



NORWEGIAN  
ARMED FORCES



NORWEGIAN DEFENCE  
MATERIEL AGENCY



FORSVARSBYGG  
Norwegian Defence Estates Agency



FFI Norwegian Defence  
Research Establishment

# THE NORWEGIAN DEFENCE SECTOR

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## CLIMATE AND ENVIRONMENTAL STRATEGY

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Oslo, September 29th, 2022

## PROLOGUE

Climate and environmental work is an integral aspect of the defence sector's responsibility and we shall contribute to Norway's efforts to meet national goals in climate and environment, as well as the UN's Sustainable Development Goals.

The defence sector is a major utilizer of nature, and our activities affect both land, air and sea. Continuous improvement of our operations and the implementation of targeted measures will contribute to reducing our negative climate and environmental impact. At the same time, the Norwegian Armed Forces' operational capability need to be maintained and improved.



The sector is a major buyer of materiel, services, buildings and installations. Our procurement activities must facilitate a more circular economy that provides sustainable solutions over time. Another important theme is the continued focus on energy efficiency improvements and renewable energy, which will also improve our security of supply. The sector must be prepared and adapt its operations to the transition from fossil fuels to renewable fuels in line with global trends. While reducing our total climate and environmental footprint, we must also adapt our operations to the changing climate.

We have developed a joint strategy that applies to the Norwegian Armed Forces, the Norwegian Defence Estates Agency, the Norwegian Defence Materiel Agency and the Norwegian Defence Research Establishment. Cooperation will be key to solving the climate and environment challenges facing the sector.

This strategy will ensure that the defence sector is future-oriented, adaptable and a part of the green transition.

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## INTRODUCTION

Since pre-industrial times, the average global temperature has increased by one degree Celsius. The Intergovernmental Panel on Climate Change has declared that these changes are due to human-made emissions increasing the content of CO<sub>2</sub> and other greenhouse gases in the atmosphere. Climate change and the destruction of natural environments are among the greatest and most dramatic challenges facing the world. A lack of action will result in dire consequences for biodiversity, health, access to food and water. At the same time, war and conflicts prevent society from adapting to the consequences of climate change, undermine states' preventative efforts and heighten threats. The climate, environment and security are a priority issue for the UN Security Council, NATO and the EU/EEA, and are important to the defence sector.

The defence sector carries out operations on land, sea and in the air, both nationally and internationally. The sector manages major areas of land and buildings, and must ensure the protection of cultural heritage assets and the wider natural environment. Our activities have a direct impact on the climate and environment through land use and emissions from land vehicles, aircraft and vessels. However, it also has an indirect impact through the procurement of properties, buildings and installations, materiel and services, which constitutes the largest proportion of our total impact on the climate and environment. In the context of this strategy, materiel refers to everything from chemicals, uniforms and tents to complex materiel systems such as fighter jets, frigates and tanks.

PHOTO: DAVID VO/The Royal Norwegian Air Force



Our societal goals are to protect Norwegian sovereignty, territorial integrity, our democratic system of government, and political and military freedom of action. Taking care of the natural environment and contributing to the achievement of the UN's and Norway's climate and environmental goals is a natural part of the defence sector's social responsibility. Norway will, among other things, reduce its greenhouse gas emissions by at least 55 per cent by 2030, and 90 to 95 per cent by 2050. Through continuous improvement of operations and the implementation of targeted measures, we will help the country to meet these goals. Many of these measures will also provide operational advantages to the Norwegian Armed Forces.

The UN's 2030 Agenda includes 17 Sustainable Development Goals (SDGs) and focuses on achieving sustainable development across three dimensions: the economy, social conditions and the climate and environment. Current long-term plans for the defence sector focus on strengthening the contribution to the achievement of the UN's 2030 Agenda by integrating SDGs into the governance of the sector and individual government agencies. This strategy concretises efforts within the climate and environment dimension.

Cooperation is central to solving climate and environmental challenges. We will further develop good cooperation between agencies internally in the defence sector, with unions, with national and international partners and with suppliers.

