



Integrated Country Strategy

Denmark

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1. Chief of Mission Priorities

The United States and the Kingdom of Denmark – which includes Denmark, the Faroe Islands, and Greenland – share a robust and healthy relationship based on 222 years of cooperation, mutual prosperity, and shared values and aspirations. Given Russia's aggression against Ukraine, the People's Republic of China's disruption of the rules-based world order, the challenges of climate change, and increasing opportunities and challenges in the Arctic, our relationship has never been more important than it is today.

The United States and Denmark have a strong and enduring security partnership. As one of the only countries that is a member of NATO, the EU, and the Arctic Council, Denmark is uniquely positioned to partner with the United States across a range of urgent security issues. Mission Denmark encouraged and welcomed the Danish government's recent commitment to reach NATO's defense spending target of at least 2 percent of GDP by 2030, three years ahead of its previous plan. I continue to encourage the Danish government to reach its NATO capability targets. As Denmark purchases new military equipment and makes plans for significant new investment in its military over the next ten years, the United States government encourages Denmark to select equipment that is interchangeable with U.S. equipment to ensure the greatest complementarity of NATO resources. Denmark continues to host the United States' northernmost military base at Pituffik (formerly Thule), and the Kingdom's land and maritime activities and expertise in the North Atlantic and Arctic benefit the security of both our nations. The United States and Denmark are currently negotiating a Defense Cooperation Agreement that will further enhance our already strong security and defense cooperation.

President Biden's commitment to tackling the climate crisis is met with enthusiasm in Denmark. Recent landmark legislation like the CHIPS Act and the Inflation Reduction Act only increase the opportunities for Danish investment in the United States, particularly in green technologies, and the attendant job creation for both nations. Danish companies are world leaders in green technologies. Fully 30 percent of the wind turbines in the United States are Danish. Maersk is planning to replace its more than 11 million tons of fossil fuel used annually by its ships with green fuels, resulting in future carbon emissions savings of an estimated 2.3 million tons

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annually. Danish business will be instrumental in helping the U.S. achieve ambitious climate goals, massively reducing global greenhouse gas emissions.

In addition to engaging with Danish companies on green technologies, Mission Denmark supports the extensive investments that Danish and American companies have made in our countries. Approximately 135,000 people are employed in Denmark and 150,000 in the United States, either directly by U.S. and Danish companies or in jobs supporting exports of goods and services between our countries. Those numbers are growing, and the work we do to reinforce strong commercial and business relationships likewise reinforces our efforts to compete with the People's Republic of China. The team and I at Mission Denmark prioritize engagement with Danish government officials and businesspeople to maximize investment and job creation for both our countries.

Many Danish companies support foundations that have dedicated their resources to solving the world's most pressing challenges, including the world's largest foundation, the Novo Nordisk Foundation. While we continue to support mutual investments in Denmark and the United States, I have also prioritized engaging with Denmark's influential foundations. I am also striving to promote and strengthen the ties of the United States' best academic and research institutions with their counterparts in the Kingdom of Denmark. Denmark's renowned research institutions recently marked the 100th anniversary of both the founding of Niels Bohr Institute and the awarding of the Nobel Prize in Physics to Niels Bohr, and in 2023 the Danish Technology University ranked number three in the world for engineering. One of the strongest means we have to address the pressing issues of our time is scientific and research collaboration between our two countries.

I also prioritize engagement with Danish youth, seeking to ensure that their relationship with Americans and the United States is as strong as that of their parents' and grandparents' generations. I listen to their concerns and answer their questions about the United States. I speak with them about how important democracy is. I encourage them to study in, visit, and get to know the United States. The future of our relationship depends on our engagement with today's young people.

