

Communication on Progress

incl our compliance with sections
99a and 99b of the Danish Financial
Statements Act

2019

Solar A/S
Cvr nr. 15 90 84 16



stronger together

**We passionately challenge
to add value**

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A letter from our CEO

Sustainable solutions and better business

In November 2019, we began to deliver our one-hour delivery service, Solar Fastbox, by bike. Following a period of tests in Copenhagen, the data was clear. Besides being extremely reliable, bikes are also the fastest way to deliver goods in densely populated areas. Today, we are considering if the bikes can be used in other cities in Denmark and possibly also abroad.

For me, this is where sustainability and business come together. With sustainability as the strategic driver, we have implemented a solution that is better for our customers.

At Solar, we go to work to challenge our customers. Every day. To find new value in their businesses. However, we must also challenge ourselves on how we run our business.

In the light of this belief, we have put renewed focus on our efforts within CSR and sustainability. Recently, Group Operations took the lead on CSR and sustainability in Solar, since this is where we see the biggest potential. The simple act of moving goods from A to B is a prerequisite for every economic activity, and thus, the businesses operating in the field must be the drivers of continuous improvements as to how this can be done. That includes us.

In relation to this, I am proud to announce that this is our 10th Communication on Progress. Being part of the UN's Global Compact keeps our focus on core disciplines within environment, society and governance.

Yours sincerely,



Jens Andersen
CEO



Highlights from 2019

A brief look at some of our efforts within CSR

Improved recycling

Focus on waste separation in Norway

Receiving and delivering products generate waste, which we cannot avoid. Therefore, we are looking into separation of waste to minimise the negative impact. In Norway, we have increased our waste separation from 87.56% in 2017 to 94.02% in 2019.

Decent work

Marginalised citizens enter permanent employment

"My downfall started with a depression, which was followed by homelessness. During my rough period, I was contacted by Solar, who offered me an internship. I said yes, and today I'm still with Solar and am now finally back to a "normal" life again," Bo Rømer Riis says. Since 2015, we have been cooperating with Sundholm activity centre, which is a public institution working with socially marginalised people. Among other things, this has led to the employment of Bo, who is now permanently employed on a regular contract at our customer centre in Copenhagen.

Energy efficiency

CO2 neutral office in the Netherlands

In 2020, we will open the doors to our new office building in The Netherlands. We are in charge of the energy solutions that will make the building almost self-supporting. In short, we will reduce energy consumption through automated heating and lighting systems and generate power from solar panels that will run the heating, lighting and electrical systems.

Less consumption

Poland cuts down on energy consumption

In Poland, we are implementing the international environmental management standards ISO 14001. The system will monitor several focus areas, one of them being energy consumption. We aim to lower it significantly through a new, energy-efficient lighting installation at the central warehouse in Łódź. It was fully operational by the end of 2019 and will bring down the location's electric energy consumption by 74%. It means we will be able to reduce the amount of CO2 emission into the atmosphere by 72,480 kg per year.

Strategy update

Our business model



KEY RESOURCES

CORE ACTIVITIES

VALUE CREATION



HUMAN RESOURCES

Our 3,000 'can-do' people use market insight to develop new business areas and move our business forward.



INNOVATION CULTURE

Our people have both the right and duty to challenge our customers, suppliers and each other to create innovative solutions.



TECHNOLOGICAL KNOWHOW

Our people have thorough knowledge about products and technologies.



STAKEHOLDER ENGAGEMENT

We engage with a number of different stakeholders to keep developing our business and create an understanding of our productivity agenda.



FINANCIAL CAPITAL

Our financial situation is sound and our collaboration with the capital market helps to ensure the continuous development of our business.

SOURCING EXCELLENCE

We build on long-term cooperation with our strategic suppliers, and by consolidating our customers' sourcing needs, we aim to increase efficiency throughout the supply chain.

Based on our understanding of our customers' needs we work both with brand manufacturers and proactively seek alternatives.

We offer a number of Solar concepts that meet different customer needs. We have concepts suitable for both installation and industry customers.

SERVICES EXCELLENCE

We work closely with our customers to offer tailored, value-adding services that optimise their businesses and make them more productive.

Our services range from product engineering, advisory services and technical support to customer logistics and Fastbox.

Our broad range of services are suitable for both installation and industry customers.

OPERATIONAL EXCELLENCE

Central and regional warehousing, common lean processes, integrated IT systems and shared services across our local operating companies support our business.

