



Kings Bay AS Strategy 2021–2024

World leader in facilitating scientific research and research-driven cultural heritage management in the Arctic

Global warming is one of the greatest threats in our time. The United Nations climate report concludes that humans' effect on the climate has led to global warming taking place faster than ever before. The global mean temperature has already increased by 1.1 degree Celsius since the pre-industrial era. Climate changes are happening more quickly and becoming more intense, and some of the trends are considered irreversible. The Arctic is regarded as the part of the planet where consequences of the warming are being seen first. Studies of the trend in the Arctic are therefore important for understanding what will happen in the rest of the world.

Ny-Ålesund is particularly suited for climate and environmental research, with easy accessibility combined with a rich and diverse natural environment that has been affected little by local disturbances. This gives the location important advantages as an arena for research on fjords, glaciers, the land, the atmosphere and cultural heritage. Sustainable, responsible, safe and predictable operation and development will characterise Ny-Ålesund. The framework we offer our customers is shared infrastructure in an inspiring Arctic research destination, located amongst unique archaeological/historical monuments and sites in the world's northernmost civilian settlement.

Kings Bay AS owns, develops, operates, maintains and manages Ny-Ålesund as a modern Norwegian research platform in close cooperation with the Norwegian Polar Institute, which serves as the host in Ny-Ålesund under the research strategy. Ny-Ålesund Research Station makes it possible for Norwegian and international researchers to share knowledge and conduct outstanding scientific research in the Arctic.

The goal is for Kings Bay AS to operate the Ny-Ålesund research institution in a more efficient, climate-friendly and reliable manner. The company's sustainable operation depends on enough Norwegian and international researchers choosing Ny-Ålesund. The Research Station will become better known, more accessible and cited more often in the research communities. Kings Bay AS will encourage and arrange for shared infrastructure and thematic centres in keeping with goals adopted in the research strategy. We believe an increased presence of Norwegian researchers can positively affect the general interest in Ny-Ålesund, and it is important for Ny-Ålesund to be attractive to the next generation of researchers.

This strategy is the basis for the company's work and priorities during the period 2021–2024.

Adopted by the Board of Directors of Kings Bay AS, 28 September 2021

Tor Instanes, Chairman

Widar Salbuviik, Deputy Chairman

Ellen Langeggen, Board Member

Elin Bang Tverfjeld, Board Member

Harald Bentz Høgseth, Board Member

Lars Ole Saugnes, Director

1 Purpose and guidelines

1.1 Kings Bay AS

Purpose

Kings Bay AS is owned by the Norwegian Ministry of Climate and Environment and is a company through which the Government of Norway seeks to achieve industrial policy goals. The company's main task is to operate, protect and develop the community in Ny-Ålesund in a sustainable manner and through that provide services to research and environmental monitoring. Maintaining Norwegian communities in the archipelago in accordance with overarching Svalbard policy is also an industrial policy goal for the company.

Kings Bay AS owns and has a special responsibility for managing archaeological/historical monuments and sites within the Ny-Ålesund planning area.

Articles of association

Kings Bay AS has the following purpose, according to the current articles of association of 10 May 2019:

The purpose of Kings Bay AS is to operate, maintain and develop the company's properties in Svalbard and buildings and other infrastructure in Ny-Ålesund, including a special responsibility to take care of the archaeological/historical monuments and sites at the location.

The company will provide services and arrange for use of the infrastructure at the location for research and scientific activity in Ny-Ålesund, as a Norwegian platform for world-class international collaboration on research.

Development and management of buildings and infrastructure will support the research strategy for Ny-Ålesund and arrange for thematic centres related to prioritised areas with equipment for common use. Kings Bay AS also provides administrative services to Bjørnøen AS.

Ownership goals

The Government has set the following ownership goals for the company in 2021 and in the Government's Ownership White Paper, Report to Stortinget No. 8 (2019):

- Overarching plan for sustainable value creation, as stated in Report to Stortinget No. 8 (2020–2021) The state’s direct ownership of companies.
- Maintaining Ny-Ålesund as a community and Norwegian settlement is an overarching objective. Since the 1960s, research activity has proved a basis for maintaining societal functions and settlement.
- Efficient operation, maintenance and development of Kings Bay AS’s properties and buildings
- Efficient, climate-friendly and reliable infrastructure
- Good safeguarding of protected archaeological/historical monuments and sites
- Arrange for thematic centres related to prioritised areas, with equipment for common use
- Preferred Arctic research station with satisfied customers
- Supplier of good logistics services

1.2 Ny-Ålesund Research Station

The research strategy for Ny-Ålesund is controlled by The Research Council of Norway. Development and management of areas, buildings and infrastructure will contribute to supporting the research strategy for Ny-Ålesund.

