Menon Economics

Economic Impact Analysis of OSL-Hamar Construction

Milestone Report

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Preface

On behalf of Green Mountain, Menon Economics has assessed the economic impact of the construction of the company's data centre in Hamar municipality ("OSL-Hamar") following the completion of three out of five planned buildings. The analysis is based on investment figures provided directly by Green Mountain, ensuring greater accuracy compared to most economic impact studies. Results have been compared with our earlier estimates prepared prior to the start of construction. In addition, we have examined Green Mountain's broader societal effects on the surrounding municipalities.

The project was led by Aljoscha Schöpfer (Senior Analyst), with Aria Khosravi (Analyst) as a project team member. Quality assurance was carried out by Per Fredrik Johnsen (Senior Manager). The responsible partner has been Jonas Erraia.

Menon Economics is a research-based consultancy operating at the intersection of business economics, social economics, and industrial policy. We provide analysis and advisory services to companies, organisations, municipalities, counties, and government ministries. Our main focus lies in empirical analyses of economic policy, and our team has strong academic expertise in economics. We thank Green Mountain for the opportunity to contribute to this important project.

August 2025

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Summary: The construction of the first three data centre buildings at OSL-Hamar has supported NOK 6.1 billion in value added and 4,700 full-time equivalents (FTE)

At Green Mountain's data centre in Hamar municipality, TikTok is the sole tenant. This means that Green Mountain designs, builds, and operates the data centre, while TikTok leases capacity. TikTok owns its own servers and related equipment.

In this milestone report, we calculated the economic impact of the **construction** of the first three data centre buildings at Green Mountain's OSL-Hamar site. **We found that the construction has contributed NOK 6.1 billion in value added and approximately 4,700 FTEs.**[1]

Of the total economic impact, NOK 5.7 billion in value added and 4,400 FTEs have already been realised through completed investments. The remaining NOK 400 million in value added and 300 FTEs are expected to be realised by the end of 2025 and during 2026.

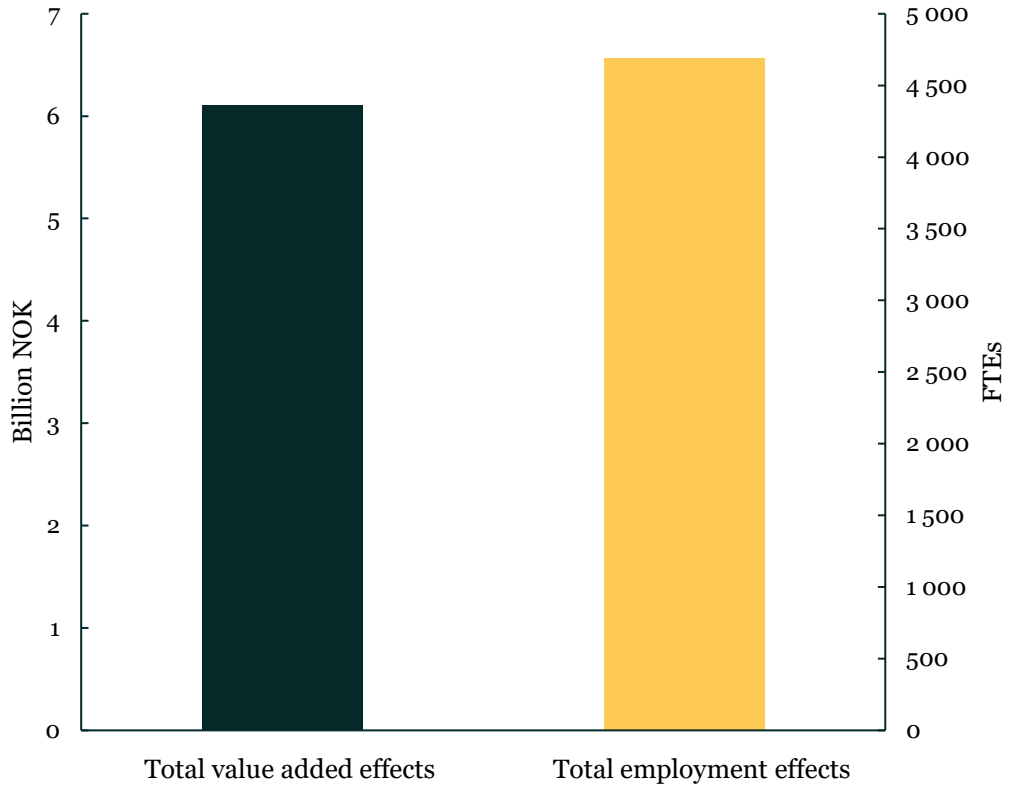
6.1 billion
NOK Total value added*

4,700 FTEs
in employment effects*

**Total economic impact of the construction of three data centre buildings between 2022 and 2026*

The economic impact are generated by Green Mountain's **total investment of NOK 9.7 billion** in the three buildings. The majority of the investments have been directed to CTS Nordics, which is the main contractor for the data centre development. Nearly 90 per cent of the investment funds have been channelled through CTS Nordics, while the rest consists of direct investments made by Green Mountain outside the main contractor agreement. Nearly the entire investment amount was realised in 2023 and 2024.

Figure A: Total value added effects and FTEs supported by the construction of OSL-Hamar. Source: Menon Economics



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[1]These findings include the economic impact of the remaining investments required to complete the construction of the three data centre buildings. The figures do not include investments related to the two additional data centre buildings planned for construction. Furthermore, the figures do not include any economic impact related to TikTok's investments. More information on TikTok's investments is provided on page 25.

Summary: The updated estimates are consistent with the economic impact we previously projected

In an earlier analysis commissioned by TEK Norway (former IKT Norway), we estimated the economic impact of all five buildings at OSL-Hamar, including TikTok's planned investments. In this analysis, however, we have only assessed the economic impact of Green Mountain's investments in the first three completed buildings. The figures presented on this page have therefore been adjusted by including TikTok's economic impact from the 2023 report and scaled linearly to cover all five buildings. This ensures comparability with the 2023 report.

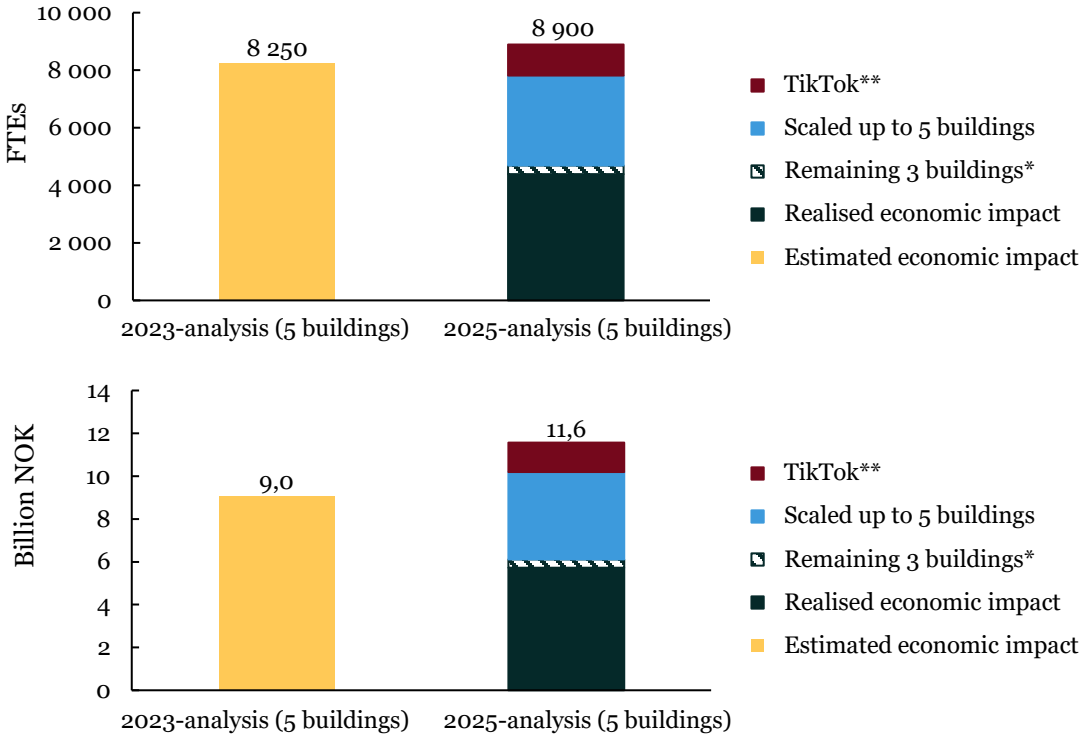
In this milestone analysis, we compare the findings from this report with the results from the economic impact study conducted before the construction of OSL-Hamar. This comparison is illustrated in Figure B. The updated results show that while employment effects are marginally higher than previously estimated (and remain within a realistic margin of uncertainty), the contribution to GDP is somewhat larger than in the earlier analysis, primarily because Green Mountain invested more than expected. Nevertheless, the results fall within a realistic margin of uncertainty.