We drive continuous improvement within a broad range of disciplines, and we effectively leverage our regional footprint to reduce costs and improve efficiency.

We strive to keep our costs low to protect our margins in a market with increasing price transparency. We exercise strict management over our cost base.

DIGITAL LEADERSHIP

With an e-business share above 50%, we are a true digital company and use our platform, including webshop, website and digital marketing, to support a personalised customer experience.

We assume digital leadership and drive business development in collaboration with our digital partners.

We use the digital transformation of the construction industry to develop new services to drive productivity and cost savings in collaboration with our customers.



CUSTOMER VALUE

We create customer productivity by helping our customers run their businesses more efficiently and reduce energy consumption and waste.



SHAREHOLDER VALUE

We strive to create value for our shareholders by constantly optimising our business to increase the value of the company.



EMPLOYEE VALUE

We create value for our employees by giving them responsibility, trust, exciting jobs and career opportunities.

CSR & Sustainability in Solar

Turning energy efficiency into profitable business



We are dedicated to turning energy efficiency into a profitable and responsible business. We have a green profile by nature, and we work to promote sustainable energy solutions and induce initiatives to the benefit of our society. However, we acknowledge the fact that our commercial success comes at a cost to the world around us. This requires focus on our daily operations to minimise the negative impact from our business.

Our official CSR & Sustainability Policy provides high-level guidance on how to conduct business. It can be found [here](#).

PURPOSE OF CSR & SUSTAINABILITY

In Solar, we have made a formal decision to conduct business ethically and to contribute to a sustainable development. We want it to be an integral part of our external commercial projects and internal operational processes to make sure that CSR & sustainability is not a standalone discipline, but a natural part of our business and our daily operations.

Over the past years, we too have noted a significant increase in the demand for documented initiatives. This demand stems from investors, customers, employees and the local communities that we are a part of.

OUR STRATEGY

Solar is committed to following global and local rules, regulations and standards that support a sustainable agenda, and we aim to cause the least possible harm to daily life.

Environment

Solar seeks to reduce environmental impacts and promote sustainable solutions via our product and services portfolio.

We constantly seek to reduce carbon emissions by

finding new and innovative sustainable processes and solutions and evaluate daily operations at our warehouses, branches and offices. Specific targets will be established and measured on a regular basis.

We work closely with our customers and partners in the quest for delivering sustainable solutions for everyday life.

People

In Solar, employees are treated equally, irrespective of gender, age, race or religion etc. We ensure equal rights for everyone in terms of employment, training and promotion.

We work to ensure safe working conditions for our employees and respect human rights in our operations as well as in our business relations.

Business

Solar conducts its business in an ethical way and complies with all relevant rules and regulations. We continuously seek to minimise our footprint by the way we source, sell and distribute our products.

Solar is dedicated to turning energy efficiency into a profitable and responsible business for our customers. We work to promote sustainable,

climate-friendly and energy-efficient solutions and have launched initiatives for the benefit of society and the environment.

Corruption is strictly against our group values.

INTERNATIONAL STANDARDS FOR SUSTAINABILITY

In order to integrate CSR & sustainability into our daily business, we have committed ourselves to upholding the Ten Principles of the United Nations Global Compact in the areas of human rights, labour, environment and anti-corruption. The Global Compact aims to promote a sustainable development of society and forms the framework of Solar's work with CSR & sustainability.

In addition, Solar is a listed company and thus obligated to uphold the standards of the Danish Financial Statements Act. Our yearly Communication of Progress to the UN Global Compact is therefore to be seen as a part of our annual report.

CSR & Sustainability in Solar – continued

TARGET GROUP

Our policy applies to the Solar Group and constitutes the framework for our work with CSR & sustainability. It serves to inform both internal and external stakeholders of what CSR & sustainability means to Solar. The policy was approved by our Board of Directors in 2019 and communicated to our employees in 2020.

ORGANISATION

In Solar Group, CSR & sustainability is anchored within Group Operations. Group Operations is responsible for our warehouses and logistics and therefore makes the largest impact on the environment and also has the biggest potential for improving.

Besides Group Operations, Solar Group Management plays a vital role as an overall committee when it comes to strategic initiatives and overall priorities.

In relation to this, we have established a new CSR & Sustainability Community consisting of local CSR Leads, HR, Sourcing and colleagues with key competences within CSR and sustainability. The role and responsibility is to set a green agenda and to secure local commitment and implementation of initiatives.

