

# NGI25

## STRATEGY 2022-2025

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## Introduction

The world needs to significantly reduce greenhouse gas emissions, and we must also adapt to a climate that is changing rapidly around us. We must achieve this while also securing sufficient energy to a Norway and a world in growth. These significant societal challenges require that we research, develop and embrace new knowledge and solutions that are compatible within nature's boundaries.

At NGI we have gathered some of the brightest minds in our sector, precisely because our geotechnical and geoscientific expertise shall contribute to resolving these global challenges.

NGI cannot find solutions alone. Our new strategy requires that we become even better at collaborating, both internally and externally. We must be a more pronounced bridge-builder between applied research, industry and the public sector, and we must have the ability to see how our expertise can contribute to the green shift. Every single employee at NGI plays an important role in this work. Together we will ensure that we achieve our goals.

I'm looking forward to this exciting and difficult journey on which we are about to embark together.

I hope you enjoy reading about us!

Sincerely,  
Lars Andresen  
Chief Executive Officer, NGI



## Our societal mission

- We shall perform and promote research, development and innovation in the engineering geosciences.
- We shall create results that are relevant for, and used by, society.
- We shall provide professional development of our employees, and contribute to education through cooperation with the university sector.

## Our values

NGI's values infuse the entire organisation and everything we do.

### TRUST

We have a fundamentally positive view of humanity. We trust each other, and trust that each and every one of our employees contribute to solutions, which are for the best for NGI, for our customers and for our partners.

### COLLABORATION

All of our most important results are based on cooperation, team work and close contact with customers and partners. We share our knowledge, and cooperate, support and motivate each other across all of NGI.

### ACTION

We take the initiative, focus on solutions and get things done. We are fearless and search for new opportunities. We are a learning organisation and wish to continuously improve ourselves. We always deliver.

### INTEGRITY

We stand for our professional opinion, behave fairly and with the highest ethical standard in all situations. We expect open and honest communication. We are proud of our own results, and respect our colleagues, partners and competitors.

# This is NGI

NGI – The Norwegian Geotechnical Institute – is an independent research centre in the field of geotechnical engineering and the engineering geosciences.

We combine geotechnical knowledge and technology to develop smart and sustainable solutions in infrastructure on land and at sea, in environmental technology, contaminated soil and natural hazards such as landslides and avalanches. Our research provides knowledge that contributes to solve some of the most important challenges the world faces with regard to climate, the environment, energy and societal security.

We have offices in Norway, Houston and Perth that together constitutes an open and sharing organisation that is passionate about developing our disciplines.

# Supported by research

NGI's research must be relevant for industry and the public sector, such that our results are used by the market and benefit society. This research must be of high quality, and peer-reviewed by publishing in international journals.

Our societal mission is to develop the geosciences and produce the knowledge basis to build, live and travel on safe ground. We solve this by combining research and consulting hand-in-hand and being a bridge-builder between academia, industry and the public sector.

The NGI foundation is a part of the scheme that provides basic state funding. We use this basic funding to build long-term knowledge and expertise relevant for the future.



## International player

Knowledge, research and innovation go beyond national borders. Good solutions require international expertise and collaboration. NGI has always had and will continue to develop an international community and an international scientific perspective.

An international presence through offices, exchange, recruitment and participation in research and consulting projects is fundamental for us to fulfill our societal mission and to create value for our customers and partners.

NGI is world-renowned as a centre for geotechnical engineering and the engineering-oriented geosciences. We have offices in Norway, the US and Australia, including internationally-recognised laboratories. Our network in academia, business and the public sector extends across the globe.

We recruit the best minds from all over the world and are one of the foremost locations for geotechnical expertise in the world.

