



SINTEF

# 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. Our system is based on the trademark SIMPLI Manage.
- The system is certified in compliance with the NS-EN ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standard. Accredited operations are in addition certified in compliance with ISO 17020:2012, ISO 17025:2017 or ISO 17065:2012.
- 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, in requirements stipulated by our clients and business partners, as well as the requirements that SINTEF itself has defined for its own activities. The system meets requirement for information security based on the principles in ISO 27001:2022
- The management system consists of policies, processes and requirements that support us in carrying out our tasks safely and efficiently and in 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 Policies, 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.



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

## Courage

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



## 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



## 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



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## Group policies

– common to the entire Group and all employees



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# 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.



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# 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:

- work for the introduction of Norwegian and international R&D programmes focusing on the development of environmentally-sound technologies.
- 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.
- reduce greenhouse gas emissions, selecting energy-friendly solutions, and prevent harmful emissions and discharges to the soil, air and water.
- disseminate knowledge, develop solutions and provide research-based know-how with the aim of promoting political debate on environmental issues in wider society.
- comply with relevant legislative and other requirements imposed on us in relation to environmental issues at SINTEF.



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# 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 that we:
  - conduct safe, reliable and efficient operations.
  - comply with all legislative and other requirements.
  - adhere to our values, ethical guidelines and management principles.
  - provide for skills transfer and continuous learning.

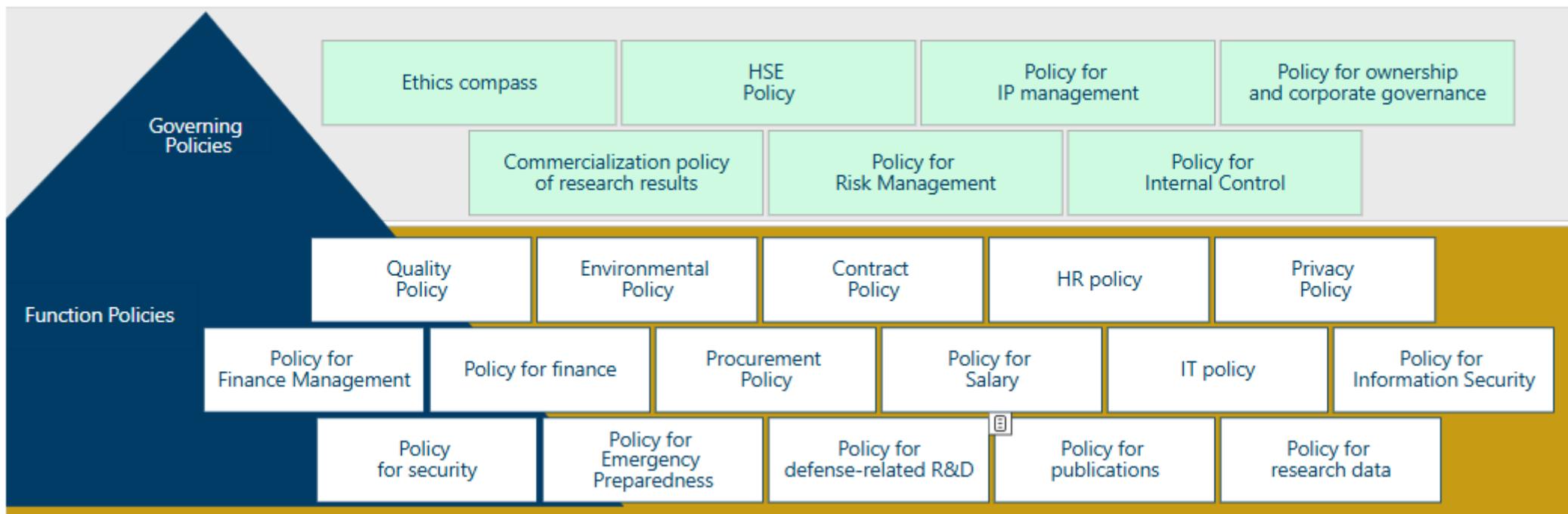


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# Other policy-documents





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A close-up photograph of several hands assembling puzzle pieces. The puzzle pieces are in various colors (yellow, blue, purple, green) and are glowing with bright light. The background is dark and blurry, suggesting a digital or technological environment. The overall scene conveys a sense of teamwork, problem-solving, and innovation.

