



WHEN TRUST MATTERS

ANNUAL REPORT 2022

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COMPANY

We are the independent expert in assurance and risk management. Driven by our purpose, to safeguard life, property, and the environment, we empower our customers and their stakeholders with facts and reliable insights so that critical decisions can be made with confidence.

As a trusted voice for many of the world's most successful organizations, we use our knowledge to advance safety and performance, set industry benchmarks, and inspire and invent solutions to tackle global transformations.

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OUR PURPOSE

To safeguard life, property, and the environment.

OUR VISION

A trusted voice to tackle global transformations.

OUR VALUES

We care.
We dare.
We share.

DNV IN NUMBERS

Customers

≈ 100,000



Established

1864



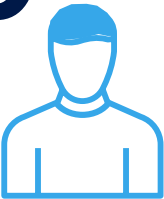
Countries

100+



Employees

≈ 13,000



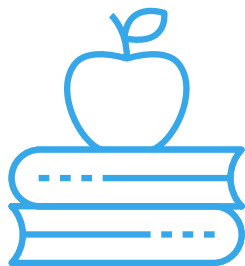
Nationalities

117



Employees with higher education

89%



CEO STATEMENT

BUILDING TRUST IN UNCERTAIN TIMES

2022 was a testing and challenging year for DNV's employees, our operations, and our strategy. The war in Ukraine, supply chain disruptions, and inflationary pressures in the wake of the COVID-19 pandemic have placed heavy burdens on households and businesses - over and above the mounting damage caused by climate-change-linked weather events.

Despite these challenges, DNV upheld record-strong financial performance in 2022, with a 16.6% increase in revenue. This is testament to our employees' extraordinary performance. It also shows that our services have never been more relevant - for the maritime, energy, healthcare, food, ICT, and a multitude of other industries.

IF THE PANDEMIC ACCELERATED DIGITALIZATION, the war in Ukraine placed a spotlight on energy security and decarbonization. At the beginning of our 2021-2025 strategy period, we created the Energy Systems business area by merging DNV's Oil & Gas and Power & Renewables businesses. We are seeing rapid cross-sectoral convergence among our customers in their pursuit of their decarbonization goals and as they start to tackle challenging new frontiers in technologies, such as floating offshore wind, hydrogen, and carbon capture and storage. By pooling our resources, we have been able to effectively meet our customers' needs.

Shipping is on a journey of transformation, with new fuels and technologies emerging. Our Maritime business has continued to offer new rules, notations, guidelines, and services that help the industry realize its decarbonization goals while tackling the related safety challenges.

We also continue to invest in digital tools and expertise that help our customers build trust and confidence in their own, increasingly complex, cyber-physical assets, streamline compliance requirements, and increase efficiency through data sharing and analytics.

AS PART OF OUR AMBITIOUS GROWTH STRATEGY, we have expanded our footprint into strategically important sectors. Acquisitions have been essential in growing our medical technology, digital health, and cyber security services. This, combined with



We are shaping the future of assurance to provide trust and help our customers keep their operations safe, efficient, sustainable, and compliant during this period of uncertainty and beyond.

exceptional organic growth within our core competencies, means we are well on the way to meeting our stated target of growing revenue - profitably - by 45% between 2021 and 2025.

It is exciting to see the family of DNV experts increase in size. In 2022, the number of people rose by 8% to almost 13,000. As we continue to grow, the 5% of revenue we invest routinely in research and development becomes all the more meaningful and is allowing us to build significant foresight and design new services to tackle this decade of transformations.

DURING THE COURSE OF THE YEAR, we maintained our commitment to uphold the ten principles of the UN Global Compact and made good progress with our strategic sustainability goals. Our objective is to make a positive impact along three axes: by assuring that DNV's operations are climate net positive; by reducing our own carbon footprint; and by helping customers to decarbonize, become more energy efficient, and contribute to the UN Sustainable Development Goals.

The launch of our strategy for 2021-2025 coincided with a series of geopolitical, humanitarian, and economic shocks. But even if we could not have predicted what was to unfold, we were sure that our people and our purpose would be central to the success of DNV. And so it has proved. I am very proud to see the strong unity that has been formed among colleagues when dealing with these trying events, meeting the needs of our customers, and fulfilling our purpose of safeguarding life, property, and the environment.



Remi Eriksen, Group President and CEO

HIGHLIGHTS



Acquisition of companies to expand our market reach

DNV made several acquisitions in key areas during 2022. We acquired family-owned, Canadian-based certification body **The Registrar Company** in mid-2022, expanding and strengthening our management system certification and training services to small and medium enterprises in North America.

In October, we acquired information security assurance company **Auvaro** in the Netherlands, expanding our assessment, certification, and training services in information security management.

The acquisition of leading grid consulting company **Clean Technology Partners**, based in Australia, in the

third quarter of the year expands our position in the Asia-Pacific region’s renewable-energy and power-grid markets. In November, we acquired **Power System Dynamics**, further building our high-voltage grid expertise and increasing our service offering in power system planning and flexible AC transmission systems.

We acquired **MEDCERT**, a leading Germany-based Notified Body, in January as part of our expansion into healthcare. In December, we acquired UK-based **MBI Healthcare Technologies** which supplies artificial intelligence-backed technology solutions and data quality expertise to healthcare providers.

Trust in DNV reaches record level

In 2022, DNV saw very uplifting results from a brand survey comprising over 5,000 responses from a representative selection of customers and prospects around the globe and across our markets. The survey found that 82% of all respondents trust DNV, up from 78% in our last brand survey in 2018.

The survey also found increasing – albeit weaker – trust in DNV’s competitors. This signals not only a healthy DNV brand, but also the growing importance of assurance providers as providers of trust while many other institutions are experiencing a drop in trust.



Veracity celebrates five years of growth

Since going live in early 2017, Veracity - DNV's independent cloud platform and network of modular tools - has grown steadily. Built to manage and establish trust in industry data, the platform accelerates the digital shift for DNV and our customers.

At the end of 2022, the platform supported 3,000 external developers, 32,000 companies, 36,000 active users per month, 10,000 ships connected with operational data, and 6,000 solar sites with data connectivity.

Veracity's focus has been on helping the maritime and energy industries address the growing pressure points to decarbonize, increase efficiency and safety, and harness data for a more sustainable tomorrow. Going forward, Veracity will also explore how it can support areas such as offshore wind, decentralized power grids, cyber security, AI assurance, and DNV's entry into healthcare.

Veracity in a nutshell:

- An industry data workbench that enables users to extract the full value of verified industry data
- Secure cloud storage and business-to-business (B2B) sharing capabilities
- Data-driven decarbonization, safety, and efficiency use cases
- Automated data management services built around industry standards and needs
- A partner network that provides customers with seamless access to operational data and DNV assurance services
- A marketplace hosting over 170 industry services, providing a complete B2B digital purchase experience
- A self-service portal and community for developers
- Identity and company network with 100,000 active industry users each year

Retaining our position as the world's leading classification society

With 18% of the total world fleet measured by gross tonnage, we retained our position as the world's largest classification society. In a declining market for newbuilding orders, DNV secured some 23% of all ship newbuild orders measured in gross tonnes in 2022.

For the seventh year running, DNV was named the top classification society by the leading maritime newspaper Lloyd's List.

Taking sustainability to new levels

We have ambitious goals for reducing our carbon footprint and impact on the environment. In 2022, we were awarded a platinum rating by leading business sustainability ratings provider EcoVadis. This places us among the top 1% of companies assessed by EcoVadis.

We continued to make significant progress towards being climate net positive throughout the year. A particular focus during the year was the reduction of our emissions from business air travel. We cut our air travel emissions by 53% in 2022 compared to 2019 levels - meeting and beating our 2022 target of a 30% reduction on the 2019 baseline. While COVID-19 travel restrictions played a part in this at the start of the year, we also increased engagement and communication with employees to encourage a change in how we conduct business relationships.



Venturing into start-ups

DNV Ventures was set up in 2020 to invest in start-up companies that can help us accelerate our learning and development of new assurance services. In return for an equity share of between 1% and 20%, we facilitate access to our wide customer base and our body of experts at the cutting edge of new digital solutions across our core industries.

In 2022, our venture team continued to build a strong portfolio of companies. We added two new enterprises to the portfolio, which now counts nine companies. We divested one position and increased our investment in three of the existing companies. To expand our geographical reach, a fund investment was also added to the portfolio in 2022.

Enabling floating offshore wind to scale

Floating offshore wind will play an important role in the energy transition, with close to 300 gigawatts of floating offshore wind forecast to be installed by 2050. In 2022, DNV more than doubled its order intake for floating offshore wind.

By bundling our cross-industry expertise in offshore technology and wind energy, we supported our customers in qualifying new technology via our advisory, classification, and certification services.

We also helped developers choose the most cost-efficient design concepts by providing independent front-end engineering design expertise, and we supported financiers in managing risk in their floating wind investments.

In addition, we started several floating wind Joint Industry Projects in 2022 to enhance technology development, including one for floating offshore wind substations that attracted over 30 customers.

