

New Wellbore Concept – "Rifle Well"



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New Wellbore Concept – "Rifle Well"



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SINTEF'S MANAGEMENT SYSTEM

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SINTEF'S MANAGEMENT SYSTEM

– our foundation

SINTEF operates with a shared management system for administration of its activities.

The system is certified in compliance with the NS-EN ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007 standards.

It meets prevailing requirements set out by the public authorities, in the statutory regulations governing internal control systems for systematic health, safety and environment-related activities in organisations (internkontrollforskriften), in requirements stipulated by our clients and business partners, as well as the requirements that SINTEF itself has defined for its own activities.

The management system consists of policies, processes and requirements that support us in:

- carrying out our tasks safely and efficiently
- achieving our goals and producing good results

The current version of SINTEF's management system, including any local supplements, is accessible to all employees on the intranet.

SINTEF's management system is process-oriented and subdivided into Management, Core and Support processes. All processes have a clearly defined process ownership structure.

The management system forms the basis for the administration of

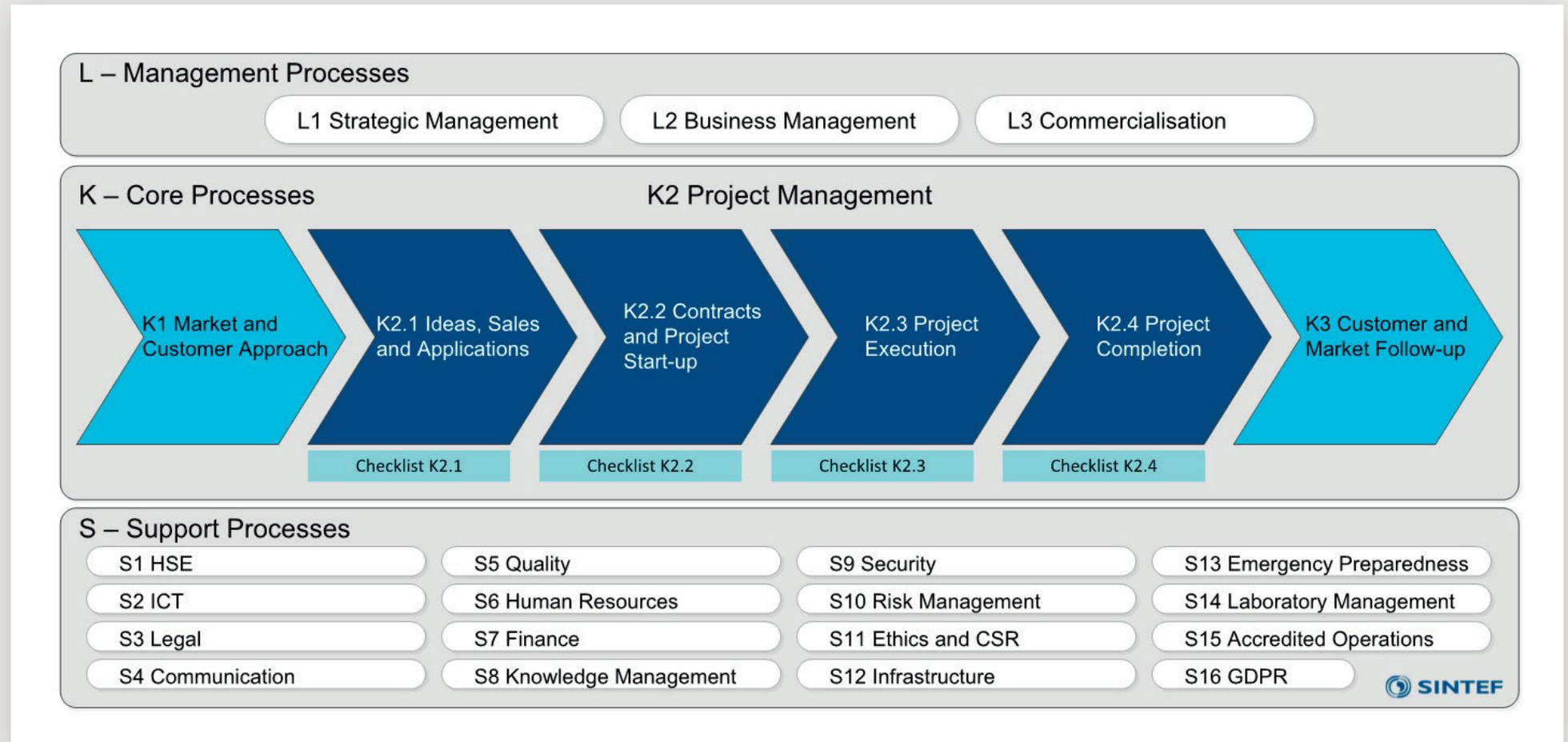


activities at all levels of the organisation, and consists of principles, policies, processes, prescribed roles and responsibilities.

