

Strawberry

# Sustainability Annual report 2023



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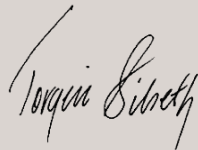
# CEO Comment

As we summarize 2023, we look back at a year where our sustainability work has really gained momentum, after some very challenging years for us. We have the industry's most ambitious climate goal for year 2030, and our work on climate has been a high focus throughout the year. Our commitment and focus on diversity, equality and inclusion is never ending.

The demands in the B2B market increases exponentially, so we strive to achieve excellent sustainability data - to give our corporate customers good reports and statistics reflecting their stays with us. We also need this to comply with laws and regulations, and most importantly to know if what we do actually have a positive impact on our footprint. Sustainability data have been a key focal point during 2023 and will continue to do in the coming years.

Transparency is a cornerstone of how we work, and we proudly launched our very sustainability rating on our website, to be completely transparent towards our guests. This is just one step on the way to be completely transparent in communicating sustainability openly to the market.

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

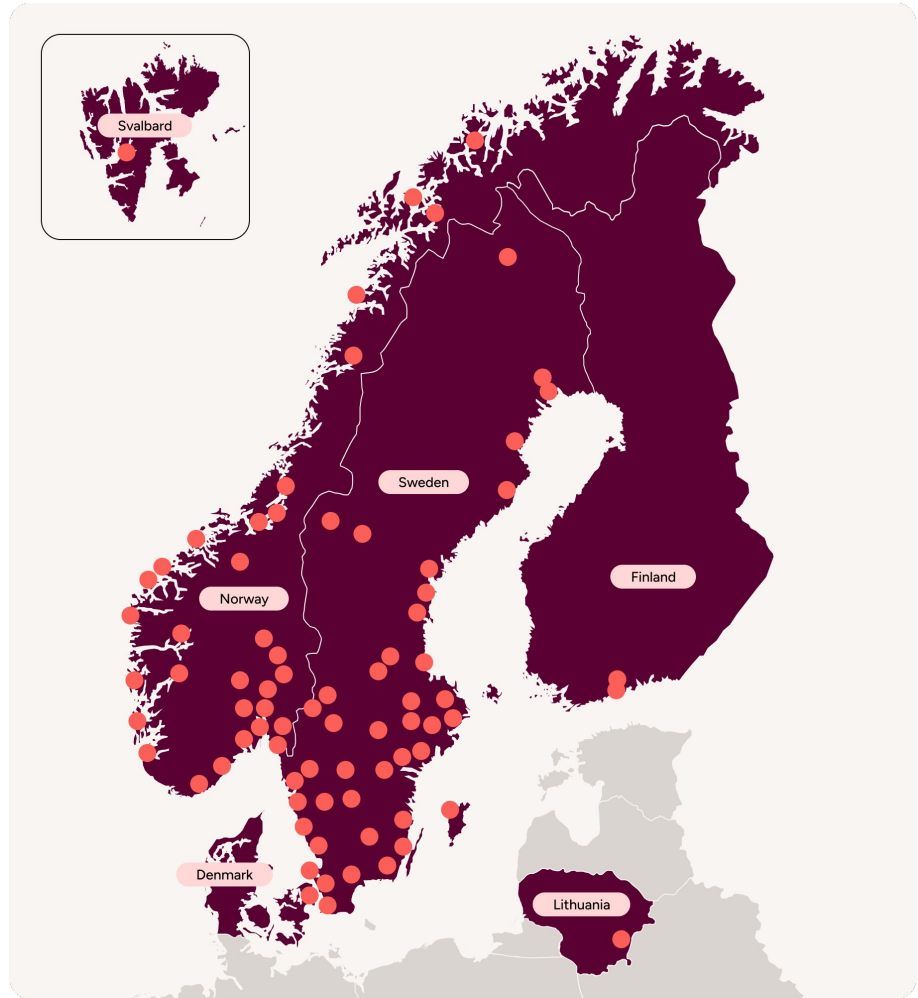
# Highlights & History 2023

Strawberry

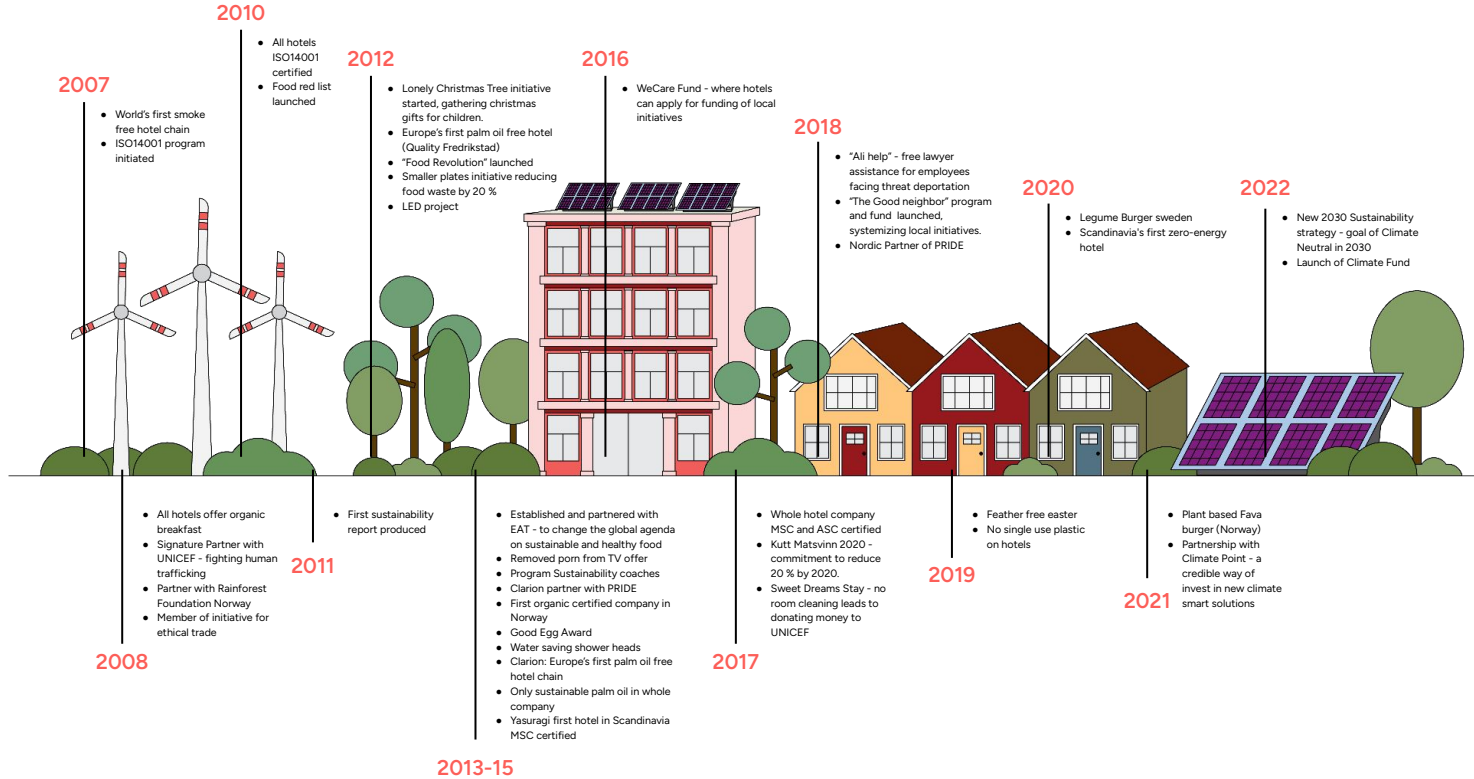


# 245 hotels in more than 100 destinations

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

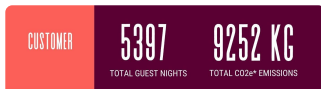


# Sustainability highlights last 15 years





## Issued carbon footprint reports to clients



### 2023 CARBON FOOTPRINT REPORT

Being one of our created 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 a part of our efforts to reach our climate goals of becoming climate neutral in our own operations by 2030 and to help 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.



\*The emissions are reported as "Scope 1+2 emissions", which is a term for reporting different greenhouse gases in a certain way. For a quarterly and yearly greenhouse gas (GHG) footprint, the impact of GHG emissions from the reported guest accommodation.



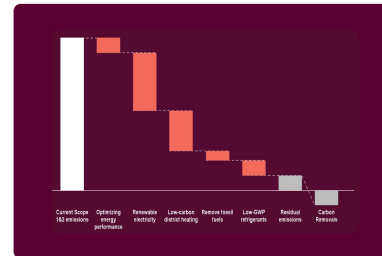
## 48 Climate Fund winners



## Published 1st ever separate Emissions Report on website



## Net-zero climate 2030 strategy completed

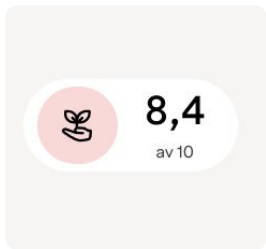


# WeCare achievements 2023

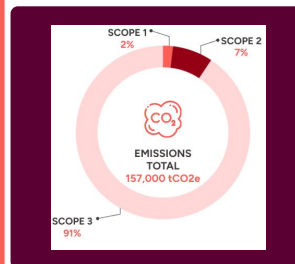


## Carbon footprint reports issued to all hotels

## Published Sustainability Rating on web



## 15 Strawberry Good Neighbour Fund winners



## Complete Scope 3 calculations for the first time.



## Strawberry Mental Health & Wellbeing Initiative

WeCare

# Sustainability Strategy 2030

Strawberry



## WECARE STRATEGY

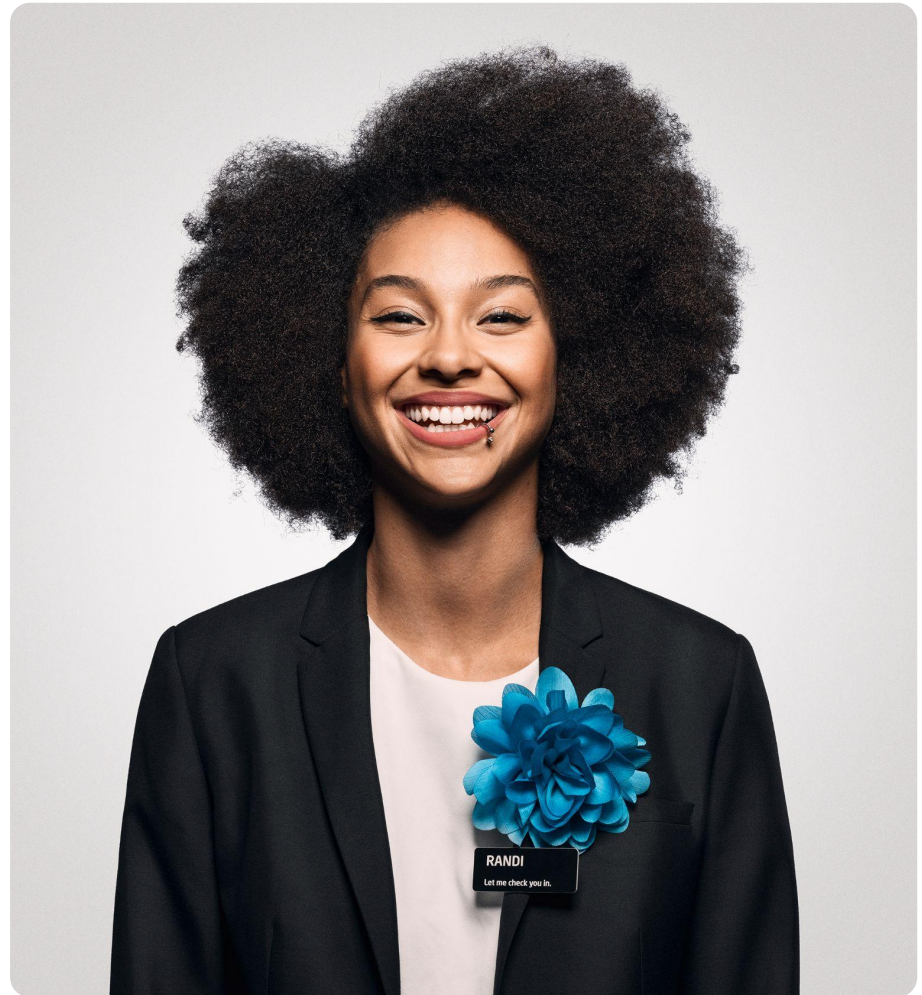
# A rebel in the industry

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 trough.

