

Intercultural factors and their importance to the efficiency and effectiveness in DNV

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Tallinn
May 19, 2011

What we do and who we are..

DNV's core competence

identify
assess
manage

risk



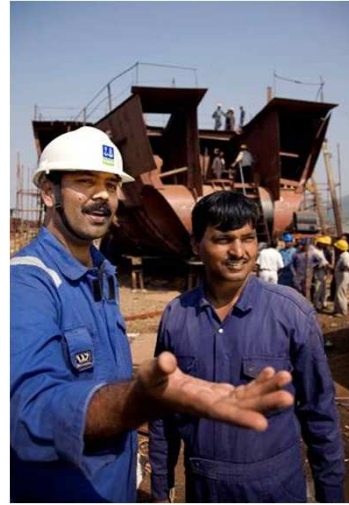
Integrity at the core



- **Independent foundation** established in 1864
- **Self-owned** with no shareholders
- Stakeholders are represented in our governing bodies and committees
- We use profits to continuously develop our people and our research and innovation

... areas we work in...

Improve safety



- As a class society, we assist in making shipping safer by **managing risk in all phases of a ship's life**
- We **establish and apply technical standards**, known as DNV Class Rules, for the design, construction and operational maintenance of ships and marine structures
- We provide a range of technical, business risk, environmental and competency-related services for the maritime industry

Enhance performance



- We manage risk across the **entire energy value chain** – from well to shore
- We enable energy companies to enhance **safety, environmental and business performance**
- Customers turn to us for our **cross-disciplinary competence** within risk management and methodologies, and our technical and operational expertise

Build trust and confidence



- We help customers build **trust and confidence** toward stakeholders and assure **sustainable business performance**
- As an independent party we provide **certification, training, assessment & risk management** services
- **Risk Based Certification™** is our methodology to increase value in each audit

Navigate corporate responsibility



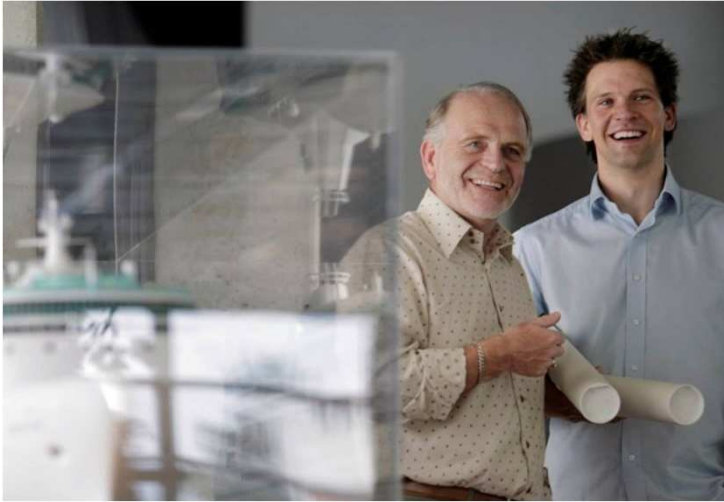
- **Non-financial reporting** – creates trust and drives triple bottom line performance
- **Corporate governance, accountability and business ethics** – analysis and assessment to protect intangible assets
- **From supply chain to value chain** – management of complexity and dilemmas
- **Crisis management** – independent fact finding and action plan to assure stakeholders

Combat climate change



- **Emission trading** – we validate and verify emission reduction projects
- **Cleaner energy** – we assess and verify clean energy projects – notably within wind energy
- **Carbon capture/storage** – we provide guidelines, assess risks and qualify new technology
- **Energy efficiency** – we provide energy management services addressing both technical and organisational issues

