven by the belief that feedback from our frontline teams was highly wanted and important to our success.

This collaborative trial phase achieved exactly what we set out to do: simplify the work for all the other hotels across our network.

Armed with highly refined checklists and practical support materials provided well ahead of time, we confidently launched geographically-organized on-site inspections for all remaining properties starting at the end of May. This meticulously planned pilot program was the key to unlocking our ultimate 2025 milestone: ensuring operations at 238 hotels achieve the Nordic Swan Ecolabel by the fourth quarter!

Sparking a Ripple Effect

The ”Swan effect” has been absolutely contagious, sparking incredible collaborations that go way beyond our own hotel walls:

Supplier Shake-Up: Our partners stepped up to the plate! We’ve had suppliers proactively reformulate their products just to meet the Ecolabel’s tough requirements on chemicals and resources.

Next-Level Operations: This transition has seriously boosted the quality of our sustainability work. From banishing disposable items in daily dining and cutting down food waste, to using eco-labelled cleaning products and running incredibly sharp recycling processes, our daily operations and internal dialogues have never been better.

Growing the Flock: We are not hitting the brakes anytime soon! The momentum is rolling right into 2026, with 12 brand-new hotels in our pipeline already gearing up for their Swan certification.

”We are not hitting the brakes anytime soon”

By embracing the Nordic Swan Ecolabel, we aren’t just following the rules—we are actively changing the game. We are so proud to prove that a world-class hotel stay and taking care of the planet go hand in hand!





Tackling the Chemical Challenge

One of the most demanding aspects of the certification was the Ecolabel's strict criteria regarding chemical use. To ensure absolute compliance without disrupting daily operations, we implemented a comprehensive overhaul of our chemical management processes:

- **Meticulous Tracking:** We initiated a detailed, portfolio-wide registration of every single chemical used in our operations, logging them securely into our central management system, EcoOnline.

- **Empowering Through Training:** We rolled out targeted training programs for our hotel teams, ensuring staff fully understood the new standards and could easily distinguish between allowed, restricted, and banned substances.

- **Streamlined Procurement**: To provide a holistic, foolproof solution, our central project team collaborated closely with our key supplier, Diversey. Together, we developed a pre-approved, country-specific list of compliant chemicals. This removed the guesswork completely, making it effortless for hotels across different regions to order exactly what they need while remaining strictly within the Ecolabel guidelines.

Energy Efficiency Initiatives in 2025

Our physical buildings represent a significant portion of our environmental footprint, making energy efficiency a top priority. In 2025, we took critical steps to optimize our operations, improve our tracking, and invest in energy-efficient infrastructure.









The 2025 Energy Campaign

In the autumn of 2025, we launched a company-wide Energy Campaign to track and encourage the greatest year-over-year energy reductions across our hotels. The initiative proved that through a combination of smarter operational habits, fine-tuning of equipment, and strategic upgrades, we can achieve substantial savings, even as our guest volume grows.

Campaign Highlight: Our top five performing hotels achieved an impressive 20% average reduction in total energy consumption during the campaign period, while maintaining guest volumes comparable to the previous year.



Internal Energy-Saving Competition: Top 3 Hotels



Quality Hotel Pond



Son Spa



Quality Hotel Skjærgården

Best Practice: Quality Hotel Pond

Since September 1st, the energy in our slogan, ”Energy, courage and excitement,” has truly gained a deeper meaning.

The goal has been to cut energy consumption compared to last year, adjusted for RN (Room Nights), and the figures show that engagement is sky-high. Despite the increase in occupancy, we’ve still managed to cut total energy use - a really impressive step forward for our energy efficiency.

The winner? Quality Hotel Pond!

Quality Hotel Pond’s Main Implementations:

- Gained greater control over the central control system by implementing integration to the booking system, resulting in a more needs-driven operation.
- Implemented minor adjustments with major impact: Reduced cooling in common areas and reduced temperature on bathroom floor heating.

Key Results & Impact:

Significant Energy Reduction: Managed to reduce consumption across all energy sources.

- **Cooling consumption:** More than halved.
- **Heating consumption:** Reduced by one-third.
- **Electricity consumption:** Slightly reduced.

Main takeaway: The large simultaneous reduction in cooling and heating indicates the hotel successfully minimized the two systems running against each other. Optimizing existing technical installments and making small implementations can yield great savings.



Better data, Smarter decisions

To manage our energy consumption effectively, we need to measure it accurately. In 2025, we strengthened our oversight and technical capabilities:

- **Dedicated Leadership:** We hired a dedicated Energy Controller to raise awareness, drive our energy strategies, and support our hotel teams on the ground.

- **Improved Tracking and KPIs:** We established robust new methods to monitor hotel consumption. By implementing specific KPIs, we can now better track deviations that require immediate follow-up and corrective action.

- **Energy Mapping:** We continued comprehensive energy-mapping across several of our Norwegian properties. This deep dive allows us to identify actionable steps to optimize our buildings and create highly efficient hotel operations.

- **Nordic Swan Alignment:** All our energy efficiency methods and tracking systems have been designed to align tightly with the rigorous energy criteria of the Nordic Swan Ecolabel.





Strategic Upgrades and Landlord Partnerships

Many of our properties underwent strategic upgrades in 2025 to become more energy-efficient. Because we lease our buildings, collaboration is key to transforming our physical spaces:

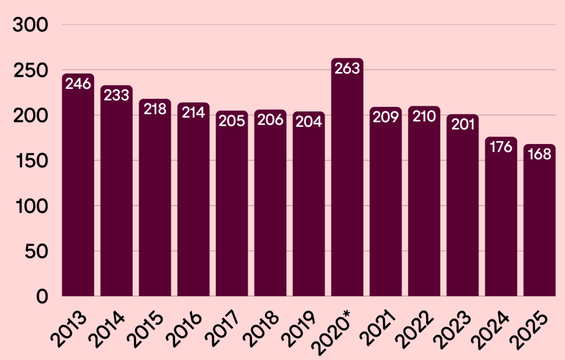
- **Green Investment Contracts: We entered into Green Investment Contracts with some of our landlords to implement major energy-saving measures across several properties. These agreements are driven by a shared commitment to improving building performance and enhancing operational efficiency through collaborative investment.**

- **Continuous LED Roll-out:** As part of our ongoing facility upgrades, we are continuing the widespread roll-out of energy-efficient LED lighting in close partnership with our landlords.