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.

## 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 Svanen. 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. 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.

6,79

Average PMI Go Green index 2023

185

Hotels have automated energy reporting in PMI GoGreen

123

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.

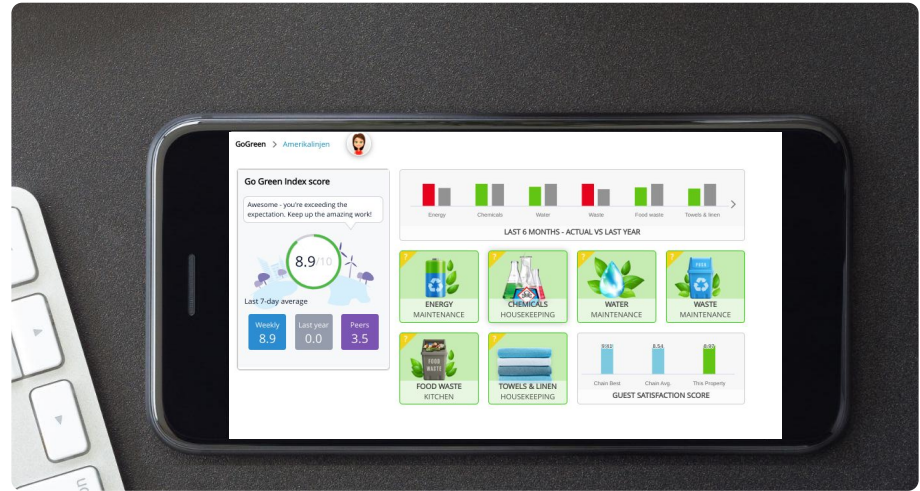
Strawberry has set environmental goals for 2030 that are distributed to each hotel in this system, and the hotels consumption is measured against these targets on a monthly basis.

## EcoOnline - chemical overview

This year we started to implement a new system 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 on an hourly basis, and it 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, during 2023, 53 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.

During 2023 these scales have been rolled out to a majority of our hotels.



## 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”**

Strawberry



## Completed improved annual climate calculations

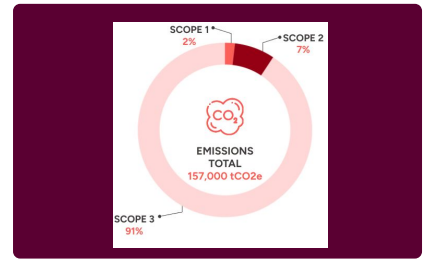
Emissions in ton CO<sub>2</sub>e

	2022	2023	% change
<b>SCOPE 1</b>	5,426	2,902	-46%
Gas (heating & kitchens)	408	714	+74%
Fuel/gasoline	2,511	2,054	-18%
Fuels vehicles and machinery	147	129	-12%
<b>SCOPE 2*</b>	14,764	11,741	-20%
Electricity	5,857	4,454	-24%
District heating	8,850	7,311	-17%
District cooling	187	137	-27%
<b>SCOPE 3</b>	275	275	0%
1 - Purchased goods and services	101,036	105,290	14%
2 - Capital goods	7,527	6,633	-11%
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 1st ever Emissions Report on website



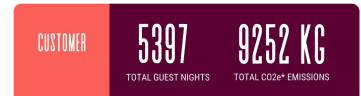
## Complete Scope 3 calculations for the 1st time



Invested 5 MNOK in "future solutions"

# Climate achievements

## Issued carbon footprint reports to top 10 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 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.

**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 purchased emissions in the 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. The 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.



\*Our emissions are presented as "Carbon dioxide equivalent", which is a way to describe different greenhouse gases in a common unit. For a quantity and type of greenhouse gas, CO<sub>2</sub> equals the amount of CO<sub>2</sub> which would have the equivalent global warming impact.



## 48 decarbonization projects launched.



Issued hotel-specific carbon footprint reports for all hotels

# 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 2023, we continued to strengthen our climate reporting by adding more emission categories and continuing 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

- **Launched our first Emissions Report** showcasing our corporate emissions and methodology.
- **Developed carbon footprint reports for all hotels** to understand the starting point to reach our climate goals and identify focus areas for reduction efforts.
- **Piloted carbon footprint reports** to our corporate customers with their annual carbon footprint from overnight stays at our hotels.

### Complete Scope 3 calculations

For 2023, 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 will 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 48 decarbonization projects across our portfolio. We have also invested in 4 start-ups that provides us with solutions that will support our climate targets.

**-20% CO<sub>2</sub>e**

reduction in Scope 1&2  
compared to 2022.

**48**

decarbonization projects  
at hotels initiated

**4**

start-ups invested in.



# Emissions

For the first time in Strawberry's history we now have a full understanding of our total Scope 3 emissions, enabling us to have a complete picture of our overall emissions. For 2023, 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.

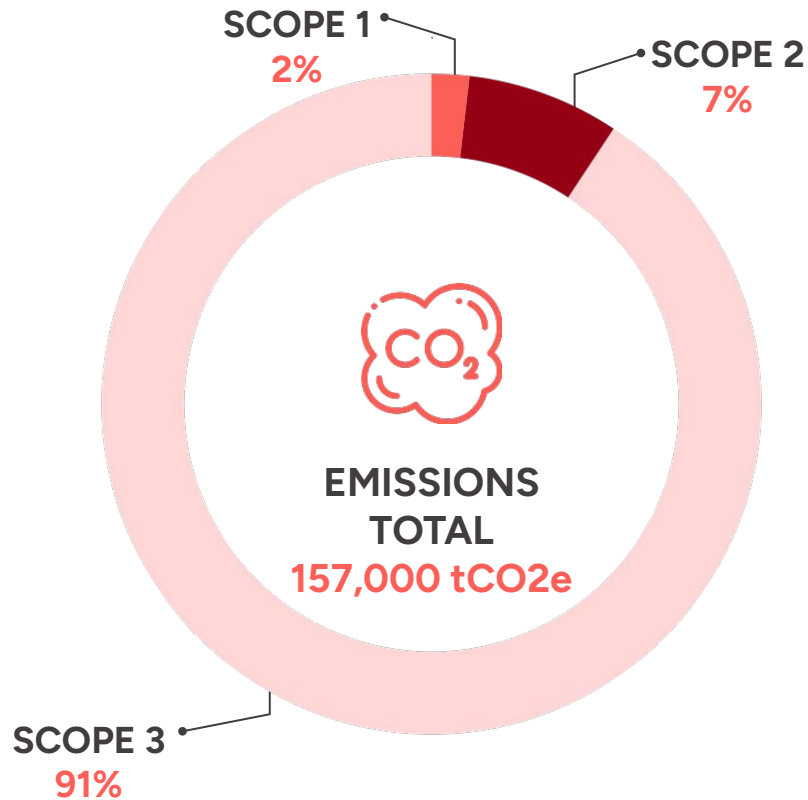
## Decarbonization of our operations

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.



# 2023 Climate Reporting

Strawberry's climate calculations are conducted in accordance with the Greenhouse Gas Protocol, based on the 2023 calendar year. You can find our entire 2023 emissions report on our website.

## Progress 2023 vs 2022

### 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 2023, Scope 1 emissions decreased by 20% compared to 2022, exceeding our annual target on our path to net zero emissions by 2030.

### Scope 2

Scope 2 includes emissions from purchased electricity, district heating, and cooling. In 2023, Scope 2 emissions also decreased by 20% compared to 2022, surpassing our annual target towards net zero by 2030. 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 2023, total Scope 3 emissions increased by 13%, primarily due to operational growth and increased spending.

## Emissions in ton CO2e

	2022	2023	% change
<b>SCOPE 1</b>	<b>3,626</b>	<b>2,898</b>	<b>-20%</b>
Gas (heating & kitchens)	968	715	-26%
Refrigerants	2,511	2,054	-18%
Fuels vehicles and machinery	147	129	-12%
<b>SCOPE 2*</b>	<b>14,704</b>	<b>11,734</b>	<b>-20%</b>
Electricity	5,667	4,491	-21%
District heating	8,850	7,106	-20%
District cooling	187	136	-27%
<b>SCOPE 3</b>	<b>126,337</b>	<b>142,420</b>	<b>13%</b>
1 - Purchased goods and services	101,038	115,390	14%
2 - Capital goods	7,027	6,633	-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	4,461	4,665	5%
14 - Franchises	8,673	10,123	17%

\*Market-based emissions. Total location-based emissions were 16,970 ton CO2e in 2022 and 18,203 ton CO2e in 2023.

## CO2e per guest night

	2022	2023	% change
kg CO2e / guest night (Scope 1+2)*	1.7	1.2	-27%
kg CO2e / guest night (Scope 1+2+3)	10.9	11.1	1%
kg CO2e / m2 (Scope 1+2)*	10.4	7.4	-29%
kg CO2e / m2 (Scope 1+2+3)	68.2	64.6	-5%

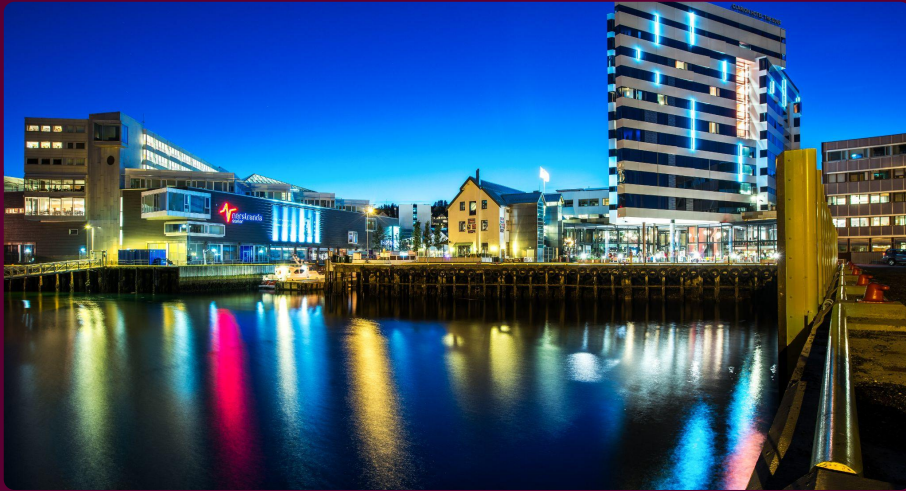
\*Includes m2 and guest nights for operation hotels only.