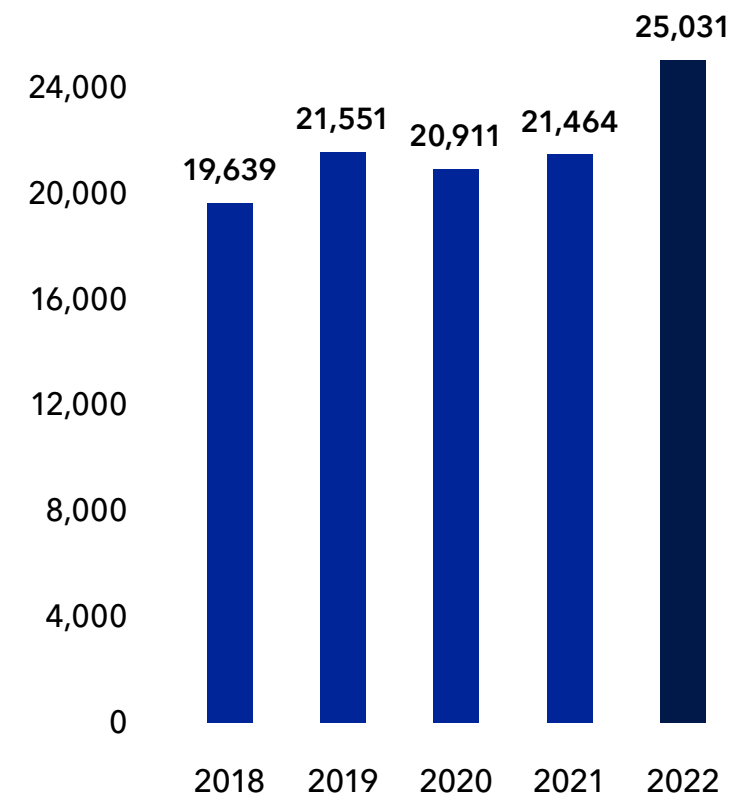


KEY FIGURES

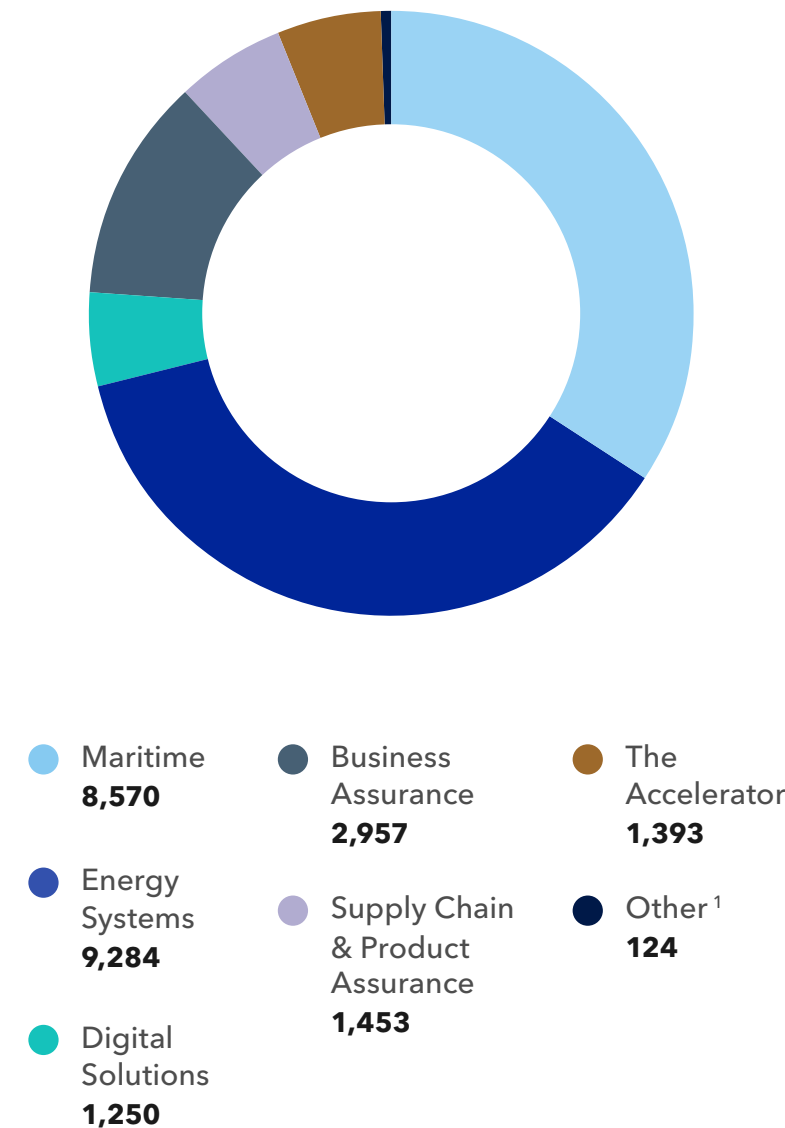
Revenue (million NOK)

25,031

LAST FIVE YEARS



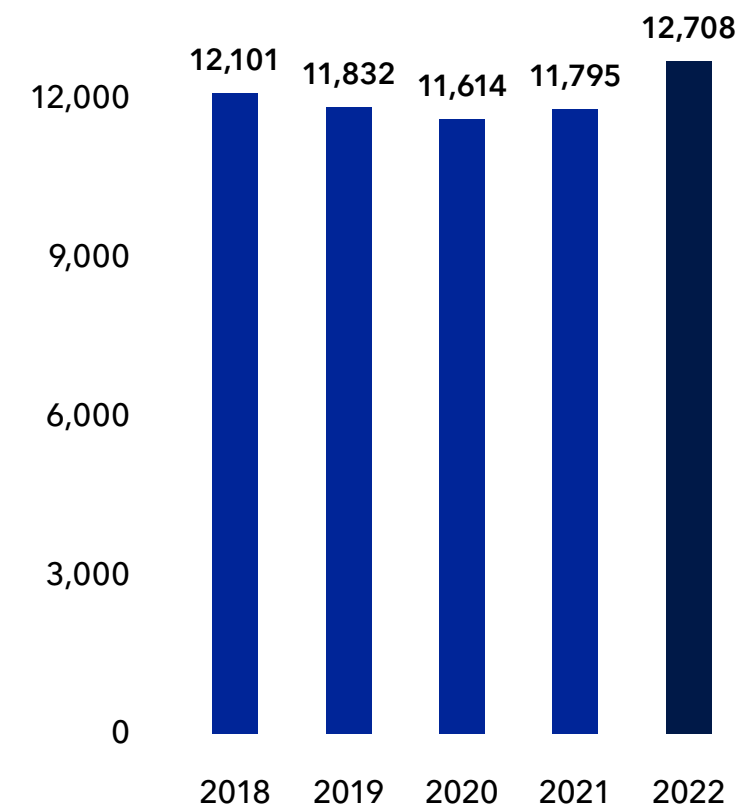
Per business area



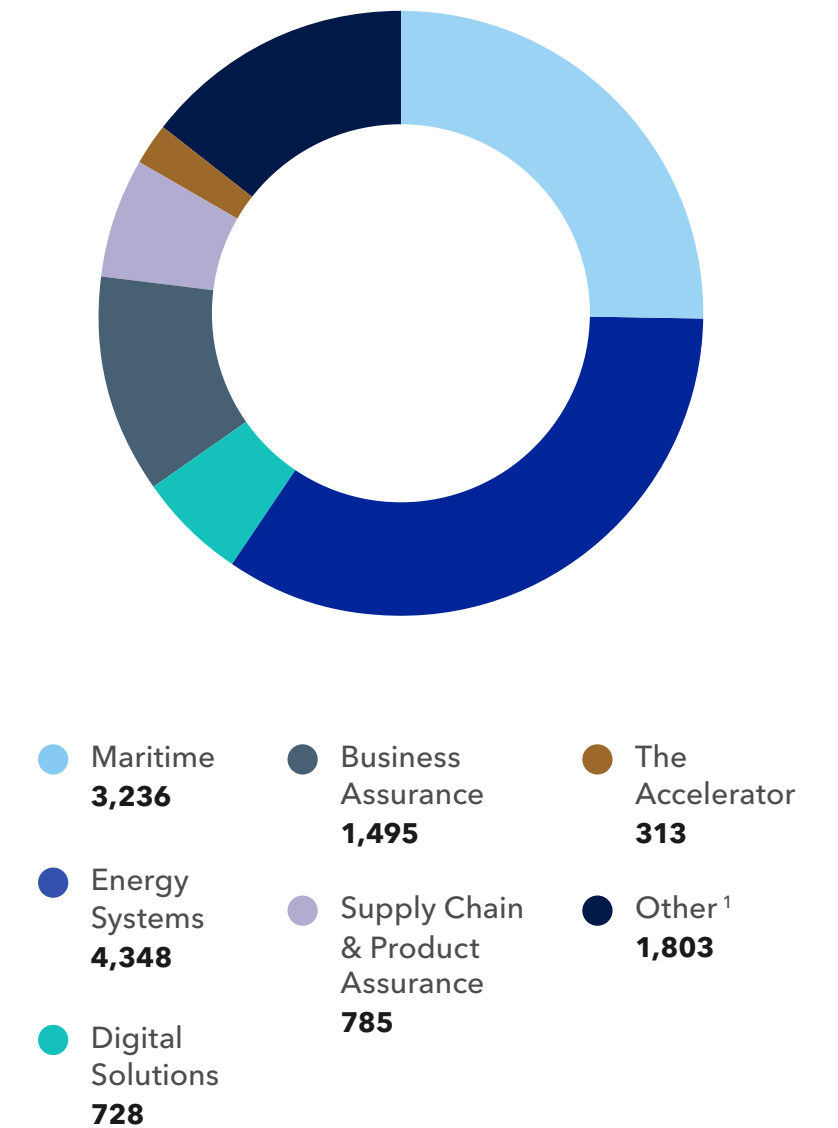
Employees ²

12,708

LAST FIVE YEARS



Per business area



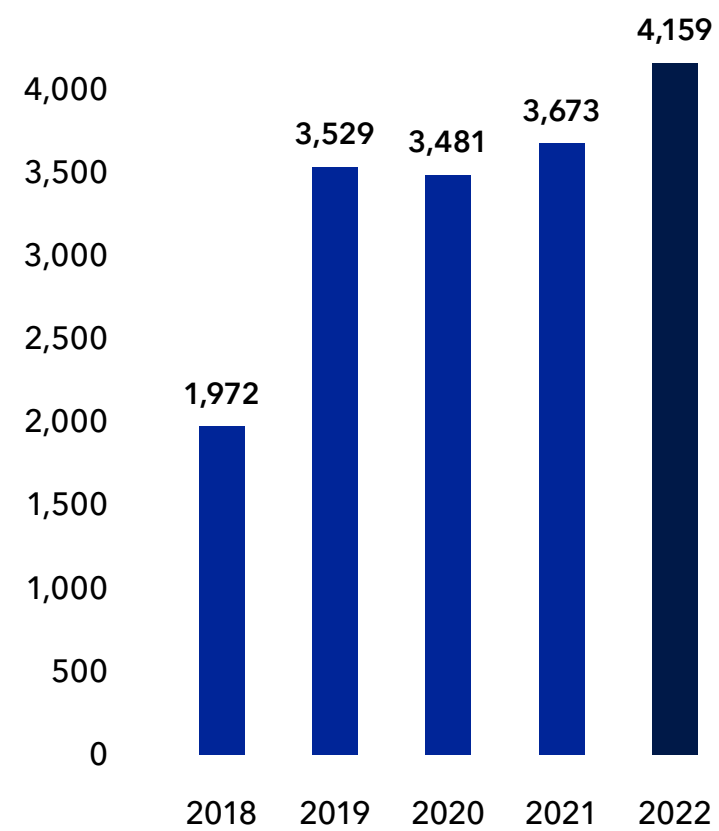
¹ Global Shared Services and Group functions, including Group Research and Development, Real Estate

² In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.

EBITDA (million NOK)

4,159

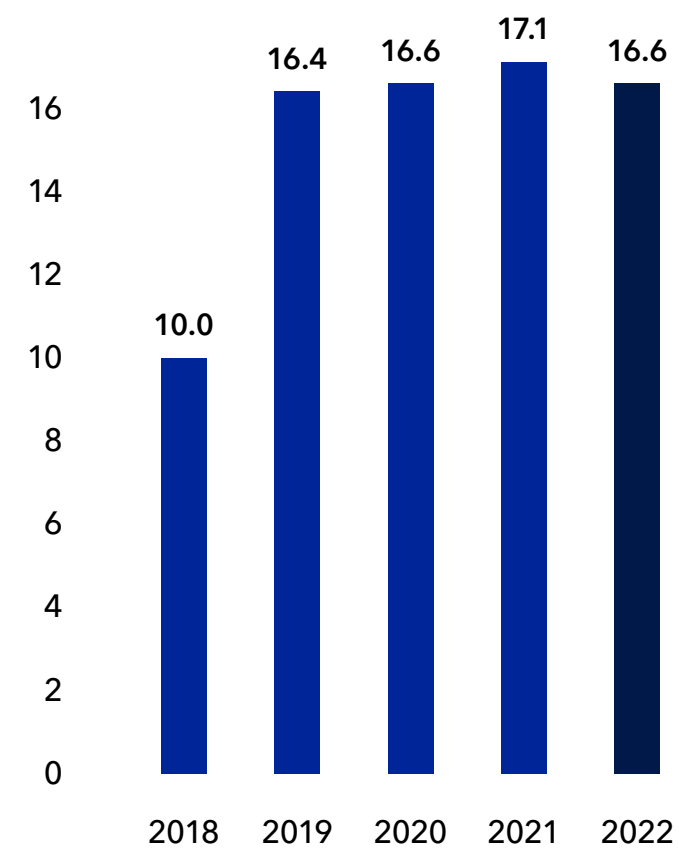
LAST FIVE YEARS



EBITDA margin (%)

16.6%

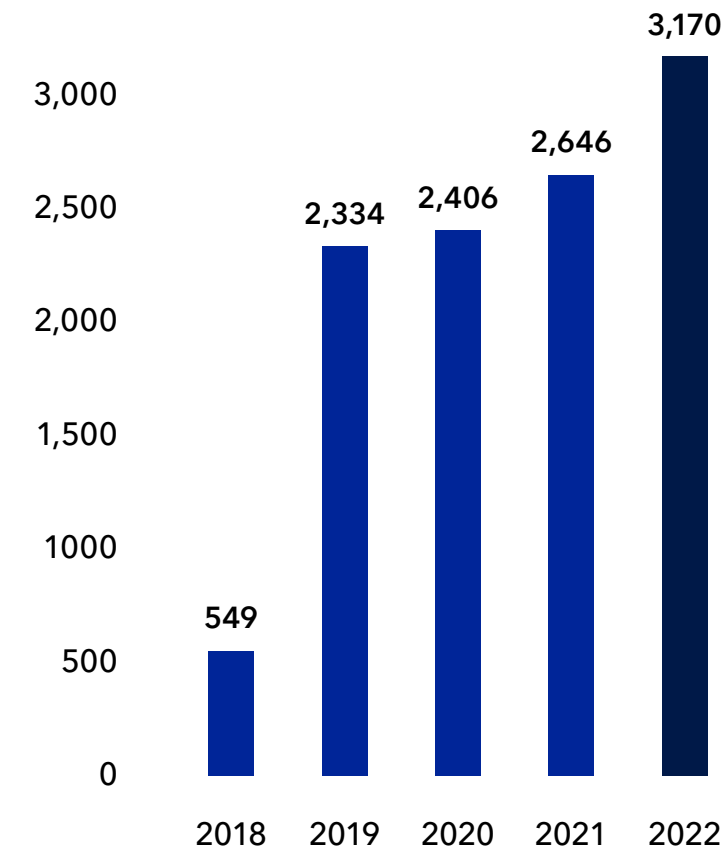
LAST FIVE YEARS



EBIT/operating profit (million NOK)

