

Bærekraftsrapportering i Norsk Energisektor: Drivere og Barrierer



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Bakgrunn for oppgaven

- Tema gitt av Norconsult
- Corporate Sustainability Reporting Directive (CSRD)
- Hva motiverer prosjektledere og bedrifter til å prioritere bærekraft?
- Hvorfor er det vanskelig å prioritere bærekraft?
- Omnibus 26. Februar 2025 – 80% færre rapporteringspliktig (1)

(1) <https://www.pwc.no/no/pwc-aktuelt/eus-omnibusforslag.html>

Intervju

- 8 intervjuobjekter fra 5 organisasjoner
- 5 bærekraftsansvarlige
- 3 prosjektledere

TABLE 1. OVERVIEW OF PARTICIPANTS AND THEIR ASSOCIATED ORGANIZATION

Participant	Organization	Description of organization
Sustainability officer 1 (SO 1) Project manager 1 (PM 1)	Organization 1 (Org 1)	Medium- to large-sized, publicly owned power company responsible for distribution of electrical energy. The company manages an extensive network infrastructure, ensuring reliable electricity delivery to a substantial customer base. It has operated for a few decades and consists of a workforce of 250-500 employees.
Sustainability officer 2 (SO 2) Project manager 2 (PM 2)	Organization 2 (Org 2)	Large, publicly owned energy company specializing in renewable energy. Its history spans over a century and it has a workforce of 800-1000 employees. Significant player in the Norwegian energy sector.
Sustainability officer 3 (SO 3) Project manager 3 (PM 3)	Organization 3 (Org 3)	Medium-sized, publicly owned energy company engaged in the production of renewable energy, particularly hydropower. The company has been in operation for several decades and consists of 50-100 employees.
Sustainability officer 4 (SO 4)	Organization 4 (Org 4)	Large, publicly owned energy company that specializes in renewable energy. Its history spans a few decades and has undergone mergers, making it a significant player. Its workforce is somewhere around 1500 employees.
Sustainability officer 5 (SO 5)	Organization 5 (Org 5)	Huge, publicly owned industrial company which specializes in renewable energy amongst other things. Its history spans over a century and its workforce consists of several thousand employees.

Funn

– Hvorfor driver bedrifter med bærekraft?

- Legitimering
- Stakeholder forventninger
- Krav

“so it's really about meeting certain expectations, and maybe also competing a bit ... It's essentially about those who help us with financing, for the customer who enters long-term contracts, and different stakeholders that find it important too” (SO4)

“It's kind of the case now that if you want to keep up, you actually need to be somewhat ahead” (PM2)

“To be honest, if it hadn't been for the EU's sustainability directive and the mandatory reporting requirement, I don't think we would have come as far as we have” (SO1)

TABLE 3. BREAKDOWN OF OVERARCHING THEME “RATIONALE AND LEGITIMATION OF SUSTAINABILITY WORK”.

First-order themes	Second-order themes	Overarching theme
Desire for good reputation and transparency; Sustainability as part of strategy; Stakeholder expectations and social responsibility	Strategic positioning and legitimacy	Rationale and legitimization of sustainability work
Reporting requirements from EU and other authorities; Reporting requirements provide the power of change; Absence of requirements reduces pressure and progress	Regulatory pressure and structural drivers	

Funn

- Hva motiverer prosjektledere til å prioritere bærekraft?

- Ingen insentiver
- Krav
- Indre motivasjon?
- Andre prioriteringer

TABLE 4. BREAKDOWN OF OVERARCHING THEME "MOTIVATION, REQUIREMENTS AND ORGANIZATIONAL SUPPORT FOR SUSTAINABLE CHOICES".