# 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 2023, 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 2023, Strawberry added another 20 million NOK to the fund as part of our commitment to our 2030 climate targets. In total, the climate fund has now funded 48 decarbonization projects at our hotels and supported 4 start-ups that are solving climate challenges across the travel industry.

**2023 in numbers:** through our two first round of projects, we estimate to achieve annual energy savings of 3 million kWh and carbon savings of 900 000 kg CO<sub>2</sub>e.

See next pages for some examples of projects.



# Strawberry Climate Fund Case 1

## Clarion Collection Grand Hotel Bodø

In early 2023, Clarion Collection Hotel Grand Bodø conducted a water efficiency study to find ways to save water. The hotel's existing shower heads and water faucets were using a significant amount of water, and replacing them with low-flow alternatives with the potential for substantial water savings.

By replacing the shower heads and faucets with low-flow versions in 100 hotel rooms the hotel is estimated to save **2.6 million liters of water** per year. In the first 5 months of operation, the hotel could show a 30% reduction in actual water consumption per guest night. On top of saving water, this initiative also led to substantial energy savings as less water needs to be heated.





# Strawberry Climate Fund Case 2

## Clarion Collection Hotel Kompaniet

When the hotel faced a situation where their old refrigerators and freezers needed replacement they did not only focus on reducing energy consumption but also to address the environmental impact of outdated refrigerants with a high climate impact. The Global Warming Potential (GWP) is a measure of the climate impact of refrigerants and is often thousand times higher than for CO<sub>2</sub>, meaning leaking refrigerants, even in small amounts, can have a significant climate impact.

In light of this, Strawberry is dedicated to transitioning to low-GWP refrigerants as part of our commitment to achieving our climate goals by 2030. At the hotel, this initiative reduce the climate impact from the refrigerants by **99.99%** and the energy usage is reduced by 95%.



# 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.

In 2023 we invested in another four startups - following are two examples.



## Food & Agrotech



## Building & Construction



# Down to Earth

Down to Earth, a Norwegian startup, specializes in assisting companies with carbon removal and storage initiatives. Carbon removals, what's that? Essentially, it's a method aimed at extracting carbon dioxide from the atmosphere and securely storing it. Down to Earth focuses on a natural approach, utilizing biochar to store carbon in the soil. This method not only sequesters carbon for up to 1000 years but also enhances soil quality in the process.

The Intergovernmental Panel on Climate Change (IPCC) has underscored the inevitability of employing carbon removal strategies to counterbalance hard-to-abate emissions if we are to limit global warming to 1.5°C. At Strawberry we consider it an integral component of our climate commitment. After achieving at least 90% reduction in emissions, we will employ carbon removals to ensure we achieve net-zero emissions. Through our investment in Down to Earth, we are supporting the development of this technology not only for ourselves, but for the entire travel industry.





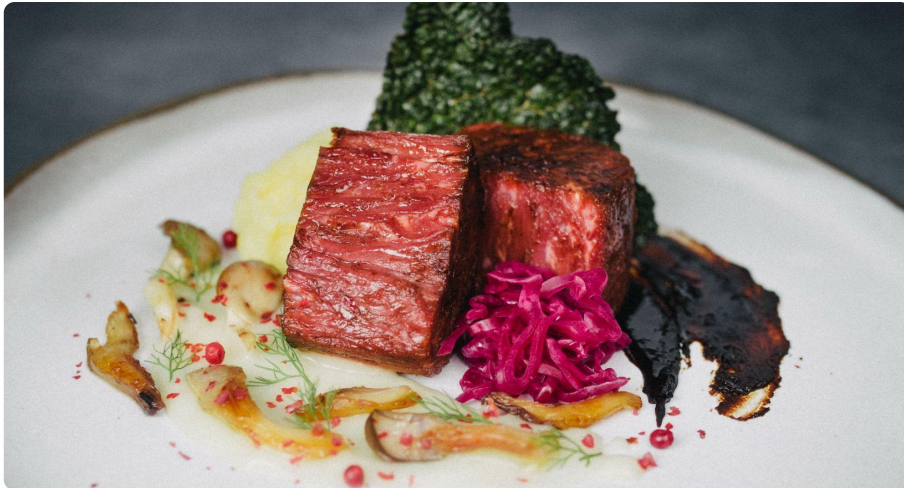
# Juicy Marbles

Around 50% of our total emissions are related to the food that we serve. With the ambition to halve the emissions in our value chain by 2030 we need to act in our value chain. We have decided to enter into a partnership with Juicy Marbles to support the further development of plant-based alternatives, and be a frontrunner when it comes to offering more sustainable food choices in our restaurants.

What is Juicy Marbles? It's a soy-based meat alternative that resembles meat in appearance, texture, and taste. Not only is it a juicy and tender alternative to meat, it has a **93% lower climate footprint\*** than beef.

For us this is an important step in providing our guests with more sustainable food options. We believe in choices and we reduce our impact one meal at a time.

\* Beräkning är gjord i samarbete med [Klimato](#)



WeCare Planet

# Buildings & operations

Strawberry







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



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

## **Buildings & operations achievements**

***PWR Run pilot project initiated aiming to reduce energy peak demand in our restaurant kitchens***

**Ten hotels participating in our *A-TEAM Energy Efficiency Project***



# 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

**-6.5%**

kWh/m2



### Water

**-4%**

liters/guest night



### Residual waste

**-30%**

kg/guest night



### Chemicals

**-13%**

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

# Case: Clarion Hotel Energy

With more than 245 hotels, our buildings stand for a substantial environmental impact. By focusing on efficient operations of our buildings we do not only reduce the environmental impact, we improve the bottom line as well. Our building operators are the core in this work and play a crucial role in reducing the buildings' impact.

One example is the Building Operations Manager at Clarion Hotel Energy, which is a relatively new hotel from 2014, with 400 rooms and an area of 22,000 sq.m. By performing an energy walkthrough of the building to identify ways to save on energy, they were able to achieve a 9 % reduction in energy use without any investments! This was achieved by streamline operating hours, temperature setpoints and making sure all sensors worked properly. This shows the importance of engaged staff at our hotels.





# Key Figures

Buildings & operations

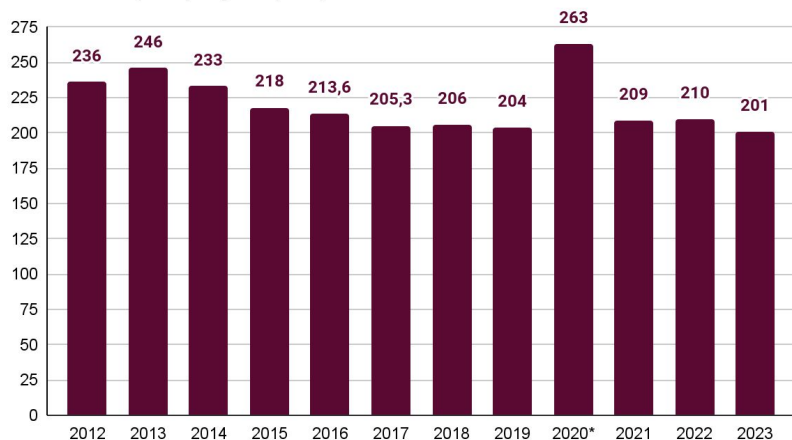
Strawberry



# Energy and water

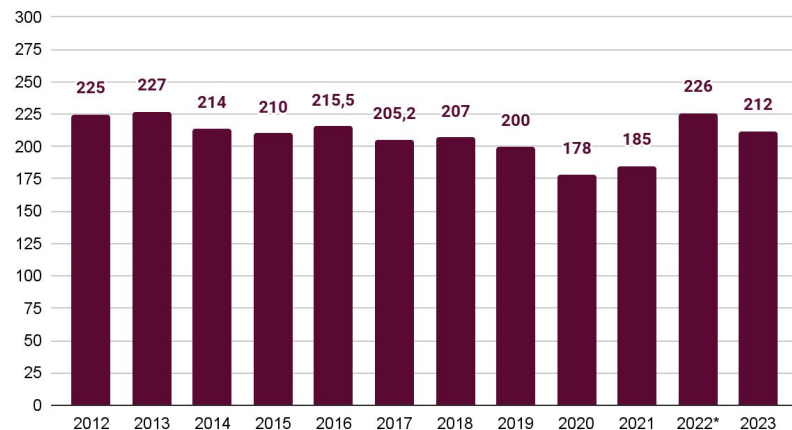
In 2023, we made a big effort to run our buildings more efficiently, and it paid off. Our energy use dropped by **6.5 %** per square meter, and our water consumption went down by **4 %** per guest night. To achieve these reductions, we installed low-flow showers and faucets which conserve both water 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:



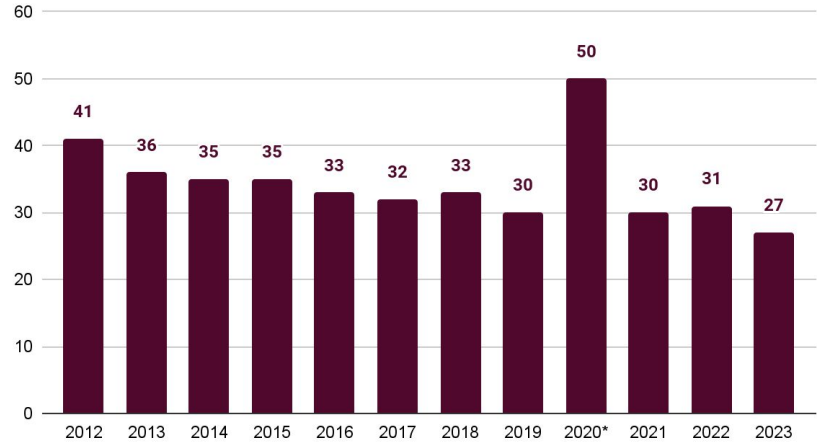
\*New and improved data collection from 2022.

# 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





# Summary of our work with food

## Ambitions & Goals

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

Our current food production system causes mass species extinction, fresh water disputes, massive greenhouse gas emissions and an obesity epidemic. As one of the largest buyers of food and drinks in the Nordics, we are in a unique position to act, but struggle to make real impact with consumers.

We aim to reach out to over 200 million people and increase their quality of life and the world around them, and food & beverage is the area where we are at the closest we get to our guests.

Our future goals and ambitions will define guests future health, animal health, and our planet's health.

