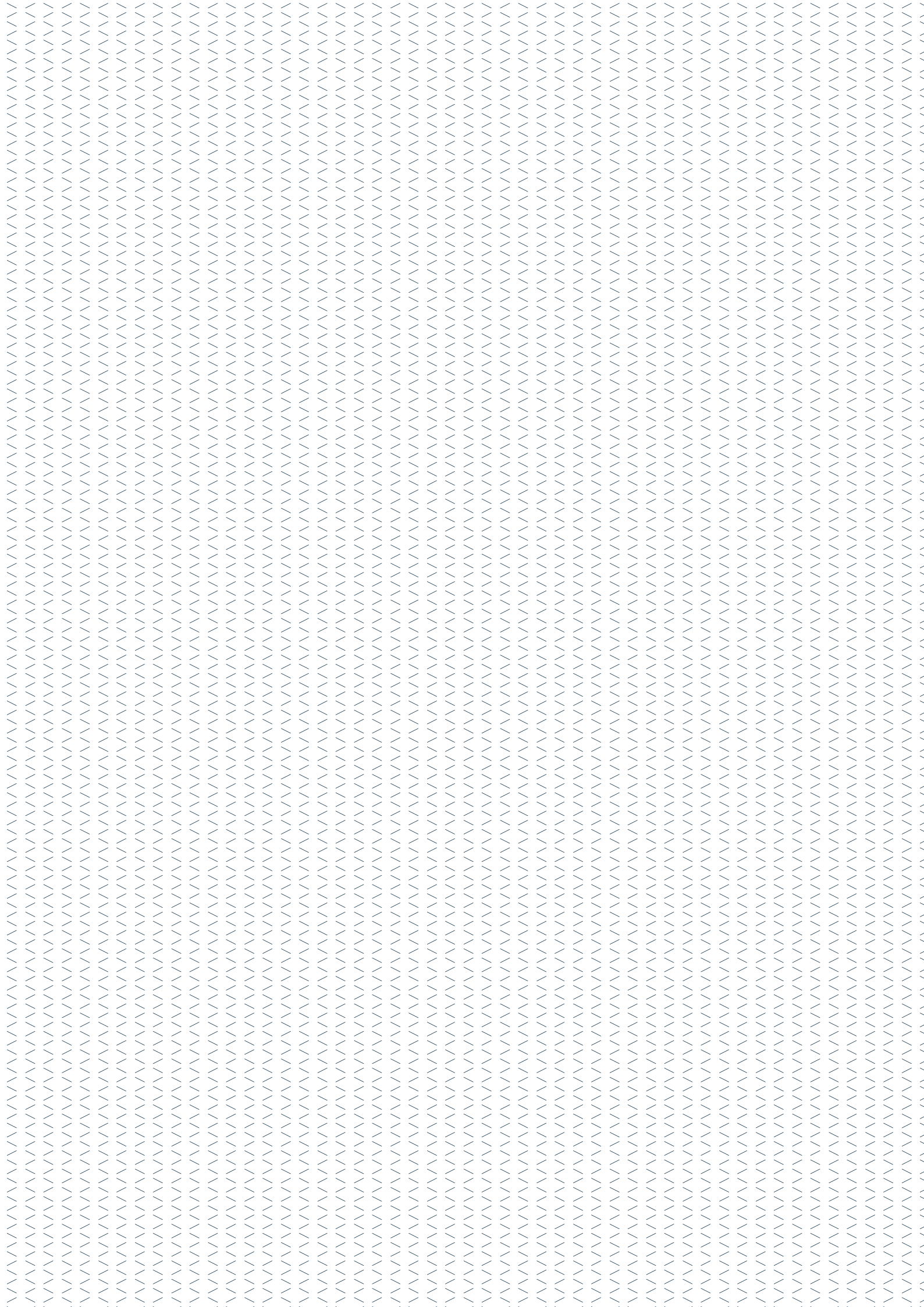




**Danish Ministry of Defence  
Environment and Energy Strategy  
2016-2020**



# Content

Preface .....	Page 1
Introduction .....	Page 2
Focus Areas .....	Page 3
Guidance for Readers, Organisation And Process .....	Page 3
Focus Area 1 - Operational Tasks .....	Page 4
Focus Area 2 - Support Activities .....	Page 10
Focus Area 3 - The Arctic .....	Page 13
Focus Area 4 – Christiansø Island .....	Page 15
Focus Area 5 - Environment and Energy Policy, Environment and Energy Management, and Climate Accounts .....	Page 17
Focus Area 6 - Technology and Knowledge Development/Data .....	Page 19
Focus Area 7 - International Cooperation .....	Page 21
Focus Area 8 - Behaviour and Communication .....	Page 23



# Preface

## **We Think Green Because It Makes Sense**

The Ministry of Defence (MoD) is one of the largest employers in Denmark with a very diverse work force. We operate in the ground, the maritime and the air domain, both nationally and internationally, when we carry out our military and civilian assignments. We are responsible for large nature areas and are one of the largest public building owners. In short, we are very visible in the general public and as a result we naturally want to act in a responsible manner when we carry out our missions in Denmark and abroad.