The Norwegian Polar Institute is the host in Ny-Ålesund and is responsible for coordinating the research activity in cooperation with the Ny-Ålesund Science Managers Committee, which consists of all the research participants in Ny-Ålesund. Kings Bay AS will maintain and develop technical infrastructure and community functions, as well as provide logistics and services, so that Ny-Ålesund is utilised in the best possible way as a Norwegian platform for international collaboration on research.

A land use plan with development goals for the period 2022–2032 is being prepared. This is a key management document which will be considered in the strategy and will form a basis for development and land use, for example the research station’s plans for alternative uses of existing and protected buildings, modified and/or new research areas and expanded need for technical infrastructure.

The Norwegian Polar Institute and Kings Bay AS have collaborated to establish a joint communications strategy, design platform and website www.nyalesundresearch.no. The Ny-Ålesund Research Station trademark is managed in accordance with the adopted communications strategy.



Ny-Ålesund
Research Station
Norway

Infrastructure offering in Ny-Ålesund:

- Kings Bay AS provides electrical power, district heating, water, sewer, fire protection, port, airport, air transport, accommodation, food and beverage service, rental of research infrastructure, offices and laboratories, as well as service and assistance with sampling and field work.

- Accommodation capacity for 200 guests per night including the town's 40–45 year-round residents.
- The service building includes administration, reception area, mess/dining hall and other service functions in Ny-Ålesund.
- Kings Bay AS provides thematic shared research infrastructure in the Marine Laboratory, the Veksthuset Terrestrial Laboratory, the Light Sensitive Cabin, the Gruvebadet Atmosphere Laboratory and the work boat MS Teisten.
- Kings Bay AS manages 14 research buildings which are rented out for research activities by various institutions from 10 nations.
- Buildings and installations worthy of protection: Twenty-nine protected buildings, with 23 in active use and 6 museum buildings for communicating the cultural history. The Amundsen airship mast and a large number of technical cultural heritage monuments and cultural heritage sites from the hunting, mining and polar history in Ny-Ålesund.
- In a normal year, there will be approximately 13,500 research days, with the Norwegian share of this between 3,500 and 6,500 depending on rocket launches and activity by the University Centre in Svalbard (UNIS). At any given time, there are about 150 research projects in progress.

2 Vision and values

Our vision is for Kings Bay AS to be:

World leader in facilitating scientific research and research-driven cultural heritage management in the Arctic

The following values and attitudes will be the basis for fulfilling the company's vision:

What we do will be Sustainable

- We will develop and manage Ny-Ålesund as a green research station with a superior climate profile and sustainable use of resources and ecosystem services
- We will accumulate research-based expertise in the field of cultural heritage in order to ensure sustainable use and protection of the cultural heritage in Ny-Ålesund.
- We will protect a vulnerable natural and cultural environment in a climate undergoing rapid change

We will be Responsible

- We will be a responsible and competent community partner and landowner with a focus on developing and facilitating scientific research and research-driven cultural heritage management.
- We will develop and maintain robust, environmentally friendly and climatically adapted technical infrastructure and public services for the benefit of researchers, the research and the environment
- We will safeguard community safety in Ny-Ålesund

We will be *Attractive*

- We will continue to develop Ny-Ålesund as a first-class research destination with high levels of service and professional quality
- We will offer an attractive Norwegian research platform with Norwegian and international participation
- We will be the preferred full-range provider of certified, efficient and predictable transport, logistics, operation and maintenance services

We will be *Enthusiastic*

- We will have a good corporate culture, development opportunities, established HSE procedures, a high level of job satisfaction and enthusiasm both internally among the company's employees and externally towards our customers.

We will be *Predictable*

- We will have a predictable financial foundation that allows the company to perform its tasks and ensure long-term, predictable operation of the Ny-Ålesund research station with world-class research.

3 Sustainability

As a government-owned limited company, Kings Bay AS's role is to meet our industrial policy goals as efficiently as possible over time. This requires that what we do is sustainable. Kings Bay AS will balance financial, social and environmental conditions in a way that contributes to long-term, sustainable value creation and legitimacy for Ny-Ålesund as a world-class research station.

Kings Bay AS will ensure that sustainability characterises all aspects of the operation and development of Ny-Ålesund. Sustainable development involves meeting today's environmental and human needs, without spoiling things for future generations. Ny-Ålesund is easily accessible with relatively untouched surroundings as a reference point and is thus very attractive for Arctic scientific research and research-based cultural heritage management. At the same time, the great interest in the Kongsfjorden area and Ny-Ålesund results in strong pressure on a vulnerable natural and cultural environment which under overarching policies and laws is to be protected as a nearly untouched environment. Measurements are made over time as a basis for assessing the environmental burden from the activities in Ny-Ålesund.

