



Responsible business. The sustainable way to meet expectations.



Turning expectations into opportunities.

THE NEW RISK REALITY

Companies are today facing a new risk reality, as they are increasingly being held responsible for global climate change, fraud, corruption, pollution, labour abuse and more. Stronger demands for transparency and accountability are challenging companies to demonstrate systematic management of Corporate Responsibility risks in their business decisions and operations.

Managing this new risk reality while guaranteeing consistent business

results means staying ahead of expectations in all facets of Corporate Responsibility - environmental, social and economic.

Companies that choose to embrace this new reality and implement Corporate Responsibility principles at the core of their business reap a range of benefits, both tangible and intangible. For example, they strengthen trust and communication, helping to build reputations and brands.

Companies are seizing opportunities in the increasingly competitive business landscape brought about by globalisation, new technology and changing expectations of companies' responsibilities in society. Opportunities that bring a competitive advantage by attracting new investors and customers, strengthening market positions and stimulating long-term profitability.

Today, for many companies worldwide, the integration of social, environmental and economic issues into everyday business practices is not an activity on the margin. It is at the core of their business decisions and their underlying values. By placing Corporate Responsibility at the centre, companies are helping to assure themselves a sustainable position in today's constantly evolving corporate scenario. They are protecting – and growing – their companies' value.

WHAT IS THE RESPONSIBILITY OF CORPORATIONS?

Corporate Responsibility is often defined as a commitment to a set of values that recognise the role of business in building a better society.

The World Business Council for Sustainable Development (WBCSD) defines Corporate (Social)

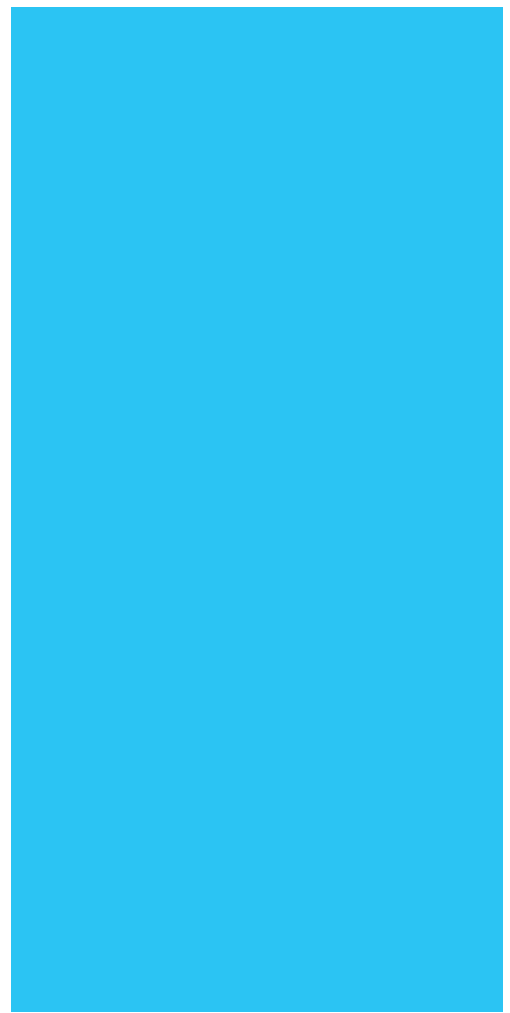
Responsibility as “business’ commitment to contribute to sustainable economic development, working with employees, their families, the local community, and society at large to improve their quality of life.”

But how do you move from a commitment to practice? In DNV, we think of Corporate Responsibility as a business approach: It is a way of achieving long-term value for shareholders and broader stakeholders through sustainable environmental, social and governance practices.

These practices address a range of global principles set out by, for example, the United Nations (UN), the International Labour Organisation (ILO) and the Organisation for Economic Co-Operation and Development (OECD) in these areas:

- Working conditions, including occupational health & safety
- Environmental resources
- Human rights and labour rights
- Business ethics, including fraud and corruption
- Organisational governance





BUSINESS BENEFITS

Responsible and transparent corporate behaviour brings a range of benefits in terms of organisational efficiency, reputation, brand value, stakeholder trust and positive communication potential. This in turn attracts both quality investors and employees. While governments around the world encourage business actors to take increased responsibility for the environment and society surrounding corporations, the rest of the world is also increasingly vigilant. So when companies openly comply with the multiple demands made in the new risk environment, the resulting goodwill can really make a difference.