The purpose of this strategy is to ensure that all agencies in the defence sector have a shared direction for their climate and environmental work. The strategy forms the basis for systematic and effective contributions from the sector to the work on achieving Norway's

goals and obligations in the area, while also maintaining and strengthening our defence capabilities. The strategy lays out the overall ambitions for the climate and environment and forms the basis for an intra-sector action plan.

Together, we will work towards achieving our overall strategic targets for the climate and environment:

- **The defence sector reduces its total climate footprint and negative environmental impact and contribute to a sustainable society, both nationally and internationally.**
- **The defence sector is prepared and adapted to climate change.**

Analyses of the defence sector's climate and environmental impacts, together with internal and external requirements and guidelines, have resulted in five focus areas and two supporting areas.

The final chapter describes how we will cooperate and organise climate and environmental work across the sector, as well as how we will report on progress and goal achievement.

Oversight of the strategy must be seen in the context of other ongoing activities, programmes and research in the sector which support knowledge development and contribute to meeting climate challenges and goals.

The Norwegian Ministry of Defence has provided its support for the strategy and has responsibility for ensuring that the strategy is in accordance with national and international guidelines.

## FOCUS AREAS

The following focus areas lay out the priorities necessary for achieving the sector's overall strategic targets for the climate and environment:



**1: REDUCE ENERGY CONSUMPTION AND DIRECT GREENHOUSE GAS EMISSIONS.**



**2: MINIMISE ENVIRONMENTAL IMPACTS AND SEEK TO ENSURE A TOXIC-FREE ENVIRONMENT.**



**3: PRESERVE BIODIVERSITY AND CULTURAL HERITAGE ASSETS.**



**4: TRANSITION TO A CIRCULAR ECONOMY AND SUSTAINABLE PROCUREMENTS.**



**5: ADAPT OPERATIONS TO A CHANGING CLIMATE.**



# FOCUS AREA 1

## REDUCE ENERGY CONSUMPTION AND DIRECT GREENHOUSE GAS EMISSIONS

### AMBITION:

*Reduce energy consumption and greenhouse gas emissions from properties, buildings and facilities, transport and operational activities.*

### BACKGROUND AND STATUS:

This focus area includes direct emissions from energy consumption in property, buildings, installations, administrative vehicles (including rented and leased vehicles), and emissions related to the implementation of military operations, training and exercises.

The defence sector currently consumes large amounts of energy and fuel. Consumption, and thus greenhouse gas emissions, are distributed across property, buildings, installations, transport and operational activities. This is through the warming and cooling of buildings, electricity supply, use of administrative vehicles and fuels for military materiel.

The phasing out of fossil fuels has begun. Rules that prohibit fossil-fuel based heating of buildings, including temporary structures, have already been introduced. The next stage is the phasing in of zero-emission requirements for administrative vehicles. In our operational activities, we are dependent on a coordinated transition within NATO and the EU to alternative energy sources.

### DIRECTION, AND HOW WE WILL PROCEED:

The defence sector will follow societal developments and be a part of the green transition to renewable energy. This will prevent a gap emerging between military solutions and civil technology.

Technological developments will create opportunities for a transition to alternative energy carriers and energy storage. We will examine opportunities to increase the proportion of self-produced energy, adopt new technologies, increase the use of simulators and assess changes in operational patterns to reduce energy consumption and greenhouse gas emissions.

In cooperation with NATO, we will introduce alternative fuels that ensure high capacity and protect the climate and environment.

Through good cooperation with our suppliers, we will examine opportunities for reducing energy consumption and greenhouse gas emissions in a life-cycle perspective. The transition to renewable energy sources will, in addition to having climate and environmental benefits, provide operational advantages and reduce operating costs.



PHOTO: NORWEGIAN DEFENCE ESTATES AGENCY

## AREAS OF ACTION – FOCUS AREA 1

- Reduce energy purchases by 10 per cent over the course of 2025 compared to the 2019 level. Use self-produced energy in all relevant new construction and refurbishment projects.
- Establish pilot project(s) focussed on short and long-term energy storage.
- Implement measures to reduce greenhouse gases from operational activities, with an aim of reducing emissions by at least 20 per cent by 2030 compared to the 2019 level.
- Phase in zero-emission technology by 2025 for administrative vehicles, and establish charging infrastructure that meets the sector's needs.
- Introduce zero-emission solutions for construction sites and for heating of temporary property, buildings and installations.
- Introduce alternative energy sources to fossil fuels and continuously reduce energy consumption in materiel systems through the use of new technology.