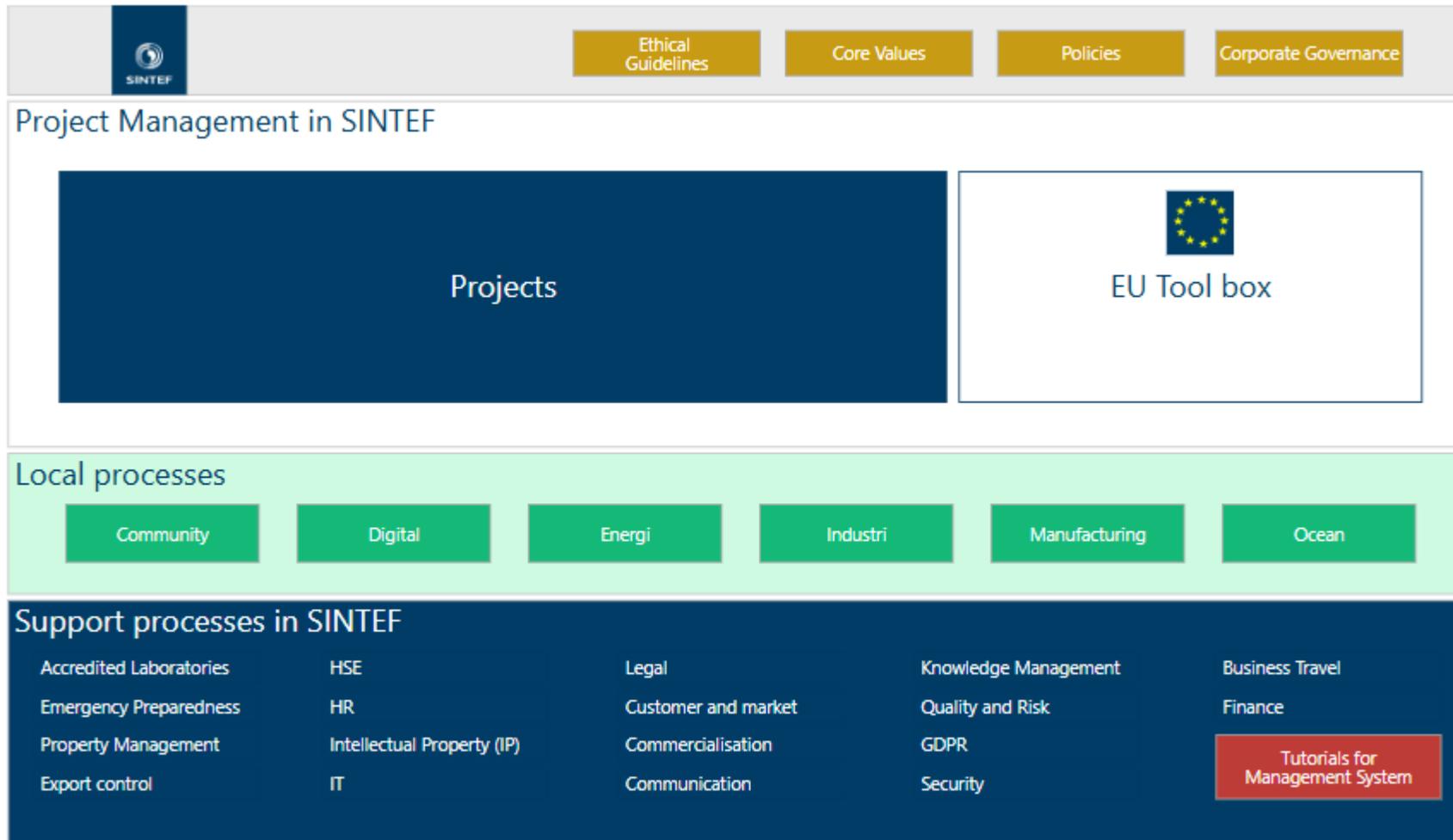
## Our Management System in QM 365

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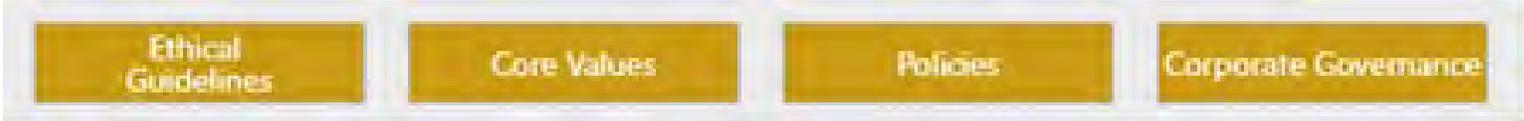
# Management System main structure





# Strategy and sustainability

Our vision is to provide "Technology for a better society", as a world-leading research institute.