In this publication the MoD presents an overall strategy focusing on climate, energy, nature and environment for the period 2016-2020. Through this strategy we show how we can efficiently make the green transition by concentrating our efforts where they are most relevant, both in terms of the economic and environmental sustainability and the impact of our day-to-day tasks.

We focus on limiting pollution and emissions with initiatives that make sense and at the same time have an effect on the tasks of the Defence Command, the Home Guard, and the Emergency Management Agency. To a large extent we would like for our nature areas to be open to the public while seeking to develop the quality of nature in correspondence with our military operations.

At the MoD we think green because it makes sense. It makes sense for our environment and climate, it makes sense economically, and it makes sense for our work in general.

Peter Christensen  
Minister for Defence

# Introduction

The MoD will - in its work on promoting Danish security, national interests and safety for our citizens - treat nature, climate and environment responsibly. Climate change and scarce energy resources are, together with protection of nature and the environment, some of the most important challenges of our time, as also reflected in the UN's global goals for sustainable development. Denmark has acceded to goals concerning climate, energy, environment and nature, which apply to both the private and the public sector. The efforts of the MoD in this respect are very important, as one of Denmark's largest governmental corporations, with a high energy consumption, activities that has impact on the environment, and unique natural areas.

We push for better solutions and develop ways to enhance the way we carry out our activities to effectively utilise the resources available. The MoD wants to be a professional and widely recognised cooperation partner that strengthens opportunities in making a difference through the tasks we perform both nationally and internationally.

Efforts in the area of nature, environment and energy should support and not limit operative tasks and the level of activity. The tools to cement this approach in the MoD's administration, procedures and philosophy are both the development of an environment and energy policy as well as the present strategy. The MoD will continue its efforts to include considerations for the environment and the climate on the international agenda, including in NATO and the UN.

The MoD wants to utilise and convey the experiences and results achieved through the previously green strategy work. From 2012 to 2015, the MoD worked systematically on a number of goals, primarily in the support structure, that includes buildings, areas, procurement, etc. The extensive experience and results harvested must be maintained when moving towards 2020.

The MoD wants to create improved conditions for environment, nature and climate when performing its core tasks by limiting the amount of waste, achieving lower energy consumption, and by reducing impacts on the surrounding ecosystem, the air and the marine environment. The strategy's main focus area is centered on operative activities, i.e. tasks carried out by the Defence Command, the Home Guard Command and the Emergency Management Agency in Denmark and abroad. The remaining focus areas in the strategy support this overall purpose, and a common dynamic and strong capacity is created through loyal and confident cooperation, nationally and internationally.

## FOCUS AREAS

The following main focus areas have been chosen for the strategy period 2016-2020:

- Operational tasks
- Support activities
- The Arctic
- The island of Christiansø

Additional focus areas have also been identified to support the strategic aims:

- Environment and energy policy, environment and energy management, and climate accounts
- Technology and knowledge development/data
- International cooperation
- Behaviour and communication

### Guidance for Readers, Organisation and Process

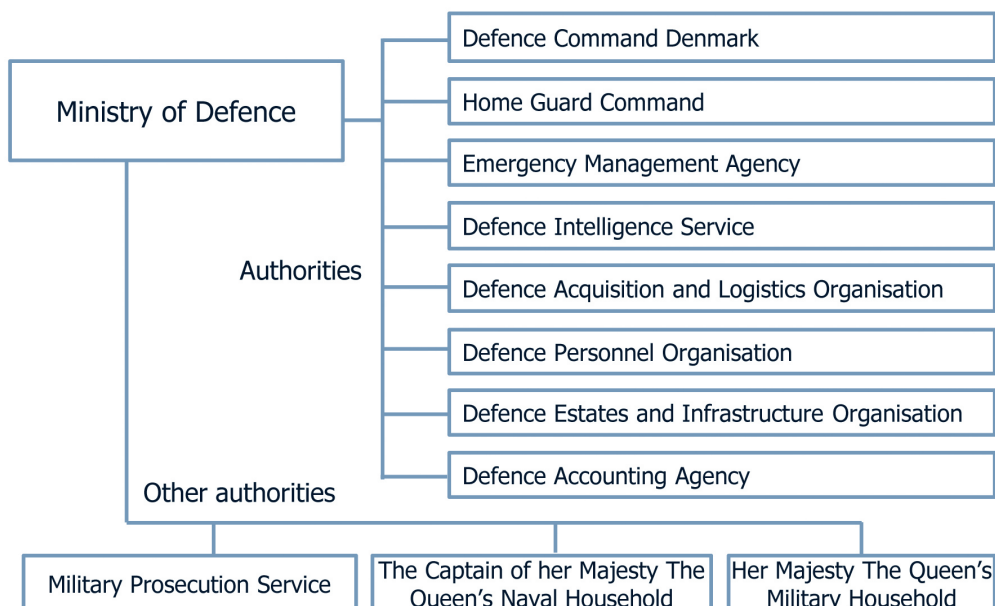
Each focus area contains an objective and a number of specific goals.