## FOCUS AREA 2

### MINIMISE ENVIRONMENTAL IMPACTS AND SEEK TO ENSURE A TOXIC-FREE ENVIRONMENT

#### AMBITION:

*Preventative work, replacement and phasing out of hazardous substances will form part of our efforts to achieve a toxic-free environment. Pollution from the defence sector's activities to be kept at the lowest levels possible.*

#### BACKGROUND AND STATUS:

This focus area includes hazardous substances in chemicals and materiel, as well as pollution from the defence sector's activities.

The Norwegian Armed Forces are a major user of the natural environment, and its operations leave an impact on the land, air and sea. This can come in the form of damage to the natural environment, pollution from activities, such as noise and tremors, or the dispersion of hazardous substances into the ground, air or water. Our responsibility includes preventing pollution, being prepared for incidents, as well as cleaning up after previous activities.

Reducing substances harmful to health and the environment in materiel systems and the property, buildings and installations contribute to reducing negative climate and environmental impacts. This also facilitates increased reuse and recycling, which again reduces consumption of natural resources.

#### DIRECTION, AND HOW WE WILL PROCEED:

We will ensure we have a good overview of the sources of pollution and ensure that polluting emissions to the ground, air and wa-

ter are monitored and minimised. Noise and vibrations from our activities will be kept at the lowest level possible. The use of substances harmful to health and the environment in chemicals, materiel, buildings and installations will be reduced.

We will set stricter requirements on the content of environmentally harmful substances during procurement processes than is required by the regulations. All chemicals supplied to the sector will be, insofar as it is possible, free from substances that are classified as harmful to the environment or ozone layer, or which have negative impacts on the climate. Environmentally harmful substances in any materiel must be avoided. Exceptions to requirements in environmental and chemical rules will only be used as a last resort if it is not possible to follow rules from a defence point of view.

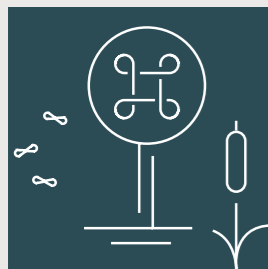
We will ensure we have a good overview of our chemicals and work systematically to replace and phase out substances which are harmful to the climate and environment through the entire lifecycle of materiel, buildings and facilities. All chemicals must be included in our systematic HSE work.

### AREAS OF ACTION – FOCUS AREA 2

- Set requirements that new materiel do not contain substances on the Norwegian priority list and candidate list, annex XIV and annex XVII of the REACH chemical regulations, and phase out such substances from existing materiel.
- Complete the phasing out of per- and polyfluoroalkyl substances (PFAS) from all materiel and all property, buildings and installations, and implement clean-up of existing pollution based on the cost/benefit.
- Develop shared digital solutions for the sector to register and process data for hazardous substances and chemicals.
- Ensure holistic oversight of emissions permits for the sector's operations, and cooperate on risk-reducing measures across agencies.
- Establish routines for holistic risk management of hazardous substances, chemicals and fuels during operations, training and exercises, and ensure necessary readiness.
- Reduce negative environmental impacts from the use of de-icing chemicals for rail and air transport through the use of alternative and new technologies.



PHOTO: FREDERIK RINGNES, NORWEGIAN ARMED FORCES



## FOCUS AREA 3

### PRESERVE BIODIVERSITY AND CULTURAL HERITAGE ASSETS

#### AMBITION:

*Areas used by the defence sector must be used and managed in such a way as to preserve the natural environment and biodiversity. Cultural heritage assets must be protected, and former military fortifications will be developed as sustainable destinations.*

#### BACKGROUND AND STATUS:

This focus area includes biodiversity and cultural heritage at properties managed by the defence sector and through the Norwegian Armed Forces' use of public land.