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This past year, the United States, Greenland, and Denmark held a Joint Committee meeting to reaffirm our commitment to enhancing economic ties; further educational and cultural exchange and scientific cooperation; and coordinate and collaborate closely in the energy and mining sectors. The United States remains one of the only countries with a consulate in Greenland, and our military base in Greenland officially changed names in 2023 from the Thule Air Base to Pituffik Space Base, honoring the Greenlandic name for the location and demonstrating our commitment to dialogue and cooperation with the people of Greenland. The United States likewise held a meeting under the 2020 Partnership Declaration with the Faroe Islands government, in which we reaffirmed our commitment to enhancing ties, and recognized the prospect for greater cooperation between the United States and the Faroe Islands. The Faroe Islands will soon have direct flights to the United States, creating new opportunities for tourism and trade. In both Greenland and the Faroe Islands, there is strong cooperation, dialogue, and a drive to increase commercial, cultural, scientific, and educational ties to the United States. I am fully committed to doing all I can to ensure that this cooperation advances during my tenure.

Embassy Copenhagen is undergoing significant, needed maintenance, and the Department is in the process of securing a more permanent facility for Consulate Nuuk. I am a vocal advocate for the resources needed for these projects, as well as for the safety and security of the dedicated staff working in our facilities at Mission Denmark. I have no greater obligation than ensuring the safety and security of American citizens in the Kingdom of Denmark, an obligation that the entire Country Team seeks to uphold daily. I join the entire Mission in ensuring that our work and our public engagement reflect the diversity of our great nation, and strive toward the equity, inclusion, and accessibility to which we aspire.

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2. Mission Strategic Framework

Mission Goal 1: Safeguard and support U.S. Citizens and interests in the Kingdom of Denmark and the homeland.

- **Mission Objective 1.1:** Assist U.S. citizens and promote their interests by facilitating legitimate travel, study, and investment in the United States.
- **Mission Objective 1.2:** Increase cooperation to identify, target, and dismantle transnational criminal threats.
- **Mission Objective 1.3:** Increase engagement by the Regional Security Office with the American business community through the Overseas Security Advisory Council (OSAC), and with international schools.

Mission Goal 2: Strengthen support for a rules-based, democratic world through enhanced partnerships on global priorities with the Kingdom of Denmark.

- **Mission Objective 2.1:** Encourage Denmark's leadership on global democratic governance by promoting democratic values, human rights, and civic engagement.
- **Mission Objective 2.2:** Capitalize on U.S and Danish expertise and shared values to push back against autocracies, fight corruption, and promote human rights for all people.
- **Mission Objective 2.3:** Build on our Alliance to strengthen integrated defense capabilities in the Arctic, Baltic, and international operations.

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Mission Goal 3: Leverage Denmark's dynamic and innovative economic and research ecosystem to further shared prosperity, innovative growth, and technological advancement, consistent with common values, through a closer partnership with the Kingdom of Denmark.

- **Mission Objective 3.1:** Promote shared prosperity through advocacy for U.S. businesses in the Kingdom of Denmark and attraction of Danish investment to strengthen the U.S. economy.
- **Mission Objective 3.2:** Develop and deploy climate solutions while supporting U.S. companies, workers, and consumers through a multi-faceted global climate partnership with the Kingdom of Denmark.
- **Mission Objective 3.3:** Reinvigorate U.S.-Denmark science partnership to combat the COVID-19 pandemic and promote public health, support cutting edge research, develop public-private partnerships for scientific innovation, and protect the integrity of research.

Mission Goal 4: Deepen and broaden engagement with Greenland and the Faroe Islands, in coordination with Copenhagen, to further shared economic, environmental, cultural, and research interests in the Kingdom of Denmark.

- **Mission Objective 4.1:** Deepen our Greenlandic and Faroese partnerships, in coordination with Denmark, to protect the environment, strengthen health capacity, and promote shared prosperity and mutual security.

Management Objective 1: Provide effective platforms and services for promoting and protecting U.S. interests by maximizing security for facilities and staff, reinforcing infrastructure, and advancing new facility acquisitions across the Mission.