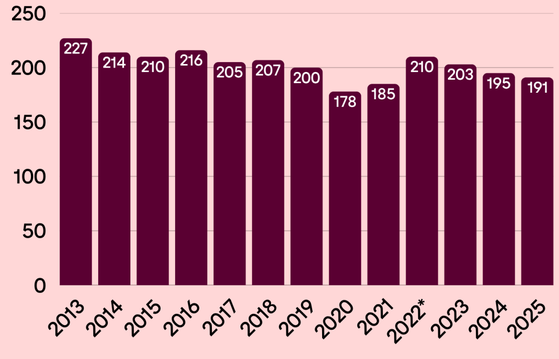
Progress towards 2030 targets

In 2025, we made a big effort to run our buildings more efficiently, and it paid off. Our energy use dropped by -2% per square meter, and -7% kWh per guest night, compared to 2024. With a higher amount of visitors, we still managed to reduce the kWh per square meter for the portfolio. Additionally, we upgraded lighting, heating, and ventilation systems, and focused on optimizing current equipment operations to save energy.

Our water consumption went down by 4.5 % per guest night in 2025 compared to 2024. To achieve these reductions, we finalized installment of low-flow showers and faucets at 59 hotels which conserve both water and energy. Annually we expect to achieve saving of more than 13 million liters of water.



*Higher water consumption during 2020 due to pandemic and fewer guests than normal.

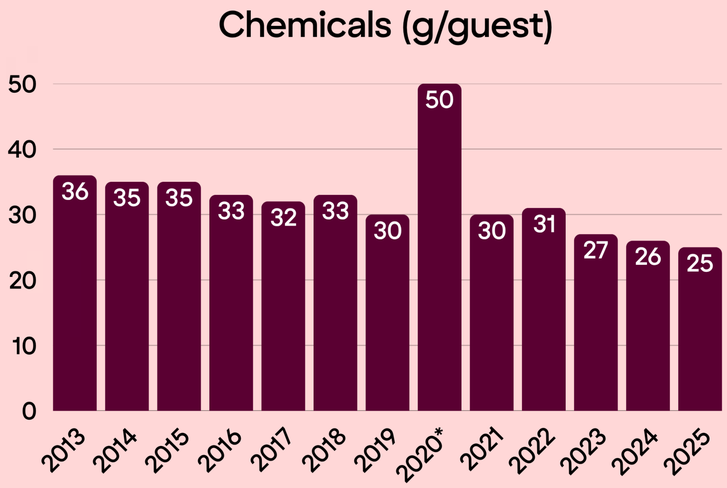


*New and improved data collection from 2022.

Chemical Usage

We verify our environmental performance through the rigorous standards of the Nordic Swan Ecolabel. One of our commitments is managing the ”invisible” impact of our operations: chemicals. To ensure we’re not using unsafe chemicals, we maintain a strict digital infrastructure through EcoOnline.

This platform acts as our central gatekeeper, containing a curated list of approved, eco-labelled chemicals that have been vetted for high biodegradability and minimal aquatic toxicity. Compliance means saying a firm ”no” to harmful substances in our daily routines. Following Nordic Swan’s strict criteria, we have completely eliminated the use of prohibited chemicals, such as phthalates, certain surfactants, and microplastics, which are often found in conventional industrial cleaners. We focus on concentrated formulas and precise dosing systems to reduce waste and exposure.



*Higher chemical consumption in 2020 due to pandemic.



2025 ANNUAL SUSTAINABILITY REPORT

Food & Beverage

Strawberry

2025 Achievements in our F&B work

Ambitions & Goals

As one of the biggest operators within food and beverages in the Nordic countries, what we do matters. We focus on increasing fruits and vegetables, plant based options, reducing red meat, and avoiding environmentally damaging produce. All while not compromising on taste.

Global food production places immense pressure on our climate, biodiversity, and water resources. As one of the largest F&B buyers in the Nordics, we have both the responsibility and the opportunity to drive systemic change

Food and beverage is where we connect most closely with our guests. Through our strict sourcing standards and Svanen-certified hotel operations, we actively support animal welfare, and a reduced environmental impact—without compromising on taste.

Developed “Conference Experience”. Great taste - Lower impact.

Integration of Klimato in e-commerce platform, enabling us to see carbon footprint on all food and beverage products, and to automatically calculate carbon footprint of a dish.

-1.5%

Food waste, g/guest vs 2024
2025 target: -8%

Updated product standard to align our red list with Nordic Swan requirements and WWF updates.

-4.4%

Emissions from food and beverage, CO2e/spend
2025 target: -8%

2025 progress: Building the Foundation for Impact

Food and beverage operations represent nearly 50% of our total emissions. In 2025, our progress in this critical area was defined by a radical shift in transparency and significant operational overhauls. By transitioning to actual activity-based data, we finally gained the clarity required to measure our true performance.

Emissions Reduction: We achieved a 4.4% reduction in our F&B purchases footprint (CO_2e per spend). While this falls short of our ambitious 8% target, it represents a strong, tangible downward trajectory. This progress was actively driven by the integration of Klimato into our e-commerce system, as well as the launch of our new ”Conference Experience,” where we focus on providing delicious conference meals with a lower impact.

Food Waste Reduction:

We successfully reduced food waste by 1.5% per guest compared to 2024. Although we have not yet reached our 8% reduction target, 2025 was a vital foundational year. The widespread installation of eSmiley smart scales has now equipped our local teams with the granular, daily insights needed to pinpoint waste at the source.

Ultimately, 2025 was about increasing data quality. With our new high- precision baseline and operational tools fully integrated, we are perfectly positioned to drive systemic, data-backed reductions in the years to come.

Progress towards 2030 targets



-1.5%

Food waste, g/guest

vs 2024
2025 Target: -8 %



-4.4%

F&B CO_2e/spend

vs 2024
2025 Target: -8 %



Solution for calculating carbon footprint on product level

Calculating the climate impact of the food we serve is essential to reducing our overall emissions. To actively drive these reductions, we have integrated Klimato into our e-commerce and procurement platform. This integration empowers all staff using the system to calculate the carbon footprint of food and beverages at the product level. Now, whenever a new recipe is created, it automatically generates a CO2e footprint and a climate rating (ranging from A to E) that is used internally to guide our chefs.

This rating is based on the carbon intensity of a standard, full-size meal of 400g. By embedding these metrics directly into our systems, we are providing our Food and Beverage (F&B) teams with the transparent data they need to account for CO2 emissions during the menu planning process, enabling them to make data-driven culinary choices before the food ever reaches the kitchen.

Fighting Food Waste with Real-Time Tracking

Building on the data foundations laid in 2025, we are now implementing highly active waste management across our portfolio. A vital step in achieving large-scale food waste reduction is the rollout of eSmiley, which is now installed in the majority of our hotels. eSmiley is a plug-and-play solution featuring a digital scale and tablet that allows for the real-time weighing and registration of food waste. This system transforms how we handle waste on two levels:

Local Empowerment: Individual hotels and restaurants can seamlessly log their food waste, categorized by where in the kitchen or dining room it originates, alongside daily guest numbers. This granular, daily insight makes it significantly easier for local teams to identify patterns and introduce immediate, targeted reduction actions.