3,170

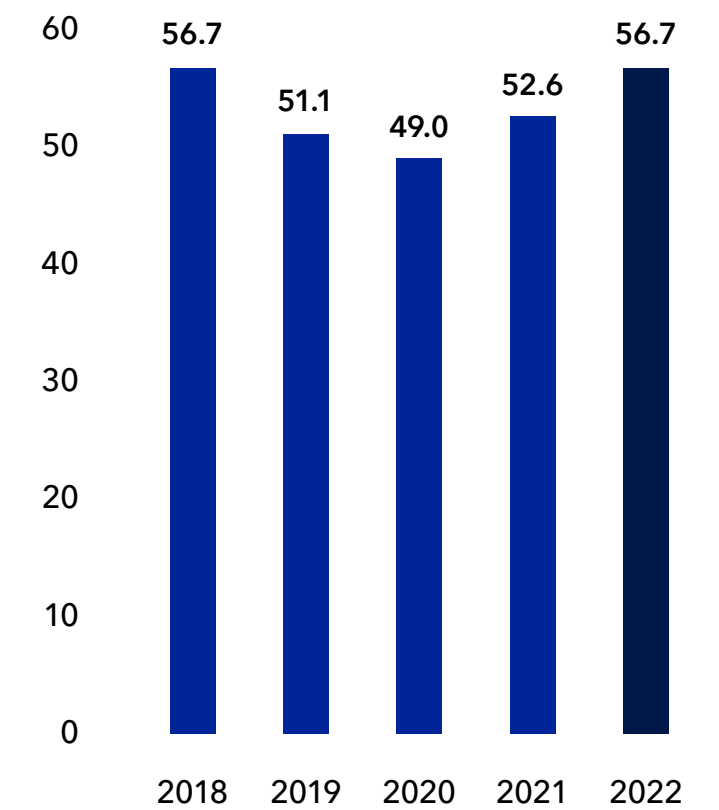
LAST FIVE YEARS



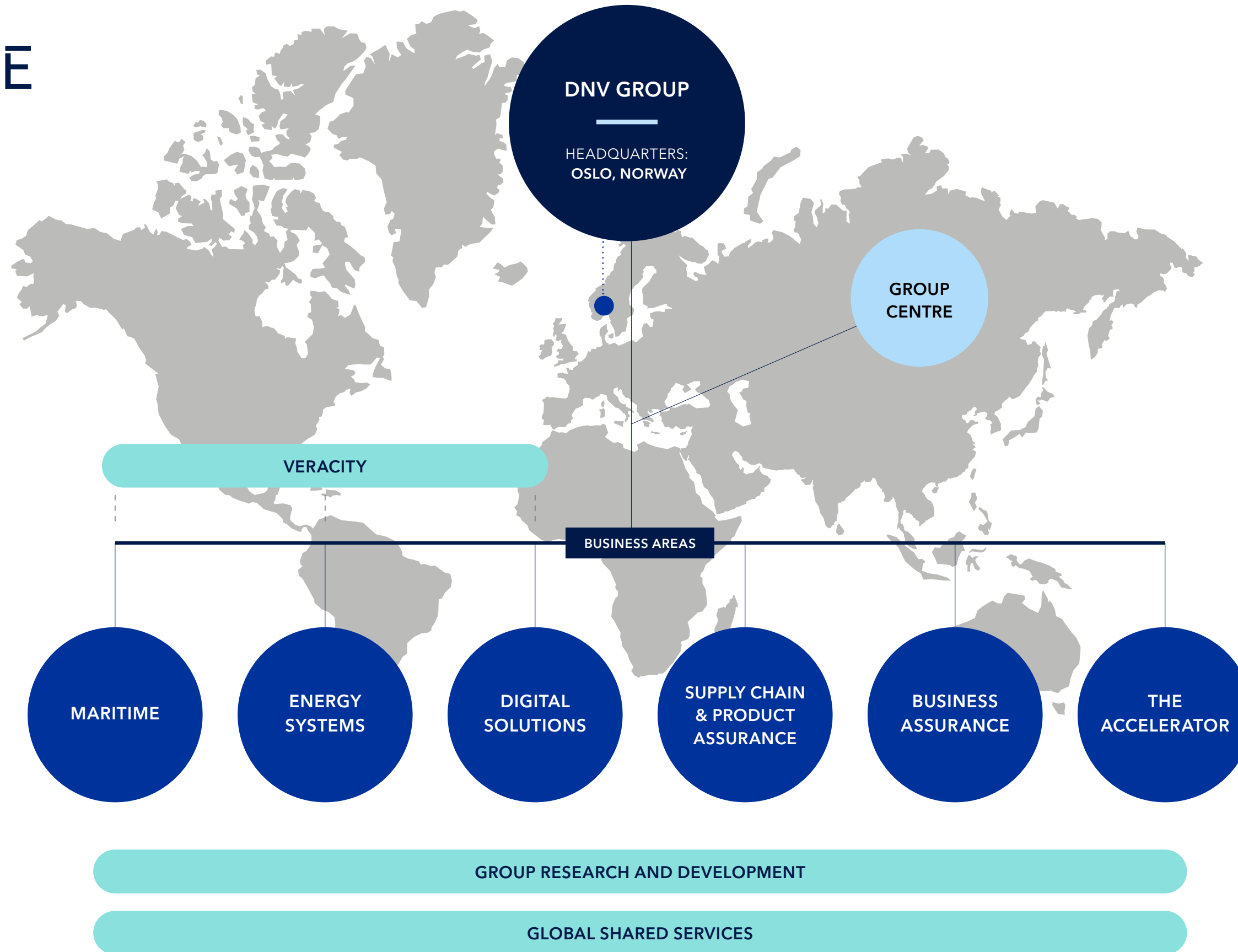
Equity ratio (%)

56.7%

LAST FIVE YEARS



GROUP STRUCTURE



DNV is structured into six business areas. These are supported by Veracity as an internal joint venture, as well as a Global Shared Services function, Research and Development unit, and a Group Centre. The corporate headquarters of DNV are in Høvik, just outside Oslo, Norway.

Ownership

DNV Group is owned by Det Norske Veritas Holding AS, a fully owned subsidiary of Stiftelsen Det Norske Veritas. Stiftelsen Det Norske Veritas is an autonomous, independent foundation and is, through Det Norske Veritas Holding AS, the sole owner of DNV Group.

See more details in the [Corporate Governance report](#) on our website.

BUSINESS AREAS AT A GLANCE

MARITIME

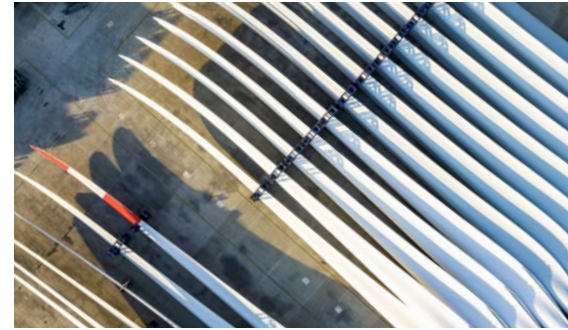


We help enhance the safety, efficiency, and sustainability of our customers in the global shipping industry, covering all vessel types and mobile offshore units.

Services include:

- Classification of ships and mobile offshore units
- Certification of materials and components
- Technical, safety, business risk, and environmental advisory
- Training and competence-related services

ENERGY SYSTEMS



We help customers navigate the complex transition to a decarbonized and more sustainable energy future. We do this by assuring that energy systems work safely and effectively, using solutions that are increasingly digital.

Services include:

- Advisory
- Certification
- Digital monitoring
- Verification

DIGITAL SOLUTIONS



We provide engineering software tools and enterprise solutions for managing risk to improve safety and performance across industries, including the maritime, energy, and healthcare sectors.

Services include:

- Expert engineering software applications
- Enterprise solutions for risk and asset management
- Asset-specific data analytics solutions
- Digital assurance

BUSINESS ASSURANCE



We help companies ensure compliance, build high-performing management systems, and meet competence needs within a wide range of industries.

Services include:

- Management system certification (generic and industry-specific standards)
- Training and competence-related services
- Certification of persons

SUPPLY CHAIN & PRODUCT ASSURANCE



We help our customers respond to the increased demand for trust and transparency around products, assets, supply chains, and ecosystems, driving the transformation of the assurance industry.

Services include:

- Supply chain assurance
- Product assurance
- ESG and sustainable finance
- Healthcare and medical technologies' assurance
- Offshore aquaculture classification and certification

THE ACCELERATOR



We rapidly nurture successful businesses and services that will shape the future of assurance. The Accelerator operates a portfolio of units undergoing significant growth, chiefly through acquisitions and partnerships.

Services include:

- **Inspection:** assuring the quality of assets and supply chains across the lifecycle of industrial projects
- **Cyber security:** assessing and mitigating cyber risks facing critical infrastructure
- **Digital health:** establishing trust in the technologies, systems, and data powering the digitalization of healthcare

RESEARCH AND INNOVATION



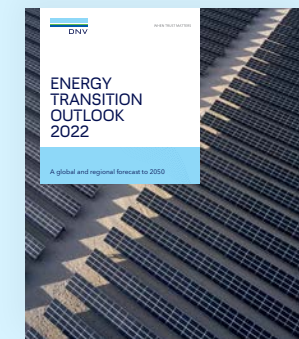
5% of our annual revenue goes to strategic research, innovation, and technology development. This is directed at solving industry challenges that impact our customers and society at large and at developing and commercializing solutions and tools to support our future growth.

Our Group Research and Development unit provides science-based insights and foresight. In 2022, this resulted in close to 70 publications: forecasts, reports, white papers, and position papers, as well as articles in scientific journals. We focus our research on the impacts of decarbonization and digitalization on a wide range of sectors, including maritime, energy, healthcare, and food. In addition, we conduct research on AI and digital assurance, the energy transition, supply chains, and the ocean space.

Read more about our research projects and publications in our [Research Review 2022](#).

Forecasting the energy transition

We published our sixth *Energy Transition Outlook* in 2022. This report provides a detailed global and regional forecast of the energy demand, supply, and mix towards 2050 and their impact on CO₂ emissions. We also published other specialized reports on the energy transition: Maritime Forecast, Hydrogen Forecast, and special country reports for Norway and the UK.



Energy Transition Outlook reports were downloaded almost 150,000 times by more than 58,000 people during 2022.

Co-innovation through Joint Industry Projects

As an independent party with no vested interest in proprietary technologies, DNV is trusted to lead a range of Joint Industry Projects. We bring together business and academia to solve technological challenges shared by the entire industry. This collaborative innovation approach often results in global industry standards and recommended practices, which we publish for open access.

Scaling digital services through our innovation framework

As well as providing foresight and a deep and broad understanding of the technology and trends impacting our customers, we put a lot of effort into developing digital products and services that address our customers' immediate needs and pain points.