Employment effects across all five buildings are now estimated at **approximately 8,900 FTEs,** representing an increase of about 650 FTEs compared with our earlier estimate.

Furthermore, the value added effects of constructing all five buildings amount to **NOK 11.6 billion** — about NOK 2.6 billion higher than our previous estimate.

While some uncertainty remains in these estimates, which are based on both realised and planned investments, **the results indicate that the economic impact of the construction is at least as large as previously projected.**

Figure B: Total value added effects from this analysis (2025-analysis) compared to the previous analysis (2023-analysis). ***Source: Menon Economics***



*These are the economic impacts of the remaining investments related to the first three buildings. Estimated based on budgeted costs and the ratio between revenue and economic impact.
**Estimated based on TikTok's investment figures from the 2023 analysis and the ratio between revenue and economic impact from the 2025 analysis.

Introduction and background

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OSL-Hamar is a large-scale data centre located in Hamar municipality

OSL-Hamar is located at Heggvin business park. Hamar borders to Stange in the south, Løten and Åmot in the east, and Ringsaker in the west. Construction of the data centre began in 2022, and the first three buildings are expected to be completed in 2025.

The choice of Hamar as a location for Green Mountain was strategic, driven by the surplus of renewable energy, pre-zoned land areas, and proximity to Oslo Airport (OSL). In addition, access to a skilled workforce in Innlandet made the site especially attractive. The background for the establishment of the data centre is TikTok's need for increased storage capacity in Europe, in line with EU requirements for data and privacy protection for European users (Project Clover). TikTok has entered into an agreement with Green Mountain, which designs, builds, and operates the data centre, while TikTok leases capacity. Under the agreement, TikTok initially leases up to 90 MW of capacity, with an option to expand to 150 MW.

The data centre currently consists of three buildings, with two additional buildings in the planning stage. Each building is designed for 30 MW of power capacity, giving a total of 150 MW once completed. This would make OSL-Hamar Norway's second largest data centre, after Google's planned site in Skien. Its location near power lines ensures a stable electricity supply through two independent grid connections, as well as several nearby hydropower plants.

The facility uses a cooling system based on free cooling with air in external units that cool water in closed circuits. On exceptionally warm days, cooling compressors are activated. The cooling system is designed for heat recovery, allowing surplus heat from OSL-Hamar to be supplied to nearby homes or businesses.

Facts about OSL-Hamar - Green Mountain

Total current power capacity: 110 MW (90 MW IT load)

Expected expansion: + 60 MW

Site size: 139 000 m²

Data centre space: 18 000 m²

Number of data centre buildings: 3

Power lines: 2

Standard: Built according to Tier III specifications

Security: 24/7 security personnel

Cooling: Air-cooled cooling system, with water as the energy carrier

Employees: 220 persons have the data centre as their permanent place of work

Fakta om Project Clover – TikTok[1]

Project investment: Approx. NOK 150 billion in data security in Europe over 10 years

Data centre investment: NOK 30 billion in the Hamar facility

Users: Operations and data storage for ~175 million European users

Data security:

- Data stored in a dedicated European data enclave (Europe and USA)
- Access to sensitive data strictly regulated
- Employees in China have no access to European user data

Independence and monitoring: Independent monitoring by NCC Group to oversee/validate data security

[1] The information in this fact box is based on material provided by TikTok.

In 2023, we estimated that the construction of the entire OSL-Hamar site would support an economic impact of 8,300 FTEs and NOK 9 billion in value added.

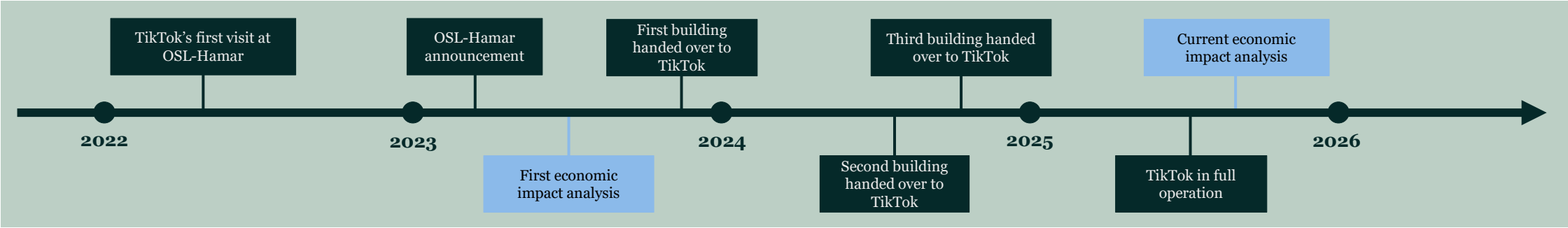
In 2023, Menon Economics conducted an economic impact analysis for TEK Norway (former IKT Norway), presenting the expected economic impact of the construction of the OSL-Hamar data centre.[1] The analysis covered both the construction and operational phases and was based on budgeted figures, supplier contracts, and estimated costs for the construction of five data centre buildings totalling 150 MW. In that analysis, we concluded that the construction phase would support around 8,300 FTEs and NOK 9 billion in value added.

Over the past two years, Green Mountain has constructed three of the five planned buildings at OSL-Hamar, with the remaining two scheduled for the coming years. This milestone analysis measures the actual economic impact generated by the construction of the first three buildings. The report has two objectives: first, to update the 2023 estimates with current figures, and second, to assess how the realised effects compare with the expected effects prior to construction and with the development plan.

To ensure comparability with the 2023 analysis, we have in several cases scaled up the findings of this report to represent the construction of five buildings. In addition, we account for TikTok's investments, which are not directly included in this analysis. This is done by estimating TikTok's economic impact based on investment figures from the 2023 analysis and applying the ratio between investments and economic impact identified in this report.

Image 1: Economic impact analysis of OSL-Hamar from 2023. The report is available here.

Figure 1: OSL-Hamar timeline



[1] Menon Economics (2023), Economic impact analysis of a new data centre in Hamar. Available here.

Introduction to economic impact analysis

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Introduction to economic impact analysis

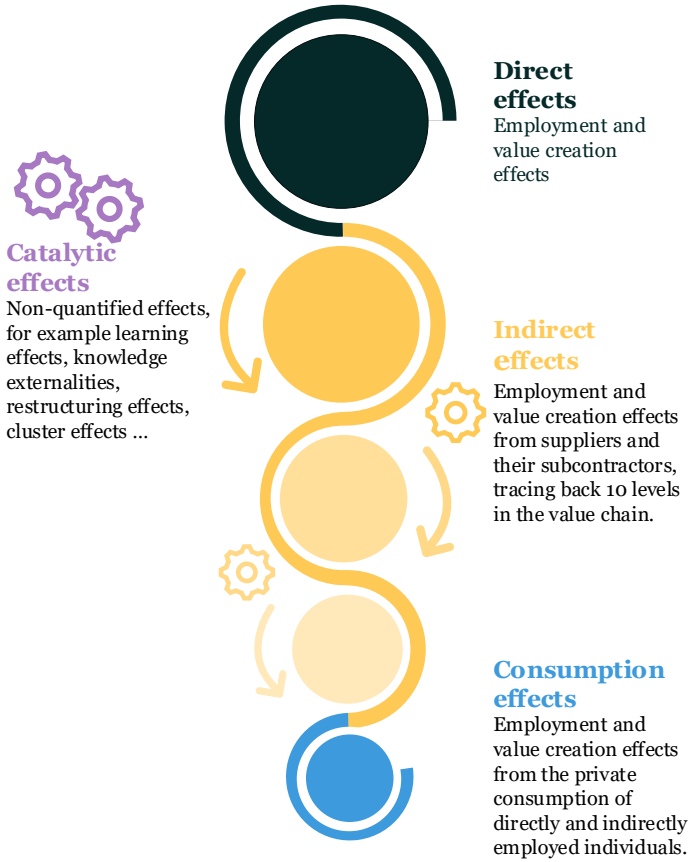
This and the next page provide a brief introduction to Menon's model for conducting economic impact analyses. Investments in large projects, such as a data centres, affect a wide range of companies across different industries. Initially, the owner of the data centre will demand goods and services from multiple suppliers. These suppliers, in turn, will demand goods and services from their subcontractors. Thus, the initial investments result in increased production, value added, and employment both for the direct suppliers (referred to as *direct effects*) and for their subcontractors (the effects further up the value chain, referred to as *indirect effects*). The same applies during the operational phase. The sum of the direct and indirect effects is what we refer to as *economic impact effects*. The figure illustrates the economic effects generated as a result of an economic impulse at Green Mountain's data centre.