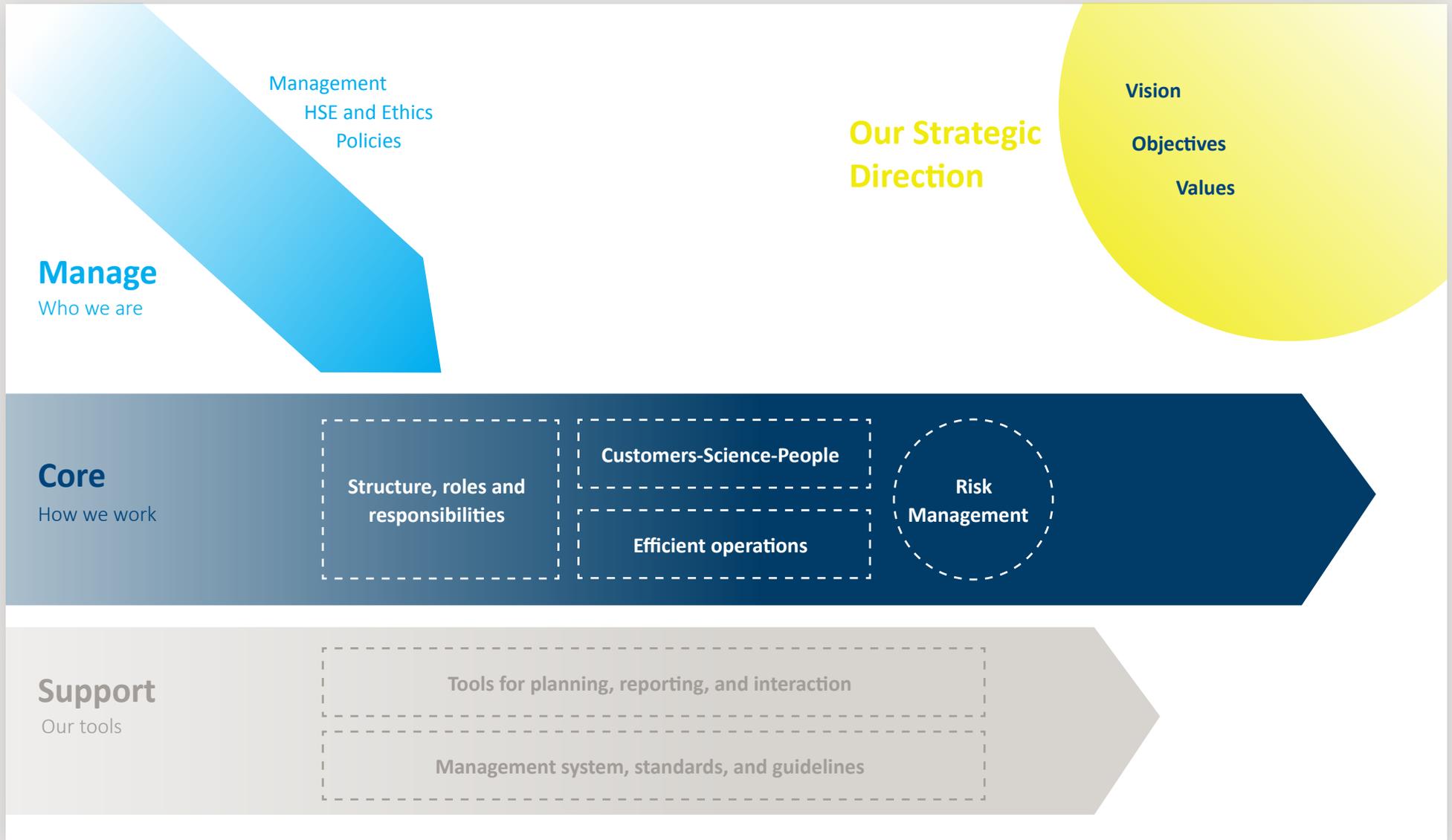
All employees at SINTEF have a responsibility to make suggestions for improvement to the system on the basis of incidents and experiences both within their own and others' areas of responsibility.

All employees at SINTEF shall comply with the management system, in addition to domestic legislation and statutory regulations.

The management system – an overview



SINTEF's organisational management model



Who we are – the management process

L – Management Processes

L1 Strategic Management

L2 Business Management

L3 Commercialisation

Our vision is “Technology for a Better Society”

SINTEF uses research and innovation to benefit society as a whole. We contribute towards value generation and develop solutions to meet the major challenges faced by contemporary society. We actively and boldly communicate our know-how, solutions and recommendations.

Objectives

In order to carry out our social mission and meet our client’s needs, we make use of the best skills and expertise available within the organisation.

- SINTEF shall operate with a diverse and multidisciplinary collaborative focus throughout the organisation. We encourage collaboration and intra-organisational mobility
- We shall share knowledge, networks and best practice
- We shall be regarded as having a clear and consistent identity
- SINTEF shall be structured to enable effective collaboration and optimal use of resources

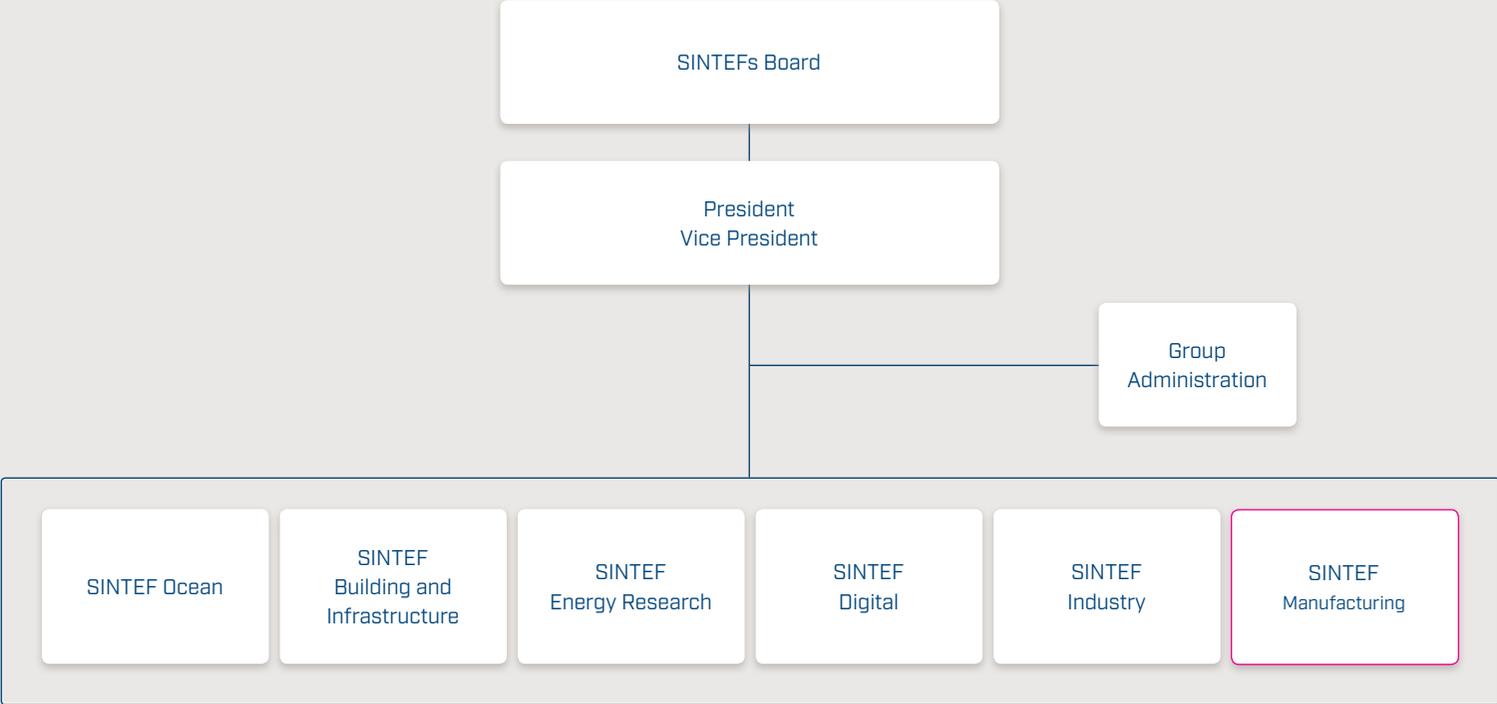
We adhere to our fundamental values and operate with a culture characterised by trust and commitment to our joint objectives and strategies.