To develop data-driven, repeatable, and digital products and services, we apply an innovation framework that ensures deep customer insights drive the design of these solutions. Through a mix of qualitative and quantitative data, and frequent experimentation with customers, an idea can either be quickly discarded or transformed into a product supported by a sustainable business model. Hundreds of ideas have been processed using our innovation framework since it was prototyped in 2019. In 2022, it formally became the default innovation process in DNV.

Read about ReWind, a product our customers have helped us shape in this way, [on page 50](#).

University relations

At DNV, we are constantly developing our services based on new industry experience and scientific progress. Important knowledge is created and applied at the interface between academia, industry, and DNV.

We collaborate with 11 universities across the world through sponsoring professorships and PhD students, lectures by our employees, and supervising students.

- Ruhr West University of Applied Science, Germany
- Technical University of Delft, Netherlands
- Technical University of Eindhoven, Netherlands
- University of Oslo, Norway
- University of Stavanger, Norway
- Norwegian University of Science and Technology, Trondheim
- Polytechnic University of Catalonia, Spain
- University of Strathclyde, UK
- University of Bristol, UK
- Fudan University, Shanghai, China
- Nanyang Technological University, Singapore

THE EXECUTIVE COMMITTEE

The Executive Committee is the Group President and CEO's management team. It deals with issues and decisions related to strategy, markets, customers, target setting, financial development, mergers and acquisitions, pricing strategy, and major management appointments. Geir Fuglerud joined the Executive Committee as CEO of Supply Chain & Product Assurance on 1 March 2023. He took over from Percy Lakdawalla, who had served as interim CEO of Supply Chain & Product Assurance since August 2022, replacing Luca Crisciotti.



Remi Eriksen
Group President and CEO



Kjetil M. Ebbesberg
Group Chief Financial Officer



Gro Gotteberg
Chief People Officer



Klas Bendrik
Chief Digital & Development Officer



Ulrike Haugen
Chief Communications Officer



Knut Ørbeck-Nilssen
CEO Maritime



Ditlev Engel
CEO Energy Systems



Kenneth Vareide
CEO Digital Solutions



Barbara Frenicia
CEO Business Assurance



Geir Fuglerud
CEO Supply Chain & Product Assurance



Liv A. Hovem
CEO The Accelerator

Remi Eriksen

Group President and CEO

Nationality: Norwegian

Background

Remi has been the Group President and CEO of DNV Group since 2015. He has extensive management and technical experience from his more than 30 years in DNV within the maritime, oil & gas, and renewable energy sectors in Asia, Europe, and the Americas.

He is also Chair of the Board at Norwegian University of Science and Technology (NTNU) and was a member of the Executive Committee of the World Business Council for Sustainable Development (WBCSD) between 2017 and 2022.

Education

Remi holds a Master's in Electronics and Computer Science from the Norwegian Institute of Technology (NTNU) and has conducted his executive education at Rice University, IMD, and INSEAD.

Kjetil M. Ebbesberg

Group Chief Financial Officer

Nationality: Norwegian

Background

Kjetil joined DNV as Group CFO in 2020. He joined DNV from Norsk Hydro, where he last served as Executive Vice President of Hydro Rolled Products.

He has more than 20 years' experience from many different executive and finance-related positions at Hydro, of which eight years in the Corporate Management Board.

Kjetil has also been CFO of the Norwegian retail group Coop from 2007 to 2009.

Education

Kjetil holds a master's degree in business economics from the Norwegian School of Economics and Business Administration (NHH) in Bergen, Norway, in combination with the University of Ottawa, Canada.

Gro Gotteberg

Chief People Officer

Nationality: Norwegian

Background

Gro has been the Chief People Officer at DNV since 2017. Since she joined in 2008, she has held several roles within DNV: as HR Director, in leadership development, and more recently as HR Manager in Southeast Asia and Australia.

Gro has extensive experience within organizational, competence, and leadership development within a variety of industries such as shipping, management consultancy, and developing aid and rescue relief.

She brings 15 years of international business, cultural, and diversity experience from Africa, the Americas, and Southeast Asia.

Education

Gro has a Master of Business & Economics from NHH Norwegian School of Economics.

Klas Bendrik

Chief Digital & Development Officer

Nationality: Swedish

Background

Klas has been Chief Digital & Development Officer since joining DNV in September 2018.

He has held executive roles in several industries from automotive, medical, and industrial equipment to management consulting with global firms. Klas' field of expertise is within Information Technology, software, digital, and business development.

Prior to joining DNV, his most recent positions were as Senior Vice President for Volvo Cars and, most recently, Vice President and Executive Partner at Gartner.

Education

Klas holds a bachelor's degree from the University of Gothenburg and a degree from the Royal Swedish Naval Academy, with the rank of Lieutenant Captain.

Ulrike Haugen

Chief Communications Officer

Nationality: German

Background

Ulrike joined DNV as Chief Communications Officer in May 2017. She has responsibility for communications, public affairs, and sustainability.

She has broad communications, marketing, and business development experience from roles within international corporations in Norway, the UK, Germany, and Italy.

Ulrike was previously VP Marketing & Communications for ABB Marine, and has also held marketing and business development positions in international energy companies and law firms.

Education

Ulrike holds a Master of Business Administration from London South Bank University in the UK and a Law Degree from the University of Bonn in Germany.

Knut Ørbeck-Nilssen

CEO Maritime

Nationality: Norwegian

Background

Knut has headed our Maritime business area since August 2015. Prior to that, he was the Chief Operating Officer and President of Maritime and Director of Division Europe, Africa & Americas.

Knut has held senior management positions within DNV's Maritime and Oil & Gas business areas. He joined DNV in 1990.

Education

Knut holds a Bachelor of Engineering from Heriot-Watt University in Edinburgh, Scotland, where he was awarded a First Class Honours Degree in Civil Engineering in 1990.

Ditlev Engel

CEO Energy Systems

Nationality: Danish

Background

Ditlev is the CEO of DNV's Energy Systems business area, leading a team of 4,000 energy experts to help customers navigate the complex transition to a more sustainable energy future.

Prior to his role at DNV, Ditlev was the Group President & CEO of global wind turbine manufacturer Vestas Wind Systems A/S between 2005 and 2013. Before this, he spent 20 years at global coatings manufacturer Hempel A/S, where he was Group President and CEO from 2000 to 2005.

Ditlev has been a driving force behind many global green investment initiatives, pushing the energy transition to the next level, and has also been Denmark's Special Envoy for Climate and Energy. He joined DNV in 2016.

Education

Ditlev has degrees in business administration, finance & accounting from Copenhagen Business School and has completed INSEAD's General Management Programme.

Kenneth Vareide

CEO Digital Solutions

Nationality: Norwegian

Background

Kenneth leads business area Digital Solutions and became CEO in June 2019. He joined DNV in 1996 and has a broad management background from executive leadership positions across the company's business areas and regions.

For the past 10 years, his main focus has been within technology innovation and digitalization to ensure a safe and efficient energy transition.

Education

Kenneth holds a master's degree in Naval Architecture from the Norwegian University of Science and Technology (NTNU) and a master's degree in Technology Management from NTNU and the Norwegian School of Economics and Business Administration (NHH), in cooperation with Massachusetts Institute of Technology (MIT) Sloan School of Management.

Barbara Frenicia

CEO Business Assurance

Nationality: Italian

Background

Barbara became the CEO of Business Assurance in February 2021.

With a financial background, her experience spans from corporate finance to operations.

Barbara was a HUB manager in Italy before becoming a Regional Business Controller and being appointed Global Finance Director for Business Assurance in 2010. She joined DNV in 1996.

Education

Barbara holds a master's degree in Business Economics from The University of Genova.

Geir Fuglerud

CEO Supply Chain & Product Assurance

Nationality: Norwegian

Background

Geir became CEO of Supply Chain & Product Assurance in March 2023.

Geir has 20 years of experience working with international customers, particularly in the maritime industry.

He joined DNV in 2006 and has held leadership roles for DNV in Southeast Asia, the Middle East, and Africa, as well as working with business development and on the technical side as a consultant.

Most recently, Geir served as Director of Offshore Classification in DNV's Maritime business area.

Education

Geir holds a Master of Science in Naval Architecture and Marine Engineering from the Norwegian University of Science and Technology (NTNU) and University of Glasgow, and a Graduate Diploma in International Business from the University of Auckland.

Liv A. Hovem

CEO The Accelerator

Nationality: Norwegian

Background

Liv leads The Accelerator, a business area dedicated to building businesses and technologies that shape the future of assurance. She leads a multinational team in identifying initiatives with high growth potential and boosting their impact through organic growth, acquisitions, and partnerships.

Liv has experience leading successful international businesses across multiple industries, including in the maritime and energy sectors. She has a special interest in technology research and innovation, business model innovation, and agile ways of working to nurture rapid business growth.

She has served as a board member of several R&D-related institutions. She joined DNV in 1988.

Education

Liv has a master's degree in Naval Architecture and Offshore Engineering from UC Berkeley and a master's degree in Civil Engineering from the Norwegian Technical University.

OUR HISTORY

▼ The first growth phase in the maritime industry



▼ Pioneering a science-based approach



▼ Entering the oil era



1864

Det Norske Veritas (DNV) is established by Norwegian insurance companies as a national alternative to foreign classification societies. Three years later, Germanischer Lloyd (GL) is founded in Hamburg by a group of 600 ship-owners, shipbuilders, and insurers.

1864-80

First phase of growth, both in shipping in general and in the DNV-classed fleet. By 1883, Norway has the third-largest fleet in the world measured in registered tonnage.

1907

DNV loosens its ties to the insurance clubs and becomes a regular certification and classification society.

1951

Georg F. Vedeler is appointed managing director of DNV. Two years later, DNV becomes a pioneer among classification societies by publishing new rules, based on an analytical and theoretical scientific approach to ship building.

1954

DNV establishes a dedicated research department.

1970

DNV enters both the offshore installation and cargo sectors of the oil business, including pipelines and vessels. This develops into an important new market for DNV.

1978

DNV becomes an independent, self-owned foundation.

▼ New standards and a shift towards renewables



▼ A new era of growth



▼ Entering the decade of transformations



1990

The ISO standards are introduced and DNV quickly grows its management system certification activities.

2007-09

GL acquires Helimax and Windtest and merges with Garrad Hassan, creating the world's largest renewable energy consultancy.

2008

DNV is approved to accredit hospitals in the US.

2010

DNV opens the Clean Technology Centre in Singapore.

2011

DNV acquires KEMA, creating a world-leading consulting and certification company within the cleaner energy, sustainability, power generation, transmission, and distribution sectors.

2013

The DNV and GL merger is official, and the company changes its name to DNV GL. DNV GL becomes the world's largest classification society, the leading assurance and technical advisor to the energy market, and a world leading certification provider.

2015

Remi Eriksen is appointed CEO of DNV, increasing the focus on digitalization and data driven services.

2017

Veracity, DNV's data platform for data driven assurance, goes live. In 2017, DNV also publishes its first ever *Energy Transition Outlook* - a forecast of the energy transition globally towards 2050 in 10 world regions.

2020

DNV launches its new vision of being a trusted voice to tackle global transformations. Digital services, such as remote audits, drone inspections, and AI-driven support, are rapidly scaled up during the COVID-19 pandemic.

2021

DNV implements its new strategy to shape the future of assurance through to 2025 and changes its name from DNV GL to DNV. The new strategy positions DNV for significant growth, and strategic acquisitions are made within healthcare, cyber security, and renewable energy.

MARKETS

We assist our customers in identifying, assessing, and managing their most critical risks. We enhance their business performance by assessing and advising on safety, quality, technology, business, and sustainability aspects. We certify or verify compliance and drive new standards, best practices, and digital ecosystems.

This section looks back at performance and highlights in 2022 across our six business areas: Maritime, Energy Systems, Digital Solutions, Business Assurance, Supply Chain & Product Assurance, and The Accelerator.

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MARITIME

COLLABORATION - THE FUEL OF THE FUTURE

The challenges of moving shipping safely towards a more sustainable and decarbonized future continued to hold the industry's focus in 2022. Markets remained highly competitive, and we retained our position as the leading classification society with more than 10,000 vessels DNV-classed - some 18% of the total world fleet.

