Sustainable Procurement
A Practical Guide for Businesses

Nordic CEOs for a Sustainable Future

Signatories: The Nordic CEOs for a Sustainable Future is a CEO-led initiative representing companies across several industries like agriculture, aviation, energy, financial services, food processing, media, postal services and telecom.
Chapter 1: Introduction and about Nordic CEOs for a Sustainable Future

1.1 Introduction

Businesses have a vital role in achieving a sustainable future, and procurement is a key area where they can make a significant impact. At Nordic CEOs for a Sustainable Future, we firmly believe sustainable procurement practices are essential for creating a more sustainable and equitable world.

To help businesses understand the importance of procurement and how to implement sustainable procurement practices, we are pleased to present our new guide, *Sustainable Procurement: A practical Guide for Businesses*. The guide is a compilation of tips, tricks and case studies from some of our member companies, showcasing their sustainable procurement initiatives and the benefits they have realized.

Our guide also offers practical advice for businesses looking to enhance their procurement practices and contribute to a more sustainable future.
1.2 About Nordic CEOs for a Sustainable Future

Nordic CEOs for a Sustainable Future is a network of leading Nordic CEOs committed to driving sustainable development and addressing global sustainability challenges. Established in 2018, our network currently consists of nine member companies representing diverse industries.

Nordic CEOs are dedicated to sharing knowledge and advancing the sustainability agenda. We aim to inspire collaborative leadership and develop purpose-driven business models to achieve the UN Sustainable Development Goals. We believe that the Nordic region, through public-private cooperation, must continue to lead the way towards 2030.

Our CEOs have made shared commitments to sustainability, and we maintain close dialogue with Nordic governments. Our CEOs and their sustainability officers meet regularly to exchange best practices and develop joint initiatives to achieve more sustainable outcomes. Additionally, we conduct knowledge-sharing sessions across our companies to inspire our employees.

In April 2023, we launched a new set of joint commitments. Among these commitments are new targets for procurement and the supply chain:

- Establish a sustainable procurement policy and supplier Code of Conduct.
- Give sustainability a weight in procurement processes.

You can read more about our commitments here: [https://www.nordic-ceos.com/2023-new-commitments](https://www.nordic-ceos.com/2023-new-commitments)

1.3 Why is procurement important?

As a (large) purchaser of goods and services, you will have an impact on what the supplier puts high on their agenda (customer power). We can influence both through selection of suppliers and dialogue or engagements. Being transparent about our procurement priorities also affects how customers perceive our credibility regarding sustainability (not just focusing on what we offer, but also input factors and partners).

There are several reasons for increased focus on sustainability in supply chains:

- Enhanced customer awareness of the social and environmental footprint of suppliers. For example, that there are decent working conditions in all parts of the upstream supply chain related to the production of the products.
- Stronger regulatory focus on various sustainability topics (such as GHG-emissions, environment, human rights and labor conditions and social aspects) in value chains (Norwegian Transparency Act, EU Corporate Sustainability Due Diligence Directive, Corporate Sustainability Reporting Directive). Several countries are implementing measures through national legislation, and the EU aims to harmonize these measures over the coming years. Directly or indirectly, larger enterprises would be required to increase their own transparency.
- Increasing access and transparency of emissions data (in particular scope 3) through reporting.

*S Sustainability is defined as “state of the global system, including environmental, social and economic aspects, in which the needs of the present are met without compromising the ability of future generations to meet their own needs” (from ISO 20400)*
Chapter 2: How to prepare your organization

2.1 Introduction

Integrating sustainability into procurement processes demands a strategic approach that encompasses a cross-functional team, robust management support, knowledge sharing, and competence development for both employees and suppliers. This chapter will elucidate the crucial steps for integrating sustainability into procurement processes and ensuring a successful outcome. We will also underscore the significance of delineating strategic priorities and forming interdisciplinary teams to conduct a comprehensive stakeholder analysis and perform a materiality assessment. These steps help identify the most critical issues within your supply chain.