REPORTING

Once a year, we submit a Communication on Progress (COP) to the UN Global Compact. This communication on progress also represents Solar Group's compliance with section 99a and 99b of the Danish Financial Statements Act.

To keep our communication dynamic, we have gone from publishing a static CSR & sustainability report to issuing regular communication on cases on our website. In addition to cases, the website holds the required documentation. You can find more information [here](#).

In addition, Solar Group submits data to the Carbon Disclosure Project (CDP), an internationally recognised reporting system, to give our investors access to standardised and comparable data about our environmental impact. You can find the latest data [here](#).

Finally, as a listed company, Solar is committed to supporting Nasdaq's ESG Data Portal, and thereby its investors, by submitting all relevant ESG data. Our latest data is found on page 10.



CSR & Sustainability in Solar – continued

DIVERSITY

The Solar Group's approach is to ensure that all employees of our individual companies are treated equally, irrespective of gender, age, race, religion etc., thereby ensuring equal opportunities in terms of employment, training and promotion. We wish to ensure a high level of diversity, but not at the cost of the necessary skills sets. We always hire the most qualified candidate for the job, regardless of political, religious or personal orientation.

Senior level management

Solar applies the Mercer position grading system, and in line with this, has defined two upper levels of management: Solar Group Management (SGM) and senior level management, where the latter comprises Vice Presidents and Directors reporting to an SGM member. Our aim is to achieve an overall distribution of women and men of 25% and 75% respectively by 2020.

Our employee performance appraisals focus on skills development, performance and career plans. Solar encourages the career development of managers, project workers and specialists, and enables the underrepresented gender to have the right opportunities to develop and advance within the administrative bodies.

We arrange internal management training and onboarding for all new managers, which provides the right tools and qualifications for further managerial development.

We recently changed our training procedures and formed a Global Manager Onboarding programme based on e-learning, classroom training, workshops and networking. This is targeted at all new managers in Solar.

Our group recruitment policy ensures that HR and the hiring managers consider different backgrounds and qualifications, with a view to matching the markets and lines of business relevant to Solar now and in the future.

Our job advertisements point out that Solar seeks to achieve a diverse representation in our management group. We require that candidate shortlists for managerial positions include at least one member of the underrepresented gender.

Despite our efforts, the overall gender distribution in the two upper levels of management was 14% women and 86% men as at 31 December 2019 compared to 16% and 84% respectively last year.

Board of Directors

[Our diversity policy](#) also sets out our objective for the composition of our Board of Directors. Whenever the need to replace a board member arises, we scan the market widely to ensure a mix of skills and diversity.

The Board aims for equal gender representation whilst ensuring it comprises a broad portfolio of skills and experience. Our aim is to ensure that women are not underrepresented on the Board of Directors.

A new member of the Board of Directors was elected at the Annual General Meeting in 2019. However, as it proved impossible to recruit a female board member with the desired knowledge of the trade, the election did not change the gender distribution. Women, therefore, still make up 20% of Solar's board members elected by the Annual General Meeting, as was the case last year.

Solar operates in a field historically dominated by men. This is also evident at entry-level positions for white-collar workers in the company, where 25% of new hires are women.

We use a learning and development platform to support our performance development processes. It makes it easy to assign learning programmes from our training facilities and follow up on progress and agreed plans and targets.

The Board of Directors revised the deadline for achieving the objective for the underrepresented gender of board members and reached the conclusion that after Solar's Annual General Meeting in 2023, women should constitute 40% of the Board of Directors.

Nomination committee

The Board of Directors has established a Nomination Committee made up of major shareholders and one individual from the company's Board of Directors.

It is the committee's duty to assess the need for changes to the composition of the Board of Directors, including ensuring that the company's Board of Directors consists of individuals with the necessary professional qualifications, skills and experience.

The committee must ensure that at least half the board members are independent, and the committee must as far as possible point to candidates, who together ensure that the diversity policy adopted by the Board of Directors will be met in the long term.

However, the Nomination Committee is not a board committee like the other committees established by the Board of Directors. The committee does not prepare decisions that the Board of Directors is to make. The committee supplements the work of the Board of Directors as regards its composition.





ESG Data

As part of Nasdaq’s commitment to more sustainable markets and to support its listed companies, Nasdaq has implemented an ESG Data Portal to provide a central database for listed companies and investors who wish to access ESG data and performance metrics.