Orders of alternative-fuelled vessels continued to build alongside the associated infrastructure. To help the industry navigate this shift to carbon-neutral fuels, we released our sixth *Maritime Forecast to 2050* report. The report showed that this transformation could only succeed with massive cross-industry cooperation. At DNV, our broad-based knowledge, competencies, and segment expertise can bring people from multiple industries together, as a trusted partner. Because collaboration is the fuel of the future.

2022 REVIEW >

REVENUE

8,570

million NOK

14.8%
up from last year

Group total:
25,031 mill. NOK

2021: 7,464 2020: 7,557 2019: 7,744

EMPLOYEES

3,236

2.9%
up from last year

Group total:
12,708

2021: 3,145 2020: 3,226 2019: 3,313

Bolstering emergency response with drift prediction

DNV’s Emergency Response Service (ERS™) has assisted vessels in distress for 30 years and 4,100 ships and offshore units were enrolled in this service at the end of the year. In 2022, a new drift prediction feature to mitigate the risk of disabled and drifting vessels was launched. It also predicts the path of oil spills and floating objects, including man overboard and containers.

The drift prediction service employs state-of-the-art computer modelling based on the open-source software package OpenDrift. This enables the ERS™ duty team to perform the necessary simulations and generate a predicted drift path that considers local environmental conditions. The simulations are executed through a web-based service developed and hosted by the Norwegian Meteorological Institute (Met Norway), combining local and global forecasts for current, wind, and wave conditions to provide fast and accurate trajectory modelling. This allows more time to plan and execute an effective emergency response.



Anti-roll technology and notation to avoid container loss

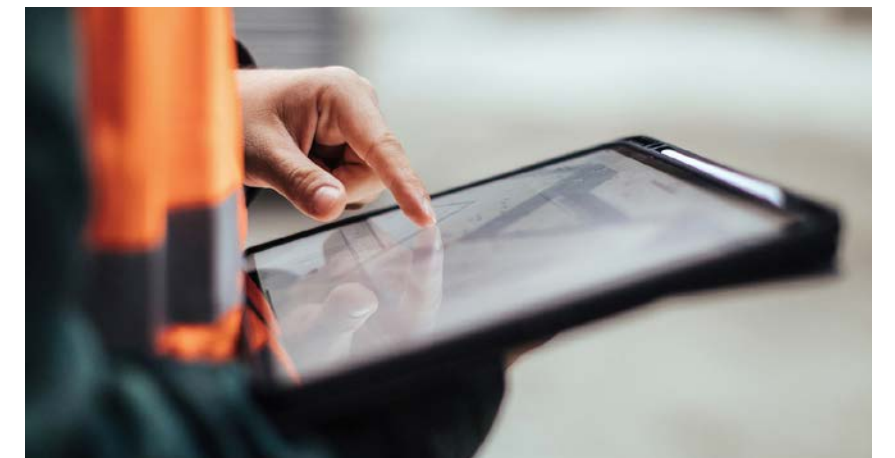
During certain conditions at sea, container ships can experience extreme motions, or rolling, which can result in container losses and significant environmental, financial, and reputational damage. To help captains recognize and avoid the risk of parametric and synchronous resonant rolling, DNV launched the Anti-Roll Assist app in 2022. Using a ship-specific hydrodynamic database, the system provides a risk picture for a vessel based on its heading, speed, loading condition, and the environmental conditions. Anti-Roll Assist can stand alone or be integrated into other onboard systems, such as lashing computers, weather routing tools, or navigation systems.

The anti-roll software and services are supported by a new class notation called ARCS (Anti-Roll for Containerships) which enables shipowners to demonstrate that a strategy to minimize the risk of container loss is in place.

Advancing the discussion on maritime decarbonization

The Maritime Technologies Forum (MTF), of which DNV is a founding member, released two reports on the use of alternative ship fuels in 2022. One examines the international safety regulatory framework for ammonia as a marine fuel and its future development. The second provides a comprehensive assessment on the feasibility and readiness of alternative marine fuels.

The ammonia report triggered discussion and laid the ground for further long-term research on the impact of introducing ammonia. The alternative fuels report applied the *MTF Framework for Assessing Decarbonization Technologies and Alternative Energy Carriers* to fossil marine gas oil, fossil liquefied natural gas, bio-methanol, and green ammonia. The results were presented as heatmaps, showing areas requiring more attention, to help guide decarbonization efforts.



Accelerating zero-carbon fuels across the Nordics

DNV is leading a group of partners on a four-year project funded by the Nordic Council of Ministers to develop a roadmap for the introduction of sustainable zero-carbon marine fuels across the Nordic region. The roadmap will identify the key barriers to sustainable zero-carbon fuels and set out concrete actions to overcome them. The project has a focus on sustainable zero-carbon fuels from a Well-to-Wake perspective - covering fuel production, delivery, and use on ships. It will develop a fuel scorecard, based on a variety of performance and sustainability indicators, conduct a life cycle assessment, and assess regulatory and safety challenges.

The project aims to launch a Nordic cooperation platform for knowledge sharing, pilot projects, and studies to build experience in new fuels, green corridors, and the enabling infrastructure. In November, the inaugural conference was held at DNV's headquarters in Høvik.



Supporting efficient and standardized ship-to-shore data use

As ships get smarter, the central onboard servers gather data from components and systems that typically feature different types of data infrastructure. DNV's D-INF (data collection infrastructure and vessel connectivity) class notation addresses this challenge by setting out the requirements for the complete data-collection infrastructure, including onboard data servers, data relay components, and remote data servers, covering the full ship-to-shore communication framework.

DNV implemented this powerful quality-assurance tool as part of Approval in Principle projects with Chinese shipping group COSCO SHIPPING, Korean shipbuilder Samsung Heavy Industries, and technology vendor Kongsberg Digital.

First Type Approval certificate for 3D printing feedstock

DNV made voestalpine Böhler Welding Germany the first manufacturer worldwide to be awarded a Type Approval certificate for 3D printing feedstock. The Type Approval was based on DNV's new class programme, DNV-CP-291 'Additive Manufacturing Feedstock'. Feedstock is one of the most critical aspects in metal additive manufacturing, as it determines the component and process quality and repeatability.

Additive manufacturing could have a significant impact on the maritime production chain by enabling parts to be printed on demand, even on board vessels, thus reducing waiting times and improving sustainability. DNV published the first guideline for the use of additive manufacturing in the maritime and energy industries in 2017, and the first approval of manufacturer scheme in 2018.



The Type Approval certificate is presented to Dr. Martin Schmitz-Niederau, voestalpine Böhler Welding Germany (left) by Norbert Worm, Principal Welding Engineer, Materials & Welding at DNV.



Automation for safer navigation

DNV, Kongsberg Maritime, Kongsberg Seatex, Bastø Fosen, and the Norwegian University of Science and Technology (NTNU) launched the SAFE Maritime Autonomous Technology (SAFEMATE) project in 2022. Autonomous navigation, especially technologies for object detection and collision avoidance, can enhance shipping safety and efficiency. For these technologies to be widely adopted, however, the systems need tools and processes that assess and assure their safe function.

SAFEMATE focuses on routing and collision avoidance to create a system that can detect threats and obstacles, interpret this information, and communicate a solution to an onboard operator. The system is tested using simulators, with human operators in the loop, and in full-scale trials on the Bastø VI, which operates between the Norwegian towns of Moss and Horten. So far, the project has provided valuable insights into the challenges and opportunities of introducing smarter navigational decision-supporting systems.



ENERGY SYSTEMS

MEETING THE CHALLENGES OF OUR CLEAN ENERGY FUTURE

If ever there was a year when energy security, affordability, and sustainability felt most pressing, it was 2022. The global energy industry faced significant upheaval because of the war in Ukraine and post-pandemic recovery. Despite this, the energy transition continued to gather pace and DNV's independent expertise and assurance services were more important than ever. The drive for clean, secure, reliable, and cost-competitive energy continued to push the growth of new technologies.

2022 REVIEW >

REVENUE ¹

9,284

million NOK

17.6%
up from last year

Group total:
25,031 mill. NOK

2021: **7,897** 2020: **7,654** 2019: **8,895**

EMPLOYEES ¹

4,348

9.2%
up from last year

Group total:
12,708

2021: **3,981** 2020: **3,952** 2019: **4,510**



Decarbonizing the world's energy supply

Hydrogen can play a significant role in decarbonizing the world's energy supply, especially in the hard-to-abate sectors, by unlocking the potential of renewable energy. Together with 18 industry partners, DNV launched a new Joint Industry Project in 2022 to enhance the standardization for reliable, safe, and cost-efficient hydrogen production systems. DNV and our partners – including BP, Clean Power Hydrogen, EDP, Elogen, Equinor, Shell, Siemens Gamesa, and many others – are continuing to grow confidence in the market and accelerate the growth and adoption of this exciting new technology.

Helping reduce emissions in the oil and gas industry

In 2022, DNV signed a memorandum of understanding with Egyptian Natural Gas Holding Company (EGAS) to collaborate on the technical and economic feasibility of decarbonizing the Egyptian petroleum sector in response to the growing market, public, and regulatory pressure on the oil and gas industry to reduce greenhouse gas emissions. A similar deal was struck in Malaysia, where DNV and PETRONAS have agreed to join forces to leverage each organization's skills, resources, and research capabilities to address the technical, regulatory, and business challenges of carbon capture, utilization, and storage - technology which will play a crucial role in Southeast Asia's transition to net zero.



Supporting Europe's first energy island

Covering an area the size of 10 football fields, Europe's first energy island – an artificial island that will act as a hub for electricity generation – will be able to handle enough power to supply 3.5 million homes. Located 45 kilometres off the coast of Belgium, it will be connected to the European mainland, the UK, and the future Danish North Sea energy island to enable the distribution of decarbonized energy across Europe. DNV was selected to support Belgian transmission system operator Elia by providing independent assessments of the island's design and guidance on any improvements required to minimize risk throughout the construction and operation of this important building block towards a European offshore energy grid.



¹ The 2019 and 2020 figures reflect the consolidated revenue and employee numbers of the former business areas Oil & Gas and Energy.



Bringing South Korea's largest offshore wind farm to life

Elenergy Co Ltd appointed DNV as owner's engineer for the 1.5 gigawatt fixed-bottom Chujin offshore wind project. Located 10 kilometres off the Chuja-do Islands, the 100-turbine wind farm will be the largest commercial-scale offshore wind farm in South Korea when completed in 2027. As the owner's engineer, DNV will drive the pre-front end engineering design (pre-FEED) and supervise contractors in the final design, procurement, construction, commissioning, and operations phases to mitigate risks and prepare optimal solutions for the project's building stages. This offshore wind project has been designed to support the 'Green New Deal', South Korea's national development strategy to advance low-carbon technology initiatives and transition to a green economy.

Proving the safety case for hydrogen in the UK

The UK has doubled its ambition for using hydrogen as a key domestic energy carrier, aiming for 10 gigawatts of low-carbon hydrogen production capacity by 2030. DNV is supporting this aim after being chosen by gas distribution company SGN to demonstrate that repurposing the UK's extensive gas networks to transport hydrogen is safe and feasible. DNV is providing key safety and operational evidence by carrying out a series of offline tests at our remote research facility in Cumbria, northern England. The project will provide critical evidence to support the conversion of a 30-kilometre natural gas pipeline to hydrogen. The evidence and outcomes will be representative and scalable to all local transmission assets in the UK, including over 11,000 kilometres of pipelines and associated plants.



Leading North America's electrical vehicle transformation

In North America, our expertise has helped several projects to electrify the transport sector - an important part of meeting North America's clean energy goals. In 2022, DNV worked with National Grid - one of the largest investor-owned utilities in the US, serving more than 20 million people across New York, Massachusetts, and Rhode Island - on research activities. These included evaluating the success of the roll-out of the EV-charging network, off-peak charging rebates, a discount pilot, and fleet advisory services. In New York, DNV is currently assessing National Grid's progress in developing charging-station infrastructure throughout its service territory in the state and in delivering EV education to the public.