During the whole process ensure to:

- Align with applicable and relevant regulations, e.g., Corporate Sustainability Reporting Directive (CSRD), Corporate Sustainability Due Diligence Directive (CSDDD), Norwegian Transparency Act.

- Align with applicable and relevant internationally recognized disclosure standards, e.g., the Science Based Targets initiative (SBTi), CDP, Science Based Targets for Nature (SBTN), Task Force on Climate-Related Financial Disclosures (TCFD), Task Force on Nature-Related Financial Disclosures (TFND), the European Sustainability Reporting Standards (ESRS).
2.2 Five steps to prepare your organization

**Step 1: Define the most important strategic goals**
- Define strategic priorities for your supply chain based on the company’s most relevant and material topics. These may include targets such as achieving climate neutrality by 2030, preventing serious human rights violations, promoting gender representation across all levels, and adopting science-based targets.

**Step 2: Ensure management support**
- The successful integration of sustainability into procurement processes involves the collaboration of various stakeholders within the organization. To set goals, embed sustainability into existing procurement procedures, and emphasize sustainability in supplier selection, it’s imperative to gain top-level commitment and support. The earlier this support is secured in the process, the more effective the integration efforts will be.

**Step 3: Establish a cross-functional and/or interdisciplinary team**
- Conduct a stakeholder analysis for your supply chain to ensure that the right employees in your company are involved.
- Perform a materiality assessment together with the team to define the most material issues in your supply chain.
- Working together internally and utilizing different competencies is crucial for establishing a successful program. The team can, for example, be comprised of representatives from Procurement, Sustainability, Health & Safety, Compliance, as well as core business representatives.
- It can be beneficial to involve product development functions to ensure joint approaches to sustainability topics as they may concern circularity and chosen materials that greatly impact a company’s emission targets, particularly on scope 3.
- It is also essential to include the most important contract owners (in charge of strategic suppliers) where this is relevant. These people will be in dialogue with suppliers.

**Step 4: Establishment of ownership**
It is important to establish ownership at the contract owner level for at least the selected suppliers, regardless of the size and type of supplier. Supplier selection should ideally be done in a risk-based approach.
- For the selected suppliers, there should be one designated supplier owner who is responsible for engaging with the supplier if they come across information which indicates poor or concerning sustainability performance.
- Contract owners should contribute to keep sustainability high on their suppliers’ agenda.

**Step 5: Conduct knowledge-sharing and competence building**
- Facilitate knowledge-sharing and competence-building among relevant employees and suppliers. Initially, competence development can be coordinated through a center of excellence or a sustainability team responsible for designing processes and identifying the learning needs of employees and suppliers.

**Step 5a: For employees:**
- To ensure the efficient rollout of sustainability work within procurement, having the right internal competence is important. It’s essential to establish a minimum level of sustainability competence for the procurement team and contract owners outside the procurement department (individuals responsible for specific suppliers).
- This can be done through information meetings/courses with relevant employees, a list of most frequently asked questions with answers, information video courses (internal or external), or information booklets. It’s crucial that competence-building activities align closely with the sustainability topics addressed in procurement processes.

**Step 5b: For suppliers:**
- Sustainability is often a new and intricate concept for many suppliers. To ensure their comprehension of our requirements and rationale, it’s vital to provide them with a foundational understanding of key sustainability topics.
- Managing expectations and enhancing their insight is a crucial step in gaining supplier commitment to this journey.
- Be an example - do not require something from suppliers that you do not already require from yourself as a company.
Chapter 3: How to implement a sustainable procurement practice

3.1 Introduction

This chapter offers a hands-on guide to implementing sustainable procurement practices. It presents a systematic, step-by-step approach for organizations to enhance the sustainability of their supply chains.

Step 1: Develop a roadmap and set up a responsible sourcing team

- Develop a roadmap to address the most material issues in the supply chain. Establish a dedicated responsible procurement team with enough resources to follow up the work related to supplier due diligence processes.

