



Oslo

City of Oslo

# A sustainable city

Sustainable procurement 2023-2024

# Introduction from the City Government

*To our stakeholders,*

Sustainability is at the heart of The City of Oslo's public governance.

I am therefore pleased to confirm that The City of Oslo reaffirms its support for the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment, and Anti-Corruption.

In this 2023–2024 Communication on Engagement, we highlight the strategic role of public procurement in promoting sustainable development and contributing to the achievement of the Sustainable Development Goals (SDGs). As one of Norway's largest public buyers, The City of Oslo procured goods and services worth approximately NOK 36 billion in 2024.

This purchasing power carries a significant responsibility to prevent harm and promote positive impact across global supply chains.

The City of Oslo continues to strengthen the Oslo Model for responsible business conduct.

Updated in 2023 and fully implemented in 2024, the revised model introduces mandatory due diligence requirements in all high-risk procurements.

These assessments cover human rights, labour rights, environmental impact, and corruption risks.

In 2024, nearly 80 percent of our framework agreements for goods included mandatory due diligence on human rights and labour rights. The City of Oslo has also intensified efforts to combat labour exploitation, corruption, and social dumping through strengthened procurement criteria and supplier engagement.

Our climate ambitions are high. The City of Oslo aims to reduce greenhouse gas emissions by 95 percent by 2030.

In 2024, we expanded the use of fossil-free and zero-emission machinery on construction sites. In addition, we introduced new material requirements to reduce indirect emissions.

The City of Oslo also launched a reuse platform to support circular consumption across municipal entities.

Further, we promote alternatives to meat, reduce food waste and increase the share of ethically certified and plant-based products in our public procurement.

The City's procurement strategy is not merely a mechanism for acquiring goods and services; it serves as a lever for change.

By embedding sustainability into every stage of the procurement process, the City of Oslo influences supplier markets, fosters innovation, and advances the achievement of the Sustainable Development Goals.

As we move forward, the City of Oslo will continue to strengthen its practices, engage with stakeholders, and share its experiences with the global community.

The city's participation in the UN Global Compact reflects its belief in collaboration, transparency, and the power of public institutions to drive positive impact.

We share this Communication on Engagement with our stakeholders and welcome feedback on our progress and priorities.

The City of Oslo remains firmly committed to the UN Global Compact and will continue to use procurement as a powerful tool for sustainable and ethical development.

Sincerely yours,



**Eirik Lae Solberg**



Governing Mayor  
November 2025

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# Key facts about the City of Oslo

## Structure

The City of Oslo is the capital of Norway and the country's largest urban municipality, with a population exceeding 700,000 residents as of January 2024.

As both a municipal and county authority, Oslo is responsible for a wide range of public services. These include elementary school and pre-school education, cultural institutions and events, health care services, social services, child protection services, housing and urban renewal, local roads, local transport for people and goods, parks and green areas, environmental issues, land use and urban planning.

The city is also responsible for secondary education, technical colleges, secondary road systems and other activities that are not decided at the national level.

The City of Oslo operates under a parliamentary system, with the City Council as the highest decision-making body. The council consists of 59 elected representatives and is chaired by the Mayor of Oslo.

The City Government is formed based on the political composition of the council and is responsible for implementing decisions and managing the city's administration.

Procurement in the City of Oslo is decentralized. Each of the approximately 50 municipal entities is responsible for managing its own contracts. The Agency for Improvement and Development (UKE) oversees city-wide framework agreements and serves as a competence center for procurement and sustainability.

## Key numbers 2024

Employees:	54,147
Value of procurements:	Approx. 36 billion NOK
Announced procurements:	274
City-wide agreements:	94 agreements
Suppliers on city-wide agreements:	188 suppliers

## The Climate Agency

The Climate Agency established in 2016, plays a central role in monitoring and implementing Oslo's Climate Strategy 2020-2030.

The agency manages the Climate and Energy Fund and supports municipal entities in achieving Oslo's ambitious climate goals, including a 95 percent reduction in greenhouse gas emissions by 2030 compared to 2009 levels.

The City of Oslo's governance model, procurement structure, and climate ambitions position the city as a leading public actor in sustainable development, both nationally and internationally.