The portal covers a number of environmental, social and governance metrics, which reflect best practice across these impact areas.

As a responsible and transparent company, Solar is committed to supporting the portal, and thereby its investors, by submitting all relevant ESG data. Furthermore, we make ESG data available in the table below. As we manage to improve our data, we aspire to report on the recommended 15 key figures.

Solar operates in a field historically dominated by men. This is also evident at entry-level positions for white-collar workers, where only 25% of new hires are women. At the same time, a part of our workforce is blue-collar and Shared Services Centre employees in Poland. This composition impacts the ESG key figures.



ESG key figures overview	Unit	2019	2018
Social data			
Full-Time Workforce	FTE	3,039	2,941
Gender diversity	%	27	27
Gender diversity, management	%	14	16
Gender pay ratio	Times	1.16	1.16
Employee turnover ratio	%	8.3	8.6
Sickness absence	Days per FTE	10.9	10.3
Governance data			
Gender diversity, Board	%	17	17
Board Meeting Attendance Rate	%	100	97
CEO pay ratio ¹	Times	20	15

1) If measured against Danish employees, the ratio was 16 in 2019 and 13 in 2018.

Reducing our emission of carbon

In the Solar Group, we work to promote sustainable energy solutions and launch initiatives to the benefit of our society. However, as is the case for any other business, our business activities leave a mark on the environment, for instance when we transport our products to and from our warehouses. To minimise the inconveniences that come from our business activities, reducing our emission of carbon is a priority.

POLICES

Since 2010, Solar has reported data to the Carbon Disclosure Project and to the UN Global Compact. In addition to monitoring our emission, we focus on finding ways to reduce emissions in our daily business. Our CDP work is described in a CDP strategy, which is available to all employees on our intranet.

Our involvement in CDP covers Solar A/S and all subsidiaries except Solar Polaris A/S, which will be included in our upcoming reporting. Our next data submission for CDP will be on 31 July 2020.

As part of our focus on carbon emissions, we have a policy for company cars. Energy labels show how an appliance ranks on a scale from A to G according to its energy consumption, class A being the most energy-efficient. Our policy is to eliminate the use of company cars less efficient than classes A and B. Equally important, we expect that our distributors use lorries within the best Euro norm for transportation of our goods to ensure a reasonable limit to the contamination we cause.

RISKS

Our most significant strain on the environment comes from our distribution activities and our use of company cars. Therefore, we make it a priority to reduce the footprint that we leave. That is the reason for relocating the lead of our CSR responsibility to Group Operations.

The activities in our warehouses include the handling of hazardous materials. As we acknowledge the fact that these may pose an environmental risk, we have defined and standardised procedures for handling these. In addition, standards have been created for our four key markets with strict guidelines on procedures if an incident involving a hazardous material is to happen.

In both matters, we consider the risks under control.

KPIS

CDP's Climate Disclosure Score is a measure of the quality and comprehensiveness of the information provided in the company's response to CDP's annual climate change questionnaire. The disclosure score is a metric of good internal management, an understanding of climate change issues and company transparency on climate change. Therefore, our disclosure score is a KPI which we monitor.

ACTIONS AND RESULTS

In 2019, we invested in and implemented a new system for collecting and qualifying data for our reporting for the CDP. In relation to the system, we have entered into a partnership with an external company providing expertise on the process of collecting the data and the reporting itself. These actions will improve the quality of our data across the Solar Group and provide a more solid foundation for taking further action as valid and consistent data is critical to setting the right baseline and targets for our emission of CO₂.

Highlights from 2019

A brief look at some of our efforts within CSR

Clean energy

First large photovoltaic system installed in the Faroe Islands

Solar Polaris has finalised the first large photovoltaic system on the Faroe Islands. The system is installed at an old soccer field in Sumba – the most southern village of the islands. Here, harsh wind conditions calls for a reinforced construction to support the 768 panels generating an estimated 160,000 kWh per year.

Better waste handling

Education on waste handling in Sweden

In 2019, we chose to put focus on the waste handling in Sweden. Stena Recycling went on a warehouse tour to understand our business and then followed up with a presentation and Q&A for all employees in Sweden with focus on the importance of correct waste handling and separation.

Less fossil fuel

The Dutch ditch diesel

During December 2019, Solar Nederland replaced 33 fossil-fuelled company cars with electric cars. The transition is a result of our sustainable aspiration combined with legislation implemented by the Dutch government. We expect the new fleet to emit 65% less CO2.