Step 2: Establish a sustainable procurement policy and/or supplier Code of Conduct

- Develop a sustainability procurement policy and/or a supplier code of conduct. This is a minimum standard defining what all suppliers need to have in place to do business with your company.
- A good idea is to build this on already established standards, such as the ten principles of the UN Global Compact. This increases the likelihood that suppliers can adhere to the principles and covers many important topics.
- This document should cover social and environmental parameters and include governance mechanisms. For instance, specify how your company, as a customer, will monitor compliance, such as requiring suppliers to report on key performance indicators (KPIs) quarterly or semi-annually.
- It can further be needed to bring a document stating specific environmental requirements that may be industry specific and describing the process around required product declarations, including environmental lifecycle data or substance use.

Step 3: Map your suppliers

Suppliers should be grouped according to a set of parameters which are important for assessing the risk of negative impact on the company’s identified material sustainability topics (e.g., climate or human rights issues)

- In order to evaluate the risks of severe social violations (which all large Norwegian companies must map according to the Transparency Act), suppliers should be grouped according to geography, sector, product/service being purchased.
Step 4: Setup and apply a supplier segmentation method

- A segmentation strategy can help you determine which suppliers require limited follow-up, and which suppliers that demand extra attention to establish effective collaborative sustainability approaches, especially where the potential for impact is significant.
- For groups with high impact potential, engagements could include supplier involvement in the product development process to address circular concepts or a joint upstream scope 3 emission reduction program.
- In practice, companies deal with a multitude of suppliers and a vast array of goods and services, each with its unique characteristics and relational aspects. A segmentation strategy helps to organize progress. Numerous methods exist to segment suppliers allowing for differentiation. For example, the Kraljic matrix segments suppliers’ items into strategic, leverage, bottleneck and non-critical, but many methods exist. The publication *Managing Supply Chain Emissions* ([conference-board.org](http://conference-board.org)) proposes to segment suppliers according to the influence over a supplier and the potential for a supplier to reduce emissions.
Step 5: Define supplier questionnaires and/or assessments

- Define questionnaires and/or select assessment solutions based on the most material topics related to the supply chain. Some questions should be prioritized regardless of the respective supplier industry (e.g., climate neutrality, emission development, social questions related to human rights and working conditions, actual or potential breaches, share of gender representation at the board level, highest management level). This may also be determined by regulation.
- Use yes/no and numbers as much as possible. Give weight for each question and make it easy to utilize the information when considering the suppliers.
- Define sustainability categories (climate, diversity, human rights etc).
- Selecting a procurement system to support supplier sustainability assessment:
  - Consider market solutions like EcoVadis, Position Green, or CEMAsys.
  - For smaller suppliers, an internally developed system may be more suitable.

Step 6: Include sustainability as an evaluation criterion in procurement processes

- Note that this is suggested in addition to the “knock-out criteria” set by the Supplier Code of Conduct or other sustainability requirements.
- To ensure that sustainability is given the necessary weight in procurement processes, it’s advisable to assign a minimum weighting to sustainability topics and include these minimum standards in the Code of Conduct. This might involve setting a minimum threshold of, for example, 10%, 20%, or higher.
- For existing contracts, companies can opt to gradually shift their spending share from suppliers not meeting sustainability commitments to those that do.
- Be aware of possible ‘supplier assessment fatigue’ and avoid new and additional questionnaires if possible. Consider using an existing system that may be well established in your supplier base if possible.

Step 7: Define metrics for performance tracking

In order to work fact based and structured with sustainability related improvements, it is vital to use relevant metrics to track performance over time.