Our markets and business areas

We develop solutions to some of society’s major challenges by being in the forefront of our specialist fields such as:

- Renewable energy, climate change mitigation and environmental technology
- Oil and gas
- Ocean space technology
- Health and welfare
- Enabling technologies

SINTEF's business structure



**SINTEFs
daughter
companies**



SINTEF Manufacturing and SINTEF Molab are not covered by the SINTEF Management System. These two units operate under separate Management Systems.

Certifications and accreditations

QUALIFICATIONS AS SUPPLIER
Achilles JQS
Achilles TransQ
Achilles Utilities NCE

CERTIFICATIONS	
ISO 9001:2015	SINTEF is certified by DNV GL. <i>Expiry 20.02.2020</i>
ISO 14001:2015	SINTEF is certified by DNV GL. <i>Expiry 20.02.2020</i>
OHSAS 18001	SINTEF is certified by DNV GL. <i>Expiry 20.02.2020</i>

LABORATORIES THAT ASSESS ACCREDITATION		
Research institute	Laboratory/department	Standard
SINTEF Industry	Mass spectrometry/Dept. of biotechnology and nanomedicine	ISO 17025

ACCREDITATIONS		
Research institute	Accreditation no.	Standard
SINTEF Building and Infrastructure	TEST 107	NS-EN ISO 17025
SINTEF Building and Infrastructure	CAL 014	NS-EN ISO 17025
SINTEF Building and Infrastructure	PROD007	NS-EN ISO 17025
SINTEF Manufacturing	TEST272	NS-EN ISO 17025
SINTEF Digital	INSP 059	NS-EN ISO 17020
SINTEF Molab	TEST	NS-EN ISO 17025

The ISO certificates do not apply to SINTEF Manufacturing AS, SINTEF Molab AS and SINTEF TTO AS.

Values, leadership, ethics and social responsibility



Values

We practice and promote the fundamental values of honesty, generosity, courage and solidarity. We generate value in collaboration with others. Our fundamental values serve to determine our ambitions and our freedom of action, and shall become conspicuous by the way in which we carry out our activities.

Leadership at SINTEF

All roles at SINTEF entail an element of leadership, either by delegation in the roles of Project Manager or project participant, or more formally as part of the management hierarchy. Common to all management roles is a recognition of each employee's field of independent responsibility, and how this interacts with other roles and fields of responsibility.

Managers at SINTEF work to promote a culture characterised by our fundamental values. Leadership at SINTEF is conducted in accordance with SINTEF's management principles.

Ethics and social responsibility

SINTEF operates on the basis of a clear ethical platform. Our activities are grounded in sound codes of research, business and inter-personal ethics. Our ethical guidelines are reviewed each year to ensure that they are adapted at all times to developments in wider society and issues that are relevant to SINTEF.

Ethical practice at SINTEF is grounded in our vision and our fundamental values.

Our ethical compass is also based on the following moral principles;

- The principle of human dignity
- The precautionary principle
- The principle of fairness
- The principle of utility

SINTEF's ethical guidelines apply to all employees and those engaged by SINTEF, as well as members of governance and supervisory bodies in their capacity as employee representatives. Contracted personnel shall provide written acceptance of these guidelines.

SINTEF is a member of both the UN Global Compact and Transparency International. Our business ethics are guided by the principles highlighted by these organisations. SINTEF's research ethics are founded on the rules set out by the Norwegian Ethical Council, the principles promoted by the European Group on Ethics in Science and New Technologies (EGE), and international agreements such as the Vancouver Convention.

Management at SINTEF – our management principles are based on our fundamental values



Honesty

- Managers have integrity; they are receptive, loyal and trustworthy
- They are effective and active communicators, including in regard to problematic issues
- They are clear in expressing their wishes, expectations and feedback



Generosity

- Managers observe, listen and acknowledge
- They challenge and develop
- They respect diversity, facilitate freedom and delegate responsibility



Courage

- Managers develop ambitious and inspirational goals
- They take decisions and acknowledge errors
- They tackle difficult issues



Solidarity

- Managers build teams and act for the benefit of others
- They take responsibility for both their own teams and SINTEF as a whole
- They create space and are inclusive

Health, safety and the environment [HSE]