The greatest threat to biodiversity is human impact, with changes to areas as the largest impact. Restrictions on the use of areas with high concentration of biodiversity. Stricter requirements for the neutrality of areas will also be introduced, which means focusing on concentration within and reuse of already affected nature instead of developing on new areas of nature.

The defence sector has the country's largest portfolio of cultural heritage properties. The sector's cultural heritage is valuable and must be protected as a part of our shared history. In addition, the sector has administrative responsibility for a large number of listed cultural heritage sites in the Norwegian Armed Forces firing and training areas ranges and exercise areas. These must be taken into consideration.

#### DIRECTION, AND HOW WE WILL PROCEED:

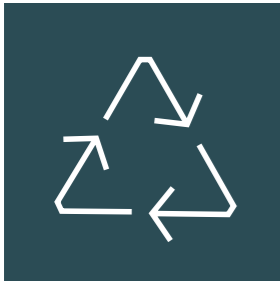
Adjusted area usage with natural solutions that are robust enough to cope with a changing climate will be important going forward. In the event of new and increased area usage, plans will be put in place regarding how such usage can be compensated for through restorative or other mitigation measures.

We will develop, manage and use our areas in such a way that the natural environment, biodiversity and cultural heritage assets are protected.

For military activities outside of firing ranges and training areas nationally and internationally, considerations for natural and cultural assets must be mapped in advance and the necessary restrictions highlighted and followed.

#### AREAS OF ACTION – FOCUS AREA 3

- Minimise negative environmental impacts through conscious planning and implementation of environmental measures as needed for all military activities and development projects.
- Protect vulnerable and threatened species and areas in firing ranges and training areas, as well as increase biodiversity in areas connected to old military fortifications and camps.
- Facilitate areas that benefit pollinating insects and prevent the spread of foreign species.
- Manage and use listed and protected properties, buildings and installations in such a manner that cultural heritage sites are protected.
- Reuse the sector's older buildings through adapting buildings to future requirements and functions within protective provisions.
- Map and safeguard automatically listed cultural heritage sites that are within firing ranges and training areas.
- Manage old military fortifications with an aim of facilitating use and experiences, while cultural assets are also promoted and protected.



## FOCUS AREA 4

### TRANSITION TO A CIRCULAR ECONOMY AND SUSTAINABLE PROCUREMENT

#### AMBITION:

*Reduce resource consumption and negative climate and environmental impacts through a transition to a circular economy and conscious use of procurement processes.*

#### BACKGROUND AND STATUS:

This focus area includes the circular economy and indirect climate and environmental impacts from the procurement and disposal of buildings and materiel by the Norwegian Armed Forces.

The current linear economy consumes natural resources, generates large amounts of waste and contributes to the loss of biodiversity, increased greenhouse gas emissions and health issues. A circular economy ensures that the amount of waste is reduced and that resources remain in circulation.

The largest part of the defence sector's impact on the climate and environment are indirect and come from production and deliveries related to property, buildings and installations, materiel and services procured, used and disposed of by the sector. The defence sector is a major purchaser of goods and services within many different categories. Because we are involved in the entire journey from procurement to phasing out, we have a unique opportunity to impact the entire lifecycle of the things we procure.

#### DIRECTION AND HOW WE WILL PROCEED:

We will transition from a linear to a circular economy. This means that property, buildings, installations and materiel will be designed to be reused and recycled so that as little materiel and materials as possible end up in the waste disposal system. Furthermore, we will clarify the opportunities for systems that can provide increased reuse, recycling and repair of materiel categories that today involve large amounts of waste. Opportunities to reuse existing buildings and for the flexible use of buildings when faced with new requirements will be assessed.

Sustainable procurement of properties, buildings, installations and materiel is a key area for the transition to a circular economy. During our procurement processes, climate and the environment will be assessed on the same level as time, cost and performance, and we will focus on maintaining good supplier dialogue in order to understand what room for manoeuvre is available and so as to develop concrete and ambitious climate and environmental requirements. Relevant environmental requirements and criteria will form a part of the setting of technical requirements, and we will explore solutions that minimise waste and enable the reuse and recycling of materiel and materials. Lifecycle assessments will be included as part of all procurement processes.