The strategy will establish a better data foundation and initiate various analyses to identify and set goals for the activities we ultimately are to complete. Finally, we will implement a number of initiatives in areas in which we have sufficient knowledge to take immediate action.

A steering group for the environment and energy area has been established, consisting of representatives from the MoD and contributing agencies. As with previous strategies, the individual agencies will report to the steering group regularly and an annual report will be published at [www.fmn.dk](http://www.fmn.dk).

The strategy goals include activities in all areas within the MoD.

### Organisation Chart for The Ministry of Defence:



# Focus Area 1 - Operational Tasks

## Background

MoD operative tasks are performed by three agencies: the Defence Command, the Emergency Management Agency and the Home Guard Command.

The Defence Command is the overall military authority under the MoD and is responsible for the development, formation, and deployment of the MoD's operative capabilities to perform national and international tasks.

The Home Guard Command and the Emergency Management Agency play an active role in the general emergency response preparedness. The Emergency Management Agency is a civilian authority under the MoD that works to ensure the robustness of society in case of accidents and disasters and to prevent injury to people and damage to property or the environment. The Home Guard Command is a military organisation that makes its capacities, primarily volunteers, available for the entire society. The Home Guard Command supports, as part of the armed forces, other agencies and authorities under the MoD in performing their tasks.

Common for the operative work in the three agencies is that they operate in the land, maritime and air domain on a daily basis at home as well as abroad.

Forward operating bases are built and operated under very diverse climatic conditions and with demanding requirements for personnel and equipment. There is a common need for logistical solutions to ensure mobility, flexibility and safety.

Military operations nationally and abroad often have a significant impact on the environment. Oil-based fuels are by far the most dominant energy source for aircraft, ships and land vehicles, as well as for providing electricity and heating, not only for the deployed forces, but also for base installations in the Arctic and other remote locations such as the island of Christiansø in the Baltic Sea. Large amounts of diesel fuel and other cargo are often transported to remote and/or dangerous areas, with increased risk to personnel and equipment, and with a significantly added financial cost.

By consistently including a green element in planning, execution and evaluation of operative deployments, a reduction in logistical needs and energy consumption is enabled. Consequently, this may lead to significant environmental benefits that ultimately could increase efficiency in the mission areas. Additionally, this may also result in lowering the cost of operations.



C-130 Hercules. When personnel or freight need to be moved, Hercules aircraft are used. The C-130 can be loaded with up to 20 tonnes of freight or 128 passengers. Photo: Forsvarsgalleriet

### Overall Objective

The MoD prioritises and develops capabilities to effectively utilise the resources available. This makes increased operational activity possible, which is a core priority for the Ministry, and it contributes to increased investment in existing and new capabilities by reducing operating costs. At the same time, reduced logistical requirements give greater flexibility and combat power when undertaking assignments. These advantages will be the primary driver to facilitate further efforts in reducing the impact of military operations on the environment and the climate.

The MoD aims to let intelligent controlling of the energy-conversion process, and consumption in

particular, lead to an optimisation through better dimensioning of our production facilities, thus resulting in reductions in fossil-fuel requirements. In this context, consumption and consumption patterns will be clarified, which in turn can be used to optimise the electricity production and the electricity distribution to individual consumption units. The relationship between activities and consumption will be described, and an assessment is needed of a number of technological and behaviour changing initiatives that eventually could reduce the forces' resupply requirements and reduce the impacts of Danish units on the local environment. This aims at limiting logistical impacts in relation to operations and simultaneously turning the MoD into a professional and widely recognised collaboration partner.



Tents set up as part of a military search radar component from the Air Force during Operation Inherent Resolve. Photo: Defence Command Denmark.





The base camps set up by the Danish Emergency Management Agency have been taken over by humanitarian organisations and are equipped with photovoltaic solar modules. Photo: Danish Emergency Management Agency.

## Goal 1

- a. As of 2018 we will collect energy consumption data in MoD camps where appropriate.
- b. The process of converting diesel to electricity will be continuously optimised towards 2020 through new and improved energy production means. Energy saving initiatives will be implemented in order to reduce heat/cooling losses in camp facilities. At the same time, the potential for parts of the electricity production to be substituted with renewable energy before 2020 will be examined based on the analysis completed in project *Green Camp* (Grøn Lejr) completed by Defence Command Denmark.
- c. Based on project Green Camp, the Emergency Management Agency will analyse possible initiatives.



The flexible support vessel Esbern Snare. Photo: Royal Danish Navy

## Goal 2

- a. The potential use of bio fuels for ships will be examined before the end of 2017.
- b. Simultaneously, the potential use of Energy Dashboards programmes will be analysed. Energy Dashboards collect and utilise data in describing energy consumption as a control tool for ships to sail more energy efficiently.
- c. Energy optimisation initiatives will be implemented on flexible support vessels no later than the end of 2018 on the basis of the analysis completed in the Smarter Sailing project. The analysis includes the existing heating, ventilation and air-conditioning systems (HVAC) as well as pump systems. Lighting will also be replaced, primarily with LED lighting with light sensors (PIR).
- d. The use of salt water cooling will be analysed for potential use on other vessels in the Royal Danish Navy.
- e. We will analyse which initiatives are advantageous to implement on selected ship classes before the end of 2020.