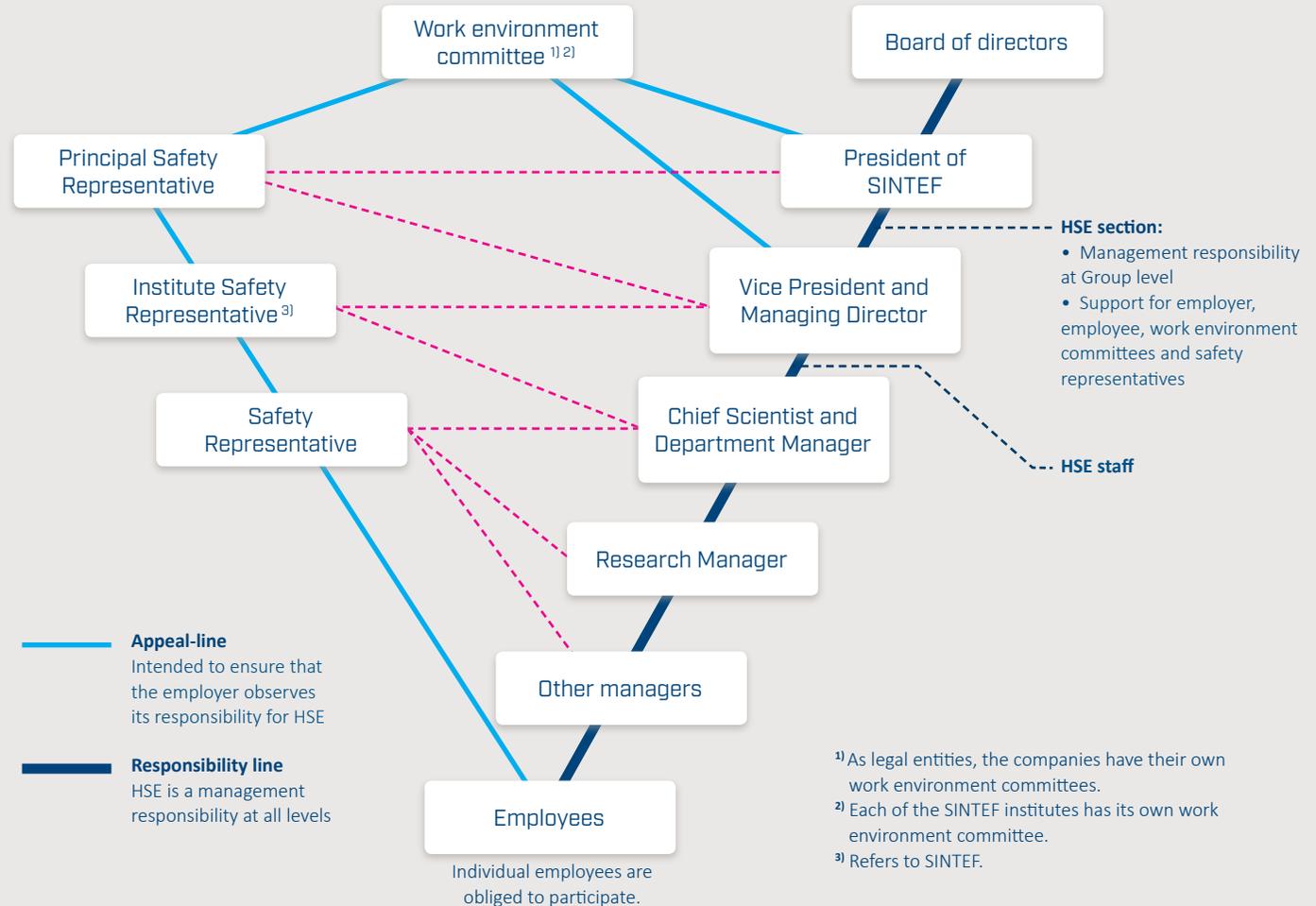
SINTEF is proactive in ensuring the performance of systematic and effective HSE-related work that contributes to efficient operations and project management, as well as providing safety and security for our employees.

We work systematically to meet the requirements set out in health, environmental and safety legislation, as well as those stipulated by our clients and set out in relevant standards. HSE-related work is an integral part of SINTEF's management system.

Management of environmental issues

Our environmental profile is grounded in our vision of "Technology for a better society". SINTEF takes sustainable development into consideration in all aspects of its activities. We consider the term sustainable development to include sound management of our activities, social responsibility and consideration for the environment.

HSE responsibility chart



Group policies – common to the entire Group and all employees



HSE POLICY

At SINTEF, HSE issues are assigned the highest priority – the safety of our employees overrides all other considerations. Our HSE policy applies to all SINTEF-related activities, both in Norway and overseas.

- SINTEF complies with all legislative and other requirements, and ensures continuous improvement by means of effective management.
- HSE is a responsibility of management and forms an integral part of our day-to-day work. Our employees have a duty to make an active contribution.
- SINTEF has a clear vision calling for zero levels of accidents, injury, damage and loss. We will do our utmost to protect our employees and those with whom we work from accidents and work-related illnesses.
- SINTEF operates with a healthy and health-promoting working environment. We have a management team that is transparent, inclusive and inspirational. Interaction and teamwork ensure that our employees experience personal

development and recognition for their work. All SINTEF employees are treated with respect and dignity.

QUALITY POLICY

SINTEF is a multidisciplinary research organisation with internationally-recognised specialist skills and expertise. We supply high-quality products, services and expertise that meet the expectations and needs of our clients and wider society. We are constantly developing our employees' expertise, our work processes and laboratories, in order to ensure client satisfaction and maintain competitiveness. We administer our activities in compliance with relevant standards and certify selected fields of these activities in situations where this provides added value.

We:

- Conduct each year agreed improvement activities with the aim of supporting the organisation's overall objectives.
- Carry out regular client and employee surveys, and use the results to inform our work to promote continuous improvement.
- Ensure that our suppliers maintain satisfactory levels of quality.
- Conduct our research activities in accordance with recognised scientific methods.
- Develop our management system to ensure:
 - safe, reliable and efficient operations
 - that we comply with all legislative and other requirement
 - adherence to our values, ethical guidelines and management principles
 - skills transfer and continuous learning
 - independence, impartiality and neutrality

ENVIRONMENTAL POLICY

Based on our vision of “Technology for a better society”, SINTEF shall give fundamental consideration to the external environment in all aspects of its activities. The aim of SINTEF’s environmental policy is to ensure that both our research and the management of our activities are carried out with due consideration for the external environment. It shall also ensure the continuous improvement of our own performance on environmental issues.

We are committed to:

- working for the introduction of Norwegian and international R&D programmes focusing on the development of environmentally-sound technologies.
- using our projects to contribute to research into, and the development of, environmentally sound solutions.
- focusing on environmental issues as part of our investment strategies, expertise development, and in our laboratories.
- reducing greenhouse gas emissions, selecting energy-friendly solutions, and preventing harmful emissions and discharges to the soil, air and water.
- disseminating knowledge, developing solutions and providing research-based know-how with the aim of promoting political debate on environmental issues in wider society.
- compliance with relevant legislative and other requirements imposed on us in relation to environmental issues at SINTEF.