The *direct effects* include employment and value added created at the data centre, while the *indirect effects* include employment and value added at the data centre's suppliers and their subcontractors.

Consumption effects, also known as *induced effects*, refer to employment and value added generated by the consumption of those directly and indirectly employed. *Catalytic effects*, which are not always quantifiable, include learning effects, innovation effects, and cluster effects.

It is important to be aware that an economic impact analysis is a so-called gross analysis. Gross value added is higher than net value added, because it includes the value added generated by the activities related to the construction and operation of the data centre, but it does not account for the alternative use of labour or capital. If there is a shortage of labour, part of the employment effects identified in an economic impact analysis will be drawn from other industries and therefore do not represent an overall increase in total Norwegian employment.

Figure 2: Conceptual visualisation of the economic impact



Introduction to economic impact analysis

All economic impact results in this report are based on Menon's economic impact model, ITEM. On this page, we briefly explain how ITEM calculates economic impact effects, as well as how the model distributes these effects geographically.

Statistics Norway's (SSB) input-output matrix shows the extent of deliveries, employment, taxes and duties, as well as imports and exports across 64 NACE industries. This distribution forms the basis of our model. The calculations begin by placing an income impulse — for example, construction costs — into different industry categories. Based on this, the model estimates employment and value added effects.

In order to produce goods and services, companies must purchase inputs from other firms in Norway as well as through imports. The input-output matrix shows the flow of deliveries between the 64 industries, as well as the average import share in each sector. Using this as a basis, we can calculate the economic impulse up the value chain.

Menon's ITEM model also distributes the economic impact geographically using a so-called gravity model. This model estimates trade flows by considering the geographical distance between municipalities and the size of local industries. In this way, it identifies which municipalities are most likely to trade goods and services with each other.

Key Analytical Terms

Value added *is the additional (gross) value created by a company. It is measured as a company's operating profit before depreciation and amortisation (EBITDA) plus its labor costs. Gross value added is an important measure in economics because, through consumption and taxation, it provides the basis for welfare.*

Employment *refers to the number of people in work. This is the number of jobs registered, regardless of the percentage of a full-time position.*

Full-time equivalents (FTEs) *are based on the number of employed persons but adjusted for how much an average employee works during a year. Since the employment count does not reflect working hours per person, we use FTEs to measure employment effects.*

Productivity *is a measure of how much value added each employee generates. We calculate this by measuring value added per employee.*

Economic impact *is an estimate of how a demand impulse from one industry spreads throughout the rest of the economy via purchases from suppliers at multiple levels.*

Input-output tables *provide an overview of purchases between industries at the national level.*

"Supports" *refers in this context to the fact that purchases from one company to another create the basis for value added and employment in the selling company.*

Data

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The data for the economic impact analysis are investment figures from Green Mountain and the main contractor

We have received the underlying data from both Green Mountain and CTS Nordics. Green Mountain has entered into an agreement with CTS Nordics as the main contractor for the construction of the data centre. A significant share of the investment amount has therefore been transferred to CTS Nordics. To improve the accuracy of the analysis, we received a geographical breakdown of CTS Nordics' investments related to the construction of OSL-Hamar. For CTS Nordics' expenditures to its subcontractors, we applied the economic impact model using this geographical distribution.

For Green Mountain's additional investments, we used transaction-level data between Green Mountain Innlandet and its subcontractors. This includes all historical transactions related to construction (CAPEX) from 2022 to 2025, as well as planned expenditures in 2025 and 2026 for the first three data centre buildings at OSL-Hamar. For each transaction, we identified the recipient's organisation number and linked it to Menon's accounting database. The database contains financial information for all Norwegian companies at the branch level, including revenue, value added, number of employees, and purchases of goods and services, as well as the home municipalities of each branch. By combining procurement data from Green Mountain with Menon's accounting database, we can calculate the value added and employment generated for suppliers and distribute this geographically.

In addition, we also received employment data from Green Mountain related to the operational phase. These data distinguish between permanent employees, contracted labour, as well as TikTok's employees and contracted labour linked to the data centre in Hamar. The employment figures are preliminary, as the data centre is not yet completed and two additional buildings are still to be constructed.

Image 2: Handover of the first data centre building. ***Source: Green Mountain***

Green Mountain has invested nearly NOK 10 billion in the first three data centre buildings

Based on financial data from Green Mountain, we have calculated the annual investment costs for the data centre in Hamar. These are shown in the figure to the right.

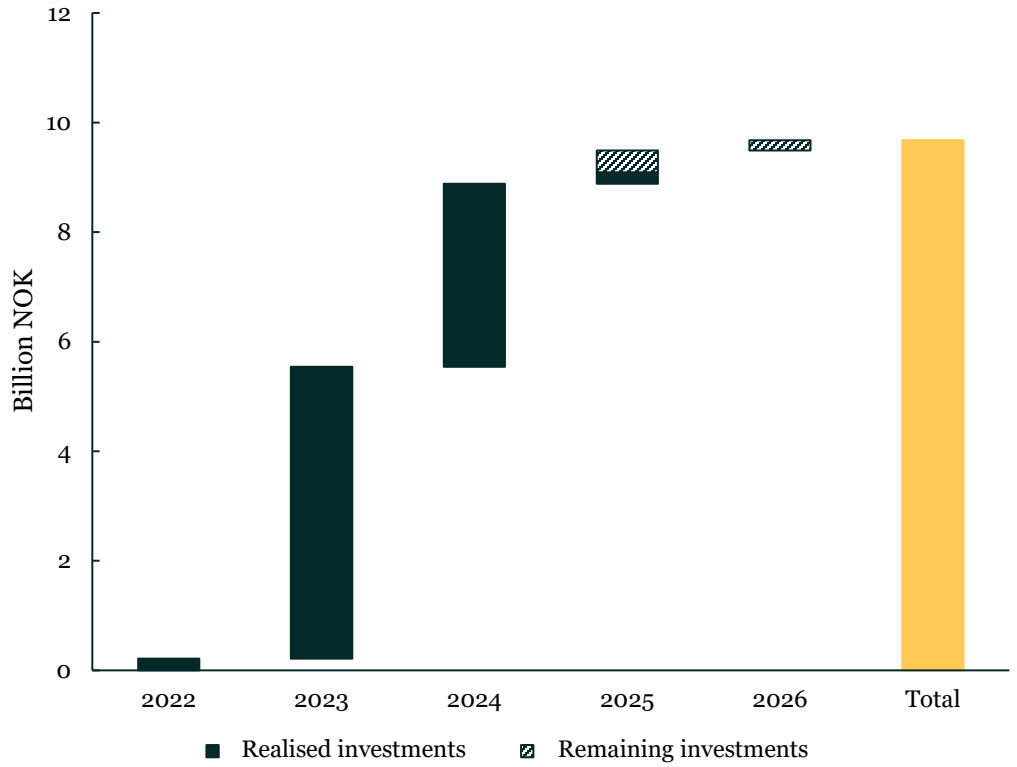
So far, Green Mountain has invested NOK 9.1 billion in OSL-Hamar. In addition, around NOK 600 million in investments remain, also related to the establishment of the first three data centre buildings. **The total expected investment for these buildings is therefore NOK 9.7 billion.**

The largest share has gone to CTS Nordics, the main contractor for the construction, as well as to the establishment of a transformer station next to the data centre. Nearly 90 per cent of the investment has gone through CTS Nordics, while the remaining investments were made by Green Mountain outside of the contractor agreement. Parts of the investments have not had an economic impact in Norway, for example because goods and services were imported. An example of this is the design work for the transformer station, which was largely carried out in Portugal.