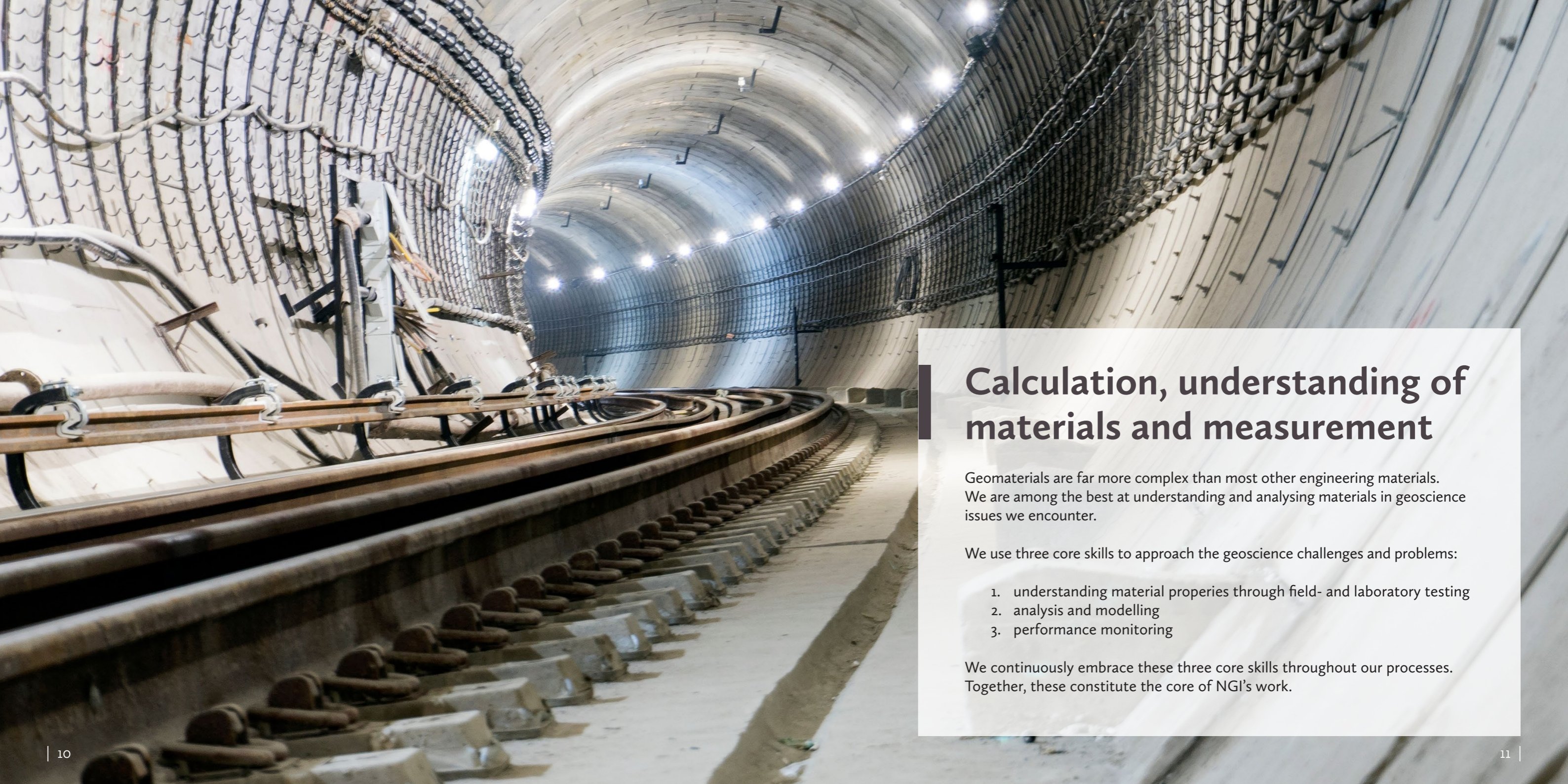
NGI develops the geotechnical engineering of the future.



## Growth, profitability and good operations

NGI is a not-for-profit foundation, funded through external projects. Good operations and adequate profitability provide financial leeway and opportunities to invest in expertise, research, innovation and research infrastructure that contribute to our societal mission.

NGI's purpose is to help resolve society's challenges through research, knowledge and the adoption of new technologies. There is an increasing need for greater knowledge and new solutions in our disciplines and market areas, and we are growing to meet this need.



## Calculation, understanding of materials and measurement

Geomaterials are far more complex than most other engineering materials. We are among the best at understanding and analysing materials in geoscience issues we encounter.

We use three core skills to approach the geoscience challenges and problems:

1. understanding material properties through field- and laboratory testing
2. analysis and modelling
3. performance monitoring

We continuously embrace these three core skills throughout our processes. Together, these constitute the core of NGL's work.

A photograph of three people in an office environment. A woman with a braid is on the left, a man with a beard is in the center, and another woman is on the right. They are all looking at a laptop screen. The background shows shelves with binders labeled 'TERZAGHI LIBRARY'.

## An attractive workplace

We shall be the most attractive employer for those with geotechnical and geoscience degrees. We want to recruit the best employees from all over the world, and strive for an international and diverse specialist environment.