POLICIES LINKED TO DEFENCE-RELATED R&D

In the light of our vision of “Technology for a better society”, SINTEF wishes to contribute to public security. This will include the supply of R&D for the development of weapon system components in situations where this is ethically, legally, reputationally and commercially justifiable. The term ‘ethically justifiable’ in this context is understood to mean an acceptable level of conformance between the benefits of the research to wider society, and the criteria that SINTEF applies at project level to arrive at optimal decisions, specifically security, the environment, legality, honesty, integrity, as well as our reputation, fundamental values and vision.

Defence-related R&D is supplied to state military organisations, Norwegian and overseas industries, and via projects carried out as part of consortia funded by the EU. State controls, prescribed export terms and conditions, and links to Norwegian national security mean that the Norwegian Armed Forces and the Norwegian defence industry represent a lower overall risk to SINTEF, and thus constitute our preferred partners.

SINTEF shall:

- operate with an independent policy and procedures for defence-related R&D that ensures that our independence is maintained
- only contribute to weapons development that is deemed legally legitimate, and be updated at all times on prevailing Norwegian commitments and regulations
- comply with non-proliferation agreements and export control legislation
- assess the risk that project results/products may be used for military purposes, terrorism or cybercrime/-attacks
- highlight thoroughly and elevate decision-making to Group management level in situations in which SINTEF is entering entirely new fields of research, or where a reasonable doubt exists that

the activity will be justified. This applies in particular to technology development for which the primary objective is to combat personnel or destroy infrastructure.

Moreover, it is stated in SINTEF’s ethical guidelines that all employees are entitled to refuse to participate in any form of defence-related R&D activities on grounds of personal conviction.

POLICIES LINKED TO INFORMATION SECURITY

Information and information processing represent key support services for SINTEF’s activities. For this reason, SINTEF stipulates requirements to ensure that adequate levels of information security are maintained. The term ‘information security’ is understood to refer to planned and systematic activities that are carried out to ensure that information and information processing are protected. Information, systems and infrastructure shall be reliable when in use. They shall be accurate, accessible and protected against unauthorised access and modification.

Purpose and scope of the policy

SINTEF’s information security policy shall contribute towards the protection of our business objectives and strategies, and shall support and protect our operations, competitiveness, public trust and good name. The policy shall ensure that information belonging to our clients and partners is securely administered.

SINTEF’s information security policy applies both to our employees and all other personnel who have access to our IT infrastructure and systems. The policy also applies to all electronic communication channels, shared ICT infrastructure and systems, as well as ICT infrastructure administered by individuals or other organisational divisions within the SINTEF Group.

Information security shall be addressed by the information security policy and the guidelines that this provides for supportive documentation regarding information security, in particular those linked to the management system's procedure and process descriptions.

Objectives linked to information security

1. Compliance with legislation, statutory regulations and regulatory requirements
 - The content of policy and supportive regulations shall adhere to the requirements set out in the Norwegian Protection of Personal Data Act (personopplysningsloven) and accompanying statutory regulations, the General Data Protection Regulation (personvernforordningen) and other relevant legislative requirements.
 - The requirements stipulated for a shared infrastructure, systems, and information processing carried out at SINTEF shall correspond to the levels set out in the ISO/IEC 27001 Information Security standard.
 - An individual Group organisation may, on the basis of a risk assessment, claim exemption from the requirements set out in the ISO/IEC 27001 standard for individual locally-operated systems and locally-operated infrastructure.

Compliance with legislation, statutory regulations and regulatory requirements is regarded as a minimum prerequisite for SINTEF's work linked to information security. At the same time, standards are often used as references in contracts with clients. For this reason, they are also important as references in SINTEF's governing documents in the field of information security.

2. Risk management and control
 - Updated risk and threat assessments shall be in place.
 - Adequate controls designed to protect SINTEF's information assets and information systems against unwanted incidents, damage and

loss shall be in place.

- Measures shall be evaluated on the basis of risk assessments. Risk assessments provide key guidelines for SINTEF's efforts and areas of focus in its work linked to information security.

3. Continuity and emergency preparedness

- To ensure the necessary accessibility (uptime) of systems, services and information.
- To ensure that SINTEF is in a position to continue its activities and provide its services uninterrupted in the event of major and more serious incidents.

Work to prepare continuity and emergency preparedness plans is important as a means of preventing commercial loss resulting from system inaccessibility. The operative aspects of this work include the planning and implementation of measures aimed at continuously improving the accessibility and uptime of SINTEF's systems and services.

4. Knowledge and expertise related to information security

- SINTEF shall ensure that managers, employees and other users are in a position to obtain knowledge and expertise about information security issues.

SINTEF's managers and employees represent the ultimate barrier against intentional and unintentional events that may affect our information security. A knowledge of security issues, risk and consequences in the event of security breaches is vital, and much more important than the technical security measures that are implemented to protect SINTEF's information assets.

5. Roles and responsibilities linked to information security

- Prescribed roles, responsibilities and ownership shall be in place in relation to information security at SINTEF. Work linked to information security activities at SINTEF is coordinated by Group Staff IT in

accordance with pre-defined role descriptions.

6. Consequences in the event of a security breach
 - Security breaches can damage information assets, information infrastructure and SINTEF's reputation. The consequences for employees and other users found responsible for contravention of the security instructions will be assessed on a case-by-case basis, and in accordance with prevailing personnel regulations.
 - Wilful breaches of the security instructions will be regarded as a breach of trust between the employee and SINTEF, and may have consequences for the employee's employment contract.

CONTRACT POLICY AT SINTEF

1. All activities related to contracts shall be grounded in SINTEF's rules governing HSE issues and ethics. SINTEF shall not enter into contracts that damage the organisation's reputation.
2. SINTEF's IP policy shall be complied with by means of the protection of existing rights and, as far as possible, the acquisition of new rights to results and/or know-how.
3. SINTEF's ability to influence the implementation of a project shall be in proportion to the level of responsibility it may incur.
4. Contracts shall be drafted to accommodate the risk of financial loss for the type of project governed by said contracts, and to minimise financial risk.
5. It must be possible to predict the risk associated with, and magnitude of, financial loss linked to SINTEF's contracts.
6. Project contracts must be harmonised with obligations that SINTEF has in relation to other contracts pertaining to the same technology.
7. Expansion of a contract's financial framework, or changes to a project's work programme, can only be made in writing and must be signed by all parties.