Group-Level Oversight: For Strawberry as a whole, the system allows us to consolidate this data, track portfolio-wide trends, and measure our progress against our overarching group targets.





Responsible Sourcing

The intersection of climate change and biodiversity loss is one of the most critical challenges of our time. As climate change worsens, it accelerates the decline of plant and animal species, making natural environments increasingly vulnerable.

Because animal welfare, farming practices, and the climate impact of food production are of growing global concern, we hold a firm conviction: our food must be produced with deep respect for nature, the animals, and the people who produce it.

Product standard - The Red, Yellow, and Green Sourcing List



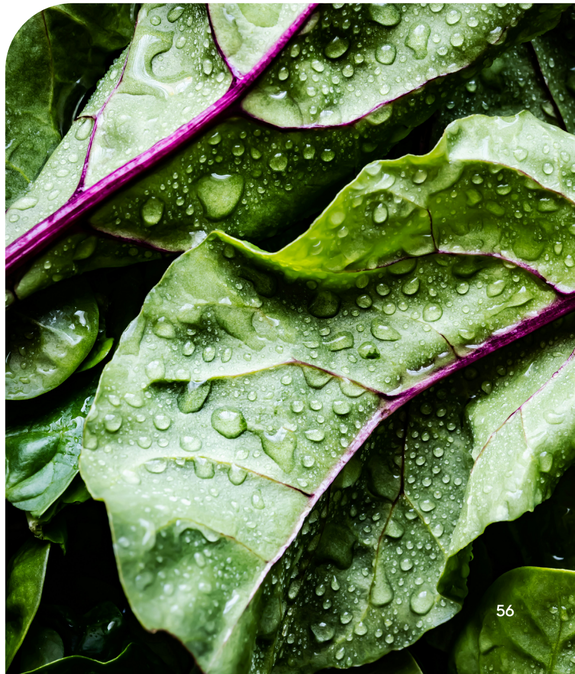
To deliver on this commitment and manage our supply chain risks, we have implemented a strict, non-negotiable framework based on Red, Yellow, and Green sourcing lists.

These lists dictate what we can and cannot serve at our hotels. To ensure our standards are rooted in the latest science and global best practices, the lists are:

Updated Annually: Our internal WeCare team reviews and updates the criteria every year.

Expert-Aligned: The guidelines are developed in consultation with our suppliers and strictly aligned with internationally recognized advice, including the International Union for Conservation of Nature (IUCN), WWF chapters across Norway, Sweden, Denmark, and Finland, and the Nordic Swan criteria administrative burdens.







From Policy to Plate: Operationalizing Our Standards

Setting rules is only the first step; ensuring they are followed is where we make a real impact. We integrate these standards into our daily operations through:

- **Supplier Compliance:** Our WeCare and Procurement teams are jointly responsible for following up with suppliers to ensure strict compliance with our sourcing lists.
- **System Integration:** We continuously update our internal e-commerce system so that all available products automatically align with our guidelines, making it easy for hotels to make the right purchasing decisions.
- **On-the-Ground Training:** The sourcing lists are actively disseminated to all hotels and shared directly with all kitchen staff, ensuring our frontline F&B teams are empowered to uphold our standards every day.

Redesigning the Lunch Experience: Great taste - Lower Impact

In 2025 we implemented our new concept for our conference lunches across Clarion Hotel and Quality Hotel. During the pilot we saw some promising results with lower CO2 intensities (kgCO2e / NOK and kgCO2e / kg) for our food purchases, while the guest satisfaction increased.

A major focus in reducing food waste has been rethinking how we serve large groups. We have successfully minimized traditional buffets across our Quality and Clarion brands, transitioning primarily to plated lunches. In 2026 we will continue this work and implement philosophy to our dinners and banquets as well.



Guest Reception

This shift not only cuts down on food waste but also elevates the dining experience, exceeding guest expectations.



Operational Flexibility

We recognize that one size does not fit all. For a few of our largest hotels that lack the specific ovens required for high-volume plated service, we still utilize buffets for large groups.



Innovative Sourcing

We have implemented a new framework for proteins, working closely with procurement to ensure the proteins we buy meets our requirements for responsible sourcing. We have also collaborated with our suppliers to develop innovative ”50/50 products” (blending plant-based ingredients with traditional ones) to lower the climate footprint of familiar favorites.

Empowering Our Chefs: The Kitchen Labs

To ensure this concept succeeds on the ground, we hosted interactive ”Kitchen Labs” where hotel teams actively participated in co-creating the new menus.

These labs provided vital training on how to adjust ingredients to lower a dish’s climate footprint while ensuring the food remains deeply flavorful.











Strawberry x Rscued: Turning Waste into Tasty Innovation

In our commitment to supporting circular resource management across the food supply chain, Strawberry has established a strategic partnership with Rscued to address the critical issue of global food waste.

Currently, an estimated 40% of all food grown worldwide is discarded, according to the WWF. Within standard supply chains, entire batches of produce are frequently rejected and thrown away even when 97% of the fruit remains perfectly viable. By intervening in this process, our collaboration successfully saved 69,868 kilograms of fruit from being wasted in 2025.

Furthermore, this initiative extends beyond beverage production by innovatively repurposing the leftover fruit pulp—or press residues—into baked goods. Today, we utilize these nutritional byproducts to bake 400 tons of bread which is now served at breakfast buffets across all Strawberry hotels. This food waste initiative demonstrates our dedication to integrating upcycled resources into our daily operations and guest experience.

Room For All

We care about people

We believe that true sustainability means caring for people just as much as we care for the planet. At the heart of our culture is the unwavering belief that our hotels should be places where anyone can find a meaningful path. Our door is always open, no matter who you are, where you come from, or who you love. We actively focus on diversity and development, making sure every single team member has the space to learn, grow, and maximize their unique strengths. Because when we bring together different backgrounds and perspectives, we create smarter, more creative solutions for everyone.

But our responsibility doesn't stop at the lobby doors. We know that a hotel isn't just a building; it's a living part of its local neighborhood. To truly lead the way in sustainable travel, we have to be active, engaged neighbors. By investing in the people within our walls and actively supporting the towns and cities we operate in, we ensure that our presence genuinely benefits the communities we call home.

Because at Strawberry, there is always **Room for All.**











2025 ANNUAL SUSTAINABILITY REPORT

People

Strawberry

2025 Achievements in our People work

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.



64%
Female Heads of Departments



63 eNPS
Employee Engagement (Peakon)



59
Female General Managers



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

The board featured broad cross-organizational representation, consisting of 11 members from various Strawberry locations and roles (ranging from Service and Housekeeping Crew to General Managers and VP of People Experience). The roster remained largely stable throughout 2025, with two members departing in June and one new member joining in the fall.