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3. Mission Goals and Objectives

Mission Goal 1 | Safeguard and support U.S. Citizens and interests in the Kingdom of Denmark and the homeland.

Description | Protecting U.S. citizens and interests remains Mission Kingdom of Denmark's (Mission Denmark) first focus, and we will continue to build on our already outstanding bilateral cooperation to mitigate threats to the American homeland and to U.S. citizens and facilities in the Kingdom of Denmark, including direct engagement by the Regional Security Office with the American business community, and with international schools.

Transnational threats, such as terrorism, narcotics trafficking, trafficking in persons, import and export violations, and cyber-crime, and nuclear, chemical, and biological weapons proliferation remain issues for the Kingdom of Denmark and its neighbors. Our law enforcement team approach will continue its efforts on collaboration with the Kingdom of Denmark to sustain counterterrorism efforts, including monitoring shifts in threats and supporting Denmark both operationally and analytically. Shared operational capabilities to identify, investigate, and prosecute transnational crime will be enhanced through operational and capacity building partnerships. We will work with entities across the Kingdom of Denmark to improve its ability to detect and counter cyber threats and crime and look for opportunities to cooperate against common enemies in this area.

We will ensure a coordinated approach with the Kingdom of Denmark as a close ally on economic security issues. As a like-minded partner, Denmark can be constructive within EU discussions on coordinating the designation and implementation of sanctions, countering dependence on Russian fossil fuels, and establishing fair rules to shape a future defined by competition. We will share the U.S. experience with foreign investment screening to assist the Kingdom in building its nascent capacity to identify and mitigate threats to its critical infrastructure and critical technology.

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Objective 1.1 | Assist U.S. citizens and promote their interests by facilitating legitimate travel, study, and investment in the United States.

- **Justification** | Assisting U.S. citizens is the number one mission priority. The resumption of international travel and of regular consular services following the COVID-19 pandemic is an opportunity to expand on the continued work of protecting U.S. citizens and promoting legitimate travel to the United States.
- **Linkages** | CA FBS Bureau Goals 1, 2, and 3. DS FBS Objective 1.2.
- **Risks** | Commercial and cultural ties between the United States and the Kingdom of Denmark could weaken if this objective is not achieved. Lack of Danish investments in the United States would disadvantage American workers and businesses. U.S. citizens in the Kingdom of Denmark would be unaware of their rights and services provided in emergency cases. Mission Denmark plans to mitigate these risks by conducting regular public outreach to business organizations and educators to facilitate legitimate travel that benefits the U.S. economy and provide consular assistance to U.S. citizens to maintain a strong network of contacts across the Kingdom.

Objective 1.2 | Increase cooperation to identify, target, and dismantle criminal threats.

- **Justification** | Denmark is a strong and capable ally in addressing transnational threats, such as terrorism, narcotics trafficking, trafficking in persons, import and export violations, cybercrime, and nuclear, chemical, and biological weapons proliferation. Our law enforcement team approach will focus on collaborating with Denmark to improve its response to cyber threats; sustain its counterterrorism and counternarcotic efforts, including monitoring shifts in threats and supporting Denmark both operationally and analytically; and enhance its operational capabilities to combat transnational crime. We will work with entities across the Kingdom of Denmark to improve its ability to counter cyber-crime and look for opportunities to cooperate against common enemies in this area.
- **Linkages** | EUR JRS Objectives 4.3, 4.4, 3.2.

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- **Risks** | Not achieving this objective creates risks that malign actors will be more easily able to operate in the Kingdom of Denmark and threaten global stability. Mission Denmark plans to mitigate these risks by fully engaging with Kingdom of Denmark security partners and looking for opportunities to cooperate and enhance our shared operational capabilities.

Objective 1.3 | Increase engagement by the Regional Security Office with the American business community through the Overseas Security Advisory Council (OSAC), and with international schools.