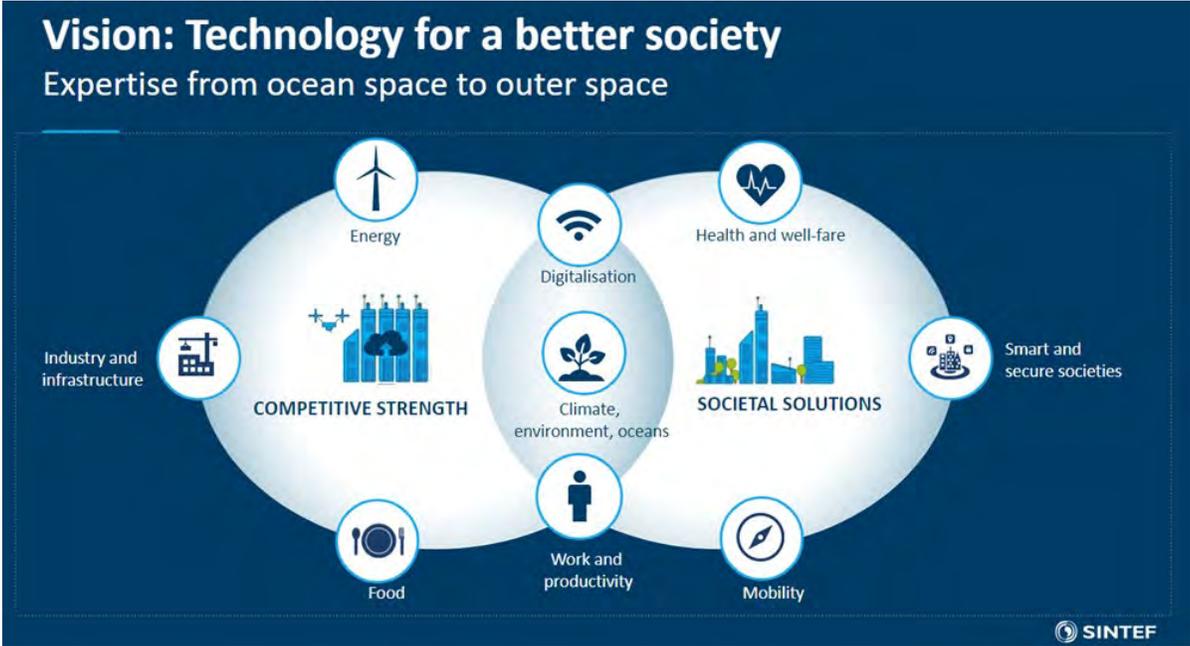
### Objectives:

- In line with our corporate strategy, SINTEF aims to emphasize our goals:
- Increase our competitiveness and public utility by realising UNs sustainability targets
- Coinvent with our customers and link their needs to the research frontiers
- Create excellence in knowledge and infrastructure and create new areas of business.
- Develop SINTEF as an attractive, innovative and efficient knowledge organisation
- Obtain room for financial maneuver and secure safe business operations

We are committed to our basic values and our culture is based on trust and commitment to our common targets and strategies..

