



Manage your way from compliance to excellence

DNV - Audits tailored to your challenges

MANAGING RISK





Turning risk into rewards

Companies today, regardless of size, face ever increasing demands for profitability, quality, and technology that contributes to sustainable development.

As a manager looking to turn these pressures into a competitive advantage, you need to develop an efficient management system tailored to your business processes and use it systematically to maintain and constantly improve your company's overall performance.

Stakeholder scrutiny has never been more widespread and intense than today.

While the business to business market accepts controlled risk, society

and consumers are increasingly moving towards zero risk tolerance.

In turn, regulators and institutions are responding to this with stricter, more comprehensive regulations and detailed reporting requirements.

As a result, companies are forced to adapt to the new reality, where legal and regulatory compliance has become the minimum standard.

Companies that excel react to the new conditions by moving beyond compliance as part of a competitive strategy.

In this scenario, risk management is becoming core to business and management processes as a way of staying ahead of the game.

WHY IMPLEMENT A MANAGEMENT SYSTEM?

How do companies manage the multitude of challenges they are facing? They develop processes and performance standards to measure and meet these challenges; they integrate business principles in management systems.

Some companies take a holistic approach, bringing quality, environment, health and safety issues together in a single system.

However, many companies do not extract the full value from their management systems because they are generally perceived as a tool to maintain status quo rather than a means to manage change and improvement. Yet an effective management system must add value to the business, essentially by doing things better, cheaper or faster as the system matures and develops. The main management system standards emphasise continual improvement. Implementing a management system gives you the opportunity to focus on optimising the areas that matter most to you and your stakeholders.

WHY HAVE YOUR MANAGEMENT SYSTEM CERTIFIED?

There are a number of reasons for a company to have its management system certified by a third party certification body. A ticket to trade is often a strong initial motivating factor. Regulatory requirements may be another reason and the demands of globalisation, with its insistence on more sophisticated processes and more precise accountability of business conduct to a multitude of stakeholders, is yet another. In these cases, companies seek independent

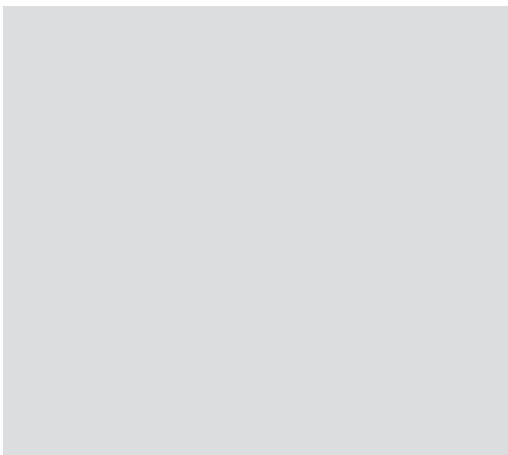
assessment and certification of their management systems as a means of documenting compliance.

However, the most compelling reason may simply be that top management sees added value in getting a reputable third party to audit their management systems independently, report their findings and document the result by issuing a certificate.

Management needs to be ahead of the game and can ill afford incidents caused by lack of control to affect the value of their brand. All companies today are subject to a much higher level of scrutiny from all stakeholders. The demand for transparency with respect to what footprint you leave on the environment, how safely you manage your operations, and how you continually improve quality are some of the demands businesses face across the world. So communication on how you manage risk is key to building trust and confidence.

The implementation and certification of a management system tell your stakeholders that you have embarked on the journey of continuous performance improvement with regards to quality, environment or safety related issues. External validation helps companies continually improve its strategies, operations and levels of service. Choosing the right certification body guarantees you an objective third party validation and benchmarking of your management system.

It will take you beyond the mere compliance certification onto a path where the approach is risk based. By turning the focus to the risks posing the greatest challenges, you will reap rewards from having embarked on a journey of continual improvement.





RISK BASED CERTIFICATION™*

Companies face risks every day; they are part of normal business life. In a climate where undesirable events as well as missed opportunities may impact on profits and shareholder value, it is crucial to strike the right balance between risk adversity and conscious risk-taking.

To do this it is essential to understand the complex picture of not only financial but also technological, environmental and social risks relevant to your company.

Risk Based Certification, our new approach to management system certification, is specifically designed to help you build and maintain systems that assess and mitigate these risks, assisting you on your road towards growth and value creation.

Based on the recognition that each company is different and has its own specific needs, DNV's Risk Based Certification brings each audit even closer to your company focus.

We add value to the general approach offered through certification to international standards by inviting management to list the issues of greatest concern.

The identified focus areas receive specific attention during the next audit. In this way, we can tailor audits to focus

on what is most important to your business while checking compliance with the elected standard.

The capability of your management system to address your challenges are assessed in each audit and previous results are used to build a baseline for evaluating improvements. The audit report gives you immediate feedback on your focus areas, allowing you to increase your knowledge and understanding of how they impact on daily operations.

You will gain more knowledge on how these challenges might be linked and on their overall potential effect on company goals.

In this way, the audit output moves beyond compliance evaluation to become an effective management tool, helping you to achieve continual performance improvement and compete effectively in a dynamic and changing business environment.