- **Justification** | Denmark has a large and strong American private sector, but because of a perceived lack of crime and terrorism threats, it operates without regular engagement with the U.S. public sector and, as a result, could be unprepared to recognize and address emerging threats.
- **Linkages** | DS Bureau Objective 2.3.
- **Risks** | Information gaps degrade the American business community and international school's ability to understand and adapt to changing security environments, negatively impacting U.S. interests in the Kingdom of Denmark. Post will maintain relations with these communities and coordinate engagements that leverage intelligence-driven security and law enforcement guidance and skillsets to establish resilience and protect U.S. interests.

Mission Goal 2 | Strengthen support for a rules-based, democratic world through enhanced partnerships on global priorities with the Kingdom of Denmark.

Description | The Kingdom of Denmark views global challenges similarly to the United States and has a values-based foreign and security policy which aligns resources to address challenges to democracy and human rights. Our shared priorities position us well to present a strong and united front against autocratic leaders, particularly as we continue to stand with the people of Ukraine as they fight back against Russia's aggression and hold Russia accountable.

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Denmark is a ready partner on two key fronts. Its 2021 Tech for Democracy initiative highlights the impacts, both positive and negative, technology can have on governance and human rights. Denmark was the first country to install a Tech Ambassador in Silicon Valley and has worked with industry to find an approach that balances the needs of society with those of industry. The government announced plans in 2021 and early 2022 for greater regulation of “tech giants.” Denmark has ambitions, particularly within the EU, to shape a global approach towards ensuring a positive role for technology in society and democracy. That will create both opportunity, and potential challenges, as we work to harmonize efforts of like-minded partners with emerging U.S. views on tech regulation.

Denmark is also a faithful and active NATO ally. Denmark’s government and four largest political parties announced in March 2022 an agreement which will increase defense spending by \$1 billion over the next two years as well as setting a firm commitment to reach defense spending of two percent of GDP from 2033 in perpetuity. The new government underscored that commitment in its December 2022 coalition agreement by pledging to reach defense spending of two percent by 2030 – three years earlier. Denmark has played a key role in all major NATO missions, including serving as the lead for NATO Mission Iraq from November 2020 until May 2022. Denmark has highly capable forces, but a NATO assessment highlighted multiple areas where Denmark would need to do more to meet its commitments, including in surveillance and providing a brigade for NATO use in a crisis. Our work will strengthen our partnership with entities across the Kingdom of Denmark and support the Danish commitment to raise its defense capability in line with NATO and domestic needs.

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Objective 2.1 | Encourage Denmark's leadership on global democratic governance by promoting democratic values, human rights, and civic engagement.

- **Justification** | The United States and the Kingdom of Denmark have shared democratic values that have helped underpin our historic alliance. Denmark is a consistent and credible advocate for protecting human rights and strengthening democratic institutions around the world. Highlighting this shared value as crucial to the U.S.-Denmark alliance will encourage Denmark to exercise further leadership in promoting human rights globally, especially in the technological space, and to ensure that its society is inclusive and encouraging of religious freedom and asylum seekers – areas where Denmark has seen challenges in recent years.
- **Linkages** | EUR JRS Objective 1.3 and Goal 2.
- **Risks** | Not achieving this objective risks creating a vacuum, leaving some parts of the world vulnerable to influence from countries not sharing the same values. Post will mitigate these risks by encouraging the Kingdom of Denmark to promote human rights globally.

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Objective 2.2 | Capitalize on U.S and Danish expertise and shared values to push back against autocracies, fight corruption, and promote human rights for all people.