Kings Bay AS works continuously on developing Ny-Ålesund as a green research station. The potential is great for further development as a pilot community for alternative energy sources, reduced emissions, waste management and sustainable use of resources and ecosystem services.

4 Goals during the period 2021–2024

4.1 Business area goals

The operation of Kings Bay AS is divided into six business areas. In addition to the company's overarching vision and objectives, goals and visions have been created through internal processes for each of these business areas.

Business area	Overarching goal
1. Rental of research premises and research equipment	<i>World leader in supplying premises and research facilities in the Arctic</i>
2. Hotel/accommodation, provisioning and store operation	<i>A first-class research destination and meeting place in the Arctic</i>
3. Operation and maintenance of equipment and buildings	<i>Full-range supplier of certified operation and maintenance services</i>
4. Land use and cultural heritage management	<i>Responsible for land use management and research-driven cultural heritage management. Facilitate appropriate and active use of protected buildings and cultural environment.</i>
5. Community and settlement - infrastructure, energy and environmental management	<i>Responsible and competent community partner and landowner. Attend to public safety</i>
6. Transport and logistics operations with aircraft, boats and fuel	<i>Preferred supplier of logistics services in Ny-Ålesund</i>

4.2 Sub-goals for business areas in 2021–2024

1. Rental of research premises and equipment

- The company aims for the highest possible utilisation of leasable buildings, shared laboratories and other infrastructure.
- The company will establish a basis for more Norwegian researchers and research institutions to choose Ny-Ålesund
- The company will establish a basis for thematic-based research activity and shared use of facilities and equipment.

2. Hotel/accommodation, provisioning and store operation

- Guests will experience high levels of service and quality before, during and after their stays.
- Good meeting places will be arranged so that guests can meet and exchange knowledge and ideas.
- Existing buildings will be maintained and developed to meet contemporary standards and functions and to minimise the effect they have on local research.

3. Operation and maintenance

- Kings Bay AS will be the preferred supplier of certified operation and maintenance services in Ny-Ålesund.
- Kings Bay AS will work systematically, professionally and according to plan for active use, preventive maintenance and safe operation of buildings and infrastructure in a demanding and changing climate with challenging logistics.
- Systems, methods and procedures will be developed for planning, operation, management and maintenance.
- Redundant solutions for critical infrastructure will be prioritised.
- In the coming years, the company will work according to plan on reducing emissions of greenhouse gases and other pollution from the operation of Ny-Ålesund.

4. Land use and cultural heritage management

- Kings Bay AS will be a responsible and competent community partner, building owner and landowner in Ny-Ålesund.
- The company will organise its operation according to applicable environmental goals and with an objective of avoiding negative effects on a vulnerable natural and cultural environment. The cultural heritage, history and distinctive character of Ny-Ålesund will be protected through good planning, expertise and professional responsible management.
- Kings Bay AS will have an updated, flexible and appropriate land use plan and management plan that support and ensure consideration for the planning area's protected buildings, valuable natural and cultural environment and research activity.
- Through an updated preservation management plan, protected buildings will be maintained, restored and adapted for appropriate use with contemporary standards.
- Active and adapted use of existing buildings will be prioritised over constructing new buildings. If new construction is appropriate, it will be adapted to the existing environment.
- Kings Bay AS will stimulate and facilitate basic research and applied research in the field of cultural heritage and sustainable use of resources in Ny-Ålesund

5. Community and settlement – infrastructure, energy and environmental management

- Technical public services such as water, sewer, waste removal, energy supply and communications will be operated in a cost-efficient manner and with a high degree of reliability, redundancy and quality.
- Risk and vulnerability analyses together with records and good internal controls, emergency preparedness and security management systems will support daily operations and long-term planning.
- The company has a goal of making energy production and other critical infrastructure and community functions in Ny-Ålesund more sustainable and more reliable and redundant.
- The company will prioritise good framework conditions and contemporary housing standards for permanent residents.

6. Transport and logistics operations for aviation, maritime operations and fuel

- The transport solution for passenger traffic to the Ny-Ålesund research station will be sustainable, safe, predictable and efficient with respect to the use of time given the season and logistics requirements for customers and employees.
- Kings Bay AS will be the preferred supplier of logistics services and fuel in Ny-Ålesund.



From left: Director Lars Ole Saugnes, Board Member Harald Bentz Høgseth, Board Member Elin Bang Tverfjeld, Deputy Chairman Widar Salbuviik, Board Member Ellen Langeggen, and Chairman Tor Instanes.