*Price winning kitchen garden at Bogstad gård. Photo by Trude Helen Olsen, Oslo kommune.*

# Commitments

## UN Sustainable Development Goals

The vision for Oslo is fully in line with the UN's sustainability goals: Oslo is to become a greener, warmer and more creative city, with space for everyone, by 2040. Both economic, social and environmental sustainability are important for Oslo. More information on how The City of Oslo commits to the UN Sustainability goals is available at this site: [FNs bærekraftsmål - Kommuneplan - Oslo kommune](#), available in Norwegian only.

## UN Global Compact

The City of Oslo is firmly committed to advancing sustainable development through its governance, procurement practices, and international cooperation. As a long-standing participant in the UN Global Compact, Oslo aligns its policies and actions with the Ten Principles in the areas of human rights, labour, environment, and anti-corruption. These principles are embedded in the city's overarching strategies and operational frameworks, and guide its engagement with suppliers, stakeholders, and citizens.

The communication of Engagement is available on UN Global Compact's webpage: [The City of Oslo – Communication on Engagement | UN Global Compact](#)

## Ethical Trade Norway

The city of Oslo became a member of Ethical Trade Norway in 2017. We commit to work for sustainable business practices that respect people, society and the environment. Annual report is available on Ethical Trade Norway's webpage: [Oslo kommune](#).



## Sustainable public procurement

As one of Norway's largest public buyers, the City of Oslo has both the opportunity and the responsibility to influence supplier markets and global value chains through its purchasing decisions.

Sustainability is embedded in the city's core mission and operations, and its procurement practices are designed to set new standards for responsible and forward-looking requirements.

### *Committing to sustainability*

Public procurement is one of the City of Oslo's most strategic tools for advancing sustainable development, ethical business conduct, and climate action.

In 2023, the city strengthened its procurement framework by embedding updated requirements for responsible business practices, climate and environmental criteria, and circular economy principles.

The revised Oslo Model requires suppliers in high-risk sectors, such as ICT, food, textiles, and construction, to conduct due diligence assessments covering human rights, labour standards, environmental impact, and corruption risks.

To strengthen sustainability across municipal operations, the City of Oslo has broadened its use of framework agreements. These now incorporate requirements for fossil-free transportation, ethical certifications, and solutions that promote repair and reuse.

### *Training*

The City of Oslo continues to identify a need for enhanced capacity among procurement professionals regarding the practical implementation of the Oslo Model. In response, a series of targeted training sessions were conducted in 2024, tailored to specific stakeholder groups including procurement officers, subject matter experts, and decision-makers.

Based on feedback and ongoing dialogue with municipal entities concerning due diligence and the Oslo Model, the Agency for Public Management and eGovernment initiated the establishment of a professional network dedicated to due diligence practices. This network will serve as a platform for procurement professionals and experts across the City of Oslo to exchange experiences and discuss best practices for operationalizing the Oslo Model.

Further, the agency regularly organises seminars, facilitate various professional networks, and prepare guiding accessible to all entities. Procurers and contract managers are also encouraged to participate in external events and courses.

*“The City’s procurement strategy is not merely a mechanism for acquiring goods and services; it serves as a lever for change.”*

Governing Mayor of Oslo, Eirik Lae Solberg.

### *Assessing risks*

The City of Oslo conducts systematic risk assessments to identify potential adverse social and environmental impacts in procurement processes. These assessments are essential for applying relevant sustainability criteria, and due diligent criteria, and ensuring effective contract monitoring.

During the planning phase of each procurement, buyers assess risks related to human rights, labor conditions, and environmental impact. These assessments are crucial for applying relevant sustainability and due diligence criteria and ensuring effective contract follow-up.

The assessments are repeated regularly throughout the contract period and documented in the contract strategy for each agreement. This enables continuous improvement and helps ensure that suppliers meet expectations related to responsible business conduct.



Sæterstranda. Photo by Hilde Sternang, Oslo kommune.

### *Risk management*

Cease, prevent and mitigate adverse impact is key to improving negative social and environmental issues.

Based on the risk identified, we take different measures. We use social and environmental criteria to address the risk of negative impact, and we engage in dialogue with suppliers to develop the market in a more sustainable direction.

We also collaborate with different stakeholders, such as suppliers, networks, expert communities and others.

### *Supplier expectations and strategic dialogue*

The City of Oslo sets clear and consistent expectations for suppliers regarding accountability, sustainability, and ethical conduct.