## AREAS OF ACTION – FOCUS AREA 4

- Elevate our competence level so that everyone who works on procurement has a minimum level of competence within sustainable procurement, and so that 30 per cent of those who work on procurement have a higher level of competence.
- Establish a common sectoral purchasing strategy for climate and environmental requirements, which involves category-specific climate and environmental requirements, as well as requirements that promote the circular economy.
- Reduce indirect greenhouse gas emissions arising from procurement through the use of market dialogue, environmental requirements and criteria and innovative procurement processes.
- Promote circular solutions during procurement that extend the lifetime, reduce resource use and increase opportunities for recycling.
- Clarify and establish systems for the reuse, recycling and repair of different materiel categories.
- Increase focus on refurbishment and the reuse of buildings instead of new construction.



PHOTO: TORBJØRN KJOSVOLD, NORWEGIAN ARMED FORCES



## FOCUS AREA 5

### ADAPT OPERATIONS TO A CHANGING CLIMATE

#### AMBITION:

*The defence sector must understand the consequences of climate change and society's climate measures so that we can prepare and adapt our operations, properties, buildings and installations, materiel and readiness for the climate and threat landscape of the future.*

#### BACKGROUND AND STATUS:

This focus area includes adaptation of the defence sector's capacity, property, buildings, installations and materiel to the climate of the future.

Climate change will lead to more extreme weather and climate events, such as torrential rain, heat waves, droughts, floods and landslides, and we also expect sea levels to rise. Biodiversity will be affected, and the risk of water runoff from the sector's areas is increasing. Pollution that is currently contained in place may, as a consequence, be released to the ground or water.

Climate change affects the global balance of power and the security situation, and society's measures taken by society to meet these challenges may lead to changed access to materials, goods and fuels. This is of significance to operations and readiness in the Norwegian Armed Forces, as well as to the defence sector's long-term planning.