In DNV you will find a supportive and proactive partner who helps you maintain and develop your management system in a way that remains consistent with your business objectives. By providing better information to top management on the organisation's ability to meet strategic objectives, we offer you greater value than any other certification body.

* Risk Based Certification is a trademark of Det Norske Veritas AS.

THE PATH TO SUSTAINABLE GROWTH

Understanding and finding solutions to your strategic challenges through a tailored approach and effective evaluation is the cornerstone of DNV's Risk Based Certification.

By focusing on the relationship between your business goals and operational processes, Risk Based Certification helps you identify and mitigate risk, increases your ability to meet objectives, and enhances stakeholders' trust in your company.

Risk Based Certification assesses your critical issues, allowing you to streamline your own resources and processes.

You can reduce time spent reacting to events, and define your own customised path towards business improvement and sustainable growth.

This continuous journey that your company and DNV take together is a unique process tailored to your specific needs, focusing on what is important to you.

BENEFITS OF COMBINED OR INTEGRATED CERTIFICATION

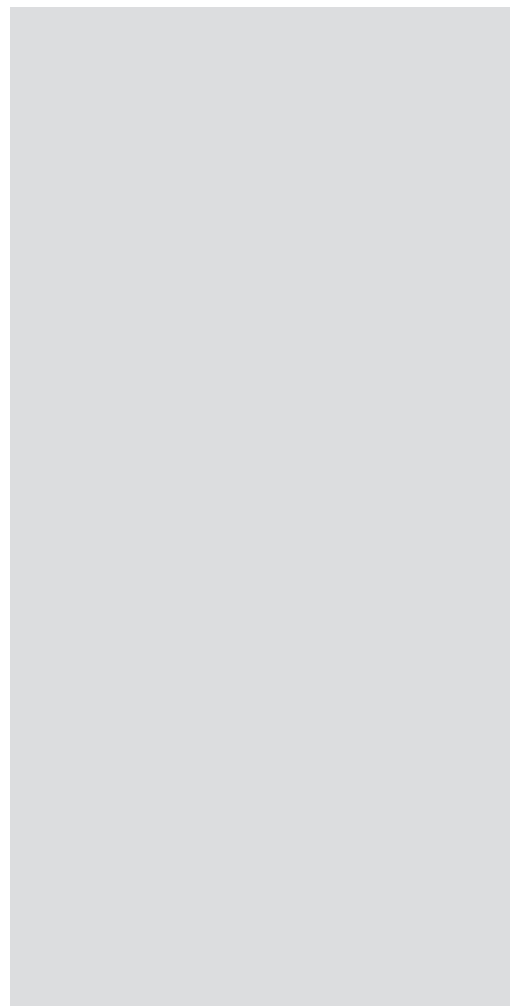
Individual management systems address internal processes related to areas such as quality, health and safety, and the environment. There is a high degree of compatibility between the standards.

You can either combine different management systems in parallel or you can implement one integrated management system.

Whether you choose to combine systems or an integrated approach, all of your company's critical areas can be evaluated and certified in a single certification audit.

Certifying your management systems simultaneously will save you time, effort and investment while increasing the effectiveness of all your management systems.

DNV offers you a combined or integrated certification service designed to enable cost-effective and added-value audits throughout the certification process.





DNV - Your partner in Risk Based Certification

FACING THE FUTURE TOGETHER

DNV takes a true partnership approach to certification. You provide input on which operational processes are most crucial to your business success. We evaluate how you perform in these key areas, while also checking compliance with the elected standard. For companies operating internationally, coherence and consistency in performance across geographic and cultural boundaries are a challenge. DNV has the organisation, knowledge and skills to manage global, multi-standard certification projects. As your challenges change, so will the focus of our audits, helping you to continually mitigate risks and maximise opportunities. At the heart of our partnership approach you will find a commitment to support you on the journey towards business excellence.

DNV - A COMMITMENT TO EXCELLENCE

DNV staff goes through one of the most stringent auditor training and

qualification programmes in the business. Our auditors speak your language and know your local needs, customs and markets.

They know the business you are in and are trained to understand the challenges you face, and they understand the relationship between your business goals and the operational processes of your company.

Their comprehensive industry knowledge make them uniquely positioned to give you valuable feedback on the soundness of your company's management system.

For years, we have been the preferred certification partner for Fortune 500 companies, as well as for medium and smaller businesses.

At the heart of our partnership approach, you will find a commitment to support you on your journey towards business excellence. We work with you to tune the certification process to your business vision and objectives.

Through our global network of local resources, DNV will deliver Risk Based Certification with top quality every time, everywhere.



DNV - PROVIDING TRUST AND CONFIDENCE

DNV is an independent and autonomous foundation working to safeguard life, property and the environment. We are a knowledge-based company and our prime assets are the creativity, knowledge and expertise of our people. Helping companies to manage risk is our business. DNV is recognised as one of the leading and most respected management system certification bodies in the world. We hold 80 accreditations in different countries and have issued more than 50,000 management system certificates worldwide.

To learn more, visit www.dnvcert.com
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