Key Accomplishments & Focus Areas: In 2025, the board focused on transitioning DEI efforts from policy to concrete action across three main pillars: External Recruitment & Employer Branding: Enhanced the WeCare website's accessibility by updating the D&I page and adding Google Translate. They also initiated a comprehensive review of the career page to simplify applications and broaden authentic representation to include religion, age, disabilities, and ethnic diversity.

Internal Policies & Work Environment:

Reviewed uniform guidelines to ensure inclusivity (specifically addressing housekeeping representation and religious attire such as the hijab and niqab). Additionally, the board evaluated how to balance unisex facilities with gender-separated "safe spaces," and updated internal recruitment toolkits to actively combat unconscious bias.

Development of Peakon

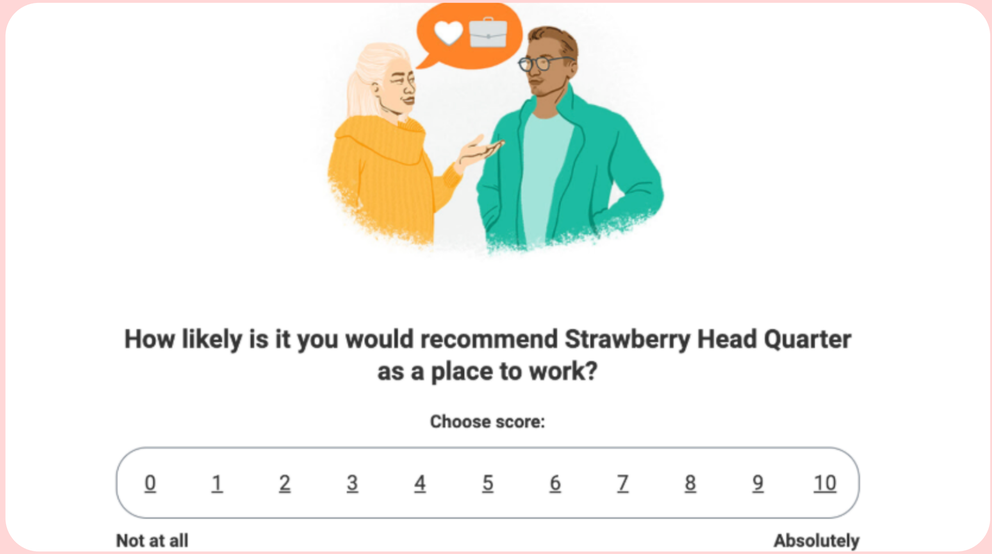
Peakon is our Employee Engagement tool. We send out surveys once monthly to all employees who are employed on 20% contracts or more. It is completely anonymous and voluntary to participate in the surveys.

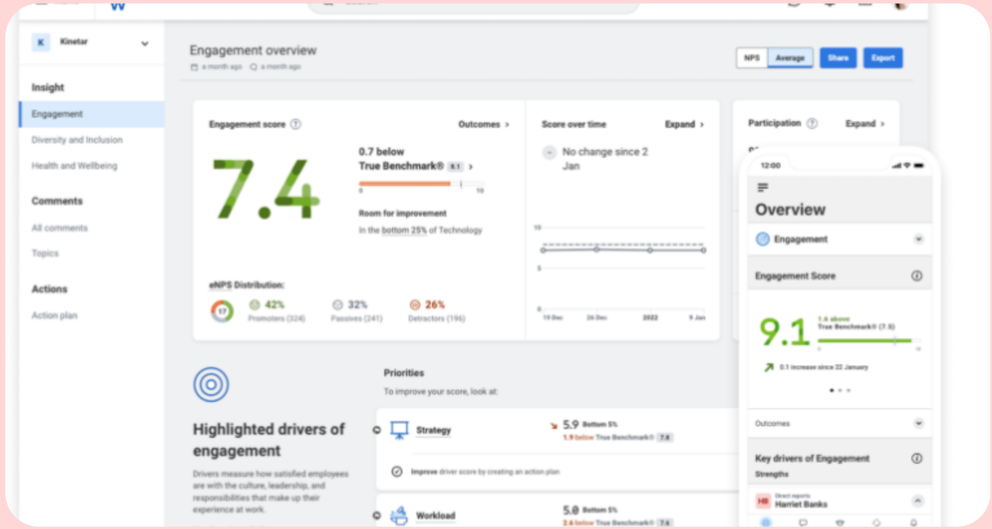
The result gives us a real-time picture of the employee experience and enable our managers to react more quickly if something in the work environment is imbalanced. It is also a way for our employees to drive the change they want to see.

Early 2025, we took a fresh look at all our active survey questions. Working closely with Culture & Directors of Operations, we decided on the best questions to use. We chose to reduce the number of questions (from about 20 to 9 per round) to make it easier to follow up on results and listen to our employees' needs.

Late 2025, we kicked off a pilot project with Home Hotels. We empowered all Home Ambassadors to also become Engagement Ambassadors through a series of live and digital interactive workshops. The goal was to really dig deeper into what engagement means and how we can actively work with it every day. All leaders at Home Hotels also received parts of this training. We'll be refining this concept and rolling it out to our Full Service hotels, starting in 2026.

We are in ongoing dialogue with Peakon regarding system improvements to





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 2025, more than 500 leaders participated in skill-building workshops and webinars.









Motimate

At Strawberry, our commitment to employee development is embodied in Motimate, our digital learning and communication 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 2025, our employees completed more than 900.000 Motis (digital courses), where the average rating of the Motis was 4.55.

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.

In 2025, 69 people participated in the program. Of these, 9 took part in ”Jobbsmak” - a shorter introduction to the hotel industry - while 60 completed full work training.

Out of the 60 work training participants, 32 (53%) have moved on to employment. Specifically, 12 joined Strawberry and 20 found employment with other companies. Additionally, 2 individuals are pursuing their diplomas in Sales, Service, and Tourism. Both remain with Strawberry; one is completing an apprenticeship, while the other works as a substitute staff member alongside their studies.

In total, 34 out of 60 participants (57%) successfully moved into either a job or further education after finishing their training.









Pride

Our flags fly for a reason. Strawberry is a proud sponsor of Pride across the Nordics, taking centerstage as a main sponsor in Oslo, Stockholm, Copenhagen, and Helsinki.

This isn't a new tradition for us; we have stood by this movement for years because diversity is the very foundation of our culture. It makes the workday better for our teams and the stay more meaningful for our guests.

There is room for everyone here. It doesn't matter who you love, how you identify, what you believe, or what your background is. We want our hotels to be places where everyone feels they belong, and we actively encourage our community to join in the celebration.

For us, inclusion is a daily practice, not just a seasonal event. The real work happens when the parades end. We push for equality every single day of the year by focusing on fair hiring, constant learning, and building a culture that never tolerates discrimination.