ALCOHOL AND SUBSTANCE ABUSE POLICY AT SINTEF

The abuse of alcohol and narcotic substances is a major problem in wider society, and thus represents a challenge to working environments in the business sector. Such abuse represents a threat not only to the individual employee concerned, but possibly also to his or her colleagues, and in some situations the organisation as a whole. SINTEF takes this problem very seriously.

Objectives of the policy

- At SINTEF, the working environment shall not contribute to the abuse of alcohol or narcotic substances by employees.
- At SINTEF, both managers and employees shall work to prevent abuse by notifying of any suspicions they may have without delay. Our managers shall address any problems that arise without delay.
- At SINTEF, employees with a problem related to alcohol or narcotic substance abuse shall be provided with help to overcome it.
- At SINTEF, managers shall act as good role models.

SINTEF'S POLICY FOR THE COMMERCIALISATION OF RESEARCH RESULTS

- SINTEF views the commercialisation of ideas emerging from our research activities as an important aspect of our role within wider society. Commercialisation is all about protecting and generating value. The commercialisation of technology involves the transfer of SINTEF's IPR.
- SINTEF has assigned high priority to this since the establishment in 2002 of its own commercialisation concept. Key components of this concept include the allocation of funds and a solid foundation in core activities, combined with the professionalisation of, and a

transformation in attitude and incentivisation among, researchers and research groups.

- SINTEF works together with NTNU on joint commercialisation projects.
- SINTEF's effective focus on its clients is an overriding premise on which we base our development and use of IP and IPR.
- The development and use by SINTEF of IP and IPR shall be perceived by our clients and other partners as orderly and transparent. In this way, all parties are assured security and safety in relation to ownership and user entitlements.
- In all its activities, SINTEF fully respects all other parties' IPR.
- The aim is to actively promote sustainable research-based ideas that can be developed further with a view to commercialisation. Our natural role is participation in concept development and the early seedcorn phase.
- In order to achieve success in commercialisation, we are dependent on collaboration with others. It is essential to obtain capital and industrial expertise in order to mature companies from the seedcorn phase to commercial production. It is of vital importance to achieve this rapidly.
- SINTEF TTO AS is SINTEF's instrument dedicated to facilitating commercialisation.
- SINTEF TTO has enabled SINTEF to establish its own investment fund. Incentive schemes for inventors and research groups have also been established. SINTEF TTO carries out its activities in collaboration with the research institutes.
- SINTEF is keen that as many ideas as possible are commercially developed in Norway. The proportion involved will depend greatly on the regulatory frameworks governing business activities in Norway, and access to expert capital. The industry structure represents a challenge in important technological fields.
- Capital and assets generated by commercialisation projects within the

SINTEF Group are reinvested in new research and innovation.

SINTEF'S PUBLICATION POLICY

SINTEF is a broad, multidisciplinary, research organisation with specialist expertise in the fields of technology, the natural sciences, medicine and the social sciences. Our aim is to contribute towards innovation and value generation, and to address the major challenges currently faced by wider society.

The rights to the value and assets that we generate shall be protected, if possible by means of the use of patents. The use of patents must be determined prior to publication.

The aims are to enable SINTEF's know-how to contribute towards a better society, and to ensure that our research results are made more conspicuous and accessible. SINTEF wishes to emphasise publication, and to take advantage of the opportunities provided by Open Access for the dissemination of new knowledge. At the same time, our results shall only be published within the constraints imposed by our duties of confidentiality and non-disclosure.

For the most part, SINTEF researchers publish their material in media that offer the maximum possible levels of open access.

- As a general rule, SINTEF's researchers shall, according to the principle of professional equality, select publication channels that offer the greatest freedom of access, either via Green Open Access, that facilitates favourable terms for self-archiving, or Gold Open Access journals that offer unrestricted open access online.
- All peer-reviewed articles shall be deposited in SINTEF's open scientific archives.
- SINTEF encourages its authors to retain all IPR linked to their

publications. In the event of open access publication, SINTEF recommends the use of Creative Commons Licences.

The most important form of dissemination of our research results occurs when a new technology or systems are made use of by our clients and by society. International publication is also given high priority. Publication enables SINTEF to make a contribution to the global development of new knowledge. The identity and standing of our co-authors, and the degree to which other researchers cite SINTEF publications, are indicators of the quality of our work.

- SINTEF publishes its results in publications of high quality and with significant scientific influence. The aim is that SINTEF shall be cited at least as frequently as the most prominent research centres also working in its areas of focus.
- SINTEF seeks to include its publications as a part of its project deliverables. Publication is incorporated into communications planning, and is budgeted for during the initiation of all projects.
- SINTEF's aim is to produce one peer-reviewed publication per research FTE per year.

SINTEF has a partnership agreement with the Norwegian University of Science and Technology in Trondheim, and collaborates with the University of Oslo and other prominent research centres both in Norway and overseas. The co-authoring of scientific publications with our research partners is essential if we are to reach out to more research centres in Norway and overseas. Collaboration with prominent international researchers helps to raise the quality of our publications and boost our citation rate.

SINTEF makes active use of the opportunities that our projects provide to co-author publications with our partners. We establish networks and communicate with the major research centres at international conferences held in both Norway and overseas.

- SINTEF researchers co-author publications with leading researchers working both in Norway and overseas.
- SINTEF adheres to recognised conventions linked to research ethics (e.g. the Vancouver convention)
- SINTEF supports Norwegian and European publication guidelines and complies with open access requirements.

Publication is of great value as a means of documenting and developing expertise, both for individual authors and SINTEF as a whole. Scientific publication is important for the career development of individual researchers.

SINTEF aims to ensure that all scientific personnel have the opportunity to publish their results. Employees shall also inspire each other and display generosity. They shall contribute to a collective effort to achieve high quality in both their research activities and publication.

- As part of all SINTEF projects, project participants are given the opportunity to take part in the process of publication of their research results.
- SINTEF needs diversity and a healthy gender balance. This also applies when it comes to publication. SINTEF shall provide all its personnel with equal opportunities for career development. Publication planning shall be a fixed item on the agenda of employee appraisal interviews for scientific personnel at SINTEF.
- Publication should be a regular topic of discussion during in-house meetings.