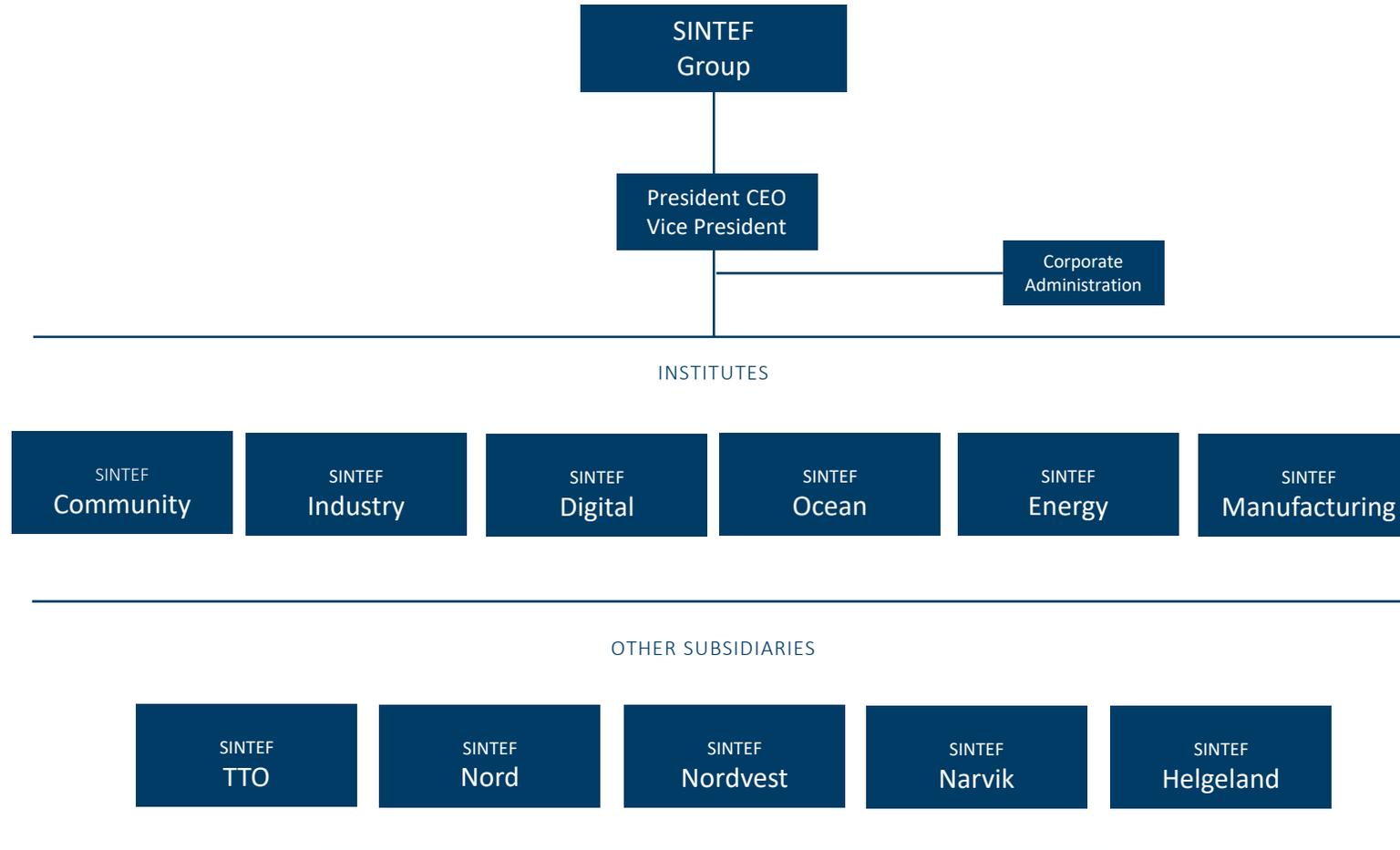
The Management System will help us to achieve these targets.

**Our markets and business areas:** *We develop solutions to some of society's major challenges by being in the forefront of our strategic areas:*





# Corporate Governance and Company Management





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# Certificates og accreditations

## Sertifiseringer

ISO 9001:2015

ISO 14001:2015

ISO 45001:2018

SINTEF is certified by DNV

## Leverandørkvalifiseringer

Institute	Accreditation-nr	Standard
SINTEF Community	TEST 107	NS-EN ISO 17025-2017
SINTEF Community	PROD 007	NS-EN ISO 17025-2017
SINTEF Digital	INSP 059	NS-EN ISO 17020-2012
SINTEF Digital	PROD031	NS-EN ISO 17065:2012
SINTEF Industri	TEST 310	NS-EN ISO 17025-2017
SINTEF Manufacturing	TEST 272	NS-EN ISO 17025-2017



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# Values and leadership

## 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 characterized by our fundamental values.

Leadership at SINTEF is conducted in accordance with SINTEF's management principles.





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# Ethics

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.