True inclusion also means we value open, respectful debate. We make space for different viewpoints without ever wavering on our core principles of dignity and respect. Our commitment is firm and our message is clear: our flags stand strong, even when the wind blows.

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

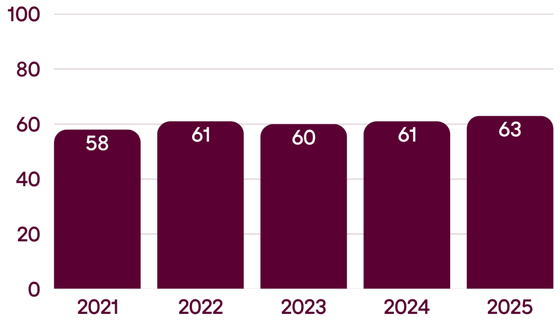
During 2025 there were 29 whistleblow reported.



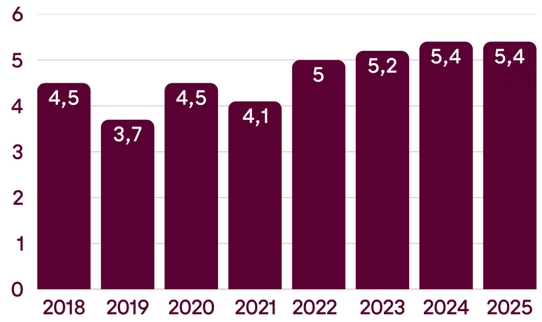
Well-being

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 %)



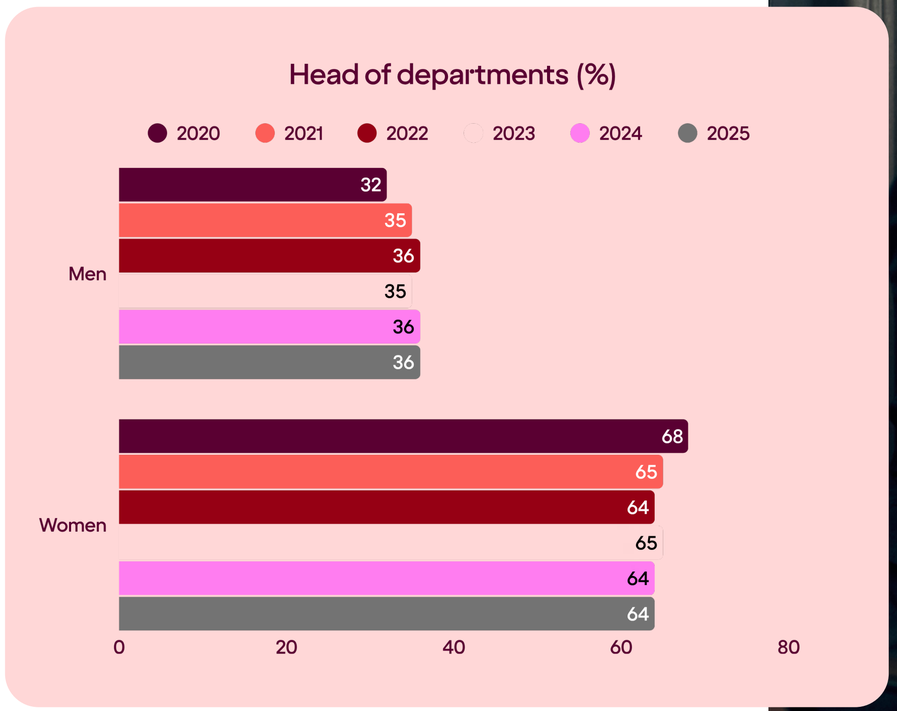
Sick leave (%)





Equality

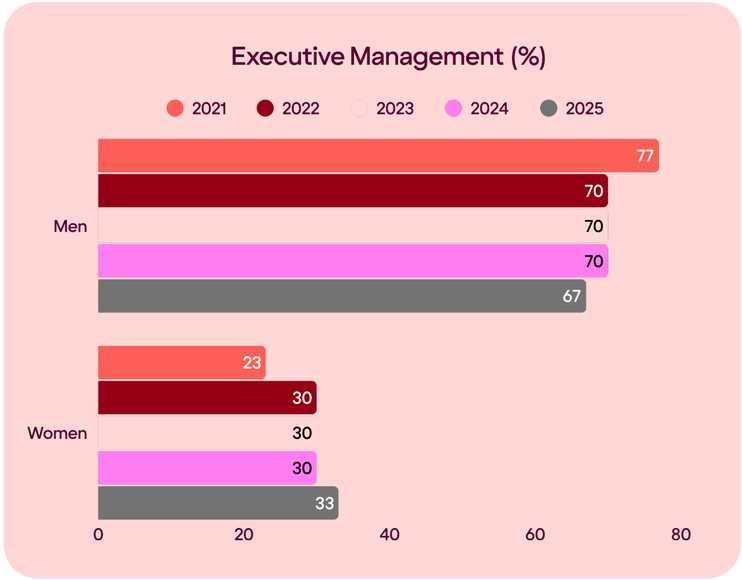
At Strawberry, gender equality is important. It produces results. We are a company where women and men have equal opportunities.

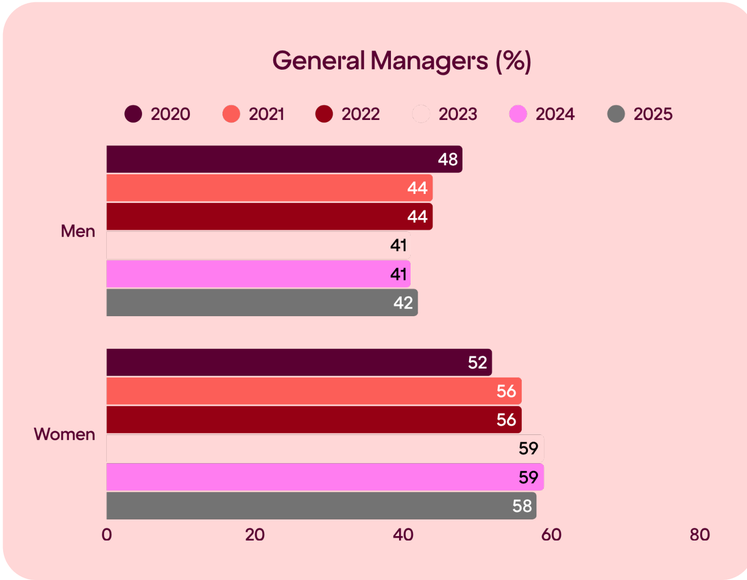




Equality

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.







2025 ANNUAL SUSTAINABILITY REPORT

Community

Strawberry

2025 Achievements in our Community work

Ambitions & Goals

Strawberry hotels are all a part of the specific community where the hotels are located. Therefore it is important that we are taking part of the community. We believe that our engagement in the local community is essential for our ways of operating. When we work together we can create an even larger impact.