### Goal 3

- a. A *Green Flying* project will analyse the use of military aircraft capacities in relation to energy optimisation no later than the end of 2018. This will include analyses of the energy consumption across the general task portfolio.
- b. Before the end of 2018, an optimisation of logistical needs in international deployment of air force assets will be analysed.



Logistics troops building up the Danish camp for the deployed F-16 combat aircraft at Incirlik air base in Turkey in June 2016. Photo: Forsvarsgalleriet





Home Guard Command national exercise 2016.

Photo: Home Guard Command

#### Goal 4

- a. In 2018 we will analyse the possibilities for local disposal of packaging as well as waste, water and heat reuse and recycling in international camps.
- b. No later than the end of 2020 we will analyse how operational tasks and exercises can be optimised in relation to fuel consumption by increasing the use of technological solutions and improved cross-organisational planning initiatives.

#### Goal 5

- a. We will outline energy and environment guidelines for military operations no later than the end of 2017.
- b. We will incorporate environment and energy considerations into the existing Danish camp concept no later than 2018.
- c. Before 2019 we will incorporate environment and energy considerations into the logistical standards.
- d. We expect to develop the Royal Danish Navy's fuel model, a tool for budgeting fuel quantities and carbon emissions, to also be able to compare actual fuel consumption with calculated optimal fuel consumption based on propeller efficiency for an actual sailed distance.



## Focus Area 2 – Support Activities

### Background

In this strategy period, sustainable support is focusing on the work undertaken by two agencies in the MoD

The Danish Defence Estates and Infrastructure Organisation (DDEO) supports and services military operational units and other agencies and authorities under the MoD by supplying and developing the physical framework required for their activities. Examples include military bases, training areas and shooting ranges. DDEO is also responsible for the operation and maintenance of the MoD forests and nature areas, as well as the environment and energy area of the MoD.

The Danish Defence Acquisition and Logistics Organisation (DALO) is the materiel specialist knowledge centre for the MoD. DALO is responsible for the procurement, maintenance, development and disposal of materiel capacities; e.g. vehicles and weapons. DALO insures, in collaboration with Defence Command Denmark, including defence staffs and commands, the Home Guard Command, and the Danish Emergency Management Agency, timely support and supplies to the on-going MoD operations in Denmark and abroad.



Flexible support vessel Esbern Snare in the shipyard at Ørskov in Frederikshavn in March 2015.

Photo: Forsvarsgalleriet

### Overall Objective

The MoD creates a joint ambition - also within the green defence area - through cooperation between the operational structure and the support structure.

The MoD wants to develop its policy on sustainable procurement to ensure that requirements are imposed on the environmental impact of products when in use and when disposed of, as well as to ensure that suppliers comply with international conventions.

The MoD is working to implement a widespread transition to alternative renewable energy sources throughout its operating areas. The MoD wants to achieve resource savings by a continued focus on

energy retrofits of buildings and the best possible management of all properties.

The MoD will continue protecting drinking water resources and surface water on its areas and further develop this initiative in accordance with national and international obligations.

Taking the needs of the operational units into account, the MoD seeks a greater civilian user involvement in developing the recreational use of shooting ranges and training areas to benefit visitors.

#### Goal 1

- a. As of 2016 we will complete tendering projects on the reduction of environmental impacts from vehicles.
- b. As of 2018 we will incorporate the substitution of environmentally harmful substances in the procurement procedure. A preliminary analysis will determine focus areas for the substitution of these substances.
- c. No later than 2020 we will integrate environment and climate considerations within the framework of operational needs into the procedures for the procurement of ammunition and contracts for ship maintenance.
- d. No later than 2019 we will analyse which environmental requirements can be imposed on procurement of traditional fuels such as diesel, petrol, marine fuel oil and jet fuel.

#### Goal 2

- a. As of 2016 new building constructions will be in accordance with Danish building standards for 2020. The same standards will apply for building components in retrofits.
- b. Before the end of 2017 we will analyse the possibility to phase out 15% of the current MoD consumption of fossil fuels used for heating buildings, in comparison with the 2015 level.
- c. As of 2017 we will update, where financially feasible, our building management systems in order to provide building automation for heating and electricity on MoD military bases.
- d. No later than the end of 2018 we will expand the MoD solar panel installations by 1,500 kWp.
- e. No later than the end of 2018 we will develop a sustainability manual for construction works within the MoD area of authority.
- f. No later than the end of 2020 we will achieve an optimised use of the building stock.
- g. Throughout the strategy period, we will include green principles in the procurement of IT equipment, installation of workplaces, and establishment of IT connections and operating facilities.

### Goal 3

- a. No later than the end of 2020 we will reduce the energy consumption in the heated building stock by a minimum of 20%, in comparison to 2006.