The construction has proceeded at a high pace, and almost the entire investment amount was realised in 2023 and 2024. During these two years, NOK 8.7 billion was invested, equivalent to 90 per cent of the total.

The investments referred to here do not include TikTok's investments related to OSL-Hamar. These are presented on page 25 of the report.

Figure 3: Investments related to the construction of OSL-Hamar. ***Source: Green Mountain***



Economic Impact Results

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The full construction of OSL-Hamar is expected to support 8,900 full-time equivalents (FTEs) – in line with our previous estimates

To compare the results of this analysis with the 2023 analysis, we must ensure a correct basis for comparison. In this analysis, we have only assessed the economic impact of Green Mountain's investments in three buildings. In 2023, we analysed the economic impact of the development of all five buildings, including TikTok's investments.

We have therefore scaled the relevant findings to represent five buildings and added TikTok's investment from the 2023 analysis. **We find that the total employment effects for the five data centre buildings are expected to be around 8,900 FTEs**, based on the updated findings of this analysis. This is approximately 650 FTEs more than our 2023 estimate but must be considered within a realistic margin of uncertainty given the assumptions required in such an analysis.

Our analyses show that the construction of OSL-Hamar's first three data centre buildings has generated employment effects equivalent to 4,400 FTEs. In addition, the analysis shows that further 300 FTEs will be created during the current construction phase up to 2026. The remaining employment effects will come in connection with the construction of the final two buildings.

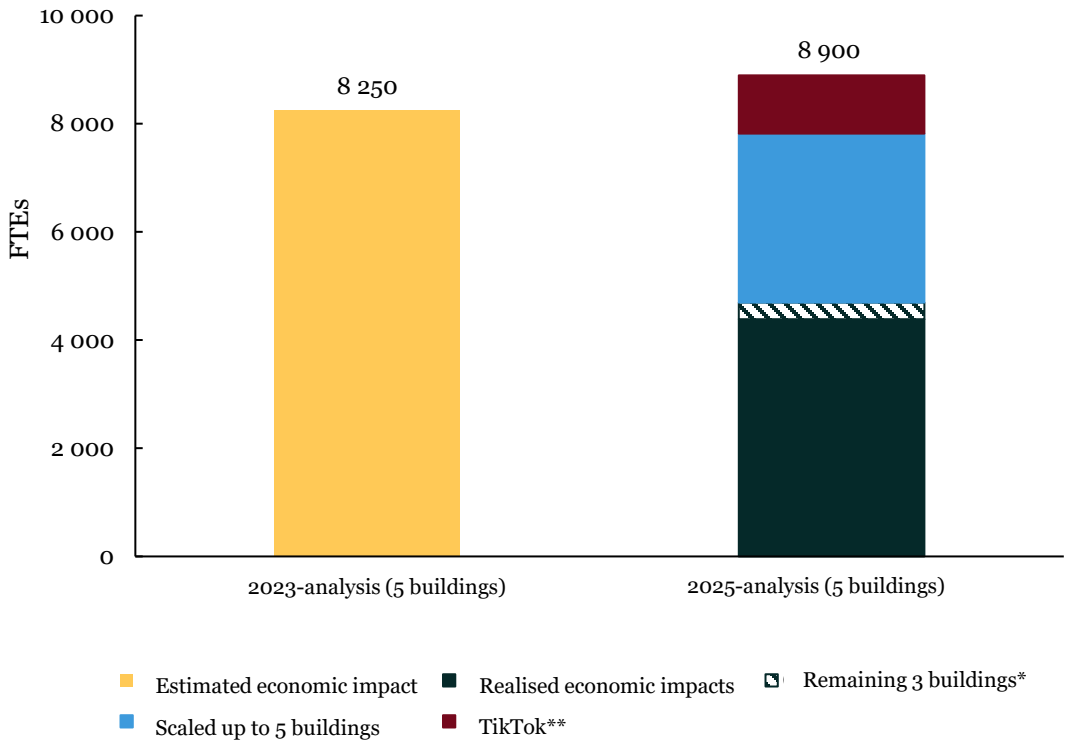
The effect of productivity growth and inflation.

Green Mountain invested almost 50 per cent more than expected in 2023. The reason why the employment effects have not increased proportionally with the higher investment amount is mainly linked to two factors.

First, productivity growth and inflation in the economy have been higher than previously assumed. As a result, goods and services worth a given amount are now delivered by fewer employees than previously expected.

Second, a larger share of the investments has been directed toward industries with higher productivity than expected in 2023. The reason this dampens the employment effects is the same as before: Goods and services demanded by Green Mountain and its subcontractors were delivered by fewer employees, because those employees were more productive than estimated in the previous analysis.

Figure 4: Total employment effects from this analysis (2025-analysis) compared the previous analysis (2023-analysis). ***Source: Menon Economics***



* These are the economic impact from the remaining investments related to the first three buildings. Estimated based on budgeted costs and ratios between revenue and economic impact.
** Estimated based on TikTok's investment figures from the 2023 analysis and ratios between revenue and economic impact from the 2025 analysis.

The construction of OSL-Hamar is expected to support NOK 11.6 billion in value added – about 30 per cent higher than estimated in 2023

The value added that can now be expected from the entire construction (five data centre buildings) of OSL-Hamar amounts to NOK 11.6 billion. This is NOK 2.6 billion, or nearly 30 per cent higher than the value added we estimated in 2023.

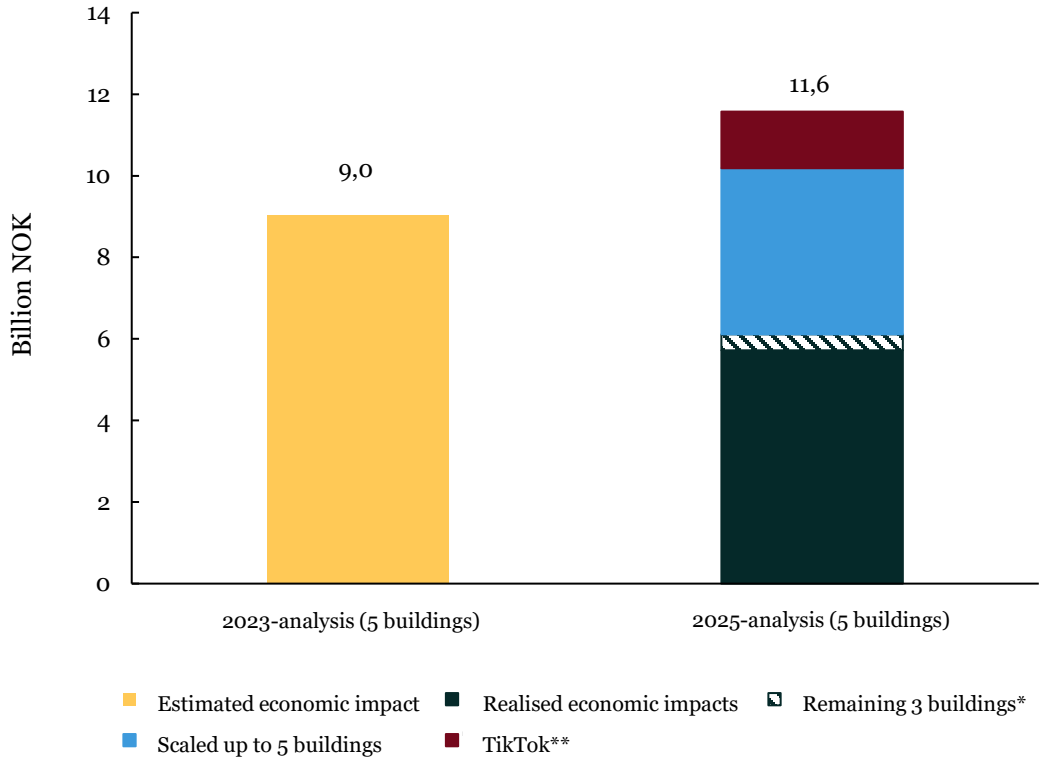
Our analyses also show that the construction of the first three buildings at OSL-Hamar will contribute a total of NOK 6.1 billion in value added in the period 2022–2026. Of this, more than NOK 5.7 billion has already been realised as a result of completed investments, while the remaining NOK 400 million is expected to be realised during the rest of 2025 and in 2026.