Some examples of metrics to track in the supply chain:
- Scope 1-3 emissions.
- Sustainability risk metrics such as amount/share of environmental/social high-risk suppliers.
- Product/material data: preferably through Life Cycle Analysis (LCA) or environmental product declarations for the products purchased. Where necessary, address product traceability and safety aspects.
- Gender diversity metrics in management and the company as a whole.
- Human rights, policies in place, risks, actions being taken etc.
- Certifications and policies (e.g., ISO-standards, if they follow UN Global Compacts 10 principles).

Emphasize internal master data management policies and ensure that internal data transparency is on the agenda. Eg., for calculating scope 3 emissions, such as for purchased goods and product lifecycle analysis, data quality and availability are crucial to many aspects of a company’s successful sustainability journey.
Step 8: Define KPIs, establish a baseline and set targets

Defining Key Performance Indicators (KPI), establishing a baseline/current state of the KPIs, and setting targets will help your company to improve within identified focus areas.

Some suggestions for KPIs:
- Science-based targets for the company’s supply chain.
- % of suppliers spend having independent and internationally recognized third-party sustainability rating, e.g., EcoVadis.
- % of spend having supplier code of conduct and/or environmental requirements signed/fulfilled.
- % of product declarations / LCA available.
- Require suppliers to set short- and medium-term verifiable emission reduction targets.
- Require suppliers to commit to set or have validated net-zero targets.

Step 9: Embed sustainability in supplier relationship management processes.

As supplier relationships are often long-term and built on mutual dependency, focusing solely on selection criteria for new relationships may yield limited results. It’s essential to incorporate sustainability metrics and the outcomes of sustainability assessments into regular supplier performance review meetings. When necessary, agreements should be reached on corrective actions to be taken, and progress should be continuously monitored.
Chapter 4: How to report and follow up

4.1 Introduction

One of the most important steps towards sustainable supply chain management is establishing transparent reporting and follow-up procedures for procurement. Companies can ensure transparency, accountability, and progress towards sustainability goals by collecting data on key sustainability indicators and monitoring supplier performance. In this chapter, we outline five essential steps that companies can take to establish robust reporting and follow-up procedures for their suppliers.

4.2 Five steps on reporting and follow-up procedures

Step 1: Establish transparent reporting and follow-up procedures

- One of the most critical steps a company can take towards sustainable supply chain management is establishing transparent reporting and follow-up procedures.

Step 2: Establish an annual reporting process for suppliers

- Companies should establish an annual reporting process for their suppliers. This involves collecting data on key sustainability indicators such as carbon emissions, water usage, waste management, and social responsibility. The data can be collected through the company’s own systems or third-party solutions. The reporting process should be streamlined and easy for suppliers to complete to encourage high response rates.

Step 3: Aim for transparency in suppliers’ sustainability performance

- Companies should aim for transparency in their suppliers’ sustainability performance. This can be achieved through internal dashboards and analytics that enable companies to prioritize actions and manage their impact. Companies can work with their suppliers to achieve meaningful progress by setting clear sustainability priorities and goals.

Step 4: Work with suppliers to address sustainability topics in the supply chain

- Companies should work with their suppliers to address emissions and other sustainability topics (e.g., nature, social issues) in the supply chain. This could involve setting targets for reducing carbon emissions, implementing renewable energy solutions, or promoting circular economy practices.

Step 5: Introduce low-carbon governance

- Specifically, within the area of climate: Introducing low-carbon governance can align internal incentives and empower the organization to achieve carbon reduction goals. This could involve implementing financial incentives for meeting carbon reduction targets, establishing green procurement policies, or investing in renewable energy solutions.
5.1 Case study – Storebrand: Prioritizing ESG topics for assessing complex supply chain

Introduction:
This chapter presents a case study from Storebrand, focusing on their efforts to address sustainability in their supply chain. The chapter details Storebrand’s solution to streamline the follow-up process and prioritize the most significant Environmental, Social, and Governance (ESG) topics. The case study also underscores key initial findings, emphasizing the importance of simplifying supplier responses to surveys and establishing ownership at the contractual level.