- **Justification** | The People's Republic of China harbors the intention and, increasingly, the capacity to reshape the international order in favor of one that tilts the global playing field to its benefit, even as the United States remains committed to managing the competition between our countries responsibly. Russia's brutal and unprovoked war on its neighbor Ukraine has shattered peace in Europe and impacted stability everywhere, and its reckless nuclear threats endanger the global non-proliferation regime. Autocrats are working to undermine democracy and export a model of governance marked by repression at home and coercion abroad. The disruptive influence of authoritarian nations, increasing disinformation efforts, and the proliferation of online conspiracy theories, spread the perception among audiences across the Kingdom that democratic institutions are fraying at the seams. The pandemic and accompanying isolation have heightened online users' vulnerability to false narratives. Mission engagement will seek to expose the destabilizing tactics of authoritarian nations, highlight the corrosive effects of corruption and disinformation on democratic societies, and provide additional tools for media, researchers, and students to source and share accurate information.
- **Linkages** | EUR JRS Objectives 1.2, 1.4, and 3.2; EUR JRS Goal 2.
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage U.S. citizens and Danish counterparts.

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Objective 2.3 | Build on our Alliance to strengthen integrated defense capabilities in the Arctic, Baltic, and international operations.

- **Justification |** Denmark is a capable and willing NATO ally and has served alongside the United States in Iraq, Afghanistan, and on NATO missions throughout Europe. Denmark has announced a \$1 billion investment over the next two years. This will help address several areas where NATO assessments highlighted needed improvements to its capabilities. These include awareness in NATO's High North and increased capabilities for a brigade, including missile defense. Denmark is an F-35 partner nation and will see delivery of the first F-35s in Denmark in 2023.
- **Linkages |** EUR JRS Objectives 1.1, 4.5, and 1.4.
- **Risks |** Alternate budget demands could limit the increases in Danish defense spending necessary to build sufficient defense capabilities.

Mission Goal 3 | Leverage Denmark's dynamic and innovative economic and research ecosystem to further shared prosperity, innovative growth, and technological advancement, consistent with common values, through a closer partnership with the Kingdom of Denmark.

Description | Denmark is a leader in Europe and the world in several critical sectors. Denmark has a sophisticated and developed wind energy industry, particularly in the offshore area, and works in both developed and developing markets.

Denmark also has a world class pharmaceutical sector, led by industry giant Novo Nordisk. Denmark's successful management of COVID-19 came in large part from its ability to rapidly deploy testing and vaccines when available, and it has been a global partner in developing and deploying vaccines and therapeutics for the virus.

Denmark trains the highest number of students in quantum technologies in the world per capita, a fitting legacy from Nobel laureate Niels Bohr.

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Our work to deepen partnership with the Danish government and Danish companies will enhance U.S. and Western technological leadership in these emerging fields, build jobs for American workers, and open opportunities for U.S. businesses in the Kingdom of Denmark and around the world.

Objective 3.1 | Promote shared prosperity through advocacy for U.S. businesses in the Kingdom of Denmark and attraction of Danish investment to strengthen the U.S. economy.

- **Justification** | The United States is Denmark's second-largest trading partner overall and the largest recipient of Danish foreign direct investment. Denmark is among the top 25 countries in the world in foreign direct investment (FDI) in the United States. U.S. companies compete effectively in the Kingdom of Denmark and stand to benefit from opportunities stemming from even more government focus on the green transition. Similarly, promoting investment opportunities within the U.S. market, particularly innovative technology, pharmaceuticals, and renewable energy, will boost opportunities for U.S. companies and workers. The Inflation Reduction Act (IRA) provides incentives for manufacturing and deployment of clean energy technologies that make the United States an even more attractive destination for Danish investment.
- **Linkages** | EUR JRS Objectives 3.1 and 3.4.
- **Risks** | EU trade and industrial policy may divert potential investments in green technology. Mission Denmark plans to mitigate this risk by fully engaging with Kingdom of Denmark economic and business partners to promote trade and investment in the United States.

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Objective 3.2 | Develop and deploy climate solutions while supporting U.S. companies, workers, and consumers through a multi-faceted global climate partnership with the Kingdom of Denmark.