This is how we work – the core processes



Project management – structure, roles and responsibility

Organisation

SINTEF organises and carries out all its activities in the form of projects. For each project, a Project Owner, Project Manager, Project Coordinator and a technical QA manager are appointed. Any staffing of a project above and beyond this will be determined according to the demands of the project and any specific expertise requirements.

Project implementation

SINTEF carries out its projects in compliance with the management system, and both implementation and the final results are monitored to ensure the correct level of quality at all stages.

Our clients shall experience:

- Effective project implementation
- Proactive and effective communication
- The highest HSE standards
- High levels of technical quality and professional integrity
- Professional protection of our clients' intellectual property rights

We work actively with the public authorities and world-leading knowledge centres to achieve the best results for our clients, and develop projects that trigger co-funding from the public sector.

Continuous improvement

We work at all times to meet the requirements, real needs and expectations of our clients. Quality assurance and quality enhancement constitute a natural part of our work and are the responsibility of our individual employees and their managers.

All our services and activities are an expression of our approach to quality in relation to the needs of our clients, employees and society as a whole. We shall continue to work towards improving our skills and expertise, our laboratories and products, processes and services, with the aim of ensuring that our clients come to regard SINTEF as their preferred supplier and business partner. Continuous improvement is assured by means of employee participation, audits, our non-conformance and improvement system, as well as management reviews.

An effective management system, combined with ongoing quality improvement, is a significant factor influencing the implementation of processes carried out by SINTEF.

All employees at SINTEF are responsible for the quality of the work they carry out. As a result, each employee has an influence over the progress of his or her own work situation. Our quality manager roles assist the rest of the organisation with development of the management system and the preparation and improvement of governance documents. They assist with the follow-up of results and carry out systematic system audits.

Risk and opportunity management

The term risk management is understood to mean all activities continuously being carried out to ensure that the organisation is administered and monitored with regard to risk.

SINTEF exists to contribute towards a better society. Our opportunities to make a positive contribution are boosted if we have a solid reputation and

are well trusted by wider society and our clients in the markets in which we operate.

- We want to achieve transparency and implement the systematic monitoring of risk factors. This means that we must work with our organisational structure and succeed in increasing transparency in relation to difficult issues and events.
- We are looking to seize opportunities once the associated risk is determined.
- We want to strengthen the link between risk management and goal and performance management in order to develop risk leadership.
- Risk management is an integral part of the administration of our activities.

SINTEF is working proactively to address factors that may represent a threat to the Group's/institute's/department's goal achievement:

- We identify risks and risk owners.
- We deal with critical risk factors by means of dedicated action plans.
- We ensure the regular follow-up of measures taken to address risk.
- We generate a basis for effective communication.
- We monitor a comprehensive risk portfolio.

Risk management contributes towards the exploitation of commercial opportunities without incurring unnecessary risk.

- We are increasing our performance capability so that we can seize opportunities once the risk is determined.
- We are introducing an opportunities portfolio in order to further structure our approach to exploiting opportunities.
- We prioritise the most important, make evaluations from different points of view, and increase transparency.

Our objectives

<i>Clients</i>	SINTEF shall promote innovation, value generation and increased competitiveness within the public and private sectors.
<i>Research</i>	SINTEF's activities shall maintain high levels of quality and remain at the forefront of international research in selected fields.
<i>People</i>	SINTEF shall be an attractive workplace offering unique development opportunities to determined and knowledgeable people.
<i>Efficient operations</i>	Operational efficiency generates value for SINTEF and our clients. All SINTEF personnel are expected to contribute towards operational efficiency. Managers have a special responsibility.

Organisational and employee development

SINTEF promotes a performance-based innovation culture made up of creative and self-reliant employees with a commercially-oriented attitude, who actively adhere to the organisation's values and comply with its ethical guidelines.

SINTEF shall operate with the best research teams within our areas of focus. We shall develop employees and research teams that are enthusiastic about their respective fields, and in a position to translate our expertise and technology base into products for the commercial market. They shall be recognised by their fellow researchers both in Norway and overseas.

Our culture is characterised by our ability to generate revenues by creating value for our clients, and by the fact that our research is the basis for success and the development of both our employees and our business interests.

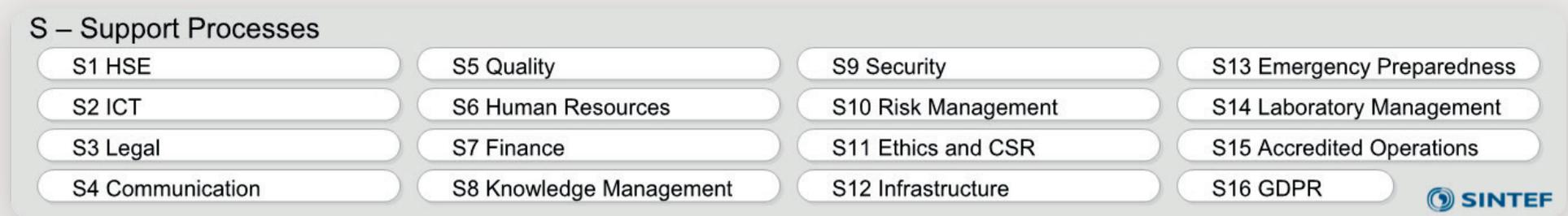
The way we work is innovative, cross-disciplinary and result-oriented. Our workplace shall offer a meaningful, diverse and healthy arena for personal development.