#### DIRECTION AND HOW WE WILL PROCEED:

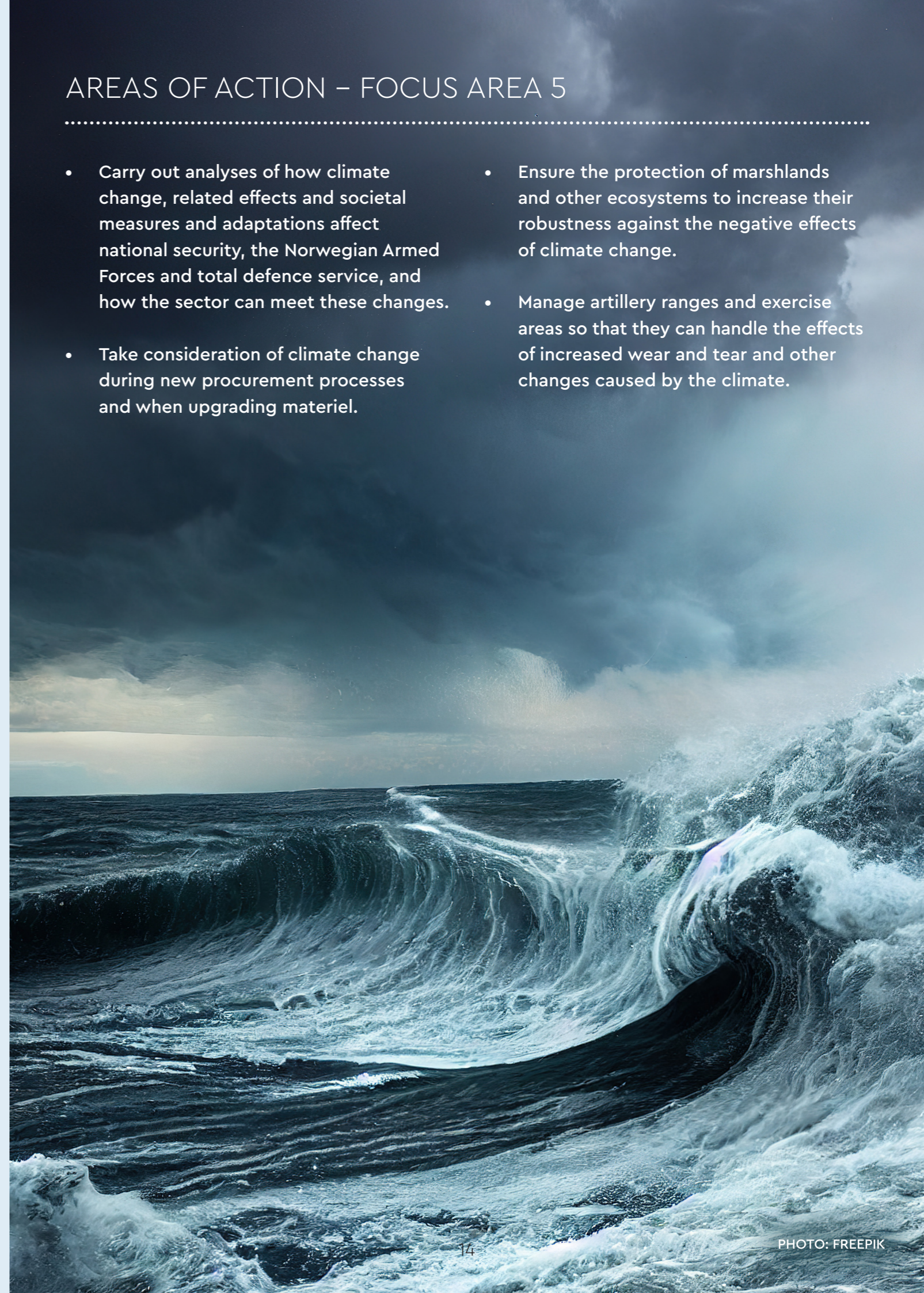
In order to meet these changes, we will increase the knowledge basis generally so that we understand the consequences of climate change. We will take climate change into account in defence planning, in relation to new procurement and when upgrading materiel. This will ensure we are one step ahead and that we develop a climate-robust military. The knowledge basis will be increased through research activities, studies and cooperation.

In the administration of our sites and natural areas, we will take climate change into account through protection of different types of nature and biodiversity. This will contribute to ecosystems that are more robust to changes.

Through cooperation in the sector, we will work to adapt our infrastructure, property, buildings and installations, materiel, operations and readiness in line with a changing climate. We will also maintain a close cooperation with industry and our international partners as an important step in the development of future solutions.

## AREAS OF ACTION – FOCUS AREA 5

- Carry out analyses of how climate change, related effects and societal measures and adaptations affect national security, the Norwegian Armed Forces and total defence service, and how the sector can meet these changes.
- Take consideration of climate change during new procurement processes and when upgrading materiel.
- Ensure the protection of marshlands and other ecosystems to increase their robustness against the negative effects of climate change.
- Manage artillery ranges and exercise areas so that they can handle the effects of increased wear and tear and other changes caused by the climate.





# SUPPORT AREAS

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The support areas cut across agencies' areas of operations and facilitate the achievement of our ambitions and goals.

## SUPPORT AREA 1

### OPERATIONS GOVERNANCE AND COMPETENCE

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#### BACKGROUND AND STATUS:

This development area includes cooperation across the sector and all aspects of the internal governance of each agency, from daily operations and further development of operations to employment and building up competence and good attitudes.

The defence sector has many employees working nationally and internationally. This includes everything from military activities to, for example, office activities, laboratory activities and canteens. The impact on the climate and environment from internal operations is potentially huge, and there are also many climate measures that will not reduce the Norwegian Armed Forces capabilities.

Work on *modernising and making efficiency gains* in the defence sector includes closer cooperation on digitalisation. The green transition and digitalisation are interconnected, and these ongoing developments provide us with the opportunity to also improve our work on the climate and environment. At the same time, regulations regarding the climate and environment are under constant development. Good digital tools are therefore a prerequisite for making efficiency gains and optimising operations governance so that we take care of relevant and future requirements and can monitor the climate and environmental impact of our activities.