Situation:
Storebrand’s supply chain is complex, and there are a myriad of suppliers within, e.g., IT, software (group-wide), insurance (repair shops, etc.) and real estate management (contractors, etc.)

Challenge:
How can Storebrand easily follow up a large supplier base and focus on the most material ESG topics?

Solution:
Storebrand sets a lower threshold of 1 MNOK in annual purchase volume and prioritizes following up with approximately 400 suppliers.

These suppliers receive a link to an easy-to-use, simplified self-assessment survey. The survey questions are prioritized based on Storebrand’s key objectives for the upcoming years, such as climate neutrality and adherence to new legislation on human rights (the Transparency Act). The questions are categorized into six sections:

1. General information: e.g., location of supplier, sector, product/service being produced or delivered

2. Strategy: to what extent is sustainability integrated to the overall corporate strategy, e.g., most material UN Sustainability Goals

3. Climate impact: e.g., whether the supplier is either climate-neutral today or has a plan for becoming so by the year 2025

4. Diversity & Equality: e.g., the ratio of women to men across top management levels

5. Management & Certifications: e.g., in what ways, if any, is the supplier certified for its climate work

6. Human rights due diligence: e.g., governance mechanisms in place for reducing the risks of violations. All questions Storebrand uses in its yearly supplier ESG follow-up can be found here: [Template]

Important initial findings
1. It is crucial to assess how to make it as easy as possible for the supplier to answer (many suppliers get many of these surveys, and it might take a while to get answers).

2. It is vital to establish ownership at the contractual level, i.e., the contract owners in Storebrand must coordinate communication and preparation at the supplier level to increase the likelihood of receiving answers in time.
5.2 Case study – Telenor’s Science Based Targets

Telenor decided to set science-based climate emission targets, in order to have targets consistent with the Paris Agreement and chose to have the targets validated by SBTi (Science Based Target initiative) as they are recognized internationally as the “gold standard” for credible and complete science-based targets. SBTi also offers a number of supporting tools and guides to calculate and formulate such targets. By being internationally recognized, Telenor fulfills expectations from international stakeholders (customers, investors, suppliers, NGOs).

90% of Telenor’s scope 3 emissions are from upstream emissions from the supply chain (Cat 1 and Cat 2 – Purchased goods, services and capital goods). Therefore, Telenor’s scope 3 target specifically addresses these emissions (“68% of Telenor’s suppliers by spend covering purchased goods and services and capital goods will have science-based targets by 2025”).

Telenor chose to set an “engagement target” for its scope 3 target, not an absolute emission target. This was because the phase until 2025 was expected to be a “mobilization phase” for suppliers who first have to understand their baseline emissions and then set targets before they could actually reduce them in a systematic way over many years. After 2025 most spend will be with suppliers that are on their way, and Telenor plans to set absolute emission reduction targets for scope 3 for the period 2025-2030. The scope 3 engagement target was set “by spend”, not “by emissions”. This was due to several reasons. The most important is that emission data was not available or not reliable for many suppliers, but also because updated emission data is only available annually, while Telenor’s global spend data is reliable and is updated every month. Therefore, progress can be tracked and managed during a year based on validated financial information.

Telenor follows up suppliers in a stepwise approach. The first phase was to inform suppliers about Telenor’s SBTs and encourage suppliers to understand the science-based target approach so that they were prepared for future expectations from Telenor. Two years later, in 2023, Telenor set a requirement to its largest suppliers (above a certain spend / contract value threshold) to formally commit to set SBTs in order to be selectable in new contracts.

The next step will be to gradually shift spend away from suppliers that do not set SBTs. The final step may be to not renew existing contracts with suppliers that do not set SBTs. Given the reality that there are cases where no real alternatives exist for some suppliers (e.g., in Asia markets), a process has been implemented where top management can decide to make exceptions from the requirements.