We view our hotels as living, breathing extensions of the neighborhoods they inhabit. Our ambition extends far beyond providing exceptional accommodations; we aim to elevate the quality of life for the people and environments surrounding every single property. When a business operates in true synergy with its local community, the positive impact ripples outward, creating a superior, sustainable experience for every traveler crossing our threshold.

Our Ambition

Our long-term ambition is to create a positive social impact across our destinations, ensuring our growth supports better experiences for guests, employees, and neighbors alike.

1,553,000 NOK

Member donations to UNICEF

16 PROJECTS

Funded by Strawberry Neighbour Fund

1,567,000 SEK

Member donations to Riksforeningen mot Cancer

20,000 DKR

Member donations to Kraeftens Bekaempelse

28,996 + 108,990 NOK

Christmas gifts & monetary donations collected

1,816,000 NOK

Member donations to Kreftforeningen

5,800 EURO

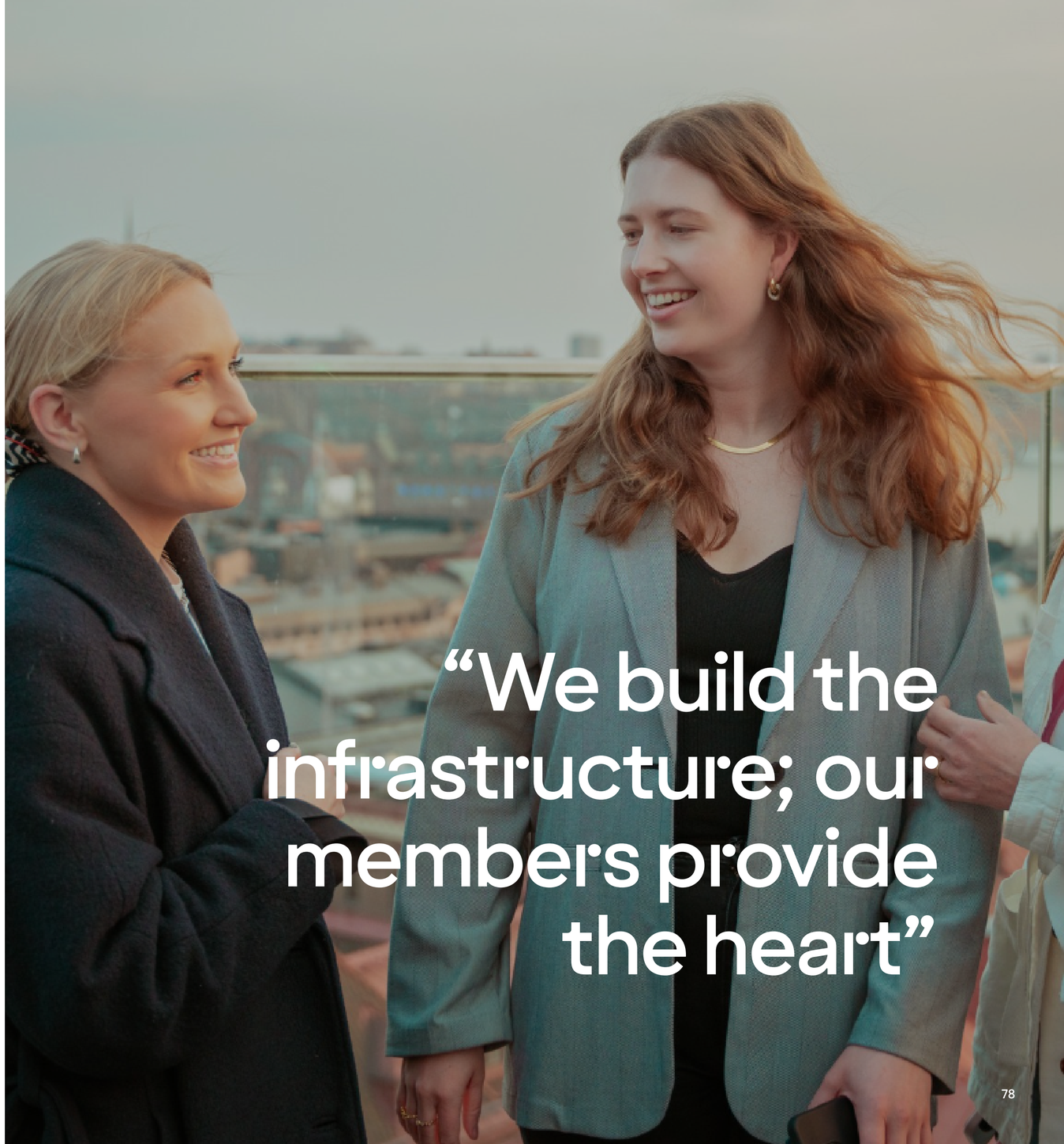
Member donations to Cancer Foundation

2025 Achievements in our Community work

The Power of Guest Collective Action

Corporate impact scales exponentially when guests and members are empowered to participate in the mission. Through the continuous donation of bonus points, our ecosystem channels guest loyalty directly into life-saving initiatives. By partnering with highly trusted, verified organizations across the Nordic region, we ensure that every single contribution drives measurable, transparent change exactly where it is needed most. We build the infrastructure; our members provide the heart.

Our amazing members donated millions of points to support our partner organizations, including UNICEF and local cancer foundations across the Nordics.





The Strawberry Neighbour Fund

20,000 employees, 249 neighbourhoods, 5 different countries, 1 culture.

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.

With a fresh pot of funding (1MNOK) waiting to be utilized, we challenge our hotels in coming up with ideas and initiatives that breathe life into neighborhoods and spark innovation. To apply, a project must have a clear impact within one of these three areas we have set as a criteria. These can vary every year.

In 2025, projects must revolve around selected topics within our sustainability strategy - diversity, well-being, and food & beverage. We have received 46 amazing applications from our hotels, where 16 of them were granted funding for their Strawberry Neighbour projects for the year 2025.

Learn more about our hotels’ various initiatives from their Strawberry Neighbour Fund projects in the next pages.

From Facebook Idea to Northern Norway's Biggest Women's Health Event

Although our society has reached greater heights in the past decades, shedding light on women's health is still a continuous struggle. Therefore supporting women's health advocacy and taking part in providing a space for dialogues that create change is something that Quality Hotel Harstad didn't want to miss out on.

"A smashing success with over 150 registered participants!"

It all started with a Facebook post - back in 2023, the general manager of Quality Hotel Harstad Stian Jakobsen saw that Nina Dons Hansen, a former parliamentary candidate for the Conservative Party, had a brilliant idea: a conference dedicated to women's health. He then immediately reached out and asked why she hadn't considered Quality Hotel Harstad as a venue. Her answer? She thought it was too ambitious to make it a large-scale event, and had rather planned to hold it in a free venue such as a gymnasium or similar, with an estimated 70 participants who might sign up.