Corporate functions fora

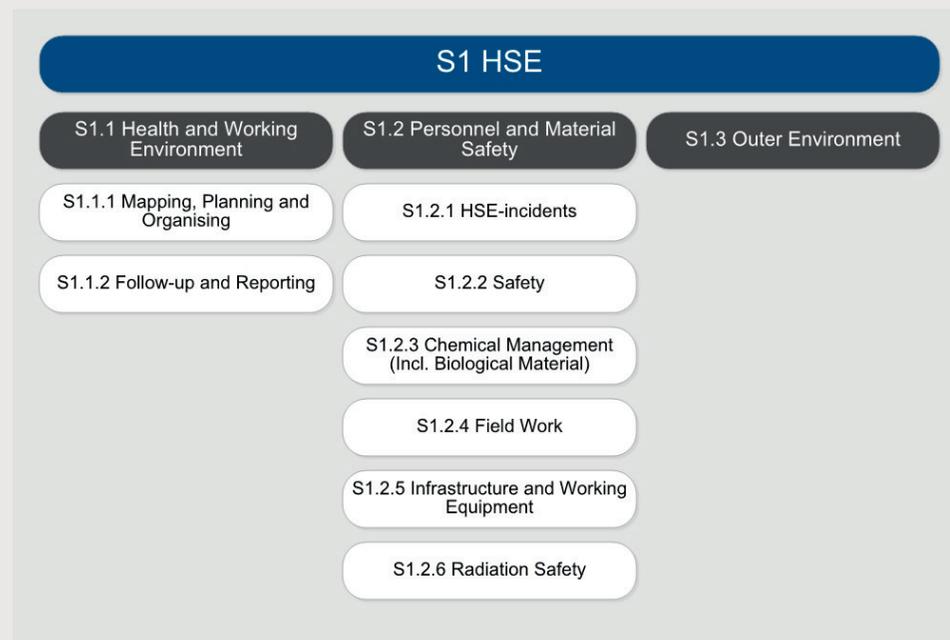
SINTEF's corporate functions fora include representatives from all divisions within the organisation. The leaders of the various fora hold positions in Group Staff, and forum members are appointed by Group Management. The fora are intended to function in a strategic, tactical and operative role.

- **The HSE forum** ensures that SINTEF's HSE policies are implemented, and that HSE objectives and ambitions are achieved. It ensures that the HSE requirements set out in the management system adhere to prevailing legislation, statutory regulations and standards. The forum also has a leading role in the development of HSE-related work, and contributes towards best practice throughout the SINTEF Group by means of experience
- **The Quality Forum** ensures the integrated management of SINTEF's collective activities by means of the administration, maintenance and development of SINTEF's internal management system. The forum ensures that the management system is appropriate, effective and user-friendly, and that it complies with relevant standards. It contributes towards achieving best practice throughout the Group by means of experience transfer and the enhancement of skills and expertise.
- **The IT Forum** coordinates SINTEF's work dedicated to ICT functions, and acts in a strategic, tactical and operative role.
- **The HR Forum** ensures that SINTEF operates with an integrated and coordinated human resources policy.
- **The Economics Forum** contributes towards the development and implementation of SINTEF's business management strategies (Virksomhetsstyring i SINTEF).
- **The Communications Forum** contributes towards the development of the focused, effective and collective use of communication media at SINTEF, both in the fields of strategic communication and the dissemination of research results.

Our tools and instruments – the support processes



All corporate functions at SINTEF have their own prescribed support processes, which are set out in the management system. One example of an HSE-related process is illustrated in the figure below.

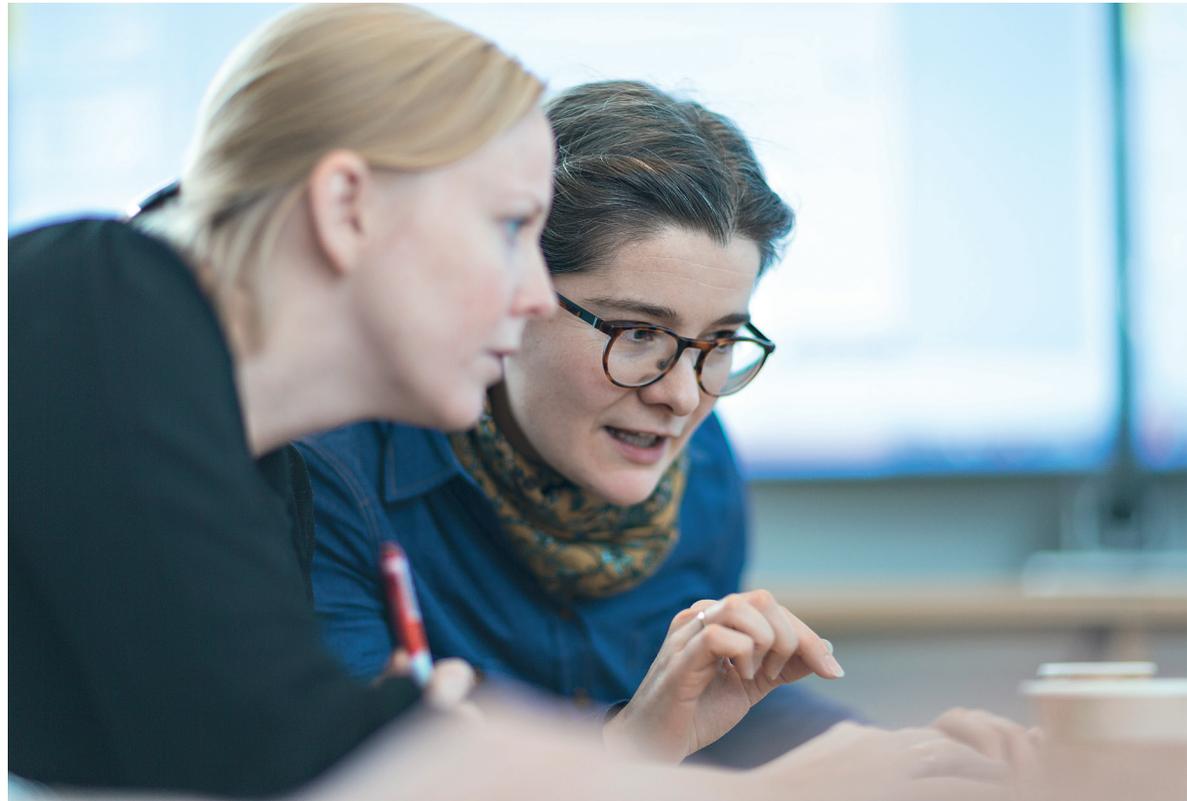


Each research institute is permitted to draft its own procedures related to areas not included in the overall system. An institute may also draft local supplementary procedures which are stricter than those established centrally. These are published under the heading “Local processes” (“Lokale prosesser”) in the management system.

Administrative support systems and interaction tools

SINTEF utilises a variety of administrative support systems and tools to facilitate in-house interaction and project supervision.

SINTEF has established a shared platform in the SharePoint system that facilitates access to the management system, interaction rooms, and other administrative support systems and tools.





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