Since the construction of OSL-Hamar has stretched over several years, the economic impacts have also varied in line with the level of activity. The most extensive investments took place in 2023 and 2024, which is also reflected in the economic impacts during these years. Altogether, the construction alone contributed NOK 5.6 billion in value added during this period.

For the two remaining data centre buildings, the investments will also result in economic impacts. Based on the realised economic impacts from the first three buildings, we estimate that these investments will contribute value added of NOK 4.1 billion.

In addition, we have included value added of NOK 1.4 billion linked to TikTok's investments. These economic impacts are based on information from the 2023 analysis, combined with ratios between investments and value added from this analysis. This ensures that the results are comparable.

Figure 5: Total value added effects from this analysis (2025-analysis) compared to the previous analysis (2023-analysis). ***Source: Menon Economics***



* These are the economic impact from the remaining investments related to the first three buildings. Estimated based on budgeted costs and ratios between revenue and economic impact.
** Estimated based on TikTok's investment figures from the 2023 analysis and ratios between revenue and economic impact from the 2025 analysis.

Of the total employment effects from the development, 750 FTEs have accrued to the local region

The figure on the right shows the employment effects of the investment in OSL-Hamar distributed locally and regionally. Since further investments are planned for both 2025 and 2026, we have also calculated the employment effects expected to result from these upcoming investments. Our analysis shows that the construction of the data centre, locally and regionally, will support around 750 FTEs over the entire period. Of these, we estimate that 250 FTEs are local, while 500 FTEs are realised in the broader region.

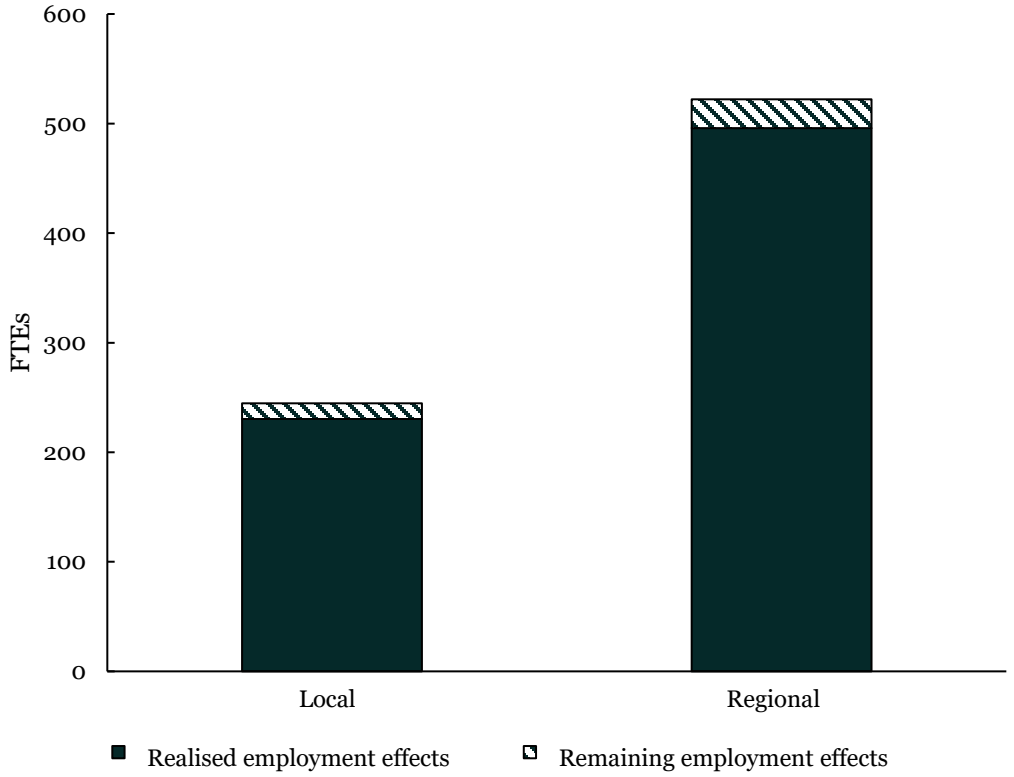
The national employment effects from the construction of OSL-Hamar are estimated at around 4,000 FTEs. The company itself estimates that about 80 per cent of CTS Nordics' national investments have gone to firms in Oslo and Akershus. A large share of the national employment effects have therefore occurred in Eastern Norway.

Although the local employment effects make up only a small share of the total impacts, they have still had significant importance for the local community. In 2023, about one out of every 400 FTEs was locally tied to the construction of OSL-Hamar.

Significant hotel activity as a result of the data centre construction

Since March 2023, when construction of the data centre in Hamar began, the project has generated over 5,000 hotel overnight stays across two of the city's hotels. These stays include visits from Green Mountain, TikTok, and a number of subcontractors, averaging more than ten overnight stays per day. The figures above are based only on nights booked through fixed hotel agreements; overnight stays paid through expense claims are not included, meaning the actual number is likely much higher. In addition, Green Mountain has entered into agreements with several private landlords for apartments and houses for project staff.
The construction of OSL-Hamar has therefore led to increased occupancy and higher revenues for the local hotel and hospitality industry – also beyond the project's direct supply chain.

Figure 6: Local and regional distribution of the employment effects from the construction of OSL-Hamar. *ource: Menon Economics*



[1]The following municipalities are defined as local: Hamar, Stange, Løten, Elverum, Ringsaker. The rest of Innlandet County is defined as regional, while the rest of Norway is defined as national.

The largest value added effects have come within professional expertise and the construction sector

The construction has in total supported value added of around NOK 6.1 billion, spread across the economy and multiple industries. The figure to the right shows how the economic impacts from the construction phase are distributed across industries.

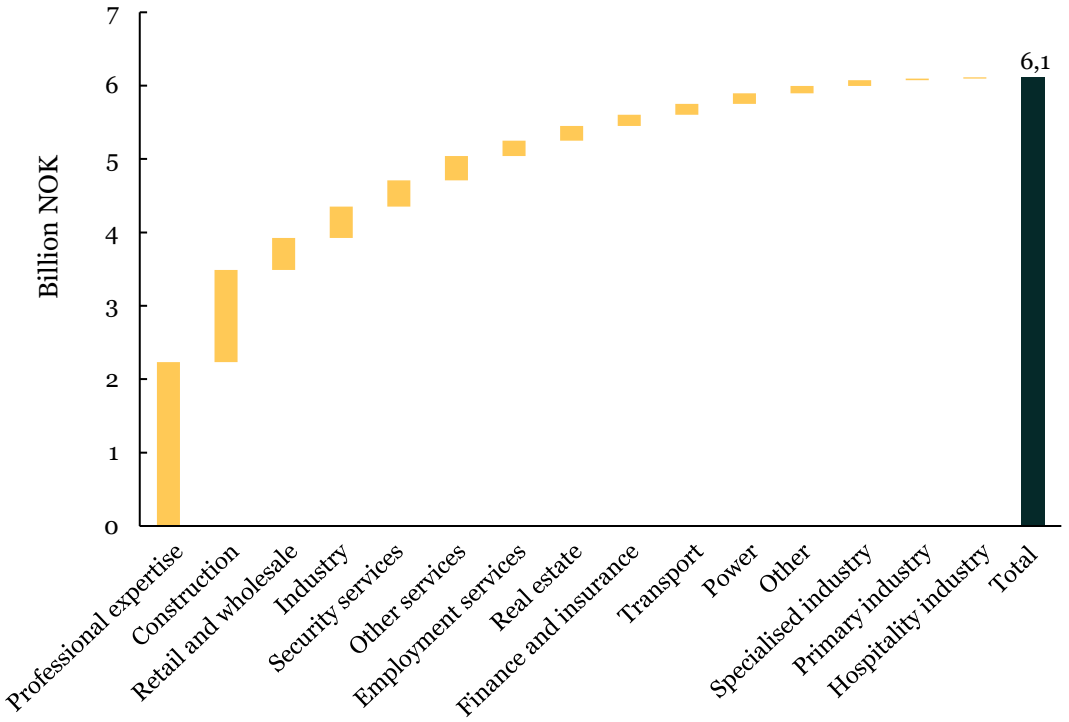
The largest value added effects have been within professional expertise and the construction sector, with these two industries accounting for about 57 per cent of the total value added supported by the construction.