- **Justification** | Denmark is considered one of the most ambitious countries in combatting climate change, including a domestic commitment to reduce greenhouse gases by 70 percent by 2030. It is a pioneer in offshore wind development and deployment, energy efficiency, sustainable cities, winding down oil and gas exploration, and decarbonizing global shipping. The Danish government also has announced ambitious plans to build two massive “energy islands” to accelerate the movement to green fuels. The Danish government has prioritized cooperation with the Biden Administration and joined a number of initiatives during the 26th meeting of the Conference of the Parties (COP-26) in Glasgow, including the Global Methane Pledge and an agriculture innovation initiative (AIM4C). The U.S. Department of Energy and three Danish government bodies signed a new memorandum of understanding focused on clean energy research in June 2021 and the parties are exploring joint funding. With Denmark’s expertise in green technology, the country can also be a constructive contributor to and partner in the Administration’s global infrastructure priorities.
- **Linkages** | EUR JRS Objectives 3.4 and 4.4.
- **Risks** | Not achieving this objective would risk jeopardizing new investments in green technology in the United States, with an accompanying missed opportunity for new U.S. jobs. Related to this, anything less than full engagement in the COP-26 pledges would risk not meeting the goals of the initiatives. Mission Denmark plans to mitigate these risks by fully engaging with Kingdom of Denmark businesses and the Ministry of Industry, Business and Financial Affairs to be a constructive contributor to and partner in the Administration’s global infrastructure priorities.

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Objective 3.3 | Reinvigorate U.S.-Denmark science partnership to advance the global health system's capacity to promote public health, support cutting edge research, develop public-private partnerships for scientific innovation, and protect the integrity of research.

- **Justification |** The United States and Denmark partnered throughout the COVID-19 pandemic in critical research as well as to push for transparency in the origins of the pandemic. Following the United States re-joining the World Health Organization (WHO), the Embassy has strengthened collaboration with the WHO Regional Office for Europe headquartered in Copenhagen. Denmark is deeply interested in enhancing cooperation in life sciences, including in cancer research, anti-microbial resistance, novel vaccine development, and preparing for future pandemics. European Union data protection rules ("GDPR") are limiting joint research opportunities and led to the cancellation of a long-term collaboration with the U.S. National Institutes of Health.
- **Linkages |** EUR JRS Objectives 3.1 and 4.5.
- **Risks |** EU data sharing regulations and their implementation could limit the ability of scientists and companies to engage in shared research.

Mission Goal 4 | Deepen and broaden engagement with Greenland and the Faroe Islands to further shared economic, environmental, cultural, and research interests in the Kingdom of Denmark.

Description | While the United States has a longstanding partnership with Denmark, our relationship with Greenland and the Faroe Islands has been limited by their geographic remoteness. Climate change is changing traditional ways of life in Arctic communities and threatening vital ecosystems, while also creating new and there are significant opportunities to grow our economic, commercial, environmental, cultural, and scientific ties with the people who live there. Both Greenland and the Faroe Islands lie in an area increasingly contested by a remilitarizing Russia and by PRC investments in a "Polar Silk Road." Greenland hosts Pituffik Space Base (formerly Thule Air Base), an important component of U.S. homeland defense and

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space operations. Greenland plays a key role in the global climate, with its melting ice sheet threatening a significant rise in sea levels over the coming century.

Greenland's mineral resources, particularly in rare earth elements and critical minerals, are of interest to many actors, including the PRC. These resources could play an important role in providing materials to meet U.S. and international climate goals, and to U.S. secure supply chain priorities. The restart of the U.S.-Greenland Joint Committee in 2021 laid the foundation for deepening cooperation on these issues. The Faroe Islands can play an important climate role as well. The U.S.-Faroe Islands 2020 Partnership Declaration provides the framework for bilateral engagement. Engagement with these two countries also is an important element of the Mission's efforts to increase inclusivity and work with diverse audiences in the Kingdom. The United States will continue our efforts to be a partner of choice for the entire Kingdom of Denmark and will work to align Greenland and the Faroe Islands further with the West.