First-order themes	Second-order themes	Overarching theme
No incentives for sustainable choices; Time and cost are prioritized in project execution; Difficult to measure	Lack of organizational incentives	Motivation, requirements and organizational support for sustainable choices
Requirements are more effective than voluntariness; Requirements must be clear and integrated into routines; Lack of follow-up weakens sustainability requirements	Requirements as a driving force	
Personal engagement influences sustainability work; Alignment of attitudes within the organization	Intrinsic motivation and personal responsibility	

"A good set of incentives to make it happen are lacking, so it kind of solely feels like a stone in the shoe for project managers" (SO3)

"What's in it for them is that it's not optional, it becomes a part of their routines" (SO1)

"there's a personal aspect to it in the sense that you see the effects of climate change" (PM2)

"In a project context, I don't really do more on sustainability than what I feel I have to in order to satisfy the requirements I am given" (PM3)

Funn

- Kommunikasjon mellom prosjektledere og bærekraftsansvarlige

- Mangel på forståelse av hverandres arbeid
- Bærekraft er utydelig kommunisert
- Strategi og praksis samsvarer ikke
- Ambisjonsnivå

“their [Project managers'] workday is very different from ours [sustainability officers'], so mutual understanding of each other's roles is important” (SO2)

“There are just so many acronyms, like CSRD, ESRS and SBT. It's way too much so people lose track. It really comes down to communicating it in a way that people can actually understand” (SO4)

“why should we report? Who is going to use it? What is it going to be used for?” (PM1)

“there are two main issues. The ambition level doesn't align with available resources, and secondly, the ambition level doesn't always align with existing technology” (PM3)

TABLE 5. BREAKDOWN OF OVERARCHING THEME “INTERACTIONS BETWEEN PROJECT MANAGERS AND SUSTAINABILITY OFFICERS”.

First-order themes	Second-order themes	Overarching theme
Gap between the sustainability and project departments; Lack of understanding of each other's work; Preconceived notions when using the term “sustainability”	Communication issues and departmental divide	Interactions between project managers and sustainability officers
Project managers are unfamiliar with sustainability frameworks; Ongoing work with how sustainability strategies are operationalized; Strategy and practice do not necessarily align; Gap between level of ambition and available resources	Lack of strategic anchoring in projects	

Funn

- Utfordringer med gjennomføring

- Verktøy og standarder
- Umoden teknologi
- Mangel på kompetanse
- Mer arbeid
- Kost og tid blir prioritert

TABLE 6. BREAKDOWN OF OVERARCHING THEME "OPERATIONAL LIMITATIONS IN SUSTAINABILITY WORK".

First-order themes	Second-order themes	Overarching theme
Underdeveloped tools and standards; Projects vary in scope and size; Technology and sustainability are not always compatible	Operational challenges	Operational limitations in sustainability work
Limited sustainability competence within the project department; Additional resources to relieve the burden of project managers	Lack of competence and resources	
Early-stage and low degree of maturity; time and cost constraints take precedence over sustainability	Structural weaknesses in implementation	

"We're still in the early stages regarding sustainability and environmental efforts, and nothing has been standardized so far" (PM1)

"if you introduce new technology into complex projects, it can actually make things difficult and even dangerous. In several areas, the technology simply hasn't matured enough" (PM3)

"There's been a real paper trail development over the past five years for us project managers. We spend more and more time working on things we don't know, and less and less time on what we actually do know" (PM3)

"My capacity to actually manage and execute projects today is just a fraction of what it was five to ten years ago. Honestly, I'm not even sure I'm competent enough to be a project manager the way you have to be one today" (PM3)



Noen anbefalinger, konklusjoner og ettertanker

- Strategi må formuleres på tvers av organisasjonen
- Mer ressurser til prosjektledere – dedikert til bærekraftsarbeidet
- Krav er den viktigste driveren for å få ting gjort
- Er det mulig å treffe på ambisjonsnivå?
- Hva er konsekvensen av å være realistisk?



Interessant funn (Hvis tid)

- ▶ Strømlleverandører sammen om bærekraftsinitiativer



Takk for meg!