## Activities

### Chorizo

Strawberry has been a project member of a EU - project. The name stand for: Changing practices and Habits through Open, Responsible, and social Innovation towards Zero food waste. The purpose of this project is to find out how food waste can be decreased.

### ECC Chicken

We have chosen to collaborate with the European Chicken Commitment (ECC) as a part of our efforts towards better animal welfare. This means that 100% of all food that contains chicken purchased at all our hotels in the countries we operate in, will be in line with ECC by end of 2026.



100%

ECC Chicken by 2026

100%

Roll-out of red & blue list at hotels

## Red list 2024

Strawberry will not serve food at the expense of animal welfare, climate or biodiversity. Be responsible - make sure your hotel do NOT buy red listed products.

### Fish

We aim to serve sustainable fish and seafood - and these species are in particular endangered.



Clupea parghur  
Alikansk Nemala  
African Catfish



Liza nilotica  
Breitbabb/Angler  
Monkfish



Rajda rai  
Blate  
Ray



Anguilla anguilla  
Äl  
Eel



Sebastes melanops  
Uar  
Red-Fish



Hoki  
Hoki



Pleuronectes flemingii  
Sirubbas  
Flunder



Sphyrna tiburo  
Häb  
Shark

### Meat

We aim to secure good animal welfare, and these products is also to be avoided due to animal welfare issues.



Faisan gallina  
Faisan  
Faisan



Bos taurus  
Glekaly  
Fattened Calf



Sus scrofa  
Belgisk blå  
Belgion Blue

### Palm oil

We commit to protect the rainforest and reduce our palm oil use. We only purchase RSPO-certified products.



Roundtable on Sustainable Palm Oil (RSPO)

## Red & Blue list

Animal welfare, farming practices and food's impact on our global climate, are of increasing concern and importance.

Climate change is worsening the planet's biodiversity crisis, making environments more deadly for thousands of species and accelerating the high decline in the number of plants and animals on Earth. We have to be control in all parts and processes to secure that this do not accelerate that's why we have created the Red & Blue list.

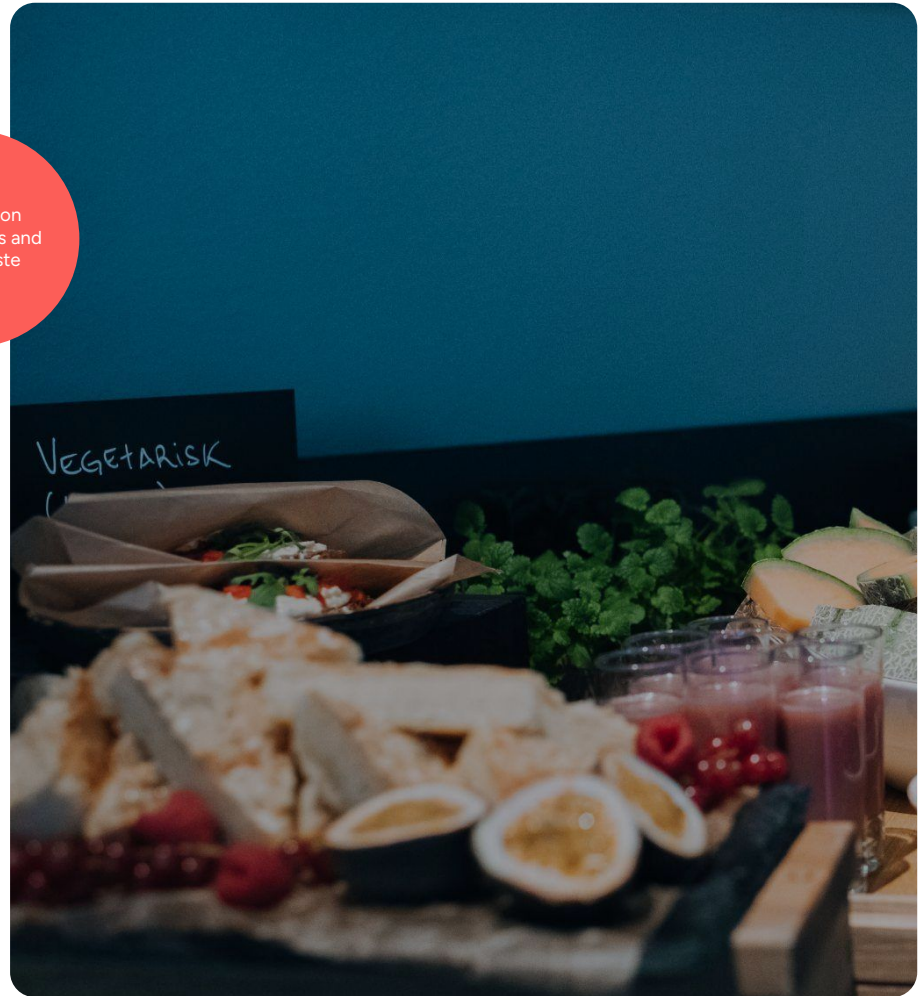
# EU funded food waste project

Strawberry is one of 15 international partners in 9 countries, joining a large scale food waste project funded by the EU.

The purpose of this project is to change both guest and staff behaviour in order to find new ways combating food waste.

We learn from the best and work with the best, always searching for new ways of doing things, always pushing for change.

EU study on  
Social norms and  
Food Waste





# The result of Chorizo

A survey was done with the target to find out how communication of food waste affect different groups of guests and waste in different food categories.

The study was made between March - August 2023 at 8 of our Strawberry hotels and gave us 1400 valid observations.

With a provocative message food waste increased 20%, with a positive message food waste decreased with 11%. Overall we could see that on weekends food waste increased with 23 %.

Concerning business guests, they waste food the least, and we could see that communicating about food waste had no effect on them.

The largest impact is reached via a positive message during weekends.

**Please,  
don't take  
more than  
you can  
eat.**

**Every time you  
waste food,  
you're wasting  
a part of the  
planet.**

**Enjoy your food!**



# ECC Chicken

On October 24, 2023, we decided to commit to a transition by 2026 for all our chicken products in all the countries where we are present.

The commitment entails that we must:

Develop a Product Category Requirement for chicken, incorporating ECC requirements, to be included in supplier dialogues and negotiations for volume purchases, including an updated Animal Welfare Policy (to be followed up in 2024).

Annually report the status in our sustainability report (or equivalent) starting from the reporting year 2024. Meet the ECC-related requirements by December 31, 2026, meaning that we can choose when to make the transition (either as frontrunners or by following industry developments).

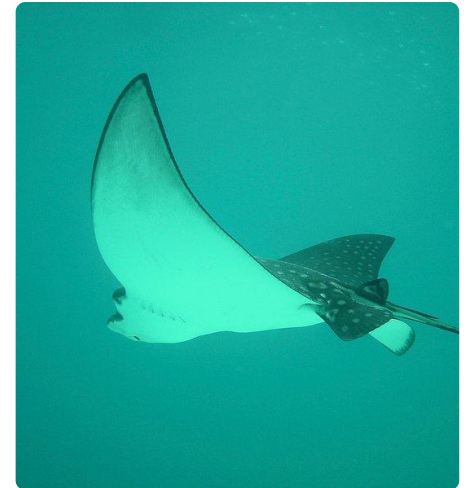
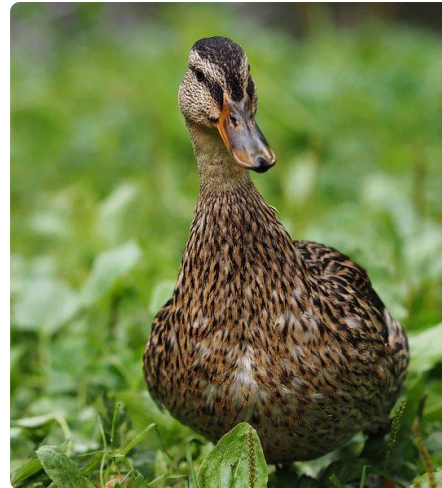
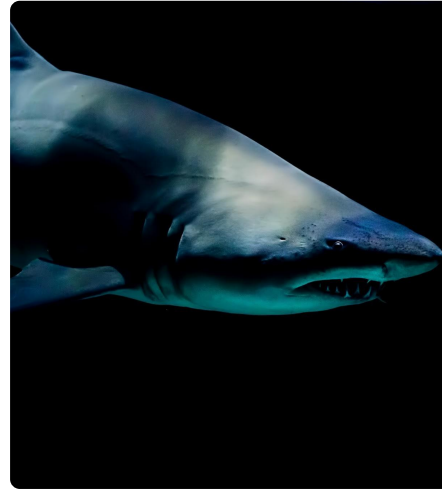




# Strawberry

## Red list & Blue list

- The Red list is our non-negotiable to deliver on in a risk perspective. Both lists will be updated annually from We Care.
- Both lists are aligned with the International Union for Conservation of Nature, WWF Norway and Sweden, internationally recognized advisors and in consultation with our suppliers. Both lists will be updated annually.
- We Care and Procurement is responsible for follow-up of suppliers to ensure compliance with the Red list & Blue list as well as our Procurement policy for Sustainable fisheries. We have also removed red-listed products from inventory/By.Strawberry.
- Both the Red list & the Blue list is to be **hung up visibly in the hotel kitchens.**



WeCare People

# People

Strawberry







Introduced Self Audit People



Mental Health & Wellbeing Program

# People achievements



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

Choose score:



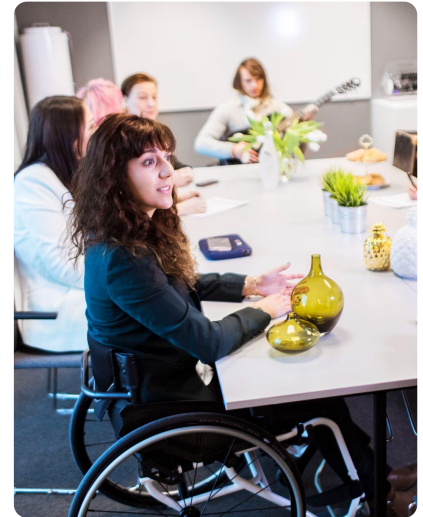
Not at all

Absolutely

"Rätt Kurva" - a crime prevention program



Diversity advisory board



Development of Peakon

# 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

60 eNPS

Employee Engagement (Peakon)

59%

Female General Managers





# 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. 3,449 employees took the mental health & wellbeing course during 2023 and 784 employees took the loneliness course from 04 December.

We also hold 3x Lunch & Learn sessions streamed so far in all HQ offices and made available to all hotels, which we will continue in 2024.