Standard requirements are outlined publicly, and additional criteria, such as selection and award criteria, technical specifications, and contract clauses, are tailored to each procurement process. The City of Oslo's standard requirements for suppliers related to accountability and sustainability: <https://www.oslo.kommune.no/for-vare-leverandorer/krav-til-leverandorer/>.

To ensure alignment and foster mutual understanding, the City engages in structured market dialogue both at a general level and within specific procurement processes. Key contract elements are discussed in initial meetings, followed by continuous follow-up and dialogue throughout the contract period.

For high-priority agreements, supplier engagement may occur daily during critical phases.

This proactive and collaborative approach enables the City of Oslo to promote responsible business practices, strengthen supplier relationships, and support the transition to a more sustainable and inclusive economy.

## Key areas in the reporting year

### 1. Circular economy, plastic and consumption

Oslo has taken significant steps to transition from linear to circular consumption.

In 2024, the city launched a reuse platform to facilitate the exchange and refurbishment of furniture and equipment across municipal entities. Framework agreements now include repair services for textiles and workwear, and incentives have been introduced to encourage reuse over new purchases.



The city also implemented digital tools for asset management, enabling better tracking and lifecycle management of municipal resources. Circular procurement pilots were conducted in ICT and furniture categories, and suppliers were required to offer environmentally certified products.

### 2. Sustainable construction

Construction is a major source of emissions in Oslo. To address this, the city has mandated zero emission -free construction sites by 2025 and introduced new material requirements to reduce indirect emissions.



In 2024, 100 % of relevant contracts included standard climate and environmental criteria.

The city also worked with contractors to improve sustainability practices and launched a methodology for monitoring compliance with climate requirements. Oslo's climate strategy sets ambitious goals for reducing emissions from both construction activities and material use.

### 3. Mobility and transportation

Transport accounts for over half of Oslo's direct greenhouse gas emissions. In 2024, the city revised its transport criteria to require zero-emission or biogas vehicles for all contracts exceeding NOK 100,000. A shared fleet management system was introduced to reduce the number of municipal vehicles and promote resource efficiency.



87 % of relevant contracts included climate-friendly transport requirements, and Oslo continued to replace its own fleet with low-emission alternatives.

#### **4. Sustainable food**

Oslo's food procurement strategy aims to promote health, sustainability, and ethical production. In 2024, 11.9% of food purchased was organic, and 54% was Fairtrade-certified. The city continued efforts to reduce meat consumption and food waste, in line with its climate and health goals.



Menu planning tools and e-learning programs were rolled out in kindergartens to support sustainable food practices. Framework agreements prioritized seasonal, plant-based, and ethically sourced products.

#### **5. Decent work and workplace crime**

Oslo is committed to ensuring decent working conditions in its supply chains. In 2024, over 200 inspections were conducted, including targeted audits of cleaning services and construction sites.



The HMSREG system was used to monitor worker presence and compliance in real time. Two major cleaning contracts were terminated due to serious violations of labour standards. The city also promoted apprenticeships and required that 50 % of work hours be performed by skilled workers, with 10 % by apprentices.

#### **6. Ethical trade**

Ethical trade remains a cornerstone of Oslo's procurement policy.



The city's revised procurement framework—the Oslo Model—was strengthened in 2023 and fully implemented in 2024. It includes mandatory requirements for suppliers to conduct due diligence assessments in accordance with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.

These requirements apply to all high-risk procurements, including those involving goods and services with potential impacts on human rights, labour conditions, environmental degradation, and corruption.

In 2024, the city also conducted risk assessments of suppliers potentially linked to violations of international humanitarian law, including illegal occupation.

## 7. Anti-corruption

The City of Oslo upholds a zero-tolerance policy on corruption. In 2024, the City published its first supplier list, detailing all vendors with contracts exceeding NOK 100,000. This transparency initiative strengthens public accountability and reinforces trust in municipal procurement processes.



Under the revised Oslo Model, corruption risk is a mandatory component of supplier due diligence.

The City of Oslo's Anti-Corruption Action Plan (2024–2027) has been implemented across all municipal entities, supported by a dedicated whistleblower channel for reporting misconduct and safeguarding ethical standards.