Within the professional expertise industry, value added effects of NOK 2.2 billion have been supported. This industry is closely linked to construction and includes companies that provide professional, scientific, or technical services.

The construction sector is the industry that has experienced the second largest value added effect, with a total of NOK 1.3 billion supported by the OSL-Hamar construction. This sector includes companies that erect buildings and install infrastructure, ranging from developers and electricity grid builders to demolition and groundwork companies.

In terms of geographic distribution, it mirrors the distribution of employment effects shown on the previous slide. In other words, the direct effects takes place in Hamar, while the indirect effects primarily benefit Oslo and Akershus though with significant impacts in both Hamar and the rest of Innlandet.

Figure 7: Value added supported by the construction of OSL-Hamar Source*: Menon Economics*



Local suppliers emphasise OSL-Hamar's importance for the local business community

Laje AS

One of the suppliers involved in the construction of OSL-Hamar is Laje, a contractor specialising in energy, telecommunications, and road engineering. The company has delivered solutions for temporary construction power and has been responsible for building the transformer station at the data centre. Laje has also taken on the role of operations manager for the high-voltage facility, including emergency response, an assignment likely to continue after the construction phase is completed. Laje estimates that its energy division alone has contributed more than 23 full-time equivalents to the project, in addition to extensive activity within telecom and other technical infrastructure.

The construction has been one of Laje's largest projects ever. The company had to mobilise significant workforce resources at short notice, even bringing in personnel from Hadeland to meet demand. Laje describes the construction phase as both challenging and rewarding, highlighting that the development of OSL-Hamar has contributed to local value added, strengthened expertise, and created a substantial number of jobs in the region.

Foto: Laje AS

DoublougGruppen

Another key supplier in the construction of OSL-Hamar is DoublougGruppen. They are a contracting group with expertise in construction, operations and maintenance, real estate, and energy.

The company is one of the largest private employers in Hamar and estimated that around 25 per cent of its turnover in the period 2023–2024 was linked to the construction of the data centre.

The company states that the extensive workload at OSL-Hamar has been crucial in avoiding layoffs during recent downturns in the construction industry. On the contrary, the project enabled the company to scale up its operations, thanks to the large volume of work associated with the data centre. Throughout the construction period, an average of 15–20 DoublougGruppen employees have been working at the site. In the busiest phases, this number has been as high as 50.

Foto: DoublougGruppen

Permanent jobs in operations

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More than 220 full-time equivalents (FTEs) are allocated for the operational phase of the three buildings

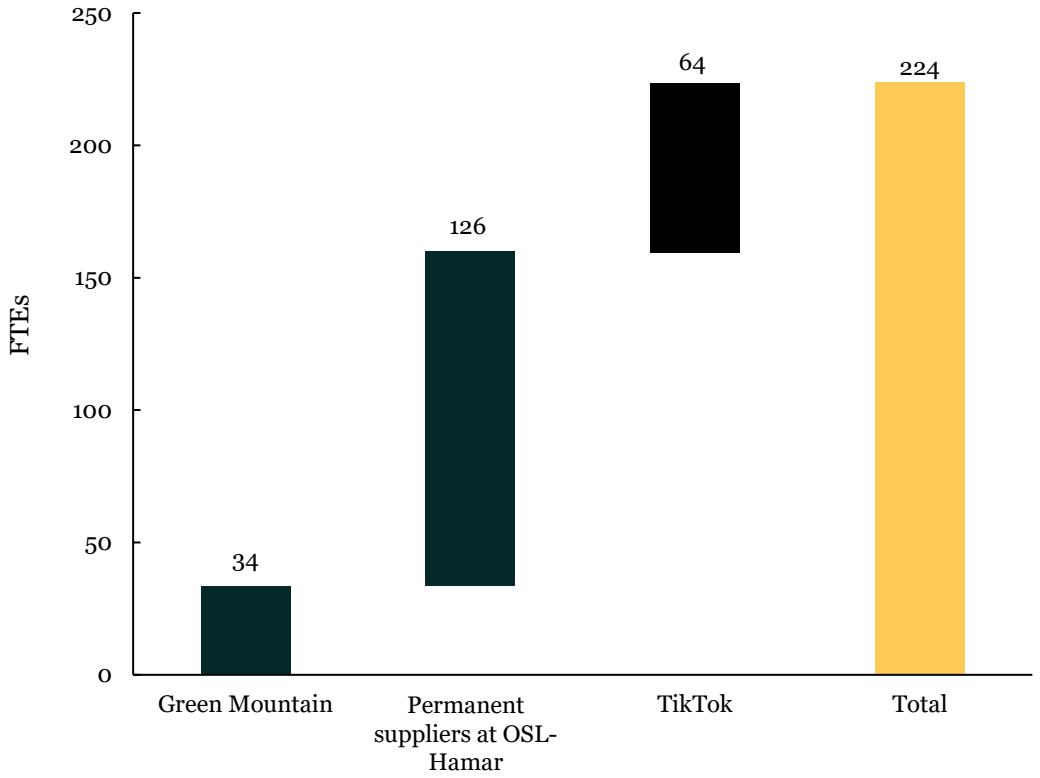
So far, we have focused on the construction phase. Even though the data centre is not yet fully completed, this chapter looks at current employment linked to operations at OSL-Hamar. We have received employment data from Green Mountain showing staffing levels in the current operational phase. The data distinguishes between different types of employment, including permanent Green Mountain employees, contracted staff[1], and TikTok employees[2]. The distribution of employees is shown in the figure to the right.

In total, more than 220 FTEs will be linked to the operation of the first three data centre buildings at OSL-Hamar. Of these, 15 per cent are permanent Green Mountain employees, while almost 30 per cent are TikTok employees. More than half of the staff at OSL-Hamar are contracted personnel or employees from suppliers delivering ongoing services to Green Mountain at the data centre.

The share of Green Mountain employees at the Hamar site is somewhat lower than at the company's other data centres. This is because a significant part of the day-to-day work at OSL-Hamar is carried out by supplier staff delivering parts of the data centre operations as a service to Green Mountain – particularly technicians.

When operations for all five buildings begin, staffing will need to increase to meet the greater demand for various types of technical expertise, such as additional operations technicians. Green Mountain has estimated that the total number of permanent FTEs linked to OSL-Hamar will then be at least 350.[3] This will make the data centre one of the largest private employers in Hamar municipality.[4]

Figure 8: Current status regarding number of FTEs in operations at OSL-Hamar. ***Source: Green Mountain, prepared by Menon Economics.***



[1] In this context, "contracted staff" refers to individuals employed by permanent service providers. For example, CBRE, where the majority of technicians are employed, and security companies where guards are employed.

[2] Fifteen of TikTok's employees are based in Oslo.

[3] Østlendingen (2025), Has invested nearly NOK 40 billion: – We are happy to be here and hope to grow. Available here.

[4] This applies when including permanently contracted staff (column "Permanent service providers at OSL-Hamar" in the figure above) who work at the data centre.

The operation of OSL-Hamar requires many skilled workers and highly educated professionals