Objective 4.1 | Deepen our Greenlandic and Faroese partnerships, in coordination with Denmark, to protect the environment and promote shared prosperity and mutual security.

- **Justification** | Greenland and the Faroe Islands can serve as important partners in several environmental, scientific, and health areas. In the global effort to fight climate change, scientific work with partners in Greenland will help us better understand the impacts of current climate trends. Increased use of ocean-based energy solutions would reduce emissions and combat climate change. Health collaboration will improve response to future pandemics, develop opportunities for U.S. companies, and support better health for our populations. We will work to help Greenland develop its mineral resources and grow our bilateral trade and investment relationship. We will deepen engagement with the Faroe Islands to enhance trade opportunities.
- **Linkages** | EUR JRS Objectives 1.1, 2.3, 3.1, 3.2, 3.4, 4.4, and 4.8.
- **Risks** | COVID-19 and other pandemic effects could limit the ability to engage business and Kingdom counterparts. Increased U.S. engagement with Greenlandic and Faroese counterparts could strain intra-Kingdom dynamics.

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4. Management Objective

Management Objective 1 | Provide effective platforms and services for promoting and protecting U.S. interests by maximizing the safety and security of facilities and staff, reinforcing infrastructure, advancing new facility acquisitions across the Mission, and recruiting Mission staff that represent the diversity of the United States and have the skills need to advance our Mission's goals.

- **Justification** | Our Mission to the Kingdom of Denmark relies on our Management section to support efforts to protect U.S. citizens, promote U.S. interests, and engage local populations. The Mission will work to address several constraints related to our platform and the local environment.

The decision to rescope the chancery Select Improvement Project (SIP) in 2020 has created significant challenges for maintaining our facilities. While the SIP is expected to be completed in 2023, with major replacements and improvements to the heating, cooling, and network cabling systems, the building is only expected to have another 8-10 years of usable life. Plans to redesign office space in pursuit of better security and work environment were abandoned, as were important facility upgrades. Overall, the 1954 building continues to experience system failures and chronic repair issues, and workspaces will continue to degrade relative to comfort and efficiency. We expect to have additional post led follow-on projects to mitigate some of the issues, and a DS-led Technical Security Upgrade. OBO is currently planning a SIP 2.

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Given that Embassy Copenhagen's rapidly aging chancery compound, formally opened in 1954, no longer meets the functional and operational needs of the Mission, the identification of a New Embassy Compound (NEC) site is a high priority. OBO continues to monitor the real estate market in Copenhagen; however, at this time no funding has been allocated for the purchase of a NEC. Coordinating with the various development equities around Copenhagen and OBO, Management will be heavily involved in advancing this key mission goal.

With the addition of Consulate Nuuk, Embassy Copenhagen's management section has extended its support model well beyond its traditional role. Through remote provisioning of ICASS services, multiple scheduled and VIP support visits, and the search for a permanent facility, Embassy Copenhagen's team will continue to engage on this key mission priority.

Beyond the facilities concerns, Mission Denmark's management platform is not appropriately sized to meet the needs of the Mission. An analysis of the ICASS workload count metrics and standards across the Nordic posts highlighted an overall LE Staff position shortfall of 30 percent, with some sections as high as 50 percent. This has contributed to significant gaps in management controls, a failing chancery compound, and a degradation of employee morale. Further, the work force has, and will continue to see, key retirements across many sections, including in at least three management functions. Ensuring we have a competitive compensation package is critical to attracting and retaining top talent, especially in Denmark's continued growth economy. With the additional support requirements from Consulate Nuuk, our personnel need to be agile, adaptable, and experts in their field.

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- **Linkages** | The Management Objective support all listed Mission Goals and EUR JRS Goal 5.
- **Risks** | Continued deferment of facilities maintenance risks increasing failures of supporting infrastructure such as communications, environmental controls, and physical safety and security. Without an appropriately sized management platform, the management section will have to further limit the services provided, run the risk of additional management control failures, and deny NSDD-38 requests.

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