Quality Hotel Harstad knew that they could help make her vision bigger and better - reaching out to a wider audience and impacting the lives of more women.



From Facebook Post to Record-Breaking Conference

They then offered to sponsor the venue and other key elements to elevate the event. The result? A smashing success with over 150 registered participants! Driven by this success, they were eager to continue the collaboration.

For the 2025 Women's Health Conference, Nina partnered with the Norwegian Women's Public Health Association, aiming to create the largest women's health conference in Northern Norway. Quality Hotel Harstad jumped on board, securing funding and contributing their own resources. Plus, they also managed to land a fantastic NOK 250,000 sponsorship from Sparebanken!

This year's event blew us away! We had 50 attendees for "Women's Health Young" on Friday, a rocking 250 at the entertainment segment that evening, and an incredible 330 participants for the main Women's Health Conference on Saturday.

"This year's event blew us away"

Talk about a success story!" says Stian. The program included talks on hormones, menstrual cycle, contraception, reproductive issues and experiences, how to help young girls maneuver all available information regarding women's health and help them make wise choices.

Quality Hotel Harstad has been involved throughout the entire process, both in planning and executing the event. The funding they have received from the Strawberry Neighbour Fund will help cover the hotel costs, with the remaining amount going towards seed money for a brand-new women's center in Harstad which aims to advocate women's health and create more arenas to spread awareness.



Quality Hotel Harstad

Quality Hotel Winn Haninge Takes on Senior Loneliness with New Partnership

What if one of the greatest health risks facing our seniors wasn't a disease, but silence? A growing number of older adults are finding themselves increasingly isolated as loved ones pass on, facing a future with fewer social connections. This loneliness is more than just an emotional burden—it's a physical threat, with experts warning it can be as harmful to one's health as obesity or a daily smoking habit. As a response to this, Quality Hotel Winn Haninge took action through a new partnership with Äldrekontakt, a non-profit dedicated to breaking the isolation of older adults.

"We see that the elderly are a rather forgotten target group who often end up lonely," says Carina Svedin, CEO of Quality Hotel Winn Haninge. "That's why we wanted to do something for them." With a grant from Strawberry's Neighborhood Fund, the hotel launched its collaboration

"We see that the elderly are a rather forgotten target group who often end up lonely"

this summer, hosting two successful events for Äldrekontakt members. To ensure everyone could attend, the hotel even chartered a bus to transport guests from their homes. The meetings, filled with sandwich cake, strawberries, and fellowship, were a resounding success. "It was a meeting with a lot of laughter and conversation," says Svedin. "The participants really appreciated it."
The hotel's commitment extends beyond its walls. For those who have difficulty getting out, the team has delivered "golden edge" baskets with treats like



chocolate and scented candles directly to their homes. This initiative is a natural extension of the hotel's long-term focus on inclusivity. In 2024, Quality Hotel Winn Haninge received Haninge Municipality's Honorary Award for Accessibility for both its physical design and its social outreach. Everyone should feel welcome and expected with us," Svedin emphasizes.
The partnership is set to continue, with the hotel and Äldrekontakt meeting in mid-September to plan more activities for the autumn. With World Mental Health Day around the corner, let's make connection our priority.

A simple 'how are you?' can make a world of difference, not just for our loved ones, but for anyone who might be yearning for a sign that someone cares.

Room For All: Quality Hotel The Weaver Transforms Lives with Weaving Pathways

As they say, “An inclusive workplace isn’t just a tagline—it’s a journey we walk together”. Quality Hotel The Weaver in Göteborg is indeed leading the way! Weaving Pathways is an intensive four-week pilot program designed to create practical routes to practical employment, social belonging, and long-term integration for LGBTQI+ asylum seekers in Mölndal.

In partnership with RFSL Göteborg, The Weaver recognized that marginalized groups often face intersecting barriers—from language to prejudice. Their solution is brilliant: they combine hands-on vocational training in hospitality together with Swedish language lessons.

As Thomas Piltorp, Quality Hotel the Weaver’s general manager, notes: ”Investing in human potential is core to our business.” And the impact indeed is real: “Before this, I never had the freedom to pursue my career aspirations. Now I can dream of becoming a business analyst, this programme is the first step,” said Debby*, a trainee from Nigeria currently enrolled in the programme.

”My dream is to be part of safe, inclusive workplaces”

Sandra*, another trainee from Uganda who excelled in housekeeping, reflected on her longer-term aspirations: “My dream is to be part of safe, inclusive workplaces where LGBTQI+ people can thrive. It’s hard to find work where I can not be myself, programmes like this change that.”
The hotel reports that all participants have completed all scheduled sessions, including job shadowing, Swedish language sessions, and team-led engagement activities. There were also 0 dropouts, high attendance, strong supervisor engagement and positive participant feedback.



By creating valuable skills and building social networks, The Weaver is strengthening its community while demonstrating that Room For All is the most powerful strategy for long-term integration.

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 28,996 presents and 108,990 NOK monetary donations in total in 2025 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.





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.

In the past years, Strawberry has joined forces with UNICEF in an emergency partnership to help children and families during times of crisis. With this emergency partnership agreement, we activate all of our hotels across our portfolio through the 50FORLIFE initiative.

Guests and members of Strawberry are given the opportunity to donate bonus points that are converted into an amount of money that goes directly to UNICEF and their work in a crisis.

“it is an integrated part of our culture and DNA to show empathy and action outside of our hotels”

To contribute, Strawberry also match the amount given by each member. Guests and members are also offered to donate directly to UNICEF by adding 50 kroner or more to their bill.

Strawberry will continue to explore initiatives on how to contribute when crisis and conflicts occur. As an employer of 20 000 it is an integrated part of our culture and DNA to show empathy and action outside of our hotels.



2025 ANNUAL SUSTAINABILITY REPORT

Procurement

Strawberry

2025 Achievements in our Procurement work

Ambitions & Goals

At Strawberry, ethical trade is about more than fine words – it's about everything from the coffee in your cup, to the bed linen you drift off in, and the detergent that keeps our towels luxuriously soft. Through our WeCare sustainability programme, we ensure that the products and services across our hotels are always chosen with respect for human rights and decent working conditions.

We are actively working to promote labour rights, working conditions and equal treatment throughout our supply chain. We achieve this in close collaboration with our suppliers. Clear guidelines are in place – extending to their subcontractors – so that we can trace every step of a product's journey and uphold standards we can genuinely be proud of. After all, at Strawberry the small details matter just as much as the big ones.



Updated Guidelines

In 2025 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 250 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.



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.