The share of spend to suppliers with SBTs has increased from 8% in 2019 to 46% mid 2023 - on track to reach the target of 68% by 2025.
5.3 Case study – Yara: Business Partner Due Diligence

Business Partner Due Diligence has been a cornerstone of Yara’s Compliance Program for almost a decade. Duly anchored in Yara’s Code of Conduct, this element relates to our view that, as a global company, Yara is also judged by the conduct of our Business Partners (BPs) and is accountable for what it can reasonably influence within its value chain. Yara is firmly committed to developing relationships with business partners that share similar corporate values as Yara and conduct their business in an ethical and compliant manner. BPs are subject to Yara’s Integrity Due Diligence (IDD) process and shall contractually agree to comply with a standard equal to or higher than the Code of Conduct for Yara’s Business Partners.

When designing and implementing its Compliance Program, Yara has followed the principle of adequate procedures, aiming at a risk based, defendable concept. Since its inception (in 2014), the IDD process has been through many improvements, all of which intended to provide adequate risk responses to Business Partner integrity.

IDD on Yara’s Business Partners has served as a proportionate risk response to Yara’s activities, geographical exposure and jurisdictional inherent risks.

The IDD Procedure aims at investigating the integrity of potential, new and existing Business Partners and required IDD activity upon the following risk factors:

- Country risk and annual contract value (thresholds per country according to countries’ inherent risk exposure)
- Agents & Intermediaries
- Business Partners of strategic importance to Yara
- Known integrity risks/red flags
- Involvement in public tenders
- Public and/or political interactions
- Public and/or political influence on Business Partner selection
- Special partnerships

Risk rating of IDDs is automatically assigned by the IDD system according to a risk matrix predefined by Yara Ethics & Compliance, which is based on a distribution of risk criteria to the IDD questions and the answers provided by the Business Partners.

When risks are identified, specific risk mitigation initiatives are recommended by Ethics & Compliance and implemented by the relevant business lines.

IDDs are refreshed after 1, 2 or 3 years, depending on their risk rating (high, medium or low). Yara has performed over 9,500 IDDs to date. In addition to IDDs, mostly all Yara customers and vendors are daily monitored against compliance databases, which include sanctions, corruption, regulatory issues and watchlists.
Chapter 6: A message from the CEOs and our procurement teams

Marel
Arni Oddur Thórdarson, CEO and Chair of Nordic CEOs for a Sustainable Future.

“Our emphasis on sustainability resonates across every aspect of our journey, ensuring that each step contributes to reducing waste, minimizing our impact on the climate, conserving resources, and promoting fair labor practices. Sustainable procurement is a key part of our commitment to transform the way food is processed. By emphasizing sustainable procurement practices, we strengthen links within the food value chain, from sourcing raw materials and partnering up with technology providers to deliver pioneering solutions. Our goal is to make food more affordable and sustainable not only for our business to be successful but also for nourishing a growing global population while safeguarding our planet for future generations.”

Sjoerd van der Heijden, Program Manager Global Supply Chain

“Sustainable procurement requires trust, collaboration and sharing more information. Sometimes it feels like pioneering and re-inventing procurement, where much of the work is education and connecting people.”

Posten & Bring
Tone Wille, CEO

“Procurement is one of the most powerful tools large organizations and governments have to drive the transition to a more sustainable future. For us at Posten Bring we use procurement processes to both challenge and develop the market for competitive electrified road transport. I would encourage all organizations to do the same in areas where they can have an impact.”

Petter Andresen, Chief Procurement Officer

“We work systematically to continually improve our procurement processes as a key part of the groups sustainability work. Our ambition has been to be an early mover in procuring and establishing an electric fleet of vehicles. Human rights challenges in the global supply chain of batteries are another material area where we are exploring collaboration opportunities to reduce risks.”
**Swedbank**
Jens Henriksson, CEO

“At Swedbank we empower the many people and businesses to create a better future, a future with a financially sound and sustainable society. An important part of our impact is through the services and products we procure. Therefore we have a robust procurement process that supports us and our suppliers in the transition and contributes to a more sustainable society. This paper can engage and inspire more companies to further develop their procurement for a more sustainable society.”