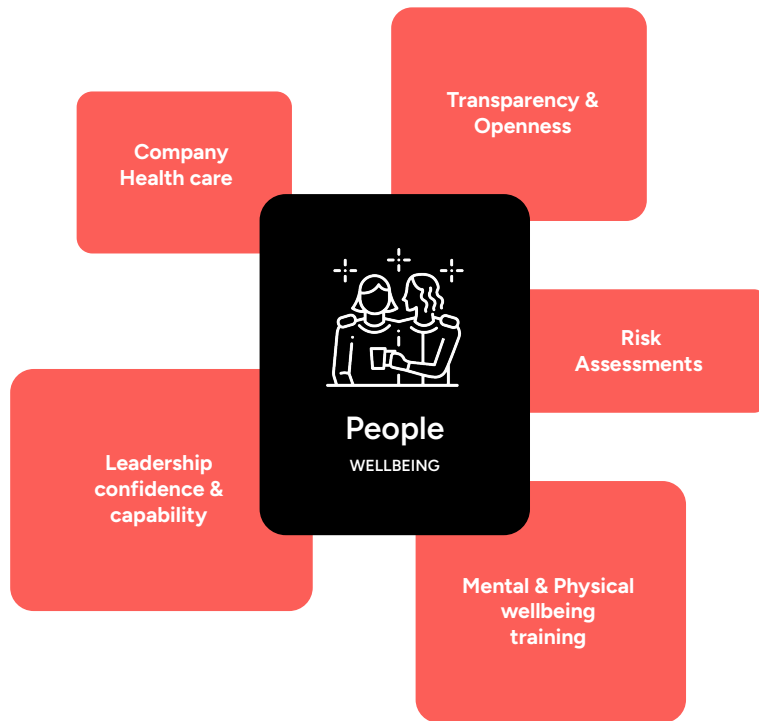


# Wellbeing

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.**



# 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 has been a pilot year for our initiative D&I Advisory Board, which we started with members from our Comfort hotels.

We will continue to develop this during 2024 and we are aiming to establish a new D&I Board that advises on future D&I efforts and focus for the group.

Each board will have around 8 members and are all recruited internally.

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

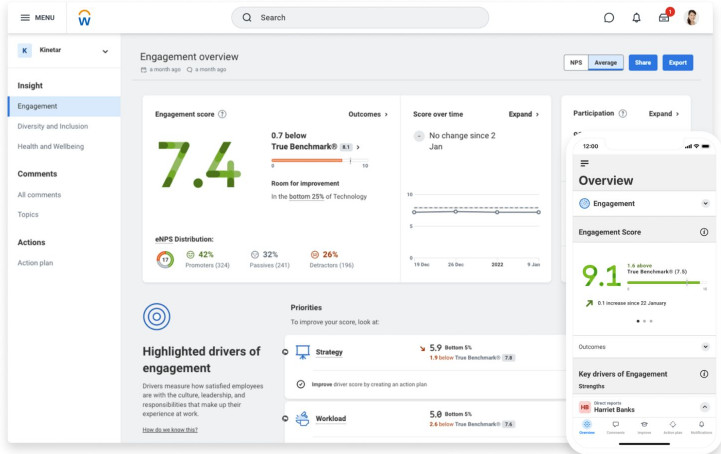
Absolutely

# 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 2023, more than 400 leaders participated in skill-building workshops and webinars. In addition, +5400 digital courses on fundamental leadership topics were successfully completed by leaders at all levels.



# 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 15,000 active users completed 407,000 Motis (digital courses), where the average rating of the Motis was 4.52.





# 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.

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.





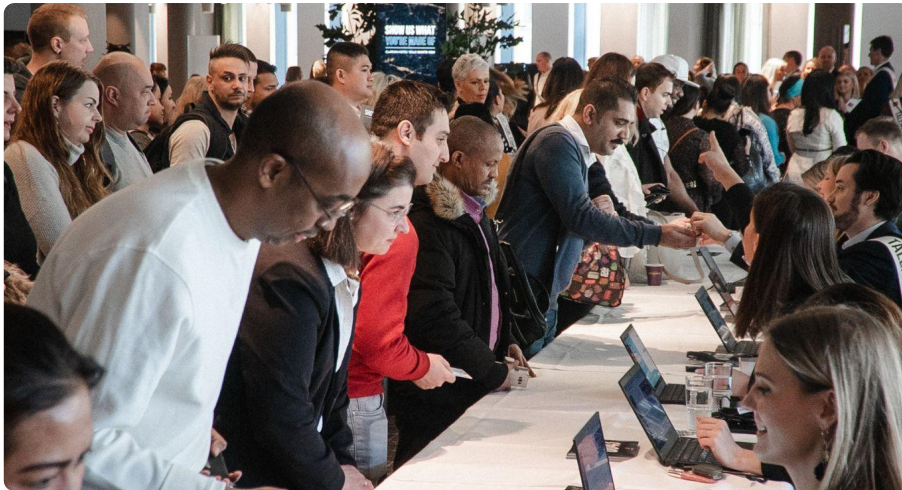
# Oslo kollega

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.

In 2022, we had 51 participants on training in the Comfort Hotel® Børsparken. 4 of them went on to practice within NCH/Strawberry, of these 4 all got jobs. In total, we had a mediation of 58%.

The mediation rate is based on the number of discharges in AFT (Arbeidsforberedende training), i.e. the proportion of participants in a measure who go on to work, studies or other measures, divided by the total number of discharges.

In the VTA measure (Long-term arranged work), we currently have no statistics on the placement rate for participants who have been set up at Comfort Hotel Børsparken. The reason is that everyone who was initially placed there is still at the hotel (6 participants). Our strategy is to build these participants' skills and work experience over a longer period before we proceed with mediation to VTO (Constantly arranged in ordinary work).



# 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!

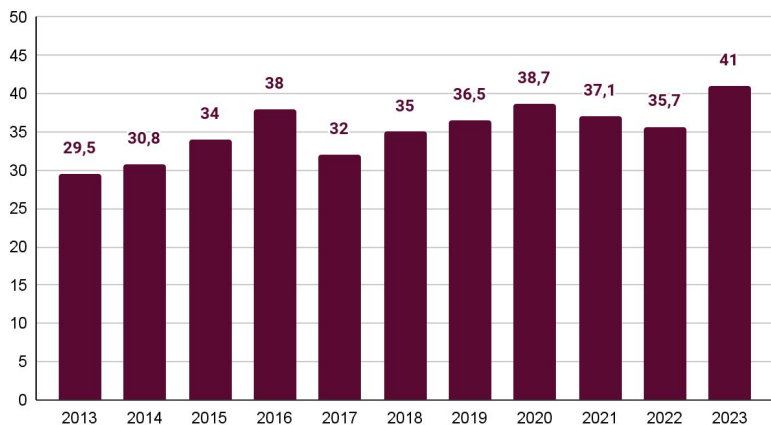




# Diversity

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

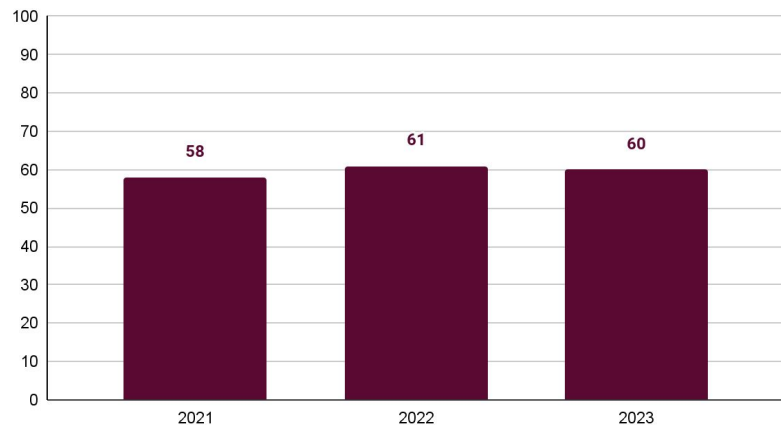




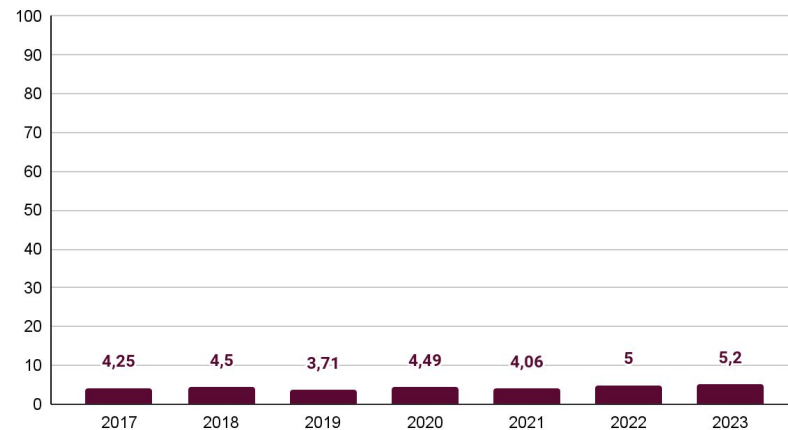
# Wellbeing

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)



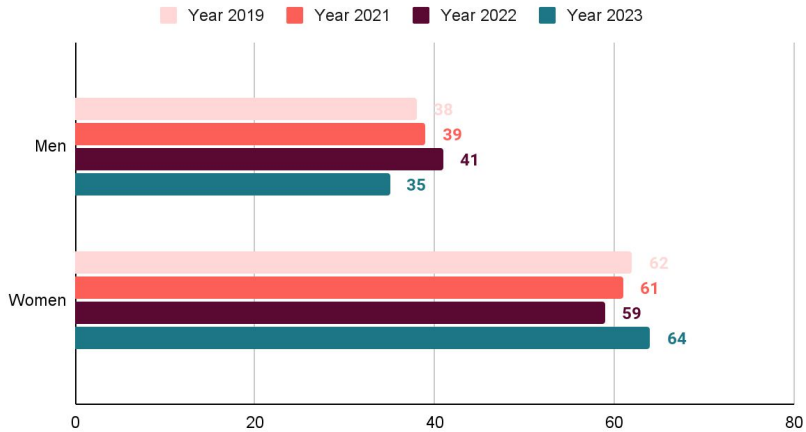
Percentage sick leave



# Equality

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

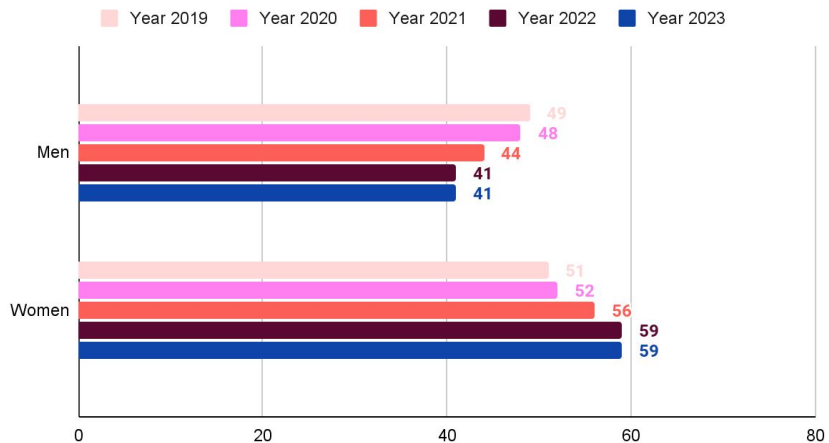
Heads of departments %



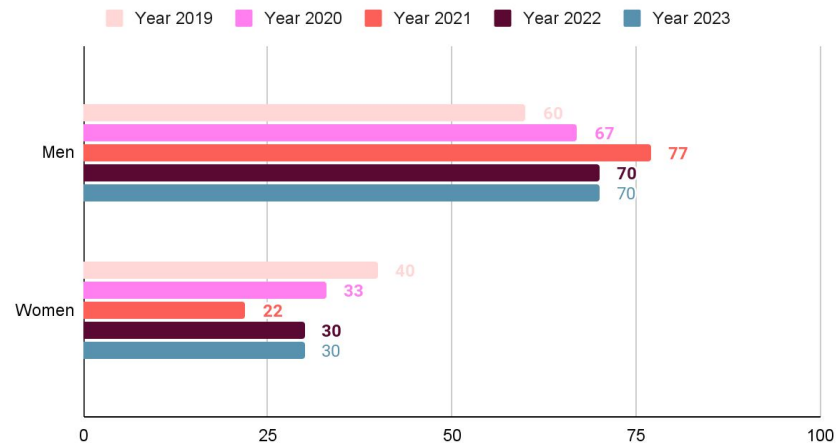
# Equality

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 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

50 for life



Clarion Says NO!