We place great emphasis on technical expertise. Along with engagement, curiosity and market and customer understanding, this enables us to solve the complex challenges faced by our customers and society.

We offer challenging tasks, a good work environment, trust, freedom and responsibility.

We facilitate continuous professional development and provide good opportunities for our employees to grow and flourish in their careers.

## Customers and partners

We work closely with customers and partners in order to understand and solve their challenges. We also cooperate with universities and research institutions domestically and internationally.

We contribute to education and training through joint projects with universities, through employees with part-time positions at the universities and through supervision of MSc and PhD students.

## Sustainability

NGI contributes with applied research and research-based consulting that supports the necessary adjustments and transformations in society. We are constantly on the lookout for ways we can contribute to the green transition in the best possible way, either directly or indirectly through partnerships.

## Ethics

Everything we do in research and consulting is done in an open, honest and accountable way.

We always provide advice of a high professional quality, and this advice is independent and impartial. There is often statistical uncertainty and relative safety and risk margins in our work. We communicate these uncertainties and risks to our customers and decision-makers in an understandable manner.

We safeguard the necessary confidentiality and manage our own and our customers' intellectual property in a professional manner.

We comply with the general guidelines for research ethics and the guidelines for research ethics in the natural sciences and technology.

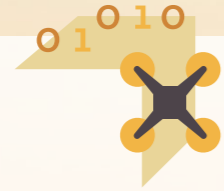
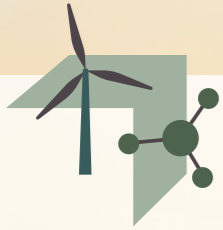
## Health, safety and environment

We actively work for an injury-free and health work environment and we have a zero vision for work-related accidents, injuries and sick leave. No activity is so important as to risk life and health.

Our employees shall experience a positive work environment characterised by transparency, respect and equality. We look after each other and don't accept any form of harassment or discrimination. For NGI, expertise is centre stage and our employees have the same opportunities regardless of gender, ethnic background, political view, sexual orientation or religion.







## Our strategic focus areas for 2022-2025

- Research and consulting for societal security and the green transition
- Digitalisation and enabling technologies
- An arena for knowledge development, interaction and sharing





## Research and consulting for societal security and the green transition

Society is realigning to a future where growth and development must be in harmony with the boundaries and constraints of nature and humanity. NGI will contribute with geotechnical and geoscience expertise directed towards climate, energy, environment and societal security. Nature-based solutions, climate adaptation, quick clay and offshore wind are selected priority areas for us in the strategy period.

We shall:

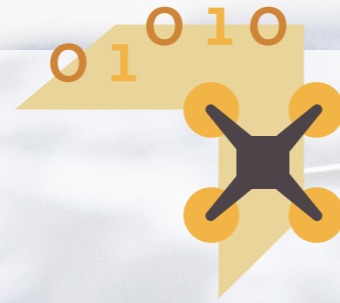
- strengthen long-term competence building of high-quality and relevance by doubling the share of turnover from competitive programmes in the Research Council and the EU
- develop the geosciences and elevate the geoscience industry by prioritising projects where the adoption of new technology and solutions create value beyond the boundaries of the project
- prioritise consultancy work that supports the green transition and increased societal security
- contribute to growth and innovation in industry and the public sector by sharing or commercialising more research results