The right skills and a good attitude are basic prerequisites for making correct and conscious climate and environmental choices in all activities. There is a need for a general increase in competence within climate and the environment in the entire sector at all levels. The work on the green transition in the defence sector requires both management anchoring and a desire to change. Managers have a particular responsibility as culture bearers and role models and must have sufficient knowledge in order to be able to facilitate the achievement of the ambitions of our climate and environmental strategy. The Norwegian Armed Forces are also one of the country's largest providers of apprenticeships and has, through national service, a special responsibility when it comes to attitudes and training.

#### DIRECTION, AND HOW WE WILL PROCEED:

We will set a good example and reduce climate and environmental impacts of our internal operations. Climate and environmental work in individual agencies will be systematised in accordance with the standards for environmental management, ISO 14001.

We will develop a climate and environmentally conscious defence sector, and our attitude must reflect Norway's climate and environmental ambitions. Employees at all levels will have sufficient climate and environmental skills so that consideration for the climate and environment can be used in all processes and activities and as a basis for decisions.

During the ongoing digitalisation work within the sector, we will clarify and take into account identified needs for digital support in the area of climate and environment.

Cooperation in the sector will be further developed in order to coordinate agencies' efforts, improve the use of skills and ensure information sharing and knowledge transfer. Cooperation with national and international partners, industry and various research communities will be further developed with a view

to increasing competence and finding good solutions that will contribute to reducing the sector's climate and environmental footprint. Through good communication on climate change, climate measures and goal achievement, we will contribute to creating understanding and motivation to change behaviours. The communication will be relevant, understandable and recognisable in both internal and external channels.

## AREAS OF ACTION – SUPPORT AREA 1

- **Further develop agencies' environmental management systems so that they reflect the ambitions and measures of this strategy.**
- **Establish common guidelines for the sector regarding climate and the environment for purchasing for internal operations, with a special focus on the categories of food and catering services, plastic products, travel/transport, IT/electrical and electronic products and office furniture.**
- **Updated curricula, courses and education programmes in the sector so that necessary knowledge related to the climate and environment is disseminated.**
- **Develop digital solutions so that they meet the needs for the documentation of climate and environmental data, and facilitate efficient measuring and reporting.**
- **Maintain and further develop the defence sector's environmental database.**
- **Reduce greenhouse gas emissions from travel by 30% by 2025 compared with 2019 levels through increased use of digital solutions and environmentally-friendly means of transport.**
- **Establish concepts for environmentally-friendly food and reduced food waste.**
- **Reduce consumption and levels of waste, as well as improve waste management and increase the degree of material recycling.**
- **Strengthen inter-agency co-operation relating to the strategy's focus areas across the sector.**

# SUPPORT AREA 2

## RESEARCH, DEVELOPMENT AND INNOVATION

### BACKGROUND AND STATUS:

This area concerns the use of research, development and innovation as a tool for achieving ambitions and goals within the area of climate and the environment.

Research and development (R&D) and innovation are important drivers of the green transition and the move towards a circular economy. Research provides the basis for knowledge-based decision-making and is central to being able to reduce the climate and environmental footprint of the defence sector, as well as for maintaining our military power within economic and technological frameworks.

The green transition and move towards a circular economy also require the defence industry to press ahead with the development of more environmentally-friendly materiel and solutions. There are also possibilities here to improve production processes, design concepts and logistics solutions.

The defence sector cooperates with industry through a trilateral model, which is an innovation model for cooperation between defence agencies and industry. This model will ensure the development of innovative solutions on behalf of the Norwegian Armed Forces which are adapted to future needs.

### DIRECTION, AND HOW WE WILL PROCEED:

We will carry out and instigate research, development and innovation that examines the opportunities to reduce direct and indirect negative climate and environmental impacts, with a special focus on the five focus areas described in this strategy.