### Goal 4

- a. No later than the end of 2020 we will identify potential contamination sources on MoD areas that are considered important for drinking water resources and surface water.
- b. In 2020 we will develop a tool to quantitatively measure the environmental impact of pollution cleanups in order to identify potential environmental optimisations.



Photovoltaic solar modules at Air Base Karup. Photo: Defence Command Denmark

### Goal 5

- a. No later than 2018 we will develop a tool to manage the recreational use of MoD areas.
- b. No later than the end of 2020 we will implement a system that registers relevant nature elements in our area management plans, such as the registration of invasive species and selected vulnerable natural habitats and species.

### Goal 6

- a. In 2016 we will conduct a pilot project on how to achieve as close to 100% ecology as possible in the canteen operations.
- b. As of 2017 we want our canteen operation contracts to include a demand for at least silver label level for ecology.
- c. As of 2017 we will incorporate green demands for suppliers in our tenders for operating contracts.



## Focus Area 3 - The Arctic

### Background

The MoD carry out a number of tasks in the Arctic region, including maritime air patrol, enforcement of sovereignty, search and rescue, fishery protection, and protection of the marine environment.

The ongoing climate changes have extensive and drastic impact on the Arctic, which causes adjustment of the requirements for the general MoD task portfolio in the area. This is reflected in the Defence Agreement (*Aftale på Forsvarsområdet*) 2013-2017, which states that tasks performed by the MoD in the Arctic are to be strengthened due to the development in the area.

### Overall Objective

The MoD wants to contribute to securing the Arctic with self sufficient growth and social sustainability while respecting the vulnerable Arctic climate, environment, and nature in close collaboration with international partners, including the Arctic Council.

The MoD wants to examine the possibilities for establishing alternative energy supplies in relation to the tasks performed in the Arctic and in order to carry out these tasks more logistically and economically efficient.

The MoD will analyse the possibilities for reducing energy consumption in buildings in the Arctic, including examining the possibilities for promoting sustainable solutions in future building constructions.



The Police, the Defence Command, the Home Guard Command, the Emergency Management Agency, and the Greenlandic authorities engaged in close collaboration during the Greenlandic rescue exercise, LIVEX 2016.

Photo: Forsvarsgalleriet



### Goal 1

- a. In 2016 we will carry out a project to collect experience on environmental protection in relation to the renovation of fuel storages and fuelling installations at Mestersvig, Kangerlussuaq, and Daneborg.

### Goal 2

- a. In 2016 we will, together with the US, Finland, Sweden, and Canada, participate in the preparation of a paper on *Cold Regions* for the publication on environmental awareness, *the Environmental Toolbox for Deploying Forces*.

### Goal 3

- a. During 2017 we will carry out an analysis on logistics in the Arctic, with a special focus on fuel supply.
- b. During 2018 we will establish an implementation project to better ensure that the Arctic logistic and fuel conditions are taken into consideration when procuring materiel for Arctic use.
- c. Before 2018 we will initiate an analysis on a green establishment project in the Arctic with focus on energy and waste.
- d. During 2019 we will identify the possibilities for optimising the energy supply and reducing the energy consumption in the Arctic.

### Goal 4

In 2017 we will examine whether the Defence Command should procure a joint Arctic tent camp capacity. In this context we will examine the possibilities for the Arctic Response Force to test energy saving technologies. The results can be used for collecting new information in addition to performing qualification assessments of individual suppliers' solutions. To the largest extent possible, the results from Project Green Camp (*Grøn Lejr*) on energy efficiency and environmentally friendly support should be taken into consideration.



The Defence Command resupplies Station Nord in North-East Greenland with fuel and other goods in April 2016. Danish C-130J-30 Hercules tactical transport aircraft. Photo: Forsvarsgalleriet

## Focus Area 4 – Christiansø Island

### Background

Ertholmene is a small group of islands covering the inhabited islands of Christiansø and Frederiksø and the uninhabited islands of Græsholmene, Tat and Østerskær. In the following, “Christiansø” includes all of the islands. The MoD is responsible for the administration of Christiansø, thereby excluding the islands from the regional and municipal structure.

There are about 90 inhabitants with a registered address on Christiansø. In addition, about 45,000 guests visit the islands annually. The government owns all the buildings and areas on the islands. The building stock is listed as national heritage and the possibilities for changes and development are very limited. Christiansø Administration is responsible for maintaining the buildings, fortifications, cobblestone and path surfaces, and the nature areas; for operating the technical installations on the islands as the islands are self-sufficient in electricity, heating and water; fire and rescue services, as well as operating the harbour and public facilities.

### Overall Objective

Christiansø is to be preserved as a culture-historical heritage defence bastion. The vulnerable and protected natural-historical assets and sights, including the rare vegetation and rich birdlife, must be preserved. At the same time, the MoD wants to further develop opportunities for the public to access Christiansø - as part of Denmark’s national heritage - in cooperation with the local community and with respect for buildings and nature.