Skjerven Farm. Photo by Tuva Karoline Haaland Stock, Oslo kommune.

*“By embedding sustainability into every stage of the procurement process, the City of Oslo influences supplier markets, fosters innovation, and advances the achievement of the sustainable development goals.”*

Governing Mayor of Oslo, Eirik Lae Solberg.

## 1. Circular economy, plastic and consumption



### Why is this a key area?

Linear consumption patterns contribute significantly to greenhouse gas emissions, depletion of raw virgin materials, energy use, waste generation, and environmental degradation. Transitioning to a circular economy is essential to reduce Oslo's climate and environmental footprint and promote sustainable resource use.

### Goals

The City of Oslo uses public procurement as a strategic tool to accelerate the shift to a circular economy. The City aims to be a frontrunner in reuse, repair, and sharing, and facilitates circular practices across municipal entities. Lifecycle cost assessments are integrated into procurement processes, evaluating environmental impact from production through use and end-of-life

The City of Oslo has made circular economy a strategic priority in its efforts to reduce environmental impact and promote sustainable consumption. In 2024, the City intensified its work to transition from linear procurement models, based on extraction, production, use, and disposal, toward circular systems that emphasize reuse, repair, and resource efficiency.

The City Government Declaration commits Oslo to consuming within

planetary boundaries, while the City's Consumption Strategy prioritizes products with recycled components, long lifespans, repairability, return schemes, and recyclability. Oslo's Climate Strategy sets a target to significantly reduce the City's contribution to greenhouse gas emissions outside municipal borders by 2030.

### Status

Linear consumption remains the norm in Oslo, with a high volume of new purchases and premature disposal of products that could be reused or repurposed. The City of Oslo is actively working to shift toward circular consumption patterns, aiming to reduce waste, improve resource efficiency, and lower environmental impact.

### Targets in reporting years:

- Use procurement as a key driver for circular economy transition.
- Promote sustainable and reduced material consumption across municipal operations.

### Performance in reporting years

In 2024, the City of Oslo intensified its efforts to embed circular principles into procurement:

- **Municipal Reuse Platform:** A major milestone was the launch of a city-wide reuse platform for

furniture and equipment. The platform enables departments to exchange surplus items, extend product lifespans, and avoid unnecessary purchases, supporting Oslo's goal to reduce virgin material consumption.

- **Framework agreements:** Several agreements were revised to include repair services, refurbishment options, and digital asset management systems. ICT contracts now offer standardized pricing for repairs and internal reuse of devices. Furniture contracts include both new and reused items, with clear labeling of environmentally certified and reused products.
- **Textiles:** A pilot project with the Agency for Urban Environment subsidizes 75% of repair costs for workwear, encouraging extended use. Healthcare textile agreements now include RFID tracking and digital storage systems to reduce loss and improve resource management.
- **Plastic reduction:** Oslo replaced selected medical consumables with lower-plastic alternatives, resulting in an estimated annual reduction of

seven tons of plastic waste. New agreements include specifications for packaging minimization and use of recycled materials.

- **Lifecycle Thinking:** Procurement guidelines emphasize lifecycle cost and environmental footprint. Contracts are evaluated beyond upfront cost, considering impact across the product's lifespan. Training for procurement officers supports implementation.
- **Culture of circularity:** Oslo invested in internal communication and capacity-building. The City awarded its first "Reuse Prize" to recognize innovative projects promoting repair, redesign, and reuse. E-learning courses on circular ICT were developed for apprentices, and intranet resources were redesigned to support sustainable choices.

These initiatives reflect the City of Oslo's commitment to systemic change through procurement, contributing to the UN Global Compact's principles and the Sustainable Development Goals on responsible consumption, climate action, and resource efficiency.



## 2. Sustainable construction

### Why is this a key area?

Building and construction activities are a major source of greenhouse gas emissions and environmental degradation. Addressing emissions from both construction processes and material use is essential to achieving Oslo's climate goals.

### Goals

By 2030, greenhouse gas emissions in Oslo must be reduced by 95% compared to 2009. The City of Oslo uses a dedicated Climate Budget as a governance tool to track progress. The construction sector is critical to this transition. All municipal construction activities must first become fossil-free, and then fully emission-free by 2030. The City also aims to significantly reduce indirect emissions from material consumption.