More transparency

Silver score in CSR rating

Our subsidiaries in Norway and the Netherlands were rated silver by Ecovadis in their latest CSR rating, placing both companies in the upper third. We are currently evaluating whether all subsidiaries will be part of the Ecovadis rating next year.

Labour

Active efforts to develop our employees

The Solar Group's ambition is for all employees in the individual enterprises to be treated in the same way regardless of gender, age, race and religion, so that all employees have equal opportunities when it comes to employment, employment terms, training and promotions.

We aim for diversity, as we believe that this makes us a strong business. We always hire the most qualified candidate regardless of their political, religious or personal orientation. It is an expressed requirement to have both genders represented in a candidate pool for vacant management positions in the Solar Group.

We make active efforts to develop our employees and we want to make it clear that employees at all levels can find interesting careers in Solar. To do so, we look at each individual employee's potential.

Solar is fully compliant with all requirements stemming from labour legislation and collective agreements in the countries in which we operate. Our stand on the area has been defined in a number of policies described below.

POLICIES

Actions guiding our employees are described in an employee handbook, which is available on our intranet. The employee handbook is a compilation of policies, procedures, working conditions and behavioural expectations.

Our Code of Conduct states that Solar will comply with applicable laws and regulations and act in an ethical, sustainable and socially responsible manner in our business activities. Respect for human rights is an integral part of Solar's ethical framework.

RISKS

An inevitable risk of running a business is workplace accidents. When it comes to labour and employee conditions, safety at work is our top priority beyond compare. We have taken a number of measures to keep our safety at work at an acceptable level, including working closely together with safety representatives, keeping our employees fully informed about safety measures in our group, etc.

KPIS

An indicator of our employees' wellbeing is the employee stick rate, i.e. employees who are still with the company one year after the start of their employment. Our ultimate aim is always to have satisfied, loyal employees that actively want to remain with us. Therefore, we have set an ambitious target of a 90% stick rate.

The employee turnover refers to the percentage of workers who leave our organisation and are replaced by new employees. As a high employee turnover can be hurtful to a company's bottom line, we aim for a reduced employee turnover of 6%.

While some absence due to illness is inevitable, it is evident that sick days delay work, create stressful situations for other workers, and represent a cost for our company. Therefore, we continuously monitor our employees' sickness absence rate. In 2019, we adjusted our target for sick rate to 3.64%, which is our baseline from 2017.

ACTIONS AND RESULTS

We carry out reviews on a yearly basis, auditing our key central warehouses to make sure that we meet all safety requirements. Our external risk advisor Marsh selects sites, performs the audit and submits a general status and recommended actions to increase the safety level. In 2019, we have conducted reviews of the safety and of the general status of three warehouses.

In terms of training and courses, we have expanded our offer of e-learning modules. We have a broad selection of training covering both development of professional skills and personal development for all employees in Solar. This is expected to increase our stick rate. Further, we have simplified and improved the GDPR training targeting all employees in Solar.

We have strengthened Solar Onboarding, which is a structured process to improve the experience of coming into Solar as a new employee. The onboarding process includes training where new hires become familiar with relevant tools, making them more likely to succeed in their position.

Global Manager Onboarding is a new programme for new leaders in the organisation. The aim of this programme is to retain and develop leaders in Solar, as our recurring job satisfaction survey shows that well-executed leadership leads to higher job satisfaction.

An employee stick rate of 82.52% compared to 80.2% last year is an improvement not satisfactory as our target remains at 90%. Our focus on this area will remain in 2020.

When it comes to employee turnover, a 2019 result of 8.25% compared to 8.6% last year is not a satisfactory result.

Ending the year at 3.92% against 3.9% last year, our sickness absence rate is on par with last year and the level is satisfactory throughout Solar as both blue-collar and white-collar positions are included.



Anti-corruption

Our zero tolerance policy



Corruption undermines growth and social and economic development. It undermines clean and fair business, it is an obstacle to trade and thus strictly against our values. We can only avoid damage to our company, our employees and business partners if rules and standards are respected. Consequently, misconduct must quickly be recognised, processed and remedied.

POLICIES

Our zero tolerance stand on corruption and bribery has been clearly expressed in our supplier Code of Conduct and in the Code of Conduct governing our employees.

Our whistle-blower scheme invites internal and external stakeholders to expose any kind of information or activity that is deemed illegal, unethical, or not correct. An independent authority receives and handles any information exposed via the whistle-blower scheme.