The developments towards a sustainable Christiansø initiated during the previous strategy period will continue, including a continuation of the Project Green Christiansø (*Grøn Christiansø*). A cooperation and exchange of experience with similar activities is to be implemented across the MoD.



Store Tårn (big tower) on Christiansø. Photo: MoD.

---

### **Goal 1**

- a. Before the end of 2016 we will, to the widest extent possible, incorporate sustainability and ecology demands into the future management agreements for accommodation and shopping.

### **Goal 2**

- a. Before the end of 2017 we will draft a plan for the renovation of the wastewater drainage system.

### **Goal 3**

- a. Before the end of 2017 we will draft a plan for the transition to a more renewable electricity supply and the minimisation of environment risks.
- b. Before the end of 2019 we will analyse the potential connection of the Christiansø and Frederiksø heating supply.

### **Goal 4**

- a. Before the end of 2018 we will analyse the possibilities for developing a local waste management system with focus on recycling and energy production.

### **Goal 5**

- a. During the strategy period we will draft an annual status on the development and presentation of our nature management quality in an integrated concept with our cultural heritage assets.

# Focus Area 5 - Environment and Energy Policy, Environment and Energy Management, and Climate Accounts

## Background

The MoD wants to develop its management tools for the environment and energy area.

Energy management is the focused and systematic work to reduce a corporation's energy consumption. The central element in an energy management system is an effective energy mapping and energy registration. Based on this, improvement plans and reduction targets are outlined.

Environmental management ensures a constant reduction in the environmental impacts from MoD activities. Environmental management is a question of identifying resource consumption and environmental impacts, and incorporating environmental considerations into all planning and decision-making processes. Based on this, improvement plans and targets for environmental improvements are outlined.

The MoD climate accounts present the climate gas emissions and air pollution from MoD activities. The climate accounts outline the most significant sources

of climate gas emissions and air pollution. As a result, the accounts function as an important and productive foundation for MoD work towards further reductions.

A new environment and energy policy for the MoD must meet the formal requirements in the environmental and energy management system. The policy will form the corporate level guidelines for the MoD on environment and energy issues.

## Overall Objective

The MoD will strengthen the foundation for the strategic management and prioritisation of environment and energy efforts.

MoD activities must be sustainable and must allow for targeted efforts in relation to pollution prevention and reduction of environment and climate impacts.

The MoD wants to develop its climate accounts in order for them to be used actively as part of the decision-making process, such as the choice of actions for emission reductions.



With reference to the MoD's Climate and Energy Strategy 2012-2015, the Danish Defence Estates and Infrastructure Organisation has prepared climate accounts for climate gas emissions by the MoD. The climate accounts are available (in Danish) at [www.forsvaret.dk](http://www.forsvaret.dk) and [www.fmn.dk](http://www.fmn.dk). The 2015 climate account, including the Management's report, was published in September 2016.



---

### **Goal 1**

- a. Before the end of 2017, the MoD will publish its environment and energy policy, which will serve as corporate level guidelines for all MoD environment and energy efforts, including environmental and energy management.

### **Goal 2**

- a. Before the end of 2020, the MoD will further implement environmental and energy management, including in the operative part of the organisation. Relevant efforts from the previous MoD strategy period will be continued in relation to the introduction of environmental management according to the current ISO 14001 standard and energy management according to the current ISO 50001 standard.

### **Goal 3**

- a. Before the end of September every year, the MoD will publish climate accounts for the previous year with an accompanying management report.

### **Goal 4**

- a. Based on the climate accounts, the MoD will identify focus areas for reducing NO<sub>x</sub>, SO<sub>2</sub> and particle emissions, and as of 2017 also set percentage targets for CO<sub>2</sub> reductions, while still considering the achievement of maximum operative efficiency.

# Focus Area 6 - Technology and Knowledge Development/Data

## Background

The emergence of increasingly more effective green technologies and the use of known technologies in new ways provide the agencies under the MoD with opportunities to obtain resource savings, financial advantages, and logistical benefits.

By cooperating with the industry, the MoD gains access to better products and innovative solutions, greater flexibility, and access to civilian technological competences. Similarly, the industry can gain access to developing new products and solutions, acquire new knowledge on upcoming requirements, and gain contact to foreign suppliers and customers. The MoD cooperates with the industry within the framework of the MoD Open for Business Strategy, which is drafted in collaboration with the Trade Council as well as sector and stakeholder organisations with relations to the defence and security industry in Denmark.

The MoD also cooperates with public authorities and

research institutions to find solutions that combine reductions in resource consumption, environment and climate considerations, and more cost-effective operative solutions.

## Overall Objective

The MoD wants to create a knowledge base for future green initiatives and investments.

The MoD wants to strengthen the basis for a transition to renewable and locally produced energy and to exploit available resources for energy purposes, for example surplus heat from operating installations in buildings.

The MoD wants to collect and analyse/visualise complex data relationships in the military base area. This will result in a better and more effective control and administration.

### Goal 1

- a. Before the end of 2016 we will develop controlling and analysing tools based on GIS (Geographic Information System) for administrative use in the military base area.