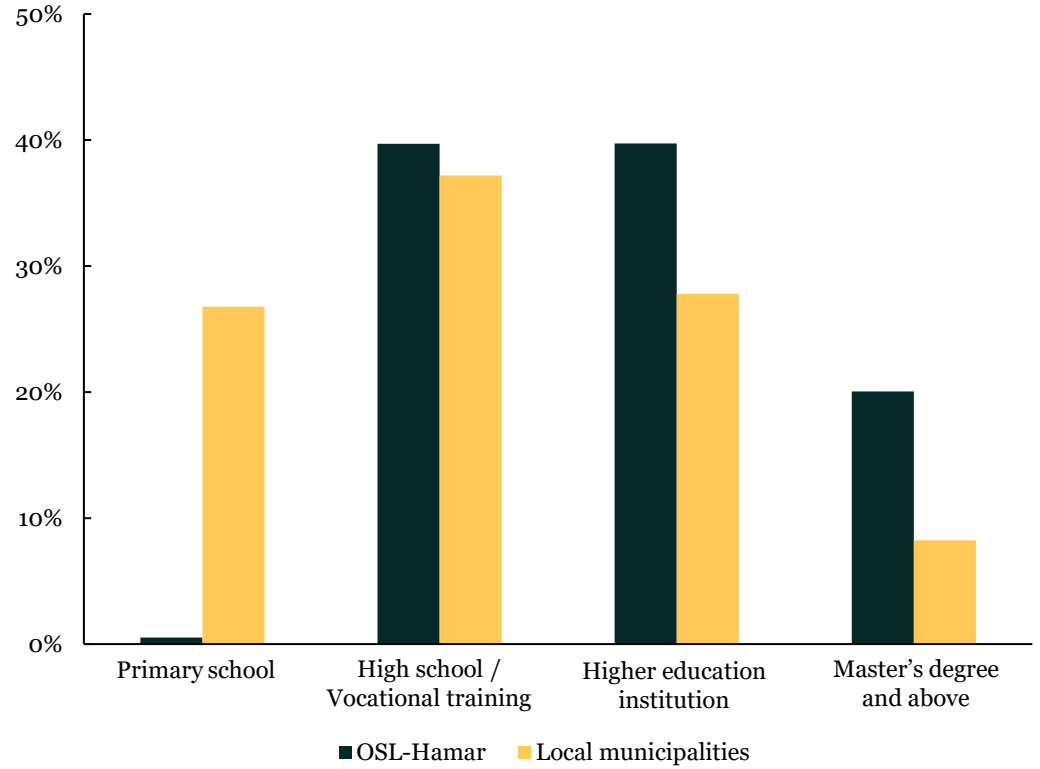
Data centres demand a wide range of competence profiles to function effectively and reliably. The single most important factor for a data centre is uptime, which is why operations technicians constitute the largest employee group. These technicians are trained in fields such as electrical engineering, mechanics, automation, data electronics, and cooling technology. They handle system alarms, monitor operations, conduct testing, and perform equipment maintenance. Together with security staff, numerous employees work shifts to maintain round-the-clock staffing.

In addition, administrative expertise is needed to ensure management, project management, support functions, and compliance with regulatory requirements. Green Mountain has a specialised competence profile that reflects the needs of a high-tech data centre. The figure on the right illustrates the competence profile (measured by length of education) of employees working at OSL-Hamar compared to the rest of the local population. The data show that, on average, OSL-Hamar's workforce has significantly more years of higher education (defined as both short and long university degrees) than the overall workforce in the local municipalities.

At the same time, it is important to note that the data centre requires a variety of job profiles, ranging from security and cleaning staff, which require less formal education, to positions that demand university degrees.

To meet future challenges and technological demands, supplying new competence to the data centre is critical. Low unemployment in the region means that the company must attract qualified professionals. Doing so will not only strengthen the company's ability to operate efficiently and innovatively but also contribute to local development by creating attractive jobs with relatively high wage levels. High-skill jobs can stimulate economic growth, raise local living standards, and make the region more attractive for both new residents and future investments.

Figure 9: Competence distribution at OSL-Hamar and in the local municipalities. ***Source: Menon Economics based on data from Green Mountain.***



TikTok

Menon Economics

TikTok has invested approximately NOK 30 billion related to OSL-Hamar

The entire OSL-Hamar facility is dedicated to TikTok. Green Mountain designs, builds, and operates the infrastructure of the data centre, while TikTok owns and manages the equipment, such as the servers. TikTok reports that its investments related to OSL-Hamar amount to around NOK 30 billion [1], which is significantly higher than originally estimated. Since updated data on TikTok's actual investments has not been fully available, we have chosen to base the comparison with the 2023 report on the information we received in connection with that report.[2]

In the 2023 report, TikTok estimated its total investments at NOK 15.5 billion for five buildings. A relatively small part of this investment had an economic impact in Norway, as most of TikTok's investments went to importing server equipment from abroad. Certain costs related to the import of servers and other equipment did, however, accrue to Norwegian companies, such as local importers, but this represents only a small share of the total investment. The most important of these categories benefiting Norwegian suppliers is installation services. These include unpacking, setup, and connecting of servers (see text box on the right). In the 2023 report, we estimated that total investments going to Norwegian suppliers would amount to NOK 1.8 billion.

The fact that TikTok has invested twice as much as assumed in 2023 may be explained by several factors. One possibility is that import prices have increased, either as a result of general inflation or price hikes in inputs and components for the data centre. Another possibility is that the investments were underestimated in the 2023 report, and that more Norwegian services were required. Without additional information, we cannot conclude that the economic impact of TikTok's investments have increased to the same extent as the total amount invested.

Installation of the equipment

One of TikTok's suppliers has been Onnec. The company delivered a comprehensive infrastructure installation at TikTok's data centre at OSL-Hamar, including structural cabling and white-space fit-out services. The contract was of such a scale that it laid the foundation for lasting investments in the Norwegian market – including the establishment of a local office in Oslo.

As of today, Onnec has five employees at the Norwegian office, with ambitions to grow further. The company plans to expand its workforce to 10–15 people in the coming years and target new projects to build a broader customer portfolio. Onnec also reports that it has largely used local suppliers for the procurement of materials for the installation work.

«TikTok's industrial presence represents a significant economic and social investment in Hamar and the region. Beyond the direct economic impact, TikTok is committed to engaging with the local community, and we are now exploring how we can best contribute further to the region. We take a long-term perspective on our investment and hope to create mutual benefits together with the local community – not only through our daily operations, but also by sharing and supporting based on our core expertise as a global technology company.»

- Lars Bjelvin, Community Manager, TikTok

[1] Østlendingen (2025), "Has invested nearly NOK 40 billion: – We are happy to be here and hope to grow." Available here.
[2] We have not conducted a separate economic impact analysis of TikTok's investments.

Examples of societal effects

Menon Economics

Green Mountain's investments have contributed several positive effects on the local community

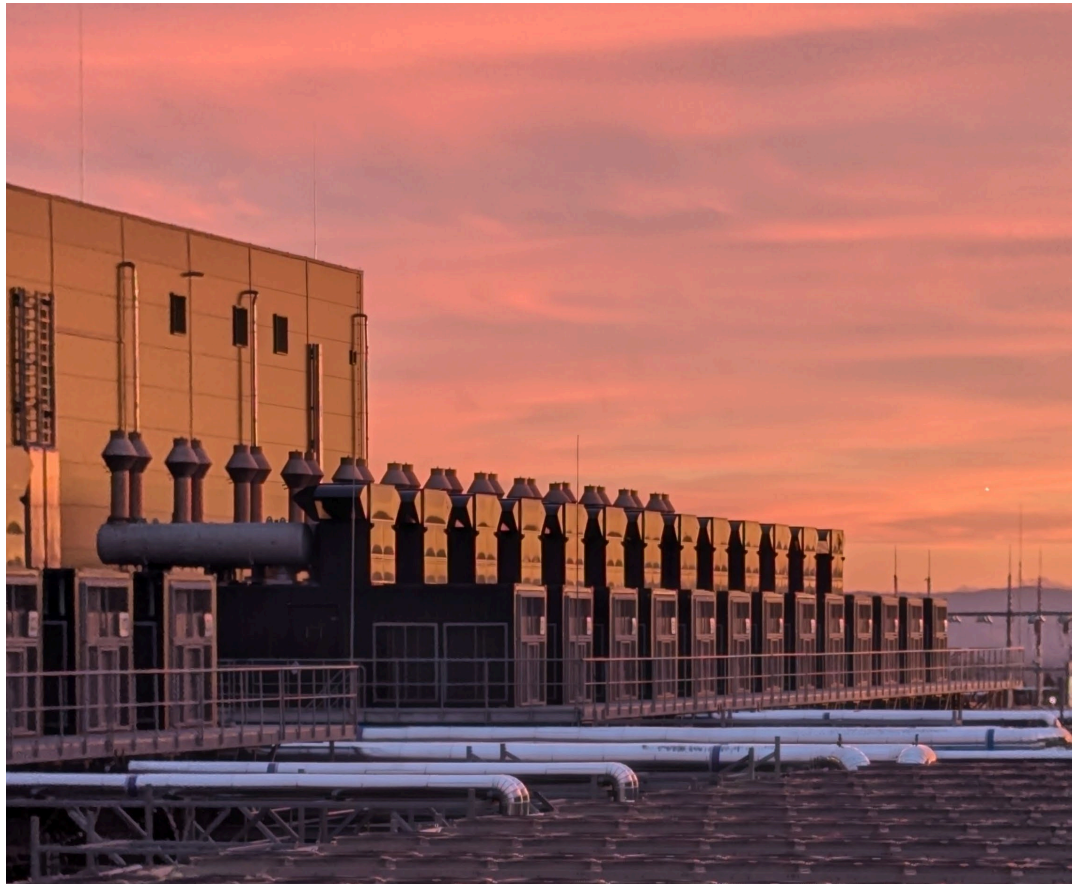
In addition to the direct economic impacts, Green Mountain's presence has also generated a range of other local benefits. To illustrate these broader effects, Green Mountain wanted to share concrete examples. In this report, we have therefore gathered quotes and stories from various local stakeholders connected to Green Mountain. The diversity of these perspectives demonstrates how the development of OSL-Hamar has influenced the community in multiple ways.