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 trade and transparent sourcing in our supply chain, guided by our Supplier Code of Conduct.
- Local social responsibility in our community
- Environment
- Good, healthy food with a lower climate impact, sourced according to our Sourcing Code
- Continuously reduce our environmental footprint through measurable initiatives and third-party certifications like the Nordic Swan Ecolabel, while ensuring equal opportunities for all.
- 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.
- 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

Risk Assessment

We continue to improve our internal risk assessment process. In 2025 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.



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 2025 report will be available no later than June 30 2026: Norwegian Transparency Act



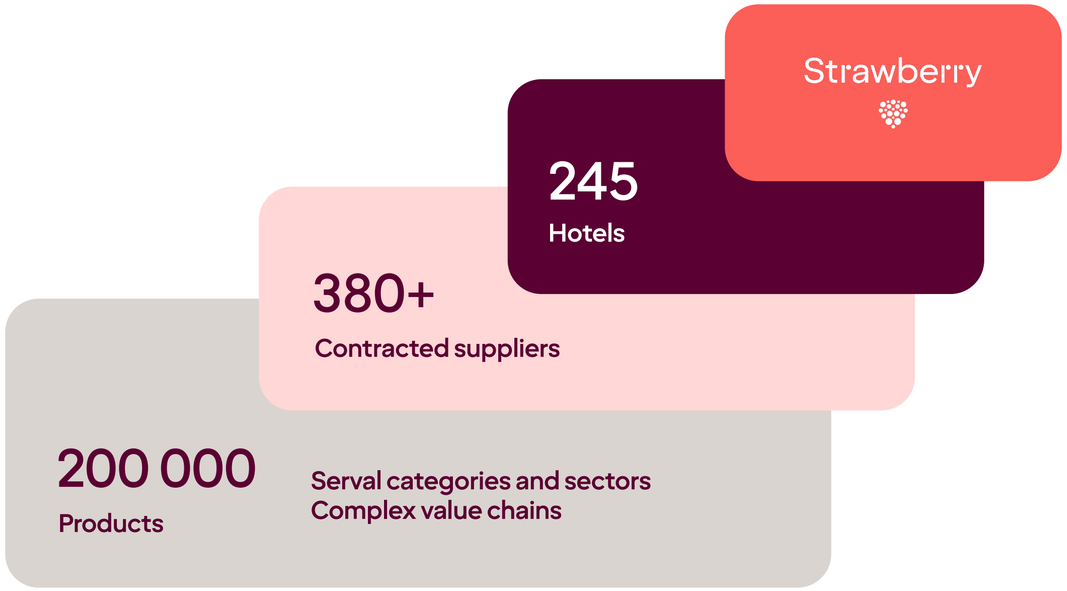
Code of Conduct

Scope 3

Tracking Indicators

Workers rights and a more responsible value chain

During 2025, 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.



Food & Beverages · · · Textile · · · Furniture · · · Electronics · · · Non-food

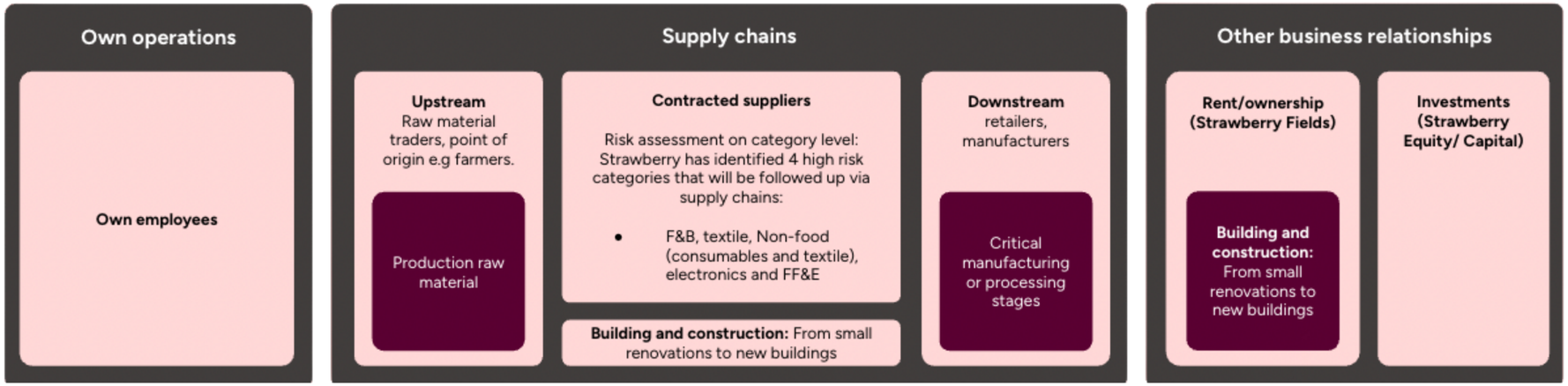
Application of Due Diligence

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

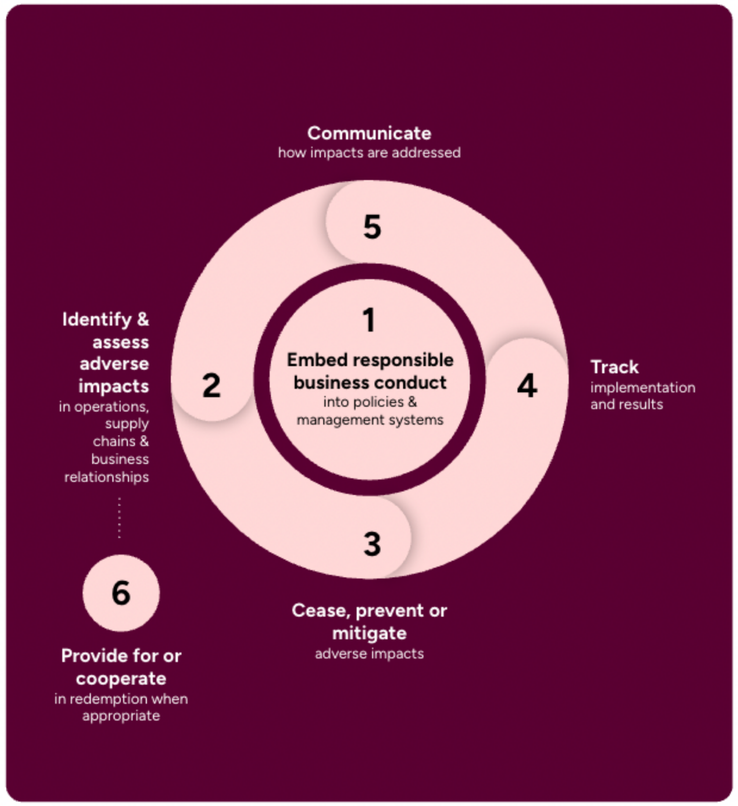
Own operations: Key focus own employees

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

Strawberry