### Goal 2

- a. Before the end of 2018 we will describe the potentials in technologies for energy efficiency and use of local resources in the military base area. This includes the identification of the potential in exploiting surplus heat, the improvement in electric power quality, and application of new technology for renewable energy supply.

### Goal 3

- a. By the end of 2020 we will, where cost-effective, establish remote registration of energy consumption at building level.

## Focus Area 7 - International Cooperation

### Background

The MoD cooperates with the armed forces and emergency management agencies in other countries in order to maintain focus on green issues in international, Nordic and European fora, including NATO and the UN.

This applies e.g. for the development of common standards in NATO for managing various environmental aspects (energy systems, fuel, camp support, waste, etc.) during exercises, mission deployments, emergency response solutions with a smaller environmental footprint, nature management on military training areas, exchange of experience on nature and environmentally friendly use of various weapons systems, etc. This work also introduces Danish green commercial solutions on the environment and energy challenges that Denmark share with other countries' defence and emergency organisations.

At the international political level, NATO Defence Ministers adopted in 2014 a Danish initiated policy framework document, Green Defence Framework, which gives direction for the NATO green agenda and forms the basis for cooperation regarding the development and use of green solutions within the military area.

### Overall Objective

In order to support the development of a robust defence and emergency response, the MoD will focus its work on environment, nature, climate and energy issues through exchange of experience, the development of common standards, and by ensuring priority for the issue on the international agenda.



NATO headquarters in Brussels.

### Goal 1

- a. In 2016 we will identify international fora, cooperation partners, and working relations within the green area. The responsibility for the MoD participation at agency level in international fora will be designated.

### Goal 2

- a. In 2016, the selection of focus areas for exchange of experience on "green solutions" will be made available to Danish defence attachés for their support and promotion of Danish Industry.

### Goal 3

- a. On the basis of the two previous goals, and aiming for a focussed effort internationally on the green area, the MoD will in 2017 draw up a policy for international cooperation on the green area, in which focus areas are stipulated.

### Goal 4

- a. In 2016, the Centre for Military Studies at the University of Copenhagen will conduct an international conference on Green Defence in cooperation with the MoD.

### Goal 5

- a. In 2016 we will clarify possibilities for an introduction in 2020 of common Nordic and NATO requirements/systems for energy labelling of camp materiel.



Nordic flags at the Royal Danish Military Academy on the occasion of a Nordic Defence Cooperation (NORDEFECO) meeting of Nordic Chiefs of Defence on 1 February 2016. Photo: Forsvarsgalleriet



## Focus Area 8 - Behaviour and Communication

### Background

The MoD has many and varied tasks spanning a broad area and affecting the lives of many people. Therefore, the MoD focuses on open communicating to the public about MoD activities and on opportunities for visits to military bases, including accessibility to nature in the training areas, information on excessive noise conditions, or work by emergency response services.

The MoD is one of largest workplaces in Denmark with approximately 20,000 employees and about 60,000 volunteers across the country and in many hotspots around the world. In implementing the strategy's green changes, many of the goals are to be achieved through direct contributions from individual employees. The personnel involved must be able to share their knowledge, experience and ideas through the implementation of green projects, but also, in certain cases, to be ready to adapt their personal behaviour.

### Overall Objective

The MoD will develop its communication to the public in order to achieve a positive and contemporary dialogue.

The MoD intends to implement the green strategy across the organisation and create cross-organisational opportunities for cooperation and knowledge sharing. Experiences from earlier strategy work will be incorporated into new projects aiming at implementing new procedures, specific considerations, and sharing of information.

The MoD aims at improving internal information sharing in order to create personal incentives by making visible the effects achieved and by clarifying the consequences of inappropriate behaviour.



Poster from the "On Target!" (Ram Rigtigt!) campaign designed by the Danish Defence Estates and Infrastructure Organisation.

### **Goal 1**

- a. Before the end of 2016 we will prepare a campaign that combines energy savings with IT security.
- b. Before the end of 2016 we will prepare a campaign on proper use of pesticides.
- c. Waste campaigns will be conducted annually.

### **Goal 3**

- a. A minimum of one meeting will be held annually in the existing dialogue forum for nature management.
- b. Before the end of 2018 we will establish a digital platform to communicate opening hours for public access to MoD shooting and training areas as well as to give information on nature and on planned noisy activities.
- c. Before 2018 we will decide, in which order the training areas' nature information should be uploaded to the platform by the end of 2020.