The quotes include employees who have had the opportunity to work locally in Hamar thanks to the data centre. This has contributed to higher local employment, and in several cases, also new residents moving into the region.

We also present a variety of stakeholders who, in different ways, have been involved in the construction and operation of the data centre. These stakeholders represent a broad spectrum, from local politicians, suppliers, and development companies to social entrepreneurs providing senior personnel.

In the remainder of this chapter, we present these stories.

It is important to emphasise that in this chapter we only highlight selected positive aspects of Green Mountain's activities in the municipality. Like other businesses, Green Mountain has both positive and negative effects on its region.



Green Mountain is a significant contributor to local employment

Anne Marte – no more commuting

After spending many years in Copenhagen, Anne Marte wanted to return to her hometown of Hamar. She started working at a bank in Oslo.

For several years she commuted daily by train between Hamar and Oslo. Then the opportunity arose to work locally, when the position as Compliance Manager at Green Mountain in Hamar became available. Finally, she could live and work in the same place.

Petter – from CERN to Hamar

After several years in Switzerland working on the control systems for CERN's particle accelerators, Petter wanted to return home. He moved to Oslo, where he worked as an automation technician at Ringnes Brewery while living in a small apartment. When Green Mountain opened in Hamar, he was among the very first employees. Today he works as an automation specialist. With housing prices in Innlandet far lower than in Oslo, he is now looking for a larger family home.

Andreas – from contractor to permanent employee

Andreas first joined Green Mountain in Hamar as a contractor but was soon offered a permanent position.

He has since relocated from Bodø to Hamar and now works in the operations department as a Security Specialist.

Sabrina – from Germany to Hamar

Originally from Germany, Sabrina joined Green Mountain in 2024 as a Quality Advisor in the Compliance Department. A trained lawyer with several years of professional experience, she first lived in Oslo, where she learned Norwegian. After being offered the position, she moved to Hamar, a decision that has given her a shorter commute, less stress, beautiful surroundings, and an exciting role with great colleagues.

Green Mountain is highly dependent on strong partnerships. In this section, we present perspectives from some of them

GAMMEL NOK

Gammel Nok provides personnel over the age of 50 to clients who value experience, knowledge, and a strong work ethic.

”We have been working with Green Mountain since the very beginning. With them alone, we have provided 41 people across 14 different assignments. At Gammel Nok, we see Green Mountain as a highly attractive and professional partner that truly values diversity and senior employees.”

Løten kommune

Marte Larsen Tønseth is the mayor of Løten municipality. She has been active in local politics since 2011, representing the Centre Party, and was elected mayor in 2019.

“The establishment at Heggvin represents a historic opportunity for both Løten and the region, with an investment of nearly NOK 40 billion. We are already seeing how Green Mountain’s data centre creates local economic impact – both through its use of local businesses and by encouraging young people to move back home, while also attracting new residents to our region thanks to exciting new jobs."

“T-10 is a joint effort and a structured initiative from the regional business community, aiming to strengthen Innlandet’s competitiveness by attracting talent from other parts of the world. There is no doubt that with Green Mountain at the forefront, this represents a unique opportunity and plays an important role in positioning the region as a hub for talent. They help make the region both unique and attractive.”

Kilde

Kilde is a family of companies within media, communication, technology, and business development. They are among the companies behind the T-10 initiative, which aims to attract talent to Innlandet. Green Mountain is also one of the companies supporting T-10.

“By the end of 2025, Laje will have spent approximately 40,000 working hours at Heggvin, with up to 40 installers engaged. The work has included several kilometers of fiber installation. Due to its scale and complexity, Green Mountain has contributed to strengthening our employees’ competence in both indoor and outdoor work, representing a clear competitive advantage.”

LAJE®

Laje is a local contractor specialicing in infrastructure construction within the fields of energy, telecommunications, and electrification. The name “Laje” is derived from an old dialect expression meaning “an honest day’s work”.

Green Mountain is highly dependent on strong partnerships. In this section, we present perspectives from some of them

NORDBY MASKIN

Nordby Maskin is a full-service provider of infrastructure solutions, with a strong focus on modern technology and development.

"The collaboration with Green Mountain in Hamar has been a highly positive and professional experience. This project has contributed significantly to further training and competence development for our company. We are proud to be part of a project that has generated such substantial economic impact in the Innlandet region."

Hamar kommune

Vigdis Stensby was elected Mayor of Hamar Municipality in 2023. She has been an active local politician for several years and represents the local party By- og bygdelista (Town and Village List).

"This is the largest industrial investment ever made in Innlandet, and it plays a key role in the region's efforts to facilitate green industrial development. Our specific goal was to enable the creation of 350 new jobs, and we can already see that Green Mountain's initiative is on track to achieve this. We also see many local suppliers contributing with goods and services, in addition to attracting new residents to the region. We are very satisfied with the situation so far."

"The Heggvin office project will employ 40–50 workers on site, including our subcontractors, many of whom are local companies. The project has been developed through a collaborative process and is currently being executed as a turnkey contract. We maintain an excellent relationship with the client, Green Mountain, and look forward to handing over the project in 2026."

BETONMAST

Betonmast is one of Norway's leading construction contractors, with a project portfolio ranging from large residential developments to commercial and public buildings. At Heggvin, Betonmast is responsible for constructing the new office building, which will accommodate 150 employees.

"Eidsiva's societal mission is to act as a driving force for the development of infrastructure and services that benefit people, communities, and the climate. The establishment of the industrial area at Heggvin in Hamar and Løten is an example of this. Green Mountain's data centre, built on access to renewable energy and robust digital infrastructure, contributes to economic impact, job opportunities, and regional development in Eidsiva's home region."

Eidsiva.

Eidsiva Energi is an energy and technology company providing electricity, district heating, and internet services to customers in Innlandet, Akershus, Østfold, and Oslo.

Green Mountain is highly dependent on strong partnerships. In this section, we present perspectives from some of them

Heggvin Utvikling

Heggvin Utvikling is a development company owned by Eidsiva Energi together with the municipalities of Hamar and Løten. The company is responsible for facilitating the total development of the Heggvin Industrial Area.

"Green Mountain has played a central role in the development of the Heggvin Industrial Area, including investments in infrastructure and the initiative to certify the entire area according to the BREEAM Communities standard. Since the outset, we have enjoyed a good and constructive collaboration with Green Mountain, and we are now working closely together to facilitate the establishment of new circular value chains in the area."

"We regard the establishment of Green Mountain's data centre in Innlandet as a tremendous opportunity for the development of local business. Innlandet has already established the largest Future Learning cluster in the Nordics, and Green Mountain's presence will be highly significant for advancing this field."

MAKING VIEW

A Hamar-based VR company. They develop new methods, platforms, and courses aimed at improving, streamlining, and making learning more engaging.

Sustainable commitment

SINTEF

Since its inception, Green Mountain, in collaboration with Heggvin Utvikling, has invested significant resources in its sustainability efforts. Among other initiatives, an application has been submitted for BREEAM Communities certification, in which Sirkula is also involved.

Green Mountain has conducted meetings with potential users of the data centre's excess heat. These represent different industries, but they all share the need for heat as a critical input in their production processes. Funding has also been allocated to a SINTEF study aimed at mapping the production concept of one of these actors. Green Mountain hopes that one or more of the proposed projects will be realised shortly.

Green Mountain is continuously exploring opportunities for establishing new renewable energy production in the area, as well as technical solutions that can help reduce the strain on the power grid.

Appendix

Menon Economics

Appendix: Interview Subjects

Company	Name	Role
Laje	Sondre Nybroen	Senior Engineer Energy
Doublouggruppen	Sture Pedersen	CEO
Onnec	Niklas Lindqvist Jonatan Sverdrup	General Manager Nordics Project Manager
TikTok	Lars Bjelvin	Datacentre Infrastructure Project Manager and Community Manager