Standard climate and environmental requirements apply to all municipal construction sites. These include minimum requirements for fossil-free machinery and transport, with emission-free solutions rewarded through award criteria.

From 2025, all construction sites must be emission-free, and mass transport must use zero-emission or biogas vehicles.

### Status

Approximately 20 % of Oslo's direct emissions stem from the construction sector. In addition, material use in buildings and infrastructure accounts for an estimated 50% of the City's indirect emissions, making it the largest source of indirect climate impact.

Standard climate and environmental requirements have been adopted across municipal construction procurements. As of 2021 (latest available data), direct emissions from municipal construction activities have been reduced by 30%.

### Targets in reporting years

- Integrate climate and environmental requirements into all relevant construction procurements.

### Performance in reporting years

- All municipal entities have implemented climate and environmental criteria in construction-related procurement processes.
- As of 2022, 95 % of construction procurements included standard climate and environmental requirements. Social and due diligence criteria, aligned with the Oslo Model, were also applied in several cases.

- Most projects now require fossil-free and emission-free construction sites and transport. Some entities have introduced additional requirements for materials, although common guidelines are still under development.
- The City of Oslo entered into an agreement with OneClick LCA in 2022, a digital tool for calculating emissions from material use in construction.

### Targets for the upcoming years

- The City aimed to reduce emissions by 52 % by 2023, but current progress indicates that additional measures are needed.
- Continued follow-up is required to ensure compliance with climate requirements and to coordinate efforts to reduce emissions from material use.
- All municipal construction companies are expected to apply the standard climate and environmental requirements



*Building the city. Photo by Nils Gelting Andresen, Oslo kommune.*

### 3. Mobility and transportation



#### Why is this a key area?

Greenhouse gas emissions, local pollution, environmental risks, and human rights violations, particularly in vehicle and battery production, make sustainability in the transport sector a critical priority for the City of Oslo.

#### Goals

Through Oslo's Procurement and Climate Strategy, the City Council has designated public procurement as a strategic tool to achieve climate and environmental targets.

The City of Oslo sets environmental requirements for transport in its procurements and is replacing its own fleet of vehicles and machinery with climate-friendly alternatives.

The City Government Declaration emphasizes continued efforts to ensure that suppliers respect human rights in the production of vehicles, electric buses, ferries, and other battery-containing products.



*Traversing the city. Photo by Nikolai Kobets Freund, Oslo kommune.*

## **Status**

In 2024, road transport and non-road mobile machinery accounted for over 50 % of Oslo's direct CO<sub>2</sub> emissions, confirming the sector's central role in the City's climate strategy.

The City of Oslo continues to apply environmental requirements in all relevant procurements to support the transition of both supplier operations and the municipal fleet to zero-emission and biogas-based solutions.

## **Targets in reporting years**

- 100 % inclusion of environmental requirements for transportation in all relevant goods and services procurements.

## **Performance in reporting years**

- Three new positions were created to strengthen climate and environmental efforts in mobility and transport. Focus areas include reducing transport-related emissions in contracts, improving follow-up methodologies, transitioning to a zero-emission fleet, and increasing internal sharing of vehicles and machinery.

- The City of Oslo participated in the projects "Zeroing the Whole Car" (ZERO) and the "Low Emission Vehicles Programme" (Electronics Watch), aimed at promoting sustainable battery production and reducing human rights risks.

- The Agency for Improvement and Development developed an action plan for accelerating the transition to emission-free vehicles and machinery and increasing fleet sharing across municipal entities. The plan was adopted by the City Government in September 2023.
- Environmental requirements for zero-emission transport have been applied in relevant procurements.

## **Targets for the upcoming years**

- Achieve climate neutrality in the transportation of goods and services.
- Continue active participation in sustainable battery initiatives and implement measures to reduce emissions and human rights risks.
- Implement the 2025 action plan for transitioning the municipal fleet to zero-emission vehicles and machinery.

## 4. Sustainable food



### Why is this a key area?

Food production and consumption have wide-ranging impacts, including greenhouse gas emissions, deforestation, biodiversity loss, food waste, lifestyle-related diseases, animal welfare concerns, and risks of human and labour rights violations in global supply chains.

### Goals

The City Government has set ambitious goals to promote a more sustainable, healthy, and plant-based diet in Oslo.