Spreading smiles



# Community achievements

Clean up day



Lonely Christmas Tree



## SPRÅKKAFÈ

CONCEPT VISION: Be the go-to språkkafe in Bergen and building relations with existing and future employees.

### WHY?

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

### WHEN?

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

**OUR VALUES**  
DIVERSITY,  
EQUALITY,  
INCLUSION,  
DEVELOPMENT

### WHY?

- Inclusion
- Equality
- Develop and find talents

### WHEN?

- Colleagues
- People who want to learn Nor
- People who wants to learn as language
- Apert for alle nivåer

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, Strawberry was in 2023 focusing on supporting children and families in the Middle East.

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.

**42,314**

Christmas gifts collected

**270 000**  
**NOK**

50 for life / unicef

**15**

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 **42,314** presents & **224,220** NOK donations in total in 2023 which were donated to our hotel's chosen charities.

4600 Christmas presents came through Comfort Hotel Trondheim's doors and were given to "God jul, lille venn" by their local community. The presents were given to children and families that struggle to make ends meet. They are indeed a testimonial to the huge impact of what collective kindness and action can make!

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



# 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.

However, this year, we included recommended themes as criteria for the application. The projects should revolve around loneliness, mental health, poverty, personal development, and child welfare.

We have received 32 applications from our hotels, where 15 of them were granted funding for their Strawberry Neighbour projects for the year 2023. The winners were announced during the Strawberry Tour in various cities in Scandinavia. Here are some of the initiatives;





# SPRÅKKAFÈ

CONCEPT VISION: Be the goto språkkafe in Bergen and building relations with existing and future...

## WHAT

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

## WHEN

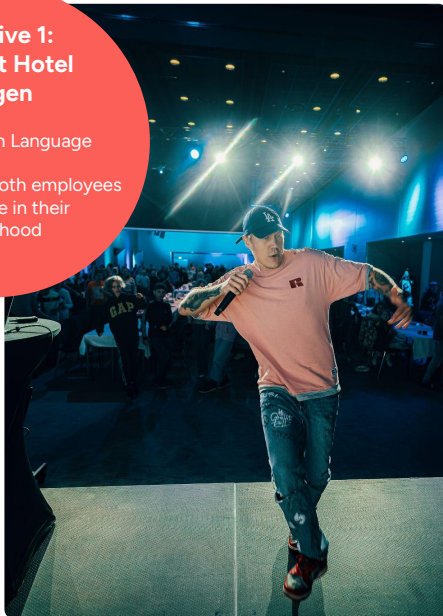
- Biweekly to start
- Once a week to follow
- Same day, same time, every time

## OUR VALUES

DIVERSITY,  
EQUALITY,  
INCLUSION,  
DEVELOPMENT

## Initiative 1: Comfort Hotel Bergen

- Norwegian Language Café
- Open to both employees & everyone in their neighbourhood



## Initiative 2: Clarion Helsinki says NO!

- 270 students
- Celebrate friendship & tolerance
- No to injustice, discrimination, and bullying
- Children, teachers, guests, employees, partners have participated
- First hotel in Finland to do this







### Initiative 3: Clarion Collection Skagen Brygge

- 70 families (refugees & low-income)
- Kirkens Bymisjon & Flyktningshjelpen
- A day of activities at the hotel, Oil Museum, Vår Energi Arena Sørmarka

### Initiative 4: GLO Hotel Sello

- 50 school children & teachers
- Ruusutorpa School in Finland
- Cleaning day in nearby schools, kindergarten, and parks



### Impact

18 000+ employees!

226 neighbourhoods!

5 different countries!

1 unique culture!

Imagine the differences we can make  
by simply being a good neighbour!



# 50 For Life - Middle East

In war, children suffer most. War takes away not just their families and their innocence, but the promise of a bright future. In Strawberry we believe that every child deserves a bright future - a life where one feels safe and thrives. Due to the dramatic situation in the Middle East, Strawberry joined forces with UNICEF to help children and families affected by this war and conflict.

*"Strawberry believes that no children or civilians should suffer, and therefore we want to support UNICEF's work for children and families affected by the wars" - Torgeir Silseth, CEO of Strawberry.*

Members of Strawberry were given the opportunity to donate bonus points that are converted into an amount of money that goes directly to UNICEF and their work in the Middle East. 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 NO, SE, DK KR, 5 EU or more to their bill.



# 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:

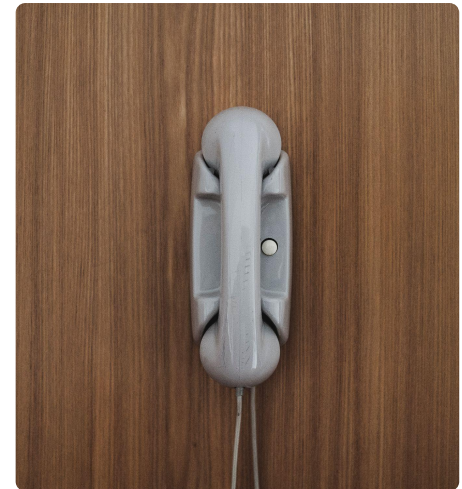
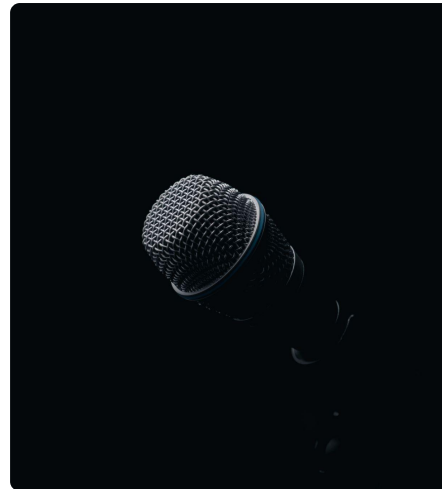
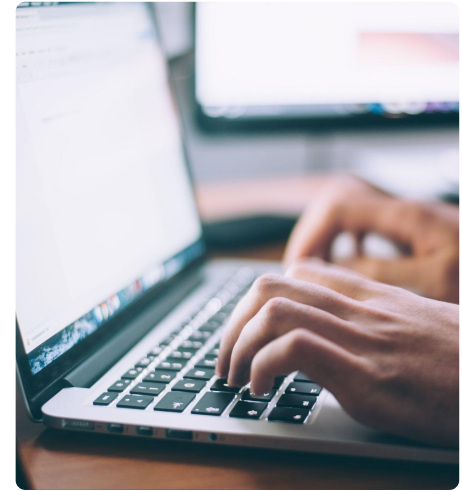
- danger to life or health
- danger to climate or environment
- corruption or other financial crime
- abuse of authority
- unsafe working environment
- breach of personal data security

## Whistle blowing:

During 2023 there were 46 whistleblow reported.

## Legally enforceable verdicts:

We had none Legally enforceable verdicts in 2023.





WeCare Planet / People

# Procurement

Strawberry



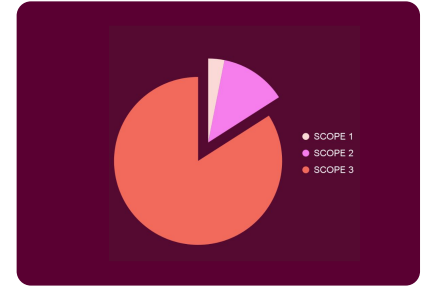


Updated Code of Conduct

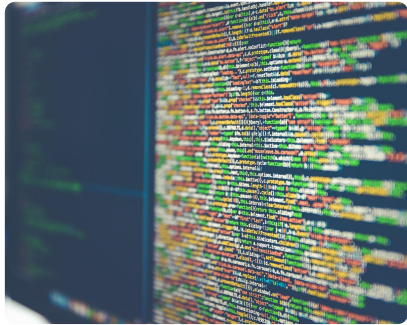
Red & Blue List



Scope 3



# Procurement achievements

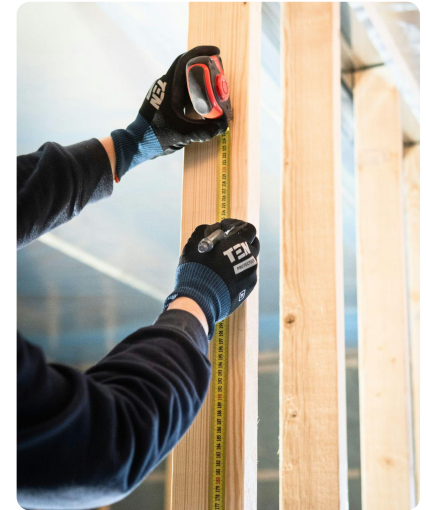


Tracking Indicators

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 2023, we obtained an overview of our Scope 3 emissions based on expenditures recorded via our supplier management system Ignite Procurement.

## Risk Assessment

Our due diligence in the supply chain are aligned with OECD guidelines and prioritizes suppliers with whom we have contractual relationships, focusing on categories where our influence are most significant. We conduct these assessments at the category level. Our risk assessments evaluate several parameters such as: geographical, sector and product risks. In 2024 we will do this assessment on all contracted suppliers.