Not only does proper implementation of Corporate Responsibility principles bring results from within the company, it also attracts healthy attention from the investment community. An increasing number of institutional investors document environmental, social and corporate governance metrics and use this data to assess company competitiveness, overall value and future performance potential.

Profitability can also be directly undermined by negative reactions from the local community, the workforce, the marketplace, environmental bodies, or indeed by governments. In fact, weak management of Corporate Responsibility issues is often linked with poor financial performance across a range of companies.

Recent corporate history holds up many examples of instances where failures in corporate governance, weak human capital management or inadequate environmental control has threatened corporate success, undermined corporate profitability or destroyed shareholder value. This shows that prevention is better than cure; that the implementation of safeguards is more effective than limiting damage; and that taking responsibility seriously in the new risk reality by developing a strong risk management strategy gives a significant competitive advantage and has a direct impact on financial results.



REAL CORPORATE VALUE

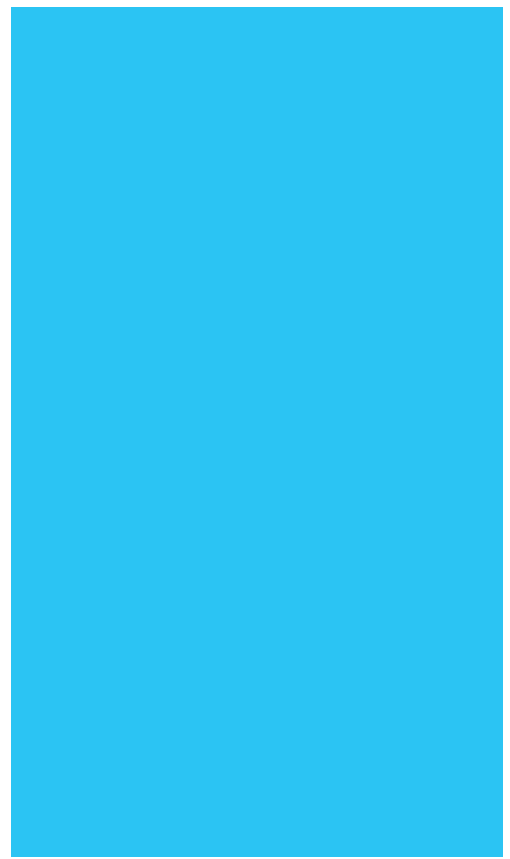
It is no longer possible to paper over the cracks of a faulty Corporate Responsibility system and simply hope they will not re-emerge. Outsourcing Corporate Responsibility strategy and management is not an option either, as you are held directly responsible for your actions, from the ethical behaviour of your supply chain to your impact on the community at home and at large. In the meantime, mandatory reporting of issues under your responsibility is spreading. The number of Corporate Responsibility (or Sustainability) reports requested by investors and regulatory bodies is growing, and global initiatives such as the United Nations Global Compact, the Global Reporting Initiative (GRI) and the World Business Council for Sustainable Development (WBCSD) are relentlessly driving Corporate Responsibility issues ahead and reflecting stakeholder demands.

The result is that as a company today you have everything to gain from embracing these responsibilities. But to do so, you need to integrate Corporate Responsibility into your

core business, transform your goals and plans into actions, measure your performance and finally produce relevant and reliable reports. In doing so, you will re-assert your social license to operate, strengthen your brand image and enjoy greater control over tangible and intangible assets: a truly effective way to gain real corporate value.