Strategic guidelines (City Government Declaration) include reducing meat consumption, minimizing food waste, promoting sustainable production and animal welfare, and aligning food policy with the "planetary health diet".

As a Fairtrade City, Oslo also aims to increase the use of fair-trade certified products.

### Status

In 2024, the share of organic food purchases in the City of Oslo reached 11.9 % across all municipal entities.

By year-end, 54 % of high-risk food products, such as coffee, tea, bananas, sugar, and cocoa, were Fairtrade or ethically certified, up from 34 % in 2023.

This represents a 59 % increase in the share of Fairtrade and ethically certified products within one year.

### Targets in reporting years

- Establish new framework agreements for food and beverages that support sustainable consumption.
- Introduce vegetarian food as the default option at municipal meetings and events.
- Finalize and adopt an action plan for a more plant-based diet, aiming to reduce meat consumption in municipal canteens and institutions by 50 % by the end of 2023.
- Strengthen knowledge and competence on plant-based food across municipal entities.
- Develop internal communication tools to promote cross-sectoral collaboration and motivation for sustainable food initiatives.

### Performance in reporting years

- A dedicated team of six employees was established to coordinate sustainable food efforts.
- The Agency for Improvement and Development uses assortment management to increase the share of organic and fair-trade certified products in framework agreements. Categories include bananas, coffee, sugar, tea, and cocoa.

- Framework agreements require suppliers to offer seasonal ingredients and increase the availability of plant-based, organic, and fair-trade products. Animal welfare standards are included, covering cattle, pigs, and poultry.
- Oslo exclusively purchases organic milk and eggs, with locked assortments to ensure only organic versions are available.

Approximately 50% of requested dairy products are organic.

- The City collaborates with the EAT Foundation on the project “*Young and Hungry in Oslo*”, co-creating solutions for a healthy and sustainable diet.

### Targets for the upcoming years

- Adopt the action plan for sustainable, healthy, and plant-based food.
- Continue implementing vegetarian food as the standard choice at meetings and events.
- Maintain efforts to reduce meat consumption by 50% across municipal entities by 2030.
- Promote climate-friendly menus with seasonal ingredients and strengthen competence on plant-based food in nurseries through menu planning.
- Develop indicators for food waste and initiate systematic measurement.
- Increase the share of fair-trade certified food products.



Feeding the city. Photo by Nikolai Kobets Freund, Oslo kommune.

## 5. Decent work and workplace crime



### Why is this a key area?

The risk of workplace crime, social dumping, and labour exploitation remains high in sectors such as construction, cleaning, and service contracts.

As one of Norway's largest public purchasers, the City of Oslo has a responsibility to ensure decent working conditions throughout its supply chains.

### Goals

The City of Oslo's procurement activities shall actively promote decent work. This includes preventing labour exploitation, corruption, and exclusion of vulnerable workers.

The Oslo Model, first adopted in 2017 and revised in 2023, is the City's primary tool for safeguarding ethical standards in contracts for construction, facilities, and services.

### Key provisions in the revised Oslo Model include:

- A minimum of 50 % of hours worked must be performed by skilled workers.
- At least 10% of hours worked must be performed by apprentices.
- Contracted work must be carried out by permanent employees in 100% positions (updated from 80%).
- Suppliers must inform workers of their rights under the Working Environment Act.
- Requirements for decent accommodation and separate changing facilities for men and women.
- Transparency regarding ownership and professional integrity.

## **Status**

The revised Oslo Model entered into force in 2023, introducing stricter requirements for supplier transparency, permanent employment, and working conditions.

The City uses HMSREG, a digital system for real-time monitoring of personnel on construction and cleaning sites.

The system has significantly improved oversight and reduced irregularities, non-compliant ID cards dropped significantly after data was shared with suppliers.

## **Targets in reporting years**

- Maintain a minimum of 50% skilled workers and 10% apprentices on municipal construction sites.
- Conduct at least 200 inspections related to wages and working conditions via HMSREG.
- Implement the revised Oslo Model and develop methods to measure its impact.
- Ensure systematic cooperation with trade unions and professional organizations.
- Provide training to ensure optimal use of HMSREG across municipal entities.