**Telenor**
Sigve Brekke, CEO

“No one can achieve the 1.5-degree target alone. We are taking concrete action to decarbonise our supply chain by requiring our biggest suppliers to sign up for the Science-Based Targets Initiative. We must achieve an emission-free supply chain beyond 2025 and towards our future net-zero target.”

**Yara**
Svein Tore Holsether, President & CEO

“We are not able to solve the global challenges in isolation, and the whole value chain must collaborate to improve. An overarching goal is to improve the transparency and sustainability of our shared value chain through collaboration, knowledge-sharing and mutual improvement.”

**Thomas Skjelbred, CEO Telenor Procurement Company**

“We have promoted and motivated our suppliers the last few years to set Science Based Targets. Lately we have made Science Based Targets compliance mandatory for suppliers with a specific spend threshold and we will increasingly prioritize compliant suppliers. In the coming years the aim is to shift the spend to compliant suppliers, and hopefully this will inspire several more to sign up. Our door will remain open to all suppliers that make the effort to limit global warming and we will be there to guide them.”

**Henrik Liljeblad, Chief Procurement Officer**

“Our procurement process is developed to minimize risk through tailored controls and escalation management in a compliance by design environment. It also supports in identifying more sustainable solutions in tenders. We are continuously working to improve our work to become best in class in sustainable procurement. For instance, we are working to increase transparency of suppliers’ sustainability performance to simplify for our employees to make more sustainable decisions in the procurement process.”

**Jeroen Schoonderbeek, Sustainable Procurement Manager**

“Yara expects its business partners to uphold environmental and social standards similar to our own, and to require the same from its own set of business partners. An essential step on our sustainability journey is to create transparency around our business partners’ and their business partners’ sustainability performance.”
Storebrand
Odd Arild Grefstad, Group CEO

“Sustainability requirements in procurement are impactful measures that may push suppliers towards transitioning to a low carbon and sustainable society. Storebrand works actively with our suppliers to set verifiable emission reductions targets, disclose and set targets for gender balance, and require policies to protect human rights and labour rights in the supply chain.”

Rune Jørgensen, Group CPO and Head of Sourcing

“Sustainable Procurement needs to be considered in the whole organization to create impact in collaboration with the suppliers. The different lines of businesses in the company needs to be fully committed to ensure sustainability requirements, targets and monitoring in their procurement processes.”

Islandsbanki
Jón Guðni Ómarsson, CEO:

“As a large purchaser of goods and services, we are in a position to act as a positive force in society in our purchasing and procurement activities and along with our suppliers engage the supply chain. Islandsbanki wants to advocate exemplary operations in the Icelandic business community.”

Andrea Ósk Jónsdóttir Executive Director Business Management & Operations

“We want to enhance our suppliers’ awareness of environmental, social, and governance criteria and act jointly as a positive force in society. Working with our suppliers we aim to have an impact on the value chain.”

GSMA
Mats Granryd, Director General

“We are proud that the mobile industry continues to align around the 1.5C decarbonisation pathway, but we have more to do to achieve our net zero ambitions. This includes collaborating with our suppliers across the globe to reduce their carbon impact.”
Reference documents

ISO 20400:2017(en), Sustainable procurement — Guidance

Yara International | Business Partner Code of Conduct

Yara International | Sustainable Procurement Policy

Posten: Ethical guidelines

Marel: Environmental requirements for suppliers

Marel: Supplier code of conduct

Islandsbanki: Suppliers Code of Conduct

Islandsbanki: Checklist for suppliers

GSMA: Supplier Code of Conduct

Telenor: Supplier requirements

Telenor: Supplier Conduct Principles

Storebrand: Human Rights Policy and Responsible Business Conduct at Storebrand

Storebrand: Continuous improvement in the value chain

SAS: Supplier Code of Conduct

Swedbank: Supplier Code of Conduct