A strengthening of our efforts will mean establishing more research and development projects that are relevant to the sector and which include climate and environmental factors. An increased proportion of projects will be focused on technologies, research, development and innovation that contributes to the green transition. By prioritising R&D projects, climate and environmental gains will be assessed together with technological opportunities that will lead to increased operational capabilities. Much of the development within green technology is taking place in the civil sector, and cooperation with industry must be continued and improved to ensure the transfer of technology from the civil to the military sector. Trilateral cooperation will be strengthened to develop new climate and environmentally-friendly technologies, and intra-sector cooperation must be further developed to ensure a holistic and targeted approach. Participation in international R&D and innovation work with NATO, the EU and European Defence Fund (EDF) will contribute to knowledge transfer and create synergies that ensure that we are up-to-date and adopt new technologies and solutions.



PHOTO: TORBJØRN KJOSVOLD,  
NORWEGIAN ARMED FORCES

## AREAS OF ACTION – SUPPORT AREA 2

- Ensure that climate and environmentally-friendly technology and circular solutions are a part of the sector's R&D and innovation projects.
- Ensure sufficient framework conditions for R&D and innovation work in agencies to promote climate and environmental gains from new technologies, in addition to operational and economic benefits.
- Use of research to understand the consequences of climate change and emissions from the sector and increase knowledge about which measures will most effectively reduce the sector's climate and environmental footprint.

## THE UN'S 17 SUSTAINABILITY DEVELOPMENT GOALS



## COOPERATION, ORGANISATION AND REPORTING

Cooperation between agencies in the sector and the involvement of trade unions are prerequisites for the implementation and operationalisation of the climate and environmental strategy. The Basic Agreement for the Civil Service establishes that consideration for the climate and environment must be a feature

in cooperation between employers and employees and that employee participation will contribute to sustainable development. The strategy applies to all agencies in the defence sector, and is owned and managed by the agency heads.

Agency heads are responsible for the realisation of the ambitions of the strategy and for establishing a common action plan for the sector with concrete measures. The action plan will contain timelines for the implementation of the different measures. Each agency head is responsible for overseeing and monitoring measures that are under the purview of their agency. In order to ensure continuous focus and adequate prioritisation, the action plans will be assessed and, if necessary, revised annually. Climate and environmental work derived from the strategy will be integrated and implemented as a part of ordinary operations governance in the agencies.

Agency heads meetings are arenas for deciding on changes to the strategy, as well as the level of ambition, targets and priorities for the action plan. Furthermore, agency heads meetings will, at an overall level, oversee and monitor progress of the action plan.

The Norwegian Chief of Defence has coordinating authority across the sector, which in this context means that the Chief of Defence / Defence Staff coordinates the overall efforts for the operationalisation of the strategy.

In order to oversee and monitor the strategy, a core group and multiple competence groups have been established with members from the agencies. In addition, the Norwegian Ministry of Defence may participate with contact persons.

The core group will ensure cooperation and coordination at the working level between agencies, including the development and further development of action plans and associated measures. The core group consists of one to two contact persons from each agency.

Within each of the five focus areas in the strategy, a separate competence group has been established to allow for specific oversight and monitoring. The groups will put forward suggested measures for the action plan and constitute a professional competence network for the sector.

Each competence group is led by a representative from an agency with participation from other agencies, as well as trade unions in the sector.

The competence groups will be an arena for knowledge development, sharing and network building.

An overview of the sector's climate and environmental footprint will be provided annually in the sector's climate and environmental accounts. The accounts must also provide the status of various measures within the strategy's focus areas. The climate accounts will be an important governance document for overseeing and monitoring the strategy and further work on goals and measures.

In the supplementary allocation letter, Assignment regarding the defence sector's climate and environment strategy, August 23rd, 2022, from the Ministry of Defence to all subordinate agencies, the following guidelines regarding finances and reporting were provided:

Measures will be integrated into existing planning and budgetary processes of agencies. Any additional needs will be assessed and presented through the ordinary budgetary processes and shall be provided with a holistic decision basis. The agencies in the sector will report annually to the Ministry of Defence in the third interim report on the progress and implementation of measures. Reporting must include current status, risks and deviations. Reports must be provided regarding developments within the five focus areas. In addition, agencies must report on implemented measures in their annual reports, with a common reporting form used by all agencies.