## **Performance in reporting years**

- A dedicated team was established to coordinate efforts on workplace crime and ethical trade.
- The City achieved a stable 10% share of apprentices and 50% skilled workers on construction sites.
- Over 200 inspections were conducted, covering both wage conditions and on-site compliance.
- Training was provided for HMSREG super users and contract managers.
- The City strengthened contract follow-up and introduced new requirements for documentation of wages, accommodation standards, and supplier transparency.

## **Targets for the upcoming years**

- Continue implementation of the revised Oslo Model, including training and guidance on due diligence for responsible business conduct.
- Maintain and strengthen efforts to combat workplace crime and promote decent work across all relevant procurement categories.

## 6. Ethical trade



### Why is this a key area?

Many goods procured by the City of Oslo are produced in global supply chains with elevated risks of human rights violations, poor working conditions, and environmental harm.

As a major public buyer, the City has a responsibility to ensure ethical standards are upheld throughout its procurement processes.

### Goals

The City of Oslo aims to strengthen the Oslo Model for decent work while demonstrating solidarity with workers globally. Procurement shall actively safeguard fundamental human rights and the ILO's core conventions.

Through category management, the City seeks to increase the share of fairly produced and ethically certified products.



*Ethical bananas. Photo by Nikolai Kobets Freund, Oslo kommune.*

## Status

The risk of human and labour rights violations is considered high in several product categories. As a result, social requirements are systematically included in high-risk procurements.

Priority categories include:

- ICT equipment (PCs, tablets, mobile phones)
- Batteries (for electric vehicles and ICT)
- Medical consumables (e.g. disposable gloves)
- Food (e.g. fruit, vegetables, raw materials)
- Textiles (e.g. workwear)

The revised Oslo Model was adopted in May 2023, introducing standard requirements for supplier due diligence on responsible business conduct.

These requirements are now embedded in procurement processes for goods and services.

## Performance in reporting years

- The revised Oslo Model, including standard requirements for supplier due diligence on human and labour rights, was adopted in May 2023.

It includes clear instructions and contract clauses to promote responsible business conduct in high-risk procurements.

- In 2024, the City of Oslo assessed the risk of human and labour rights violations as high in many of its goods procurements. Consequently, the City included requirements for due diligence assessments for responsible business conduct in the majority of these procurements. Suppliers were required to carry out due diligence to identify and prevent risks of violations of fundamental human rights, labour rights, and international humanitarian law in their supply chains. These requirements were applied in nearly 80% of all goods procurements conducted by the City of Oslo in 2024.

- In 2023, the City of Oslo collaborated closely with Norwegian Hospital Procurement Trust to develop award criteria related to ethical trade in a joint procurement of mobile phones. As part of the contract follow-up, the two organizations are cooperating on monitoring and implementation.
- In 2024, as part of the broader collaboration between Norwegian Hospital Procurement Trust, the Norwegian Central Purchasing Body, and the City of Oslo, a dialogue meeting was held with ICT suppliers. The meeting focused on circular solutions and evaluation criteria.

## **Measures beyond direct supplier monitoring**

- A collaboration agreement was signed with the Norwegian Hospital Trust, the Norwegian Agency for Public and Financial Management, and the Norwegian Central Purchasing Body, focusing on human rights risks in ICT supply chains. Several joint market dialogue meetings were held.
- The City of Oslo is an active member of Electronics Watch (since February 2022). This independent monitoring organization supports audits and oversight of working conditions in electronics and IT supply chains.
- Oslo joined the Low-Emission Vehicles Programme, led by Electronics Watch, in March 2022. This three-year initiative addresses social and environmental challenges in the production of batteries and electronic components for vehicles.
- The City also participated in the “Zeroing the Whole Car” project, led by ZERO, from August 2022 to 2023. The project mapped climate impacts, working conditions, and

traceability in vehicle and battery supply chains.

- Oslo contributes to an ICLEI working group focused on fairly produced ICT equipment, supporting international collaboration on ethical procurement.

## **Targets for the upcoming years**

The Agency for Improvement and Development will contribute to the following goals:

- **“The City of Oslo contributes to decent work”**
  - Develop and deliver training and guidance on the revised Oslo Model’s due diligence requirements.
- **“The City of Oslo is a sustainable and responsible consumer”**
  - Increase the share of fairly produced and ethically certified products in relevant categories.