THE WAY TO MEET EXPECTATIONS

Today's companies increasingly understand the importance and benefits of accountability, business ethics and corporate governance to meet stakeholder expectations. Corporate Responsibility principles must be integrated into the company's core business processes and must be the foundation on which products, attitudes and behaviour are built and shaped. But changing systems and processes is not done overnight. It is an ongoing process, and the field of Corporate



Responsibility evolves continuously. So staying current is a challenge in itself. And although your internal effort is key, it is not enough. Stakeholders increasingly demand proof that what you say is what you do. You have to document and communicate your past, present and intended actions. True transparency often requires an independent third party to confirm a correct, balanced communication between you and your stakeholders.

DNV can work with you to check your performance objectively, identify areas for improvement, and provide an evaluation that your stakeholders find trustworthy. We work on a wide range of Corporate Responsibility issues and help you focus on the ones that are material to your business, helping you on a journey of responsibility and continual improvement that will meet your stakeholders' expectations.

If you are able to be transparent and communicate your actions, real value can be achieved not only through increased financial value for your company but also through other business critical factors such as greater reputation and company appeal in relation to your brand, market, shareholders, and current and prospective employees.

IMPROVE AND DEMONSTRATE YOUR COMMITMENT

The Corporate Responsibility aspects that are relevant for you depend on your core business. At the same time, you are influenced by the markets you operate in, which have different political, social and cultural environments. Your core business, your strategy and your market will influence what customers, authorities, non-governmental organisations and other stakeholders expect of you.

DNV provides a range of advisory and assessment services that support you in implementing, improving and demonstrating your commitment to Corporate Responsibility regardless of what your core business is.

DNV'S SERVICES

DNV is assisting businesses across a range of industries with different Corporate Responsibility areas, from assessment of current management practices (also in the supply chain) to improving and reporting performance. Our services are designed to help your business achieve success under new risk conditions.

We help customers worldwide address a wide range of risks and opportunities arising from human rights, labour practices, environmental standards, business ethics, corporate governance, community and marketplace activities.

We deliver standardised and tailored Corporate Responsibility solutions for in five broad areas:

- Corporate Responsibility Risk Management
- Sustainability Reporting
- Ethical Supply Chain Management
- Corporate Integrity Profile
- Corporate Governance

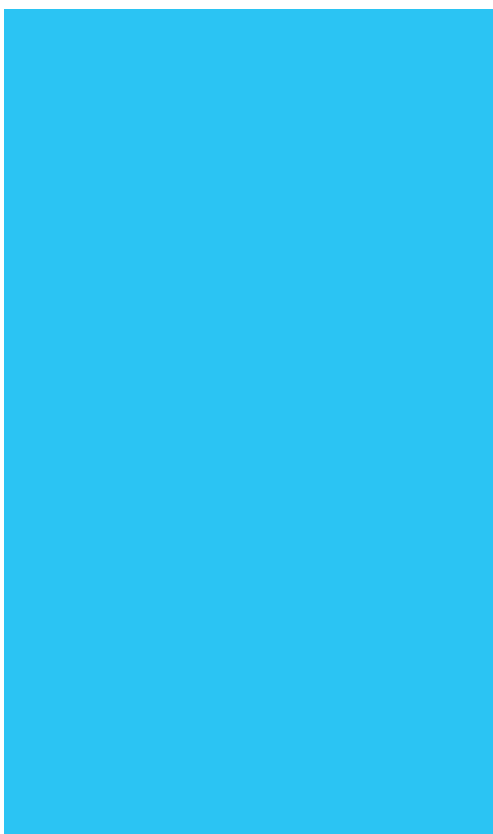
In addition, DNV also provides related services:

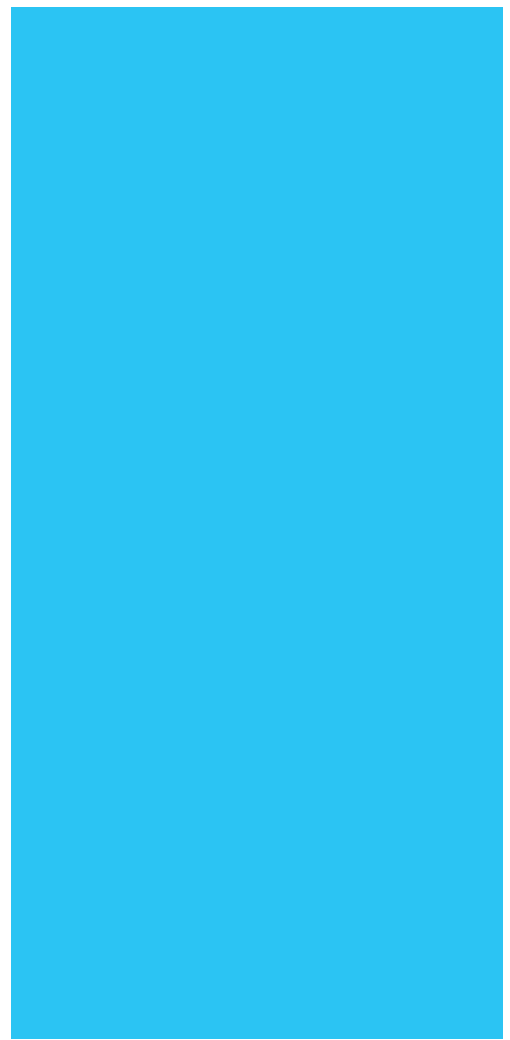
- Climate Change
- Management System Certification
- Training

Corporate Responsibility Risk Management

We work with companies to improve their understanding and performance in environmental, social, labour and business ethics aspects of their operations. By analysing and prioritising your company's material Corporate Responsibility impacts, you will know where to concentrate your efforts. DNV can help evaluate how well you are managing your Corporate Responsibility risks and disclosing performance and benchmark your performance against industry standards and international good practices. Based on our risk analysis, we advise on your choice of reporting guidelines and performance indicators and assist you in formulating a Corporate Responsibility strategy that addresses your business objectives. We can also help you implement the new ISO standard for Social Responsibility (ISO 26000). DNV is an expert member of the working group developing the standard.

The Corporate Responsibility assessment service is based on a well-proven methodology developed by CoreRatings, which DNV acquired in





2004. It addresses the principles of the United Nations Global Compact and covers criteria for Socially Responsible Investment indices such as the Dow Jones Sustainability Index.

Sustainability Reporting

Using our international and industry-specific expertise, we advise you on good practices and international Corporate Responsibility/ Sustainability reporting standards and guidelines issued by, for example, the Global Reporting Initiative (GRI) and AccountAbility. We can work with you to streamline and innovate your reporting and deliver workshops for your team to strengthen your internal capacity.

To assure your stakeholders that the reported information is trustworthy and relevant, we verify your reports and assess your underlying reporting systems. We issue Assurance Statements for you to publish and internal verification reports to help improve your reporting process. Our protocol for reporting assurance is aligned with the Global Reporting

Initiative (GRI) guidelines and AccountAbility's Assurance Standard AA1000AS (2008).

We also help companies meet specific reporting requirements, for example for the United Nations Global Compact or the Equator Principles or for Socially Responsible Investment indices such as the Dow Jones Sustainability Index or FTSE4Good.

Ethical Supply Chain Management

We assess the human rights and labour standards among your suppliers to identify risks and opportunities for improvement, in line with international supply chain management standards. This includes certification to the SA8000 standard, as well as 2nd or 3rd party assessments to your own or a sector code of conduct. We deliver training courses to your employees as well as suppliers on procurement/supply chain management.

Corporate Integrity Profile

Our unique tool assesses your company's integrity to help you better understand your organisational preparedness and resistance to fraud. We analyse the effectiveness of your company's strategy and internal management systems for minimizing fraud and corruption risk, so you know your risk profile and where to concentrate your resources. Our methodology incorporates requirements from the United Nations Global Compact, the Organisation for Economic Co-Operation and Development (OECD), Transparency International as well the Committee of Sponsoring Organisations (COSO) and the US Sarbanes-Oxley Act.

Corporate Governance

Our Corporate Governance Assessment helps you benchmark and track your governance performance against local and international governance standards. We assess your company's governance structure and evaluate the overall effectiveness of your internal governance controls. DNV offers competence and advice on good practice and international

corporate governance standards and guidelines. Our assessment helps you communicate compliance and integrity to investors, creditors, regulators and other stakeholders.