### **Goal 2**

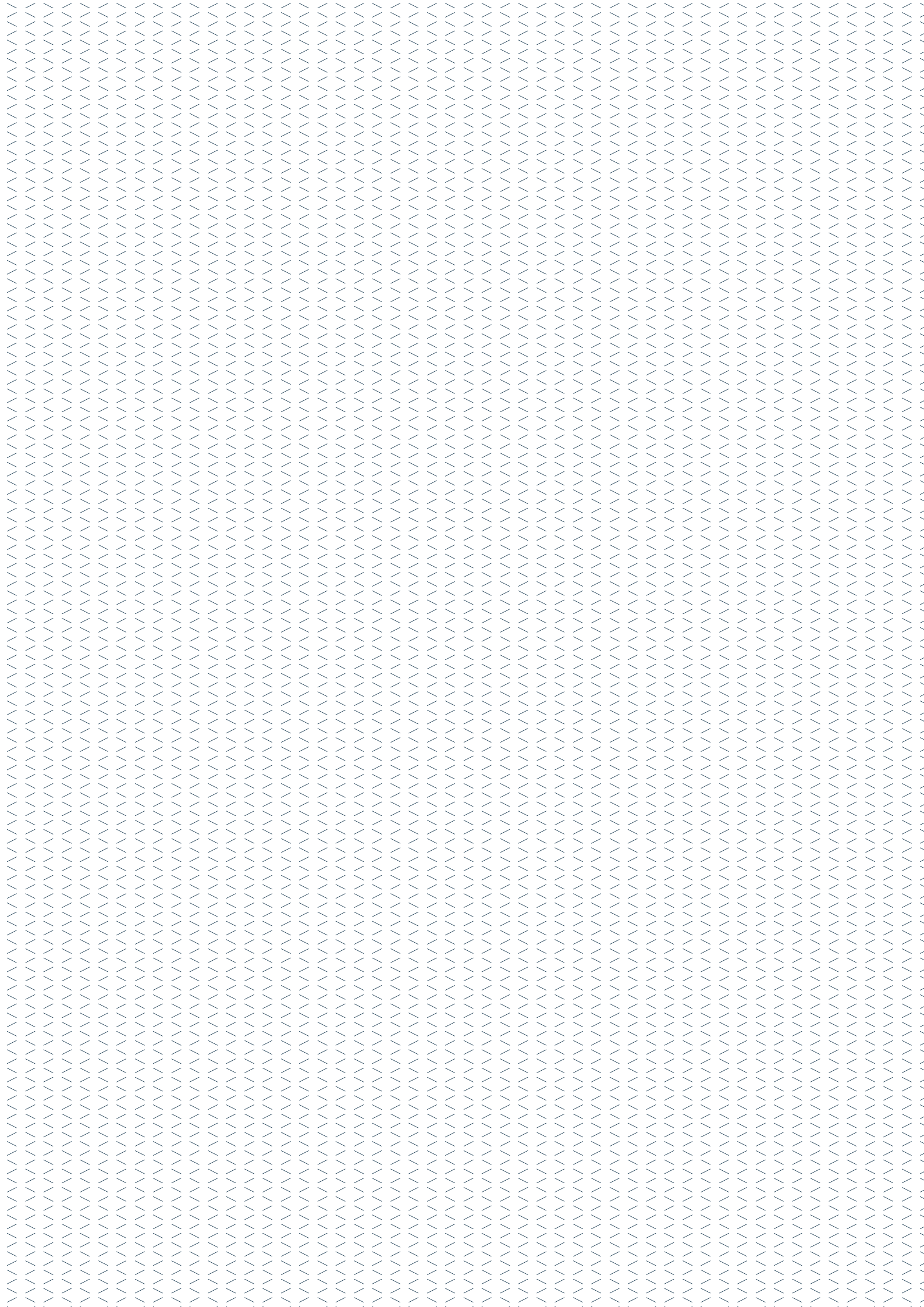
- a. Before the end of 2018 we will analyse behaviour-changing initiatives that can promote greener behaviour (awareness) by personnel in connection with field deployments.

### **Goal 4**

- a. Before the end of 2018 we will prepare a campaign on green living for permanent residents on Christiansø.
- b. Before the end of 2019 we will prepare a waste campaign aimed at visitors to Christiansø.
- c. Before the end of 2020 we will upload information on the unique natural resources of Christiansø to the digital platform mentioned in goal 3.b.

### **Goal 5**

- a. Before the end of 2018 we will prepare a green behaviour-change campaign for deployed personnel.
- b. Before the end of 2019 we will prepare a green behaviour-change campaign for volunteer employees under the MoD authority area.
- c. Before the end of 2020 we will prepare a green behaviour-change campaign for employees in the Arctic.
- d. In order to avoid injuries and pollution in the event of an environmental accident we will prepare a behaviour-changing campaign on handling hazardous substances correctly before 2020.





This Environment and Energy Strategy applies to all authorities within the field of responsibility of the Danish Ministry of Defence:

- The Ministry of Defence
- The Defence Command and subordinated authorities
- The Danish Emergency Management Agency
- The Homeguard Command and subordinated authorities
- The Defence Intelligence Service
- Danish Defence Acquisition and Logistics Organisation
- Danish Defence Personnel Organisation
- Danish Defence Estates and Infrastructure Organisation
- Danish Defence Accounting Agency
- The Judges Advocate General's Corps

The Ministry of Defence 2016

## The Ministry of Defence

Holmens Kanal 42  
1060 København K

Phone: +45 7281 0000  
Fax: +45 7281 0300

fmn@fmn.dk  
fmn.dk