## 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 established for the first time

## Risk Assessment

Developed a risk assessment framework and conducted risk assessments on contracted suppliers





# Updated 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](#).



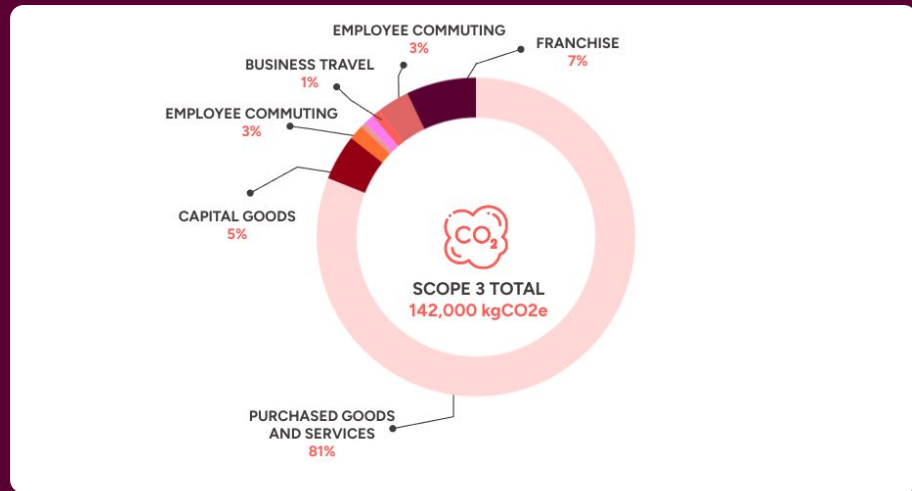
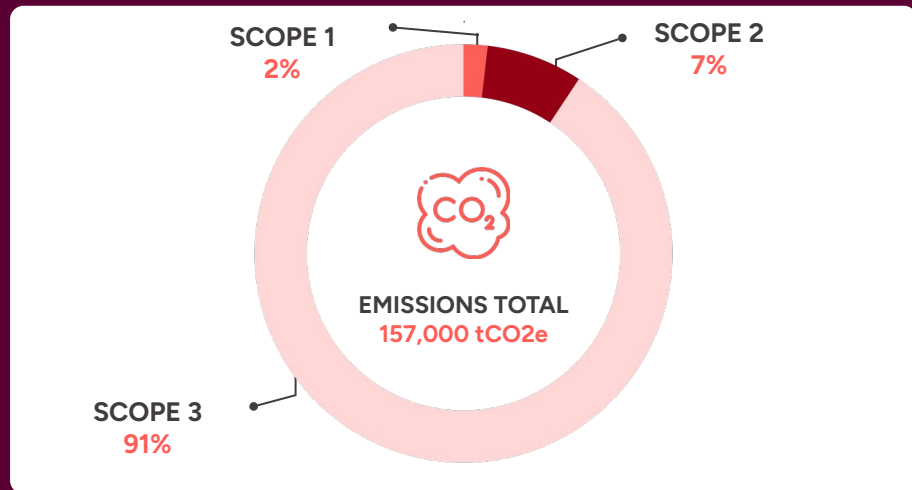


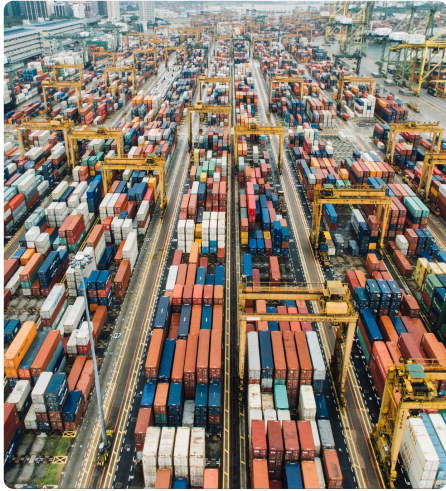
# Scope 3

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 CO2 emissions in our value chain. In addition we are able to upload activity based data, where the suppliers can provide that information.

91% is Scope 3  
81% 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

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.

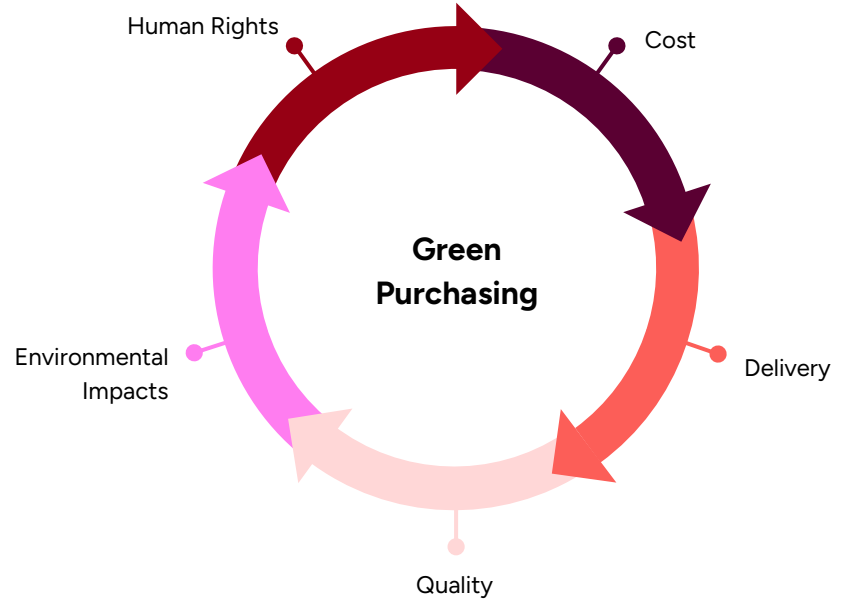
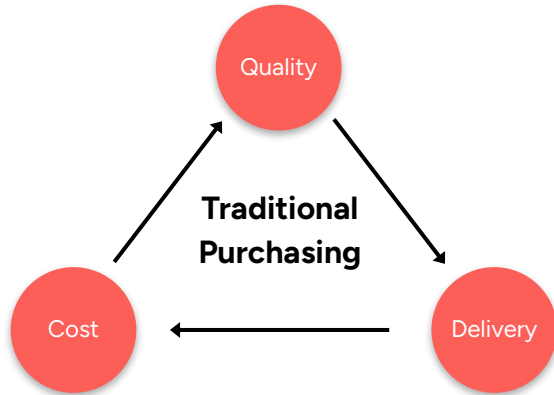
In 2024 we will do this assessment on all contracted suppliers.



# 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.

Report 2022 | [Report 2023](#)

Risk Based Approach -  
Category level

388 Contractual  
agreements

Over 200 000  
products

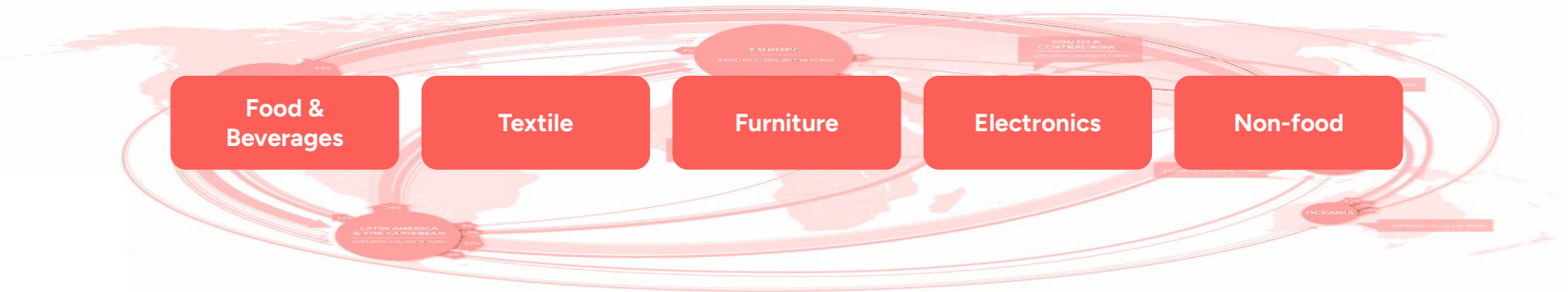
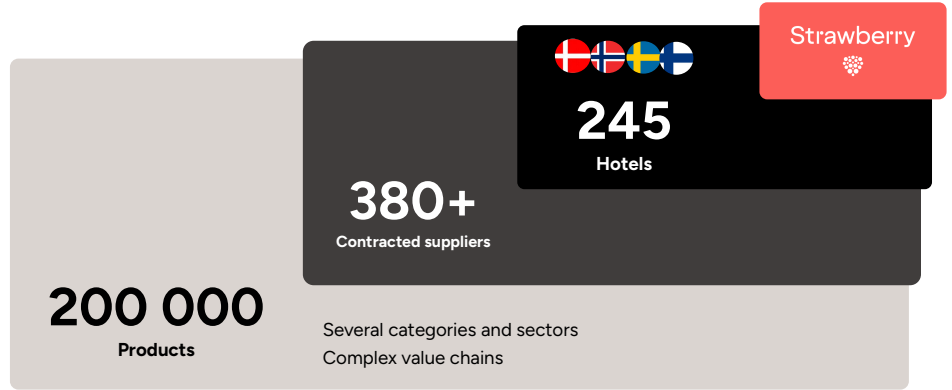


# Workers rights and a more responsible value chain

During 2023, 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)

Strawberry



## Own operations

Own employees

## Supply chains

### Upstream

Raw material traders, point of origin e.g farmers.

Production raw material

### Contracted suppliers

Risk assessment on category level: Strawberry has identified 4 high risk categories that will be followed up via supply chains:

- F&B, textile, Non-food (consumables and textile), electronics and *FF&E*

**Building and construction:** From small renovations to new buildings

Downstream  
retailers,  
manufacturers

Critical  
manufacturing  
or processing  
stages

## Other business relationships

Rent/ownership  
(Strawberry Fields)

**Building and construction:**  
From small renovations to new buildings

Investments  
(Strawberry  
Equity/ Capital)



# 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

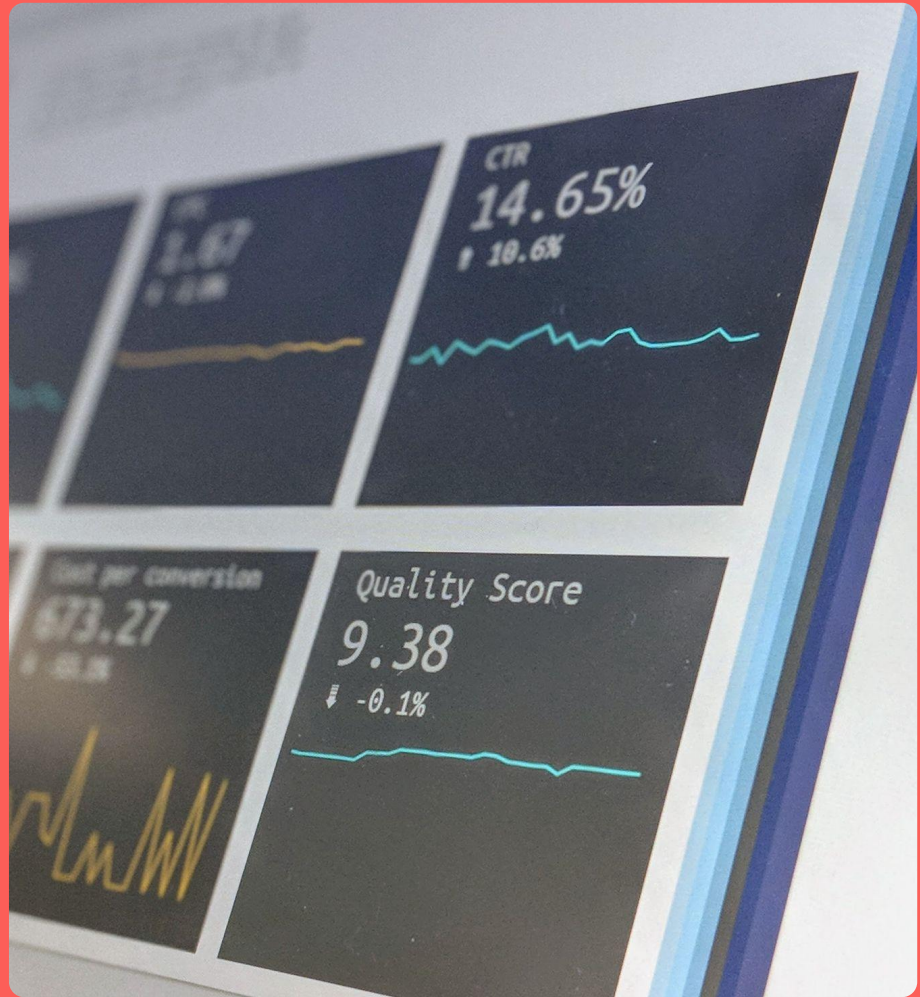
## Excuse

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

WeCare Planet / People

Tech

Strawberry





**Technology climate footprint calculations**

**Tech supplier sustainability requirement**



# Tech achievements



**Co-developed systems support for environmental targets**

**Started introducing more sustainable tech hardware options**



# Summary of our work with Tech

## Ambitions & Goals

IT and technology are crucial for growth, digitalization, and information management, significantly impacting the green transition. Our goal is to integrate technology into our operations to benefit both people and the planet. This enables us to engage with guests on sustainability, offer sustainable products, report data to stakeholders, and achieve sustainability targets.