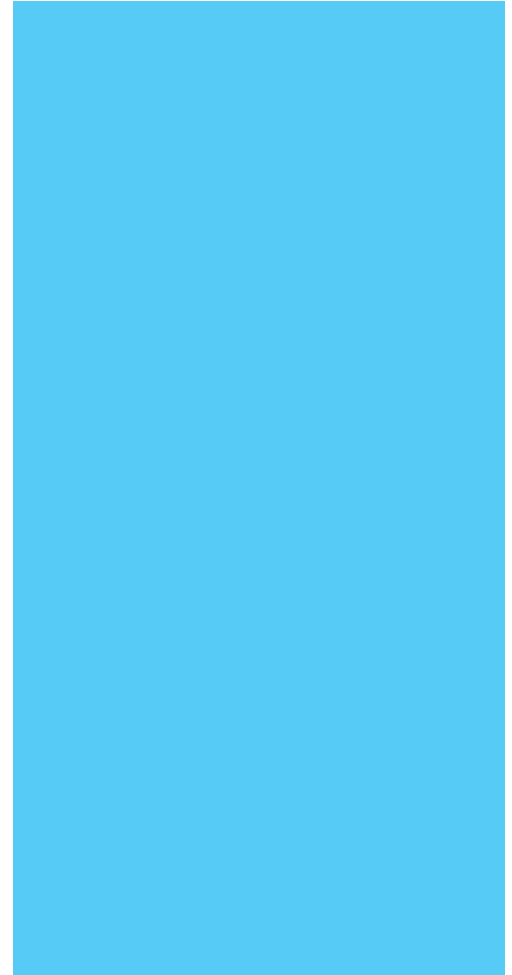
Climate Change

DNV provides services related to all the three Kyoto Protocol Mechanisms aimed at achieving real, long-term, measurable and cost-effective greenhouse gas reductions. This includes Clean Development Mechanism Projects, Joint Implementation Projects and Emission Trading schemes.

Management System Certification

We can also provide certification, using our Risk Based Certification methodology, toward international management system standards. ISO 14001 helps you control and manage your most significant environmental aspects. OHSAS 18001 contributes to safeguarding employees and the environment from harmful incidents.

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





Why partner with DNV?

DNV is a leading provider of services for managing risk, combining global expertise on managing issues, processes and systems, into solutions addressing the Corporate Responsibility risks your company faces today and those you will meet tomorrow. As an independent foundation with the objective of safeguarding life, property and environment, we believe in a partnership approach toward sustainable business:

Through our global and industry expertise we can help you turn Corporate Responsibility into a business approach.

We can help you navigate the complex landscape of changing expectations, standards and guidelines for Corporate Responsibility. We know the latest trends because, together with our customers, we help shape them through our work.

Knowing that risks also represent opportunities, we can help you identify and seize new opportunities to strengthen your business and demonstrate your Corporate Responsibility performance in a credible manner. Our proprietary methodologies and protocols draw on internationally agreed standards, industry benchmarks, national business frameworks, and a comprehensive database of global companies. We keep them up to date so you get the most advanced and sophisticated solutions.

We assemble the most qualified team of people for your needs. We have experts in everything from human rights to human resources to corporate governance to Enterprise Risk Management to climate change related services.

As a world leading certification body, we offer the latest in management system certification. DNV is also

accredited to provide verification services under the Clean Development Mechanism (CDM) aimed at reducing CO₂ emissions.

We have one of the most stringent auditor/assessor/verifier training and qualification programmes in the business, guaranteeing that our solutions are delivered professionally and with integrity every time, everywhere. We have offices worldwide. Our employees speak your language and know your local needs, customs, and market. Wherever you are, our people make it a point to know the business you are in.

Contact us to find out why top companies around the world trust us to meet their Corporate Responsibility needs.



DET NORSKE VERITAS (DNV)

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. As a world-leading certification body and global provider of solutions for managing risk, we work to help our customers achieve and maintain sustainable performance.

To learn more, visit cr.dnv.com
Contact us at CR@dnv.com