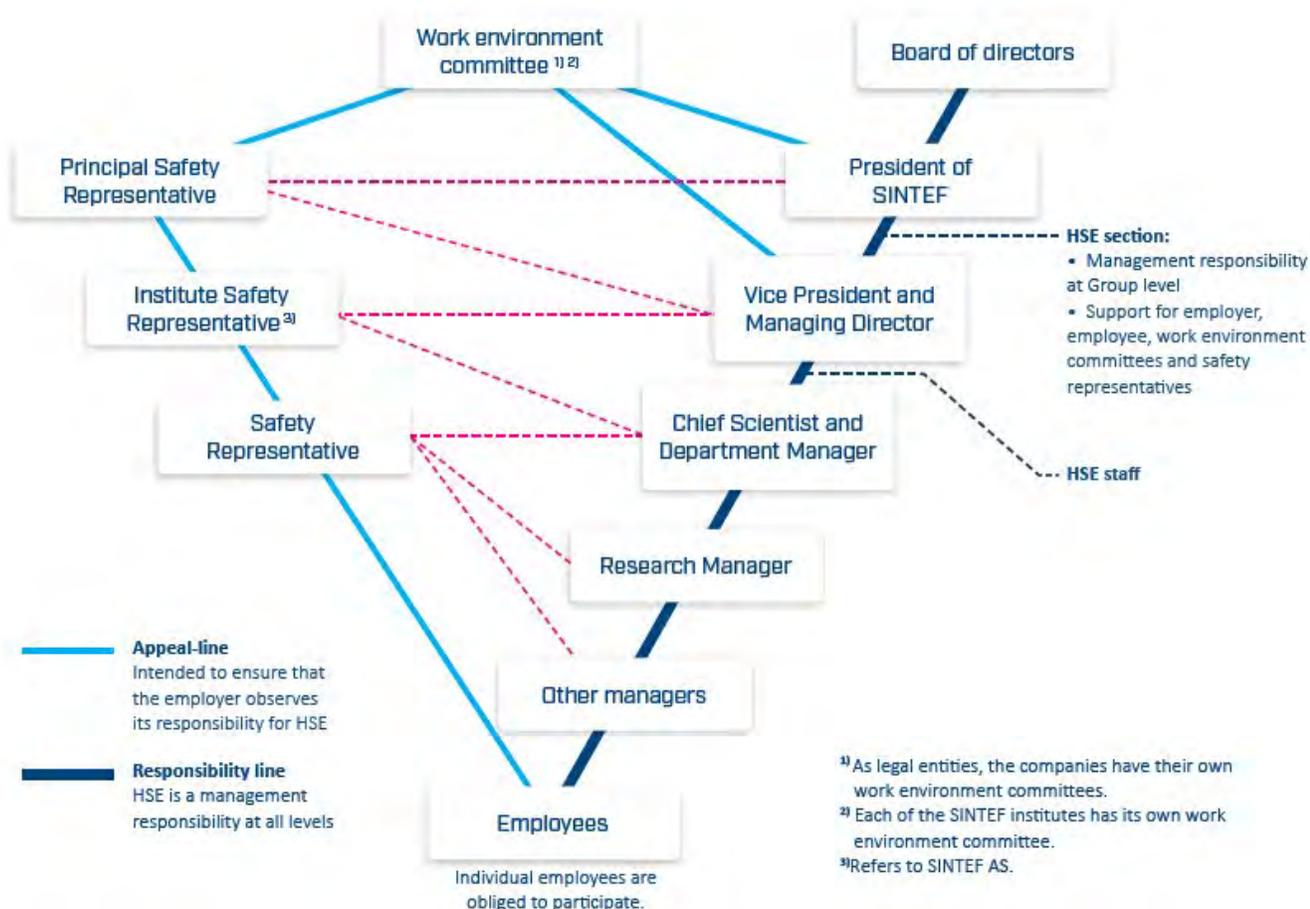
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# Health, Safety and Environment

HSE responsibility chart



- 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.



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# Project Management

## 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.



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# 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.



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# 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.



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# Our tools and instruments

## – support processes and local processes

Support processes in SINTEF				Tutorials for Management System
Accredited Laboratories	Intellectual Property (IP)	Communication	GDPR	
Emergency Preparedness	IT	Knowledge Management	Security	User manual Templafy
Property Management	Legal	Quality and Risk	Business Travel	About Management System
HSE	Commercialisation	Human Resources	Finance	User Survey

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.

### Local Processes - Digital





# Administrative support systems and interaction tools

- SINTEF utilizes 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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# Development of our organisation and our employees



SINTEF promotes a performance-based innovation culture with creative independent employees with business-minded attitudes, who live up to the company's values and follow the ethical guidelines in their daily work.

SINTEF shall have the best research staff within our fields, and we shall cultivate employees and academics who are both passionate about the subject and are able to sell our expertise and technology base in the market and be recognized by colleagues nationally and internationally.

Our culture is characterized by the fact that we make profit on the creation of values for our customers, and that our research is the basis for success and development for both employees and business areas.

Our way of working shall be innovative, interdisciplinary and result-oriented. Our workplace must be a meaningful, diverse and good arena for personal development.



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# Corporate functions fora

SINTEF's corporate functions fora include representatives from all divisions within the organization. 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 Security and Emergency Preparedness forum leads the work with security and emergency preparedness in SINTEF, and has a strategic, tactical and operational role in this work.
- 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.
- 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.
- The Strategy Forum contributes to SINTEF more effectively realizing the group strategy and ONE SINTEF and responds to opportunities that arise for SINTEF as a whole.



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