However, technology poses challenges. IT equipment is the fastest-growing waste stream, with significant human rights and environmental concerns in its manufacturing and operation. We are committed to measuring and reporting the environmental impact of our technology, and choosing sustainable products while enforcing environmental responsibility throughout our value chain. We also commit to maximize the usable lifespan of our IT and electronics products, reuse and recycle through the use of dedicated partners.

## Activities

### System for sustainable procurement

We have implemented a sustainable procurement analytics system, working across the business to gather and analyze all purchases.

### Tech supplier sustainability requirements

We have created a set of sustainability requirements targeting specific risks within the IT and electronics industry and implemented with 10 largest suppliers.

### Technology climate footprint calculations

We have implemented a system for sustainable procurement analytics, enabling us to calculate our Scope 3 emissions from all IT and technology suppliers. This methodological shift—from detailed analysis of a limited supplier set to an analysis based on total purchases using location- and category-based average emissions factors from the Exiobase dataset—coupled with the expanded scope to include all suppliers, has resulted in a 14% increase from last year's estimate. However, we now have a robust methodology and a baseline for our Scope 3 goals.

### Co-developed systems support for environmental targets

Implemented system-supported improvement targets for key environmental impact indicators: gas, electricity, district heating, district cooling, water, chemicals, towels & linen, and food waste in our environmental management system.

## Introducing more sustainable tech hardware options

In 2023, we introduced a more sustainable technology product promoted in our internal purchasing portal: a Chromebook laptop that features a significant amount of recycled materials and other environmentally friendly attributes, making it more sustainable than the average laptop. This model accounted for approximately 25% of our laptop purchases in 2023. We plan to recommend and increase the share of more sustainable tech products in our future purchases.

6 397 tCo2e

+14% read more [here](#)

383 kg

e-waste material recovered

25%

increase in more sustainable laptop purchase

## Greener Technology



# Tech - problem & enabler

## **Technology: A Double-Edged Sword in the Climate Crisis**

Technology can be both a challenge and a solution to the climate crisis. We are committed to transparency about its negative impacts and our mitigation efforts.

## **A Catalyst for Growth and Green Transition**

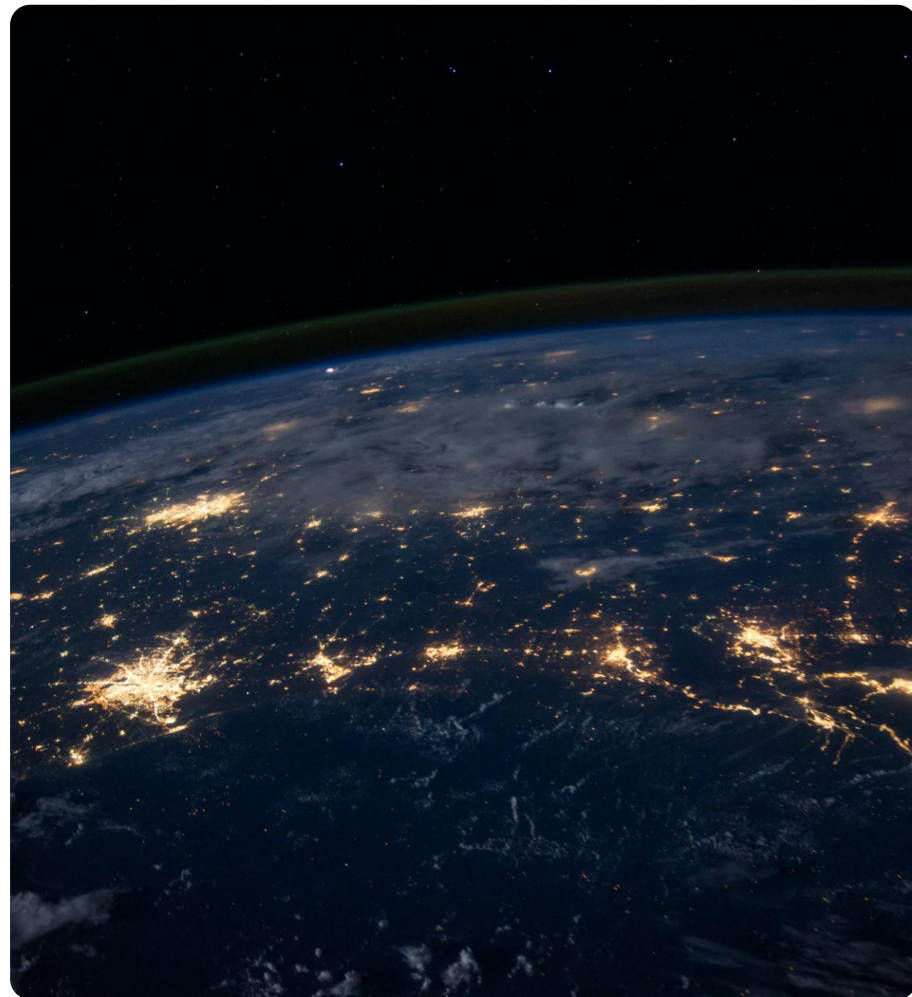
IT and technology drive growth, digitalization, and information management, playing a crucial role in the green transition. Our goal is to integrate technology into our operations to benefit people and the planet. This helps us engage with guests on sustainability, offer sustainable products, report data to stakeholders, and achieve sustainability targets.

## **The Paradox of Technology**

Technology, while driving change, also poses challenges. IT equipment and electronics are the fastest-growing waste streams in the Nordics. Manufacturing raises human rights and environmental concerns, along with climate impacts from production and operation.

## **Our Commitment**

We aim to measure and report the environmental impact of our technology use accurately. We are committed to choosing sustainable products and enforcing environmental responsibility in our value chain, balancing technology's benefits with sustainability. Lastly, we strive to reuse- or recycle all used IT equipment.



# System for sustainable procurement

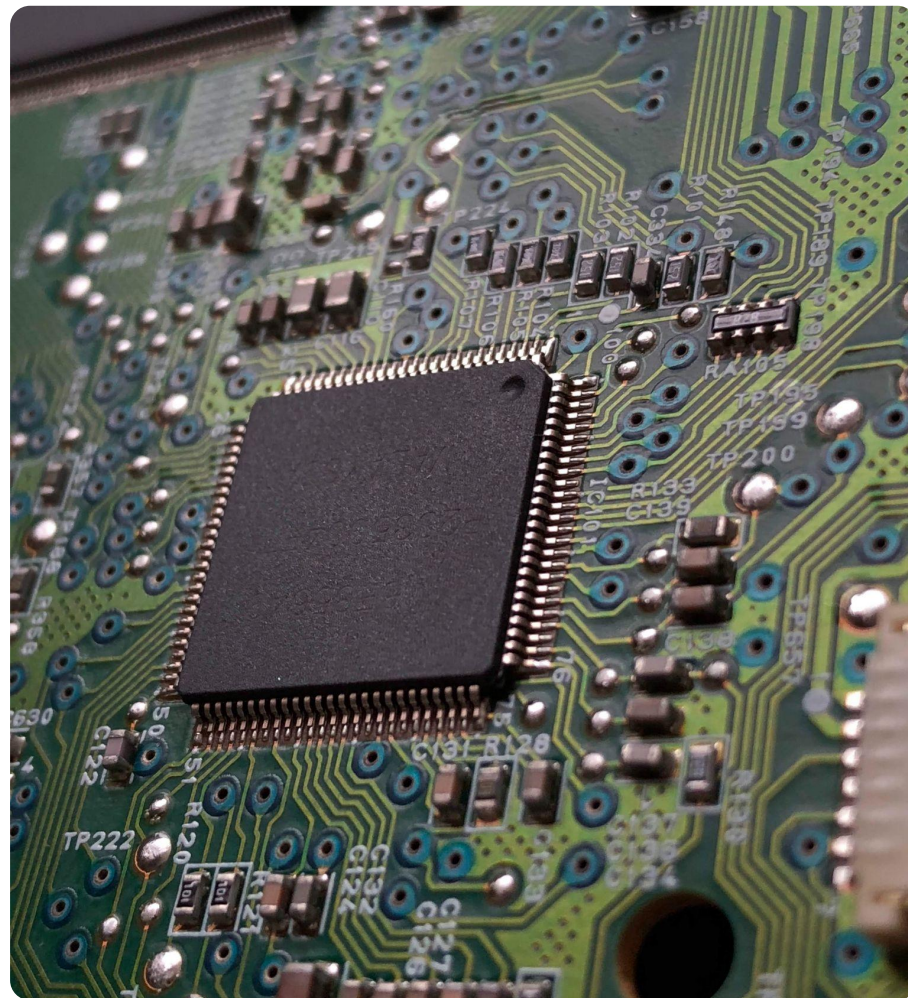
## Tech climate impact analysis

In 2022, we conducted a detailed analysis of GHG emissions from tech, calculating emissions for all tech purchases using precise product-level factors. In 2023, we implemented a procurement analytics system with spend-based Scope 3 estimation capabilities, enabling us to calculate complete Scope 3 emissions for all our IT & Technology suppliers for the first time. Emissions from tech accounted for about 5% of our total Scope 3 emissions.

## Sustainable emissions estimates

Given the complexity and effort of a detailed product-level analysis, and the relative size of emissions from IT and Technology and other similar categories compared to the total emissions, we will reserve the efforts of product-level analysis for the largest emissions categories, such as food and beverage. For IT and Technology related emissions, we will use the spend-based analysis from our procurement analytics system.

It's important to note that the 14% increase in 2023 emissions related to IT and Technology purchases, compared to 2022, is partly due to the change in scope and methodology.



# Contact

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

Strawberry