RISKS

Solar Group's business activities are not centred around high-risk areas when it comes to corruption and bribery. Nevertheless, our supplier Code of Conduct dictates zero tolerance behaviour in both areas. In addition, our employee Code of Conduct states that the ban on corruption applies to all individuals acting on Solar's behalf. The Code of Conduct is introduced to all employees and available on our intranet.

KPIS

We have not defined actual KPIs for this area.

ACTIONS AND RESULTS

As stated in our previous report, our focus has been on reintroducing our Code of Conduct and whistle-blower scheme to our employees. Although everyone has read and signed the Code of Conduct and been introduced to the scheme, it may not be on the top of their minds. Therefore, we took the opportunity to remind them of the materials and carried out an internal campaign inviting our employees to revisit our Code of Conduct. In 2018, we concluded that there was no need to promote the whistle-blower scheme further and we consider our employees capable of identifying non-ethical behaviour.

Highlights from 2019

A brief look at some of our efforts within CSR

Clean energy

Solar-powered car park has produced 130,000 kWh

In 2019, the Danish Minister of Climate, Energy and Utilities attended the grand opening of our photovoltaic car park SunDryve at our group headquarters in Denmark. Since then, the system has produced more than 130,000 kWh.

Sustainable cities

Bikes deliver Fastbox in Denmark

In collaboration with the Danish mobility company MOVER, we are now using bikes to run our one-hour delivery service, Solar Fastbox. Because of overloaded roads, the bikes actually get to our customers faster than cars and of course emits no CO2 or particles. The bikes operate in Copenhagen and cover distances of up to 4 kilometres from our customer centre. In addition to the bikes, we have replaced the usual cardboard box with an eco-friendly paper bag.

Less waste

Reducing our use of cardboard and plastics

In Solar Group, we are reducing the use of cardboard and single-use plastics for packaging. For our cardboard boxes, we have applied thinner cardboard material and eliminated use of color and print. In another initiative in 2020, our customer centres will replace plastic bags with eco-friendly paper bags or reusable bags.

Better reporting

Better data on our carbon emissions

In 2019, we invested in and implemented a new system to collect and qualify data for our reporting for the CDP. In relation to the system, we have entered into a partnership with an external company providing expertise on the process of collecting the data and on the reporting itself. These actions will improve the quality of our data across the Solar Group and provide a more solid foundation for taking further action, as valid and consistent data is critical to setting the right baseline and targets.

Human rights

Responsible supplier management

We want to ensure that we respect human rights in our operations as well as through our business relations. Hence, we have implemented two separate Code of Conducts. One for employees and one for suppliers.

POLICIES

Solar is committed to ethical business practices and requires the same high standards from our suppliers. It is a Solar Group policy to comply with all applicable laws and regulations of the countries and regions in which we operate and to conduct our business activities in an honest and ethical manner. Therefore, we have initiated a partnership with our suppliers, calling on them to sign our updated Code of Conduct. Our Code of Conduct declares that the Solar Group expects its suppliers to uphold the policies of the Solar Group concerning compliance with all applicable laws, respect for human rights, environmental conservation and safety of products and services.

Our Code of Conduct indicates that human rights are an integral part of Solar's ethical framework. All of our employees have signed our code of conduct that dictates that Solar will comply with applicable laws and regulations and act in an ethical, sustainable and socially responsible manner in all of our business activities.

As a part of our standard due diligence processes, the Solar Group Code of Conduct declares that Solar Group expects its suppliers to uphold the policies of the Solar Group concerning compliance with all applicable laws, respect for human rights, environmental conservation and safety of products and services.

RISKS

The greatest risk for the Solar Group within human rights lies with our third party agreements. Through our suppliers' sign up to and compliance with the Solar Supplier Code of Conduct, the suppliers take full responsibility in their supply chain.

KPIS

For supplier management, KPIs define that Solar will implement a contract system to support and improve the process of on-boarding new suppliers and updating the policy going forward.

ACTIONS AND RESULTS

To support our efforts in relation to our Code of Conduct, we have implemented a new digital contract system in 2019 in Sweden and Denmark. Norway, The Netherlands and Poland will start using the system in 2020.

The system enables us to increase the number of suppliers who have signed our Code of Conduct and will provide more control of the process of on-boarding new suppliers and updating the policies with existing suppliers.



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