, and common for all: We build and share knowledge



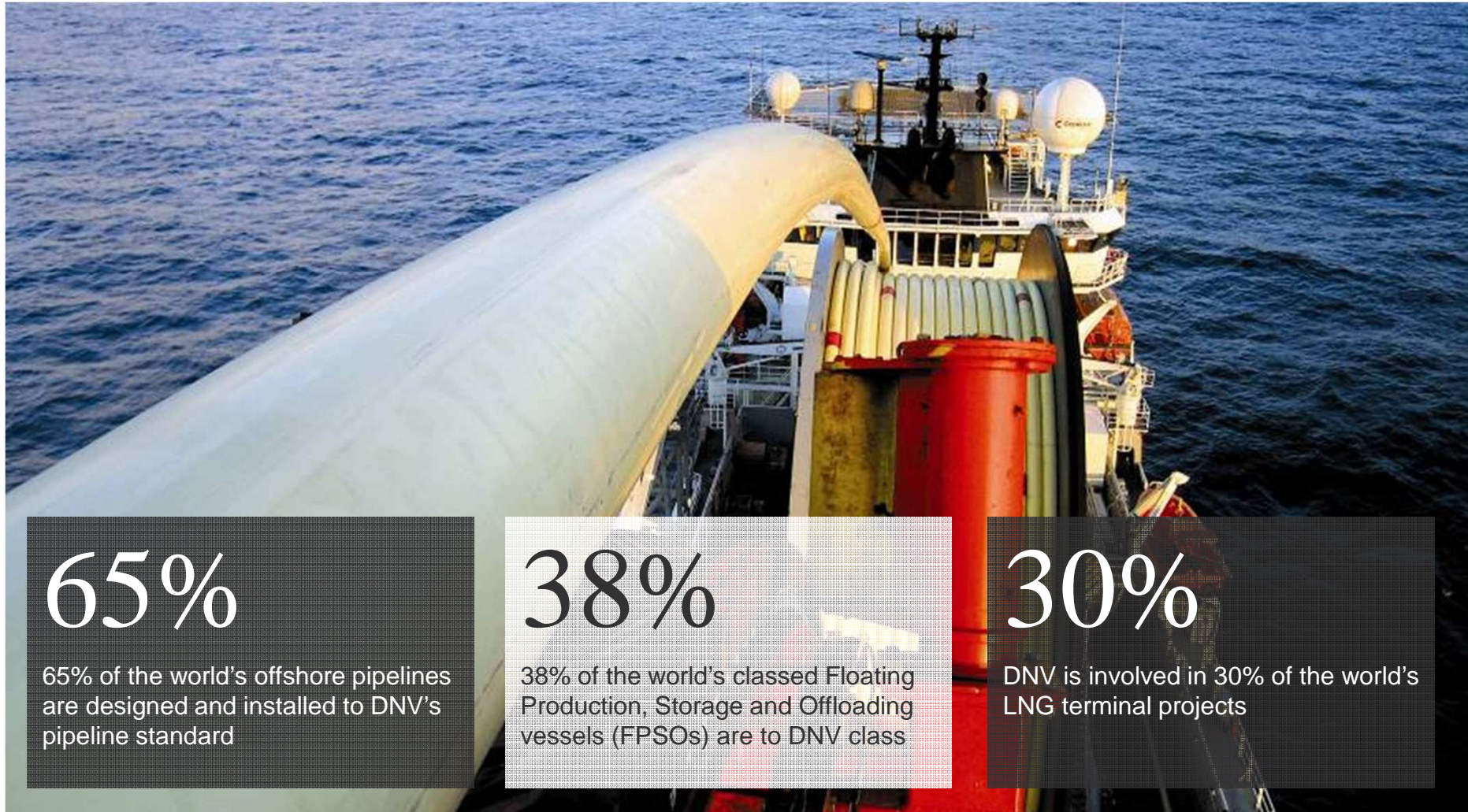
- We invest 6% of our revenue in **research and development**
- We take a lead role in joint industry research and development projects
- Through our **standards, rules, recommended practices** and **software solutions** we share knowledge with the industry

...and the results!

A trusted player in shipping



Expert role in the oil and gas industry



65%

65% of the world's offshore pipelines are designed and installed to DNV's pipeline standard

38%

38% of the world's classed Floating Production, Storage and Offloading vessels (FPSOs) are to DNV class

30%

DNV is involved in 30% of the world's LNG terminal projects

A global business assurer



5,000

More than 5,000 food companies certified by DNV

Top 3

DNV is among the world's top three certification companies

70,000

More than 70,000 management system certificates under more than 80 accreditations

2,200

2,200 healthcare-related organisations have had their quality management system certified by DNV

Impacting climate change issues



1st

Released the world's first standard for qualification of carbon capture technologies

31%

31% of all Clean Development Mechanism (CDM) projects are validated by DNV

75%

75% of the world's offshore wind projects are certified and verified by DNV

Global

Developed a global rating scheme for monitoring ships' environmental performance

To obtain and maintain this
position we need:

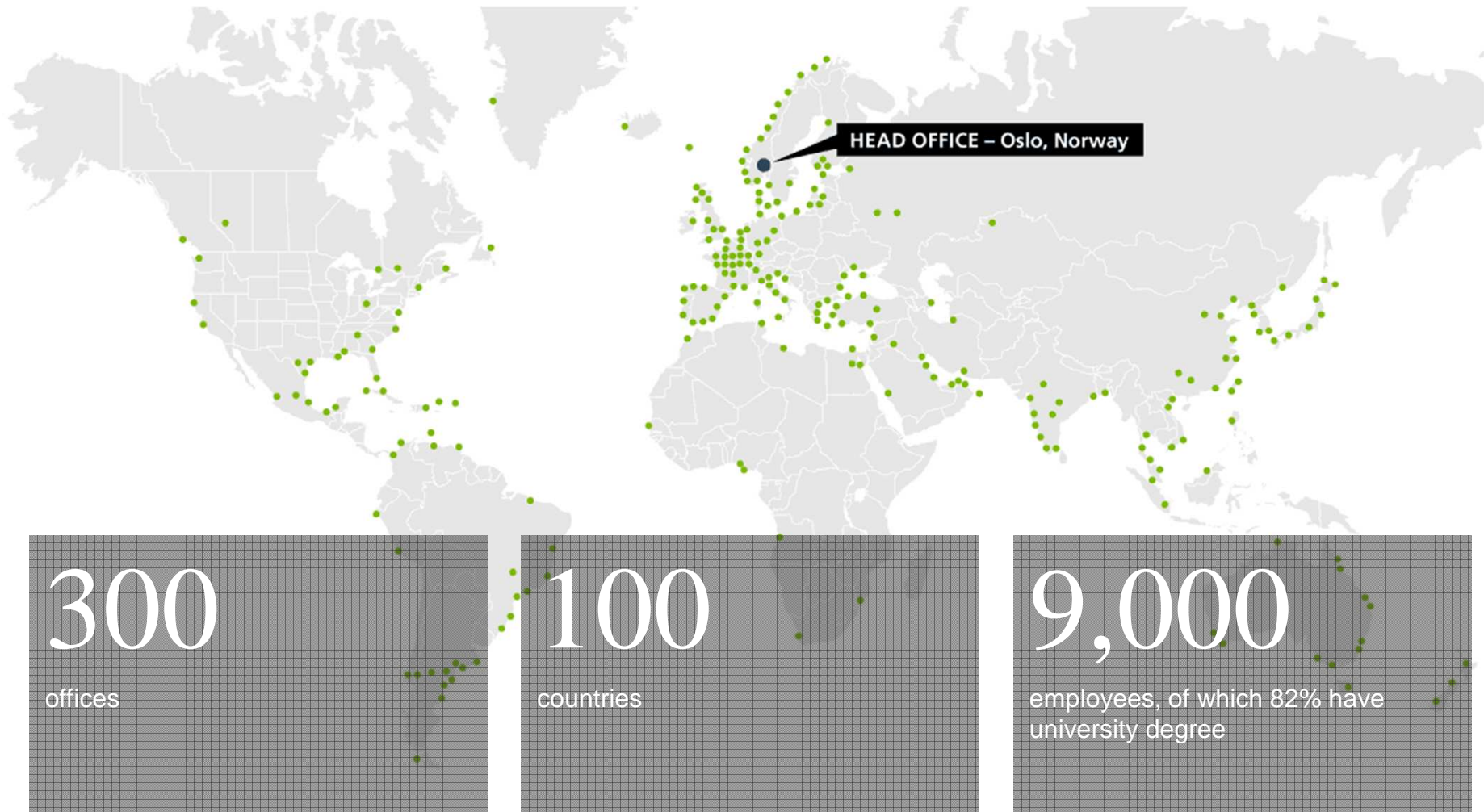
People



People

- People is our most important asset
- We need people whom our customers trust
- We need people who work efficiently and effectively together

..and highly skilled people across the world



Five key issues:

High educational level



Approximately

- 4% Doctorates
- 43% Masters degree
- 35% Bachelors degree

In house and external programmes for continued education

Training



Investments in training

- Cultural awareness training for employees
- Communication training – focusing on challenges when communicating with different cultures
- Courses for families going abroad

Cultural diversity



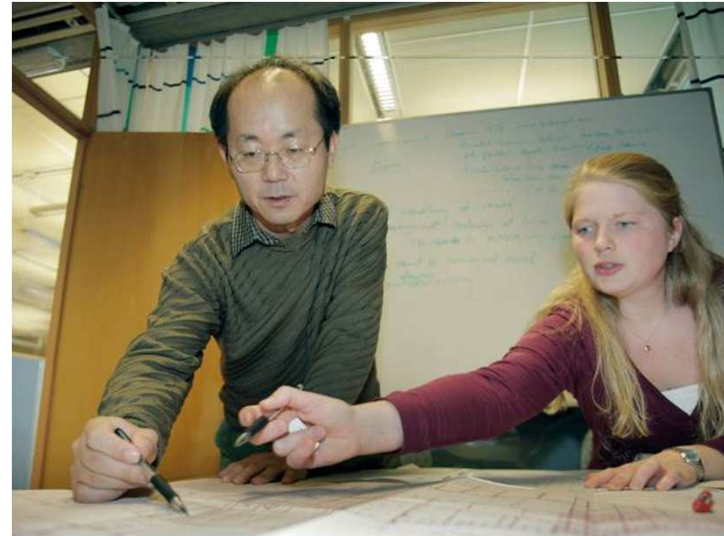
9000 staff from 99 nationalities

- 61 different nationalities among DNV managers.
- 73 % of managers are non-Scandinavian (Norway, Sweden, Denmark),

We have moved from being a:

- “Norwegian company with an international presence” to an
- “International company with Norwegian roots”

Multi-cultural teams



Striving for diversity

- Management and leadership programmes include mapping of personality profile
- Challenging the “natural” tendency of hiring people with similar profile
- Many examples where multi-cultural teams excel

Rotation across borders



Use of expatriates

- More and more expats both ways – East/West
- Ensure common set of values throughout the company
- Enhances understanding of our different positions
- Facilitate spreading of knowledge – both technical and commercial

Safeguarding life, property and the environment

www.dnv.com



MANAGING RISK

DNV