## 7. Anti-corruption



The City of Oslo has implemented a comprehensive set of strategies, measures, and regulations to prevent and combat corruption. This includes a dedicated anti-corruption programme and a four-year action plan, with procurement identified as a key risk area.

### **Ethical Guidelines**

All employees in the City of Oslo are required to sign the Ethical Guidelines upon employment. These guidelines include provisions on anti-corruption, particularly in relation to procurement. Managers are responsible for reviewing the guidelines with their teams annually.

The guidelines are publicly available at [www.oslo.kommune.no](http://www.oslo.kommune.no).

### **Networks and Collaboration**

The City of Oslo is a member of Transparency International Norway and actively participates in its network.

The Office of the Governing Mayor has established an internal anti-corruption network, which organizes seminars and discussions on relevant topics and preventive measures.

### **Programs and Measures**

The City's anti-corruption program, adopted in 2020, highlights

procurement as a high-risk area. The program includes a rotating action plan, where a different municipal agency is responsible for implementation every four years.

The **Oslo Model** plays a central role in combating corruption, particularly through its measures against social dumping and workplace crime.

The digital system **HMSREG** is used to monitor personnel on construction and cleaning sites. It supports detection of suspicious activity, tax evasion, and other forms of economic fraud.

The Oslo Model also helps identify illegal restrictions on competition, such as collusion or abuse of market dominance. In cases where corruption risk is high, suppliers are required to conduct due diligence assessments that include anti-corruption measures.

### **Red Flags List**

The City of Oslo has developed a “red flags” list of suppliers considered to pose a high risk of non-compliance with contractual obligations, particularly in social and financial areas.

Municipal entities are advised to use the list with caution and remain aware of potential risks during procurement processes.

## **Transparency and responsible governance**

The City of Oslo is committed to ensuring that our activities are transparent and contribute positively to the city, the region, and the international community.

We continuously monitor our efforts and communicate both challenges and achievements. Contract management is essential, not only to ensure quality and cost-efficiency, but also to implement sustainability throughout the procurement process.

### **Human and labour rights**

The City of Oslo tracks the use of social and environmental criteria across procurement categories and contracts. Compliance with contract clauses is monitored through supplier dialogue meetings, self-assessment questionnaires, and third-party audits and certifications. However, measuring real impact, particularly on social issues in global supply chains, remains challenging.

The root causes of violations often lie beyond individual suppliers and reflect broader systemic issues. The City of Oslo acknowledges that it cannot resolve these challenges alone. Therefore, it collaborates with other public procurement bodies both nationally and internationally.

For example, through its membership in Electronics Watch, the City addresses the lack of transparency and traceability in the ICT sector, while also adapting its own ICT procurement practices to support circularity and sustainability.

In line with the OECD model for due diligence and the UN Guiding Principles on Business and Human Rights, the City of Oslo continues to develop methods to track implementation and ensure positive impact. Its approach is aligned with the requirements of the Norwegian Transparency Act and the principles of Ethical Trade Norway, as documented in the City's 2024 report to Ethical Trade Norway.

### **Climate governance and procurement**

The City of Oslo has set an ambitious target to reduce direct greenhouse gas emissions by 95% by 2030, compared to 2009 levels. The Climate Budget is a central governance tool used to track progress toward this goal. It is revised annually and integrated into the City's financial planning.

Each municipal entity is responsible for implementing climate measures and reporting on their status as part of their annual financial reporting.

Since 2021, the Agency for Improvement and Development has participated in a research and development project to create a tool for measuring the climate impact of municipal procurements. The tool uses invoice data to automate analysis of climate footprint across scope 1, 2, and 3 emissions. This enables better prioritization of measures and more effective climate governance.



Fixing a radio. Photo by Jan Khür, Oslo kommune.

## Communication

You will find information on our goals and progress on these platforms.

### **City of Oslo websites:**

- [www.oslo.kommune.no](http://www.oslo.kommune.no)
- <https://www.klimaoslo.no/kategori/english/>

### **Other external websites:**

- Procura+: <https://procuraplus.org/about-procura/public-authorities/oslo>
- GLCN: <https://glcn-on-sp.org/cities/oslo/>
- Global Compact: <https://www.unglobalcompact.org/what-is-gc/participants/43431-The-City-of-Oslo>

Ethical Trade Norway: <https://etiskhandel.no/vare-medlemmer-3/#e143>