Digitally monitoring one of Chile's largest solar farms

GreenPowerMonitor, a DNV company, was selected to manage, control, and monitor the Sol de los Andes photovoltaic park in Chile. With an installed capacity of 104 megawatt peak, distributed among more than 239,000 bifacial photovoltaic modules, the Sol de los Andes solar park will provide clean energy to over 35,000 homes, avoiding the emission of 108,000 tonnes of CO₂ into the atmosphere per year and helping to reach Chile's aim for a 70% renewable power mix by 2030 and carbon neutrality by 2050.





DIGITAL SOLUTIONS

DIGITALIZATION TO DRIVE THE ENERGY TRANSITION

Global challenges in 2022 highlighted the need for reliable and trusted software and enterprise solutions, especially in the energy industry. As a leading global provider of such solutions, DNV continued to help customers safely digitalize to improve asset performance and manage risks. Throughout the year, the Digital Solutions business area further developed DNV's solutions to accelerate the pace of digital transformation for our customers across all product lines: Plant, Electric Grid, Ship, Renewables and Ocean Structure, Pipeline, Performance and Assurance Solutions, and QHSE (Quality, Health, Safety, and Environment).

2022 REVIEW >

REVENUE ¹

1,250

million NOK

11.5%
up from last year

Group total:
25,031 mill. NOK

2021: **1,121** 2020: **1,097** 2019: **1,046**

EMPLOYEES ²

728

2.8%
up from last year

Group total: 12,708

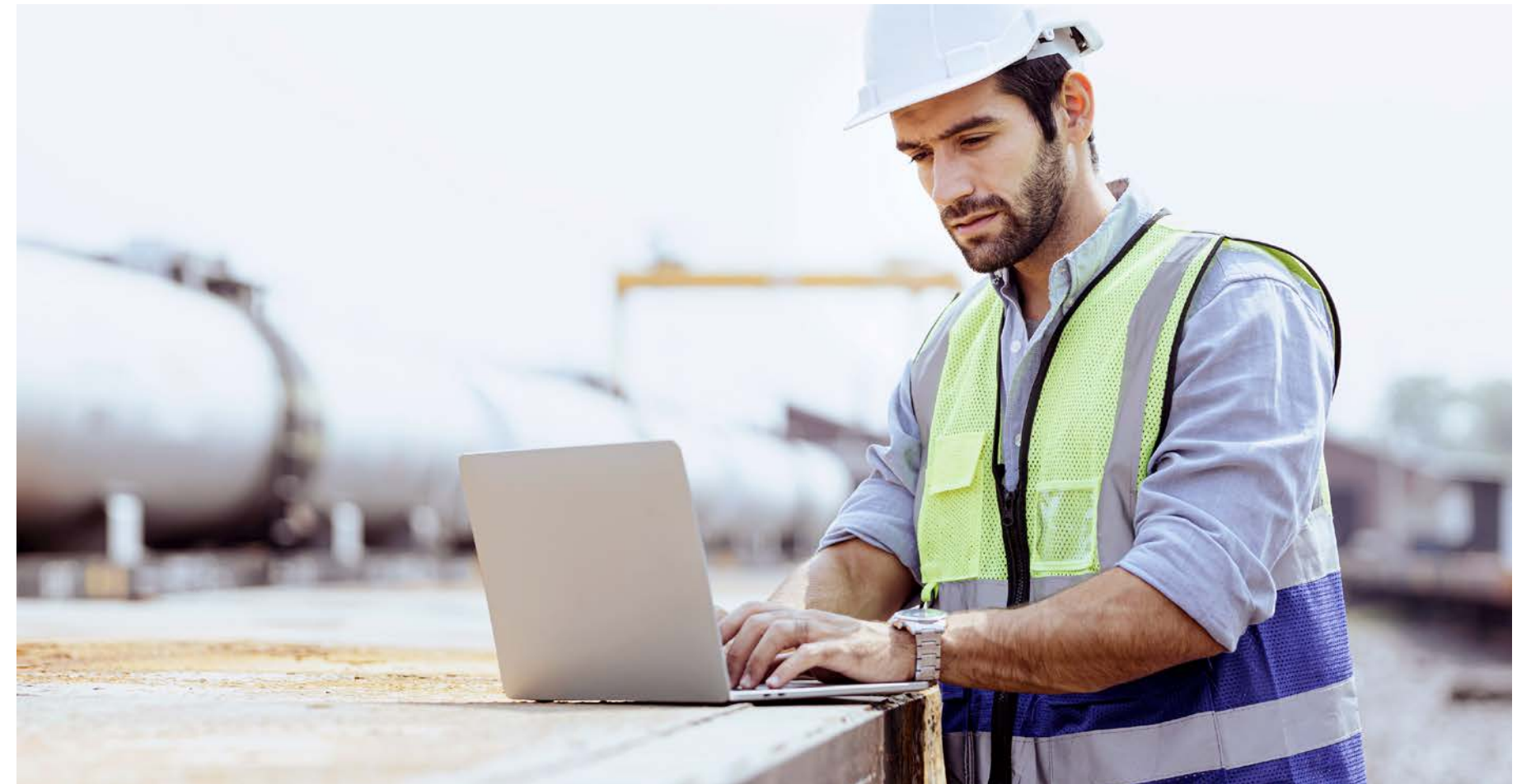
2021: **708** 2020: **863** 2019: **870**

Simulation software for sustainability and safety

The energy transition depends on the deployment and upscaling of new technologies, including carbon capture and storage and the use of zero-carbon fuels. To ensure the highest safety standards, computational fluid dynamics software is critical for simulating accidental events. These simulations are used as the basis for the design of installations and to mitigate consequences.

DNV's KFX simulation software is being developed in parallel Joint Industry Projects to increase safety during the use, transport, and storage of CO₂, hydrogen, and ammonia.

The Joint Industry Projects to develop KFX for ammonia and hydrogen were started in 2022. They focus on increased safety to ensure the wider deployment of ammonia and hydrogen solutions and the safe scaling of corresponding infrastructure.



Improving safety in planned ammonia production

Ammonia can be produced from renewable sources or from hydrocarbons with carbon capture, and is predicted to play an important role in the energy mix of a low-carbon future. Using KFX, a computational fluid dynamics software tool, we have simulated scenarios involving accidental releases of ammonia in a planned Norwegian ammonia production facility.

The analyses of the potential spreading of ammonia from liquid releases evaporating to gas take the surrounding terrain into account. These consequence simulations have been combined with frequencies from our Safeti risk analysis software to produce three-dimensional risk contours for the facility and its surroundings. KFX has led to a significant increase in the level of detail and accuracy of the analyses used in the design and planning of the facility.

¹ In early 2021, DNV made organizational changes following our new strategy. Veracity became an internal joint venture and two business units, Cyber Security and Digital Health, were transferred to The Accelerator. The 2020 financial figures have thus been updated to be comparable with 2021 and 2022 figures.

² Due to the reorganization, the 2022 and 2021 figures are not comparable with those of 2020 and 2019.



A more technically reliable energy transition

In 2022, DNV's Synergi Gas Automated Model Builder was implemented by key customers. These included REN Portgás, Portugal's second-largest natural gas distribution company, which has 6,000 kilometres of pipeline and more than 400,000 delivery points across 29 municipalities.

Automated Model Builder is a bespoke tool developed by DNV to leverage digitalization and automation as customers introduce hydrogen to the distribution network. The web-based application works with available SCADA and system data to build gas network models automatically. Its accurate and up-to-date digital representation of the physical network has helped REN Portgás to improve efficiency. As the market evolves, REN Portgás relies on the software for accurate, quick results and better support for critical decisions.

Assurance of a digital twin ecosystem

VCOG, a digital twin ecosystem developed by Norwegian visualization management company Visco, acquired the eMark for independent assessment and quality assurance by DNV in 2022, based on DNV's recommended practices. VCOG is used by major oil and gas owner-operators and asset-heavy industries with complex operations to help understand and act on their asset data. The system combines data from disparate sources into a single visual environment, enabling the optimization of work processes and increased efficiency and safety.

Visco partnered with DNV to bring in new data management expertise, with the quality assurance process providing new input and ideas for future development, as well as proving that the solution can be trusted.



Platform for automated digital verification is READI

Oil and gas industry owners, operators, contractors, and suppliers spend a large number of hours specifying, implementing, and verifying requirements and designs. Still, quality deviations in project execution and operation occur due to human error, necessitating a shared platform for the automated digital verification of requirements and designs, including governance and validation.

DNV has led a Joint Industry Project, READI, for the standardization of technical information requirements and development of a digital framework enabling computers to read and perform automatic reasoning on requirements. This means they accurately validate consistency and verify engineering and operational data, saving both time and costs.

The READI Joint Industry Project included 17 partners and was concluded in May 2022. The READI digital framework is being handed over to POSC Caesar Association, a non-profit global-standardization member organization, for further development, publishing, governance, and standardization.



BUSINESS ASSURANCE

BUILDING TRUST THROUGH MANAGEMENT SYSTEMS

Companies are increasingly facing new threats and stakeholder demands on their own operations and entire value chain. To build trust and ensure business continuity, risks must be managed on multiple fronts. Throughout 2022, DNV continued helping companies understand and manage their risk picture through our management system certification and training portfolios. We added and evolved services and tools to allow companies to take a structured approach to management and advance in safe and sustainable ways.

2022 REVIEW >

REVENUE ¹

2,957

million NOK

2.2%
up from
last year

Group total:
25,031 mill. NOK

2021: **2,892** 2020: **3,595** 2019: **3,626**

EMPLOYEES ¹

1,495

2.1%
up from
last year

Group total:
12,708

2021: **1,464** 2020: **1,922** 2019: **1,978**

Growing the management system certification portfolio

Amid global transformations, companies continue to rely on management systems to manage risks, improve performance, tackle change, and demonstrate performance to their stakeholders. We grew our customer base for the main ISO standards on quality, environment, and occupational health and safety in particular. Global energy company Neptune Energy was among those that continued to choose certification to international standards, partnering with DNV to support its objective of producing energy safely, sustainably, and responsibly.

Beyond growth for the main ISO standards, DNV saw an increase in certification to more specialized standards. These included information security, privacy, and energy management. This was largely due to regulations, stakeholder demand, and higher risk driven by societal trends and international conflicts. Diversity, equity, and inclusion is also an area rising fast on corporate agendas. To meet growing demand in 2022, we launched a suite of training, scored assessments, and a self-assessment tool based on the new diversity and inclusion standard (ISO 30415).



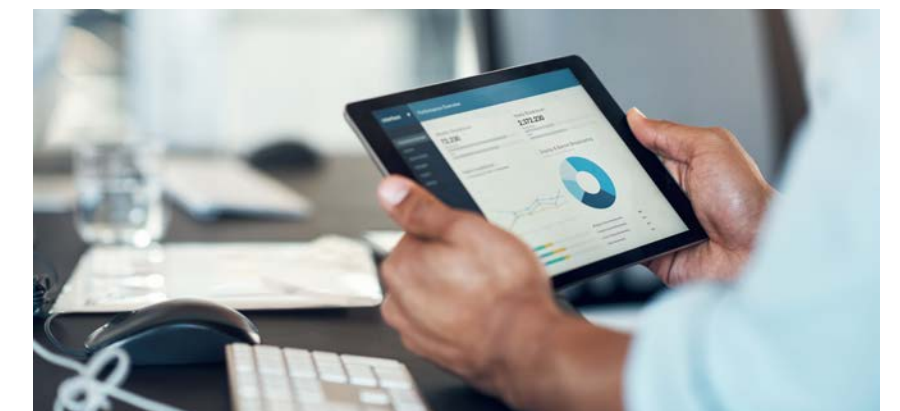
Building resilient company cultures through training services

Throughout the COVID-19 pandemic, many companies increased investment in competency development. The need for competence is growing, especially company culture and behavioural competencies in areas such as occupational health and safety and information and cyber security. This is driven by threats that increasingly target individuals, such as cyber attacks and malware. To help customers manage consequent risks, we further developed our safety culture training courses in 2022. To support customers' overall competence development needs, we continued to invest in training platforms, delivery modes, and methodologies to help companies build tangible knowledge that can immediately be put into action within their organization.