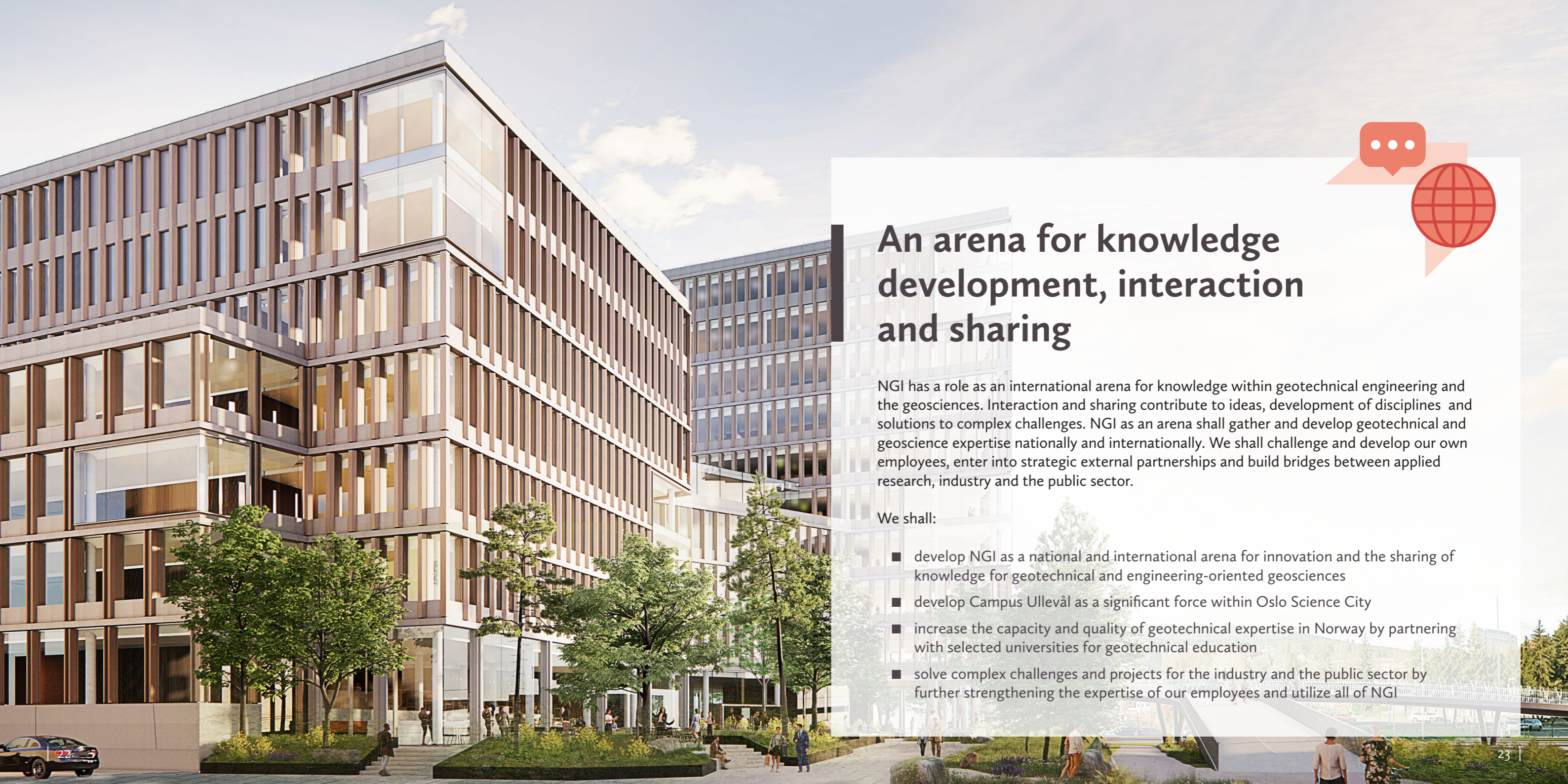
## Digitalisation and enabling technologies

Digitalisation and other enabling technologies unlock greater efficiency and quality, solve challenges that may otherwise seem impossible, and deliver knowledge and insight. Information is collected, analysed and exploited faster and in more ways than ever before. NGI has a clear goal that all our employees shall develop their digital expertise to leverage efficiency and value creation. NGI shall take a leading role in the digitalisation of the geoscience industry and make our solutions accessible to all.

We shall:

- create value through efficient sharing, integration and reuse of data in the geoscience industry
- build new knowledge and insights by developing and adopting new enabling technologies
- accelerate growth and business opportunities by increasing the share of R&D projects, products and services related to digitalisation





## An arena for knowledge development, interaction and sharing

NGI has a role as an international arena for knowledge within geotechnical engineering and the geosciences. Interaction and sharing contribute to ideas, development of disciplines and solutions to complex challenges. NGI as an arena shall gather and develop geotechnical and geoscience expertise nationally and internationally. We shall challenge and develop our own employees, enter into strategic external partnerships and build bridges between applied research, industry and the public sector.

We shall:

- develop NGI as a national and international arena for innovation and the sharing of knowledge for geotechnical and engineering-oriented geosciences
- develop Campus Ullevål as a significant force within Oslo Science City
- increase the capacity and quality of geotechnical expertise in Norway by partnering with selected universities for geotechnical education
- solve complex challenges and projects for the industry and the public sector by further strengthening the expertise of our employees and utilize all of NGI