Enabling high-performing management systems

We continued to evolve in 2022 to help customers prepare and improve where it matters most - before, during, and after a DNV audit of their management system. Our customers' business context and risk pictures are becoming ever more complex, threats are constantly changing, and stakeholder demands are growing.

A more volatile environment means less predictability, requiring a structured approach to effectively manage risks, mitigate issues, and oversee training programmes across a range of topics. As demands increase, the agility and ability to establish high-performing management systems is a growing need. We continued to evolve the concept of certification, adding and updating digital customer tools, such as Boost My Audit, My Certification Dashboard, and Lumina, and the Risk Based Certification audit methodology.



¹ In early 2021, Business Assurance was split into two new business areas: Business Assurance and Supply Chain & Product Assurance. Due to the reorganization, the 2021 and 2022 figures are not comparable with those of 2020 and 2019.

Growth in the automotive and aerospace segments

In 2022, automotive manufacturers' and suppliers' demand for certification grew, driven by the electrification and digitalization of vehicles, cyber security issues, and the need for supply chain resilience. As a systematic and trusted approach, certification helps companies respond to increasing governmental requirements to enhance safety, quality, and efficiency. Compliance of automotive suppliers helps manufacturers ensure production continuity.

In pandemic recovery, the aviation and aerospace industry has upped its investments in innovative technologies and solutions, developed smarter factories, and explored ways of ensuring supply chain resilience and business continuity - all within the framework of established, stringent regulations and standards on safety and reliability. Consequently, DNV saw increased demand for ISO management system certification to both specific industry standards and generic standards in the commercial and defence sectors.



Food certification from farm to fork

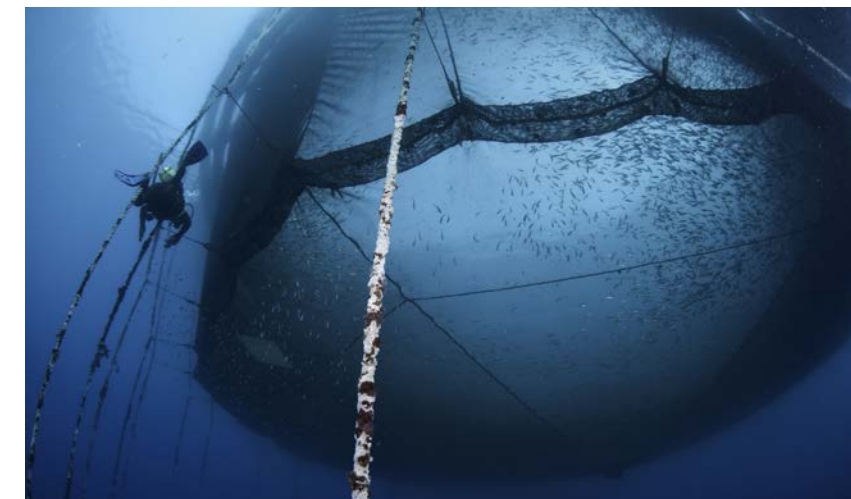
The pandemic spurred an evolution of food safety and security standards and auditing techniques. These include the use of a combined physical and remote audit approach, and the permanent implementation of unannounced audits, which means companies must always be 'audit ready'. Moreover, DNV contributed to a revision of all GFSI (Global Food Safety Initiative) benchmarked standards in 2022, which increased the industry's focus on food safety culture and technical competence.

We continued to grow our certification and training business both for industry-specific and generic ISO standards. In the area of feed, DNV added services targeting livestock and aquaculture as the focus increases on managing the whole value chain to ensure food safety, traceability, and transparency from farm to fork.

Making aquaculture more sustainable

DNV saw healthy growth in aquaculture in 2022 as the industry continued to expand, especially in Latin America and Asia. An increase in farmed proteins is essential to meet future food demands. Here, the aquaculture industry plays a crucial role and feed is a major challenge brought to the forefront. To sustainably increase production, the aquaculture industry is heavily reliant on the feed system.

Feed mills must source their raw materials without depleting fish stocks and forests, causing climate change and human exploitation. In 2022, the Aquaculture Stewardship Council (ASC) released its feed standard to enhance responsibility and transparency, which we added to DNV's feed certification portfolio. From January 2025, it will be a prerequisite for ASC-certified fish farms to use ASC-certified feed.



Building trust in information security and privacy

Information security continued to rise on corporate agendas in 2022, fuelled by changing technology scenarios and international conflict. As companies reassessed their business context and main risks, there was growing demand for information security management certification. A new version of the main information security standard (ISO 27001) was released, enabling companies to better understand and manage the changing risk picture. We began to assist customers with their transition to the new version to ensure they meet the November 2025 deadline.

We also added the Europrivacy™ certification scheme to DNV's portfolio of certification services. The scheme helps companies ensure that their data processing activities conform to the European General Data Protection Regulation (GDPR). Continued growth in this area is expected as information and privacy security are becoming increasingly essential to sound company governance.



SUPPLY CHAIN & PRODUCT ASSURANCE

IMPROVING TRUST AND TRANSPARENCY ACROSS GLOBAL INDUSTRIES

A stricter regulatory environment crossing multiple industries continued to evolve globally in 2022, forcing businesses to verify the sustainability and ethical origins of products and operations, as well as satisfy tighter functional safety requirements.

In its first full year as a standalone business area, having been carved out from Business Assurance in March 2021, Supply Chain & Product Assurance grew capabilities in existing areas as well as launching new offerings to support businesses with increasing compliance requirements. Our services enable our customers' presence in various markets through product and service assurance assisted by digital solutions, as well as helping them to monitor, measure, verify, and communicate their progress on environmental, social, and governance matters.

2022 REVIEW >

REVENUE ¹

1,453

million NOK

44.0%
up from last year

Group total:
25,031 mill. NOK

2021: 1,009 2020: N/A 2019: N/A

EMPLOYEES ¹

785

40.9%
up from last year

Group total:
12,708

2021: 557 2020: N/A 2019: N/A



Trusted to keep transport transformations on track

2022 saw solid growth in DNV’s provision of assurance, advisory, and digital services to the rail industry. The development of technical hubs in Spain and Italy contributed to significant project wins mainly in South Korea, Spain, Italy, and China.

Key projects included Reliability, Availability, and Maintainability (RAM) analysis and functional safety advisory for Madrid Metro, systems assurance services for Hyundai Rotem in Egypt, and technical and risk advisory for Tram Barcelona. Business partners were also identified in the areas of smart maintenance, engineering, and wider consultancy.

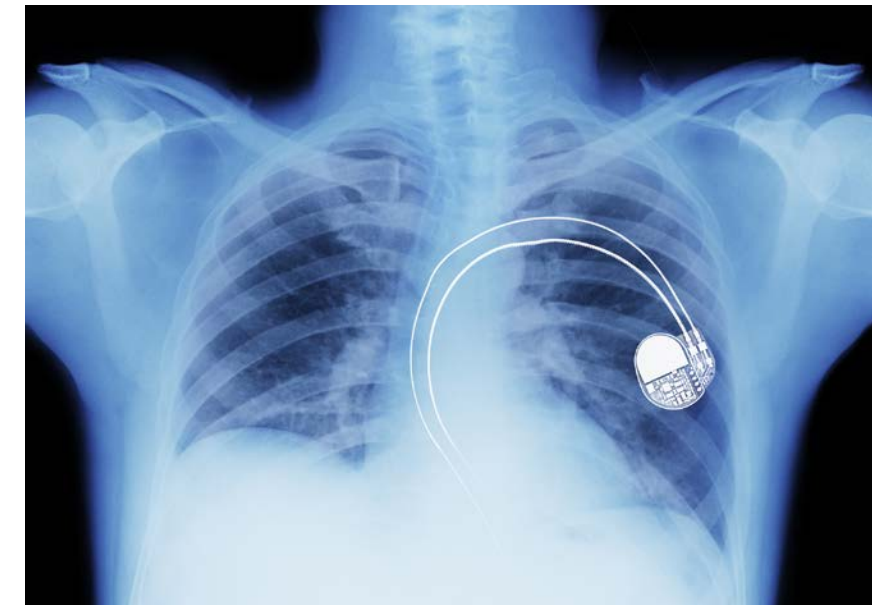
2023 will see continued growth across Europe, the Americas, and Asia-Pacific as well as further collaboration with other DNV business areas on risk management software, energy efficiency and cyber security services.

Advancing a safer and more sustainable food industry

Throughout 2022, DNV continued to support the food industry with supply chain solutions. Our digital services, including the digital product passport, connected supply chain transparency and integrity solutions to help prepare customers for approaching regulations, such as the US Food Safety Modernization Act’s Rule 204 which requires end-to-end traceability for certain foods distributed in the US.

We packaged various sustainability and safety services to support customers’ compliance with upcoming EU Green Deal regulations including the Farm to Fork Strategy and the Corporate Sustainability Due Diligence Directive. These require brands to validate sustainability claims and mitigate risks along their value chains.

There has been significant growth in the use of our audit reporting and analysis tool which has supported major customers in making audit results more transparent, allowing benchmarking and continuous improvement through analytics.



Ensuring the trade of safe and efficient medical devices

Medical device manufacturers continued to choose DNV as their certification body in 2022 to ensure safety and efficiency for their products to be placed on the European and global markets.

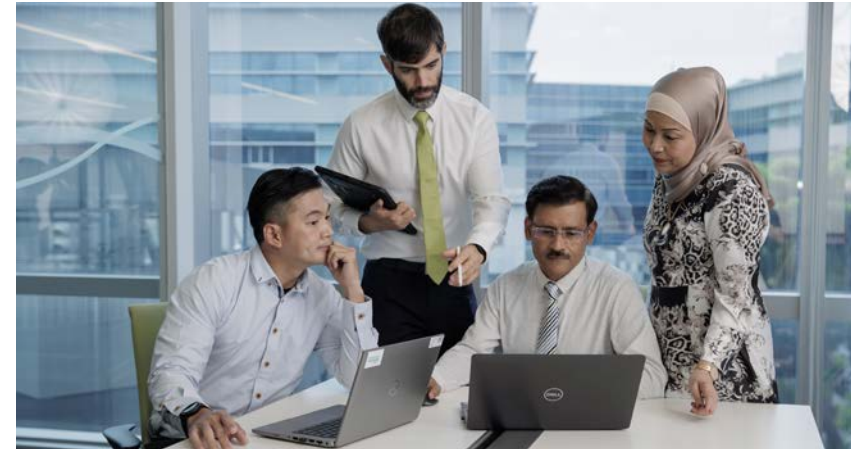
We especially continued to have an influx of new and existing customers requiring compliance with the Medical Device Regulation to enable their medical devices to be sold in the EU. We are also supporting customers with product and system assurance through certification schemes (ISO 13485 and MDSAP), ensuring that medical devices are manufactured to strict quality requirements. To accelerate growth within the medical services industry, DNV acquired the Germany-based Notified Body MEDCERT at the beginning of 2022.

¹ In early 2021, the Business Assurance business area was split into two new business areas: Business Assurance and Supply Chain & Product Assurance. No historic revenue or employee data is therefore recorded before 2021.

Building trust in sustainable finance

As sustainable finance gained investor demand as well as heightened scrutiny by regulators and the media in 2022, the role of third-party verifiers such as DNV became ever more important in determining the sustainability credentials of green, social, and sustainable financing frameworks.

Having the second largest market share as an external reviewer for Second Party Opinions (SPOs) in 2021, we supported yet more customers in 2022. This includes providing SPOs to: Lloyds Banking Group on one of the first sector-based financing frameworks for the UK housing sector; the new sustainability-linked bond framework for Vestas, resulting in the first bond issuance of EUR 1 billion of this kind in Denmark; and the first green bond to be issued in Cambodia.



Advising on decarbonization strategies with verifiable results

We launched several additional advisory, assurance, and verification services in 2022 to support businesses with growing mandatory carbon emissions reporting requirements around the world. We formalized a green steel and aluminium assurance offering as well as our cross-industry Life Cycle Assessment service, and developed assurance for other hard-to-abate industries such as fertilizers, cement, metals, and mining.

We also began helping companies prepare for compliance with approaching EU policies and regulations including CBAM, Fit for 55, Environmental Product Declarations and green claims, carbon taxes, the EU taxonomy, and mandatory product carbon footprinting through our EU Green Deal offering.

We expanded our focus on digital tools relating to decarbonization services, including investor due diligence on climate and nature-related risk management which is seeing increasing demand.

Combining functional safety and cybersecurity services

Beyond the process and energy industries, where functional safety services are conventionally demanded, we extended our offering to businesses across the automotive and railway sectors in 2022.

Car manufacturers and global railway projects require mandatory compliance of functional safety involving the supply chains of manufacturers and system integrators. Customers now face cybersecurity challenges for the same systems and products, meaning an increase in demand for these services which led to us expanding our service delivery capability not only in Japan and Korea, but also in other markets such as China and India.

Regulators and industry leaders are enforcing both functional safety and cybersecurity, with each domain having dedicated schemes and technical standards which DNV is uniquely placed to deliver, helping customers ensure that their systems and products are safe and cybersecure.



Expanding human rights due diligence services

With new legislation in Norway and Germany, as well as the EU's Corporate Sustainability Due Diligence Directive coming into force in 2024, more businesses are approaching DNV to audit and assure that their supply chains comply with the raft of new human rights regulations.

To better support customers, we launched a modular human rights due diligence offering in 2022, including services from supply chain mapping to implementing digital solutions (such as DNV's own social listening tool to enhance human rights monitoring).

Traditionally supporting logistics, maritime, and energy companies, customers in 2022 also included an EU industry association for renewable energy manufacturers, a US chassis manufacturer, and a global Norway-based telecommunications company.



THE ACCELERATOR

ACCELERATING GLOBAL TRANSFORMATIONS

The Accelerator is DNV's business area dedicated to rapidly growing targeted business units that will shape the future of assurance. The Accelerator acts as a greenhouse for a strategically selected portfolio of businesses, each of which serves different industries and markets. The portfolio benefits from dedicated support to rapidly grow through organic means, as well as through acquisitions and partnerships. Three business units were housed in the Accelerator in 2022: Cyber Security, Digital Health, and Inspection.

2022 REVIEW >

REVENUE ¹

1,393

million NOK

42.6%
up from
last year

Group total:
25,031 mill. NOK

2021: 977 2020: 861 2019: N/A

EMPLOYEES ²

313

10.2%
up from
last year

Group total: 12,708

2021: 284 2020: N/A 2019: N/A

¹ In early 2021, DNV made organizational changes following our new strategy. Two business units from Digital Solutions, Cyber Security, and Digital Health, were transferred to The Accelerator. The 2020 financial figures were thus updated to be comparable with the 2021 and 2022 figures.

² Due to the reorganization, the 2021 and 2022 figures are not comparable with those of 2020 and 2019. Figures do not include 119 employees from the acquisitions of Applied Risk, DNV Imatis, and MBI Healthcare Technologies who are not yet included in our human resources system.

CYBER SECURITY

Safeguarding critical infrastructure from cyber attacks

Critical infrastructure is becoming more digitally connected to make society safer, bring down costs, increase efficiency, and decarbonize the world we live in. However, critical infrastructure becomes progressively more vulnerable the more connected it becomes. Securing operational technology - the control systems that manage, monitor, automate, and control industrial operations - is a growing challenge as this technology becomes more connected and networked to IT environments.

To deliver on our purpose of safeguarding life, property, and the environment in an increasingly digitalized world, DNV continued to invest in building a leading position in addressing cyber security aspects of our customers' assets and processes in 2022.



Strengthening cyber defences in the energy sector

The energy sector is now among the top five industries most affected by cyber attacks. Research conducted by DNV in 2022 revealed that more than 80% of energy professionals believe a cyber attack on the industry is likely to cause operational shutdowns and damage to energy assets and critical infrastructure within the next two years. Three-quarters expect an attack to harm the environment, while more than half anticipate it will cause loss of life.

Industrial cyber security firm Applied Risk, acquired by DNV in 2021, secured a major contract in early 2022 to strengthen the cyber security of a major energy company's global network of fuel-loading terminals. The project will ensure that operational technologies controlling fuel-loading sequences to the trucks that supply petrol stations around the world have the foundations in place to keep their cyber risks as low as reasonably practicable. A team of experts assesses the customer's terminals and provides asset inventories, architecture diagrams, operating models, procedures and work instructions, firewall rules and firmware assessment, and training.

DIGITAL HEALTH

Accelerating healthcare's digital transformation

Healthcare systems around the world are creaking under the pressure of growing costs, ageing populations, and staff shortages. The sector's digital transformation plays a critical role in relieving this burden.

As investment in healthcare applications and technologies is increasing, DNV continued its strategic expansion into the digital health market in 2022. We are growing a portfolio of businesses that will enable the healthcare sector to better manage systems, processes, products, and assets, assuring digital transformation and creating value from healthcare data.



DIGITAL HEALTH

MyPath project to improve cancer treatment in Europe

DNV Imatis, the digital health pioneer acquired by DNV in 2021, partnered with Oslo University Hospital and a network of partners across Europe in 2022 to change the way healthcare providers interact with, and care for, cancer patients.



The MyPath project will develop and implement digital technology that makes cancer treatment more patient-centric. Using DNV Imatis' digital platform and Oslo University Hospital's research and development experience in patient processes, this EU-funded project will develop more effective ways for patients to participate in planning, both in the hospital and at home, giving them a clearer voice on their treatment.

MyPath will be developed with involvement from patients, healthcare professionals, specialist organizations, researchers, and ICT developers, with the aim to implement the solution in daily cancer treatment across Europe by 2027.

Acquisition tackles clinical risks arising from dirty data

DNV acquired MBI Healthcare Technologies in December 2022. MBI supplies healthcare providers with artificial intelligence-backed technology and data quality expertise to reduce patient safety risks, deliver care more efficiently, and bring down waiting times for elective treatment. This UK-based healthcare data assurance company tackles the growing challenge of patient data being imprecisely recorded in electronic health record systems.

MBI's LUNA platform generates complete oversight of an organization's elective care performance. It visualizes the status of individual patients' journeys along their care pathway, and rapidly scans clinical documents to uncover inaccuracies about patients' treatment status. The company also deploys expertise and capacity to cleanse large batches of inaccurate patient data in electronic health record systems and reduce large booking backlogs. MBI's team of advisors provides strategic advice on elective care performance, recovery planning, organizational changes, and technology implementation.

By joining forces, DNV and MBI Healthcare Technologies will work to rapidly scale the company's solutions in the UK, target growth in international markets, and bring new data assurance technologies to the healthcare sector.

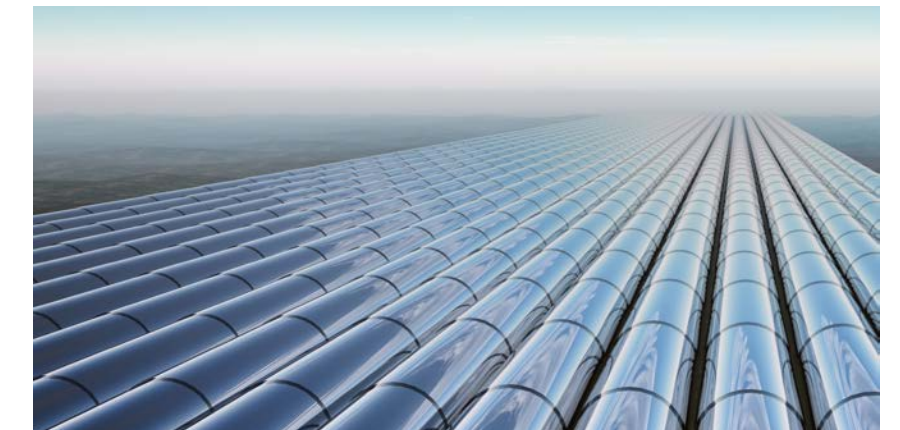
INSPECTION

Growing impact on quality assurance

Demand for the inspection and testing of the safety and quality of industrial products, services, and infrastructure continued to grow in 2022. DNV's Inspection business is growing to meet the need for greater quality assurance throughout the procurement, fabrication, installation, commissioning, and operation of industrial assets - both within our stronghold markets and in new industry verticals and geographies.



Assuring Saudi Aramco's flagship blue hydrogen project



In June 2022, Saudi Aramco awarded DNV's Inspection business a five-year frame agreement to provide quality management services to this energy company's capital expenditure project portfolio. This led to the Inspection business winning three significant contracts with Saudi Aramco to provide services to one of the world's most significant blue hydrogen projects.

Teams of DNV-appointed inspectors are providing assurance services to the development of Saudi Aramco's Jafurah gas plant. In its initial phase, the terminal is expected to process up to 1.1 billion cubic feet per day of unconventional raw gas from nearby areas. A large proportion of the gas produced from the USD 110 billion Jafurah field project will be used to produce blue hydrogen as part of Saudi Aramco's 2050 net-zero ambition.

SUSTAINABILITY

Our vision of being a trusted voice to tackle global transformations sets the direction of our business and our conduct.

This section includes how we support our customers through the products and services we provide, how we aim to continuously improve on the safety of our employees and opportunities for career development, how we protect the environment, and how we maintain our standards of ethics and compliance in our own operations and with our business partners.

We continue to report in accordance with the Global Reporting Initiative (GRI) Universal Standards. Our GRI index can be found at the end of this report. KPMG has provided limited assurance of the sustainability content in this report. Their assurance statement can also be found at the end of the report.

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HOW WE MAKE AN IMPACT

Transformation is happening all around us; including the digital and energy transitions or transformations to other global systems, including healthcare, transport, and food. Our customers are either affected by, or pushing the boundaries of, these transformations. We work with them as a key partner every step of the way as they navigate rapid global change.

Our strategy to 2025 outlines DNV's core areas to deliver on our purpose of safeguarding life, property, and the environment, and our vision to be a trusted voice to tackle global transformations. Business growth in existing and new markets is a natural part of our strategy and is supported by a strong focus on customers, sustainability, our people, and creating economic value.

Guided by research

A large part of our work is about helping our customers to improve their technology, safety, and sustainable performance. Through our knowledge and expertise, we enable our customers and their stakeholders to confidently manage technological and regulatory complexity. Research and technology are hugely important to DNV.

Our research feeds into how we develop our products and services and how we help customers stay agile, seize opportunities, and tackle the risks arising from global transformations. We invest 5% of our annual revenue in research and development to contribute to and understand solutions and trends in our fast-changing world.

Our research spans a wide range of areas, including digital assurance, maritime, energy, ocean space, healthcare, sustainable food systems, and supply chains. For more information, see [Research and innovation](#) on page 13.

A strategic approach to sustainability

Below we show how our material issues are mapped to our strategic pillars.



People at the heart of what we do

Our people focus is defined by our strategic goal to be THE place for people to grow and make a difference. Through their knowledge and skills, our people provide the technical expertise our customers look for to help them achieve their business goals. We want to attract and retain the best people and support them to develop their skills and careers within DNV; ultimately empowering them to make a true difference. Our people focus also includes a strong commitment to diversity, equity, and inclusion in our workforce and provides a safe workplace where employees' resilience is nurtured and strengthened.

Our approach to ethics and compliance ensures that everyone working for, or on behalf of, DNV knows the behaviour and standards expected of them. We also focus on upholding high standards of human rights and governance in our business and wider value chain.

Building a sustainable business

Our sustainability strategy is twofold. Firstly, we want to become the most sustainable organization we can be and have set ambitious targets to deliver on this, especially relating to climate change. Secondly, we aim to maximize how we help our customers and partners achieve their sustainability goals. This is the area where we can have the biggest impact; using our expertise to deliver products and services that make a difference to our customers' safety and sustainability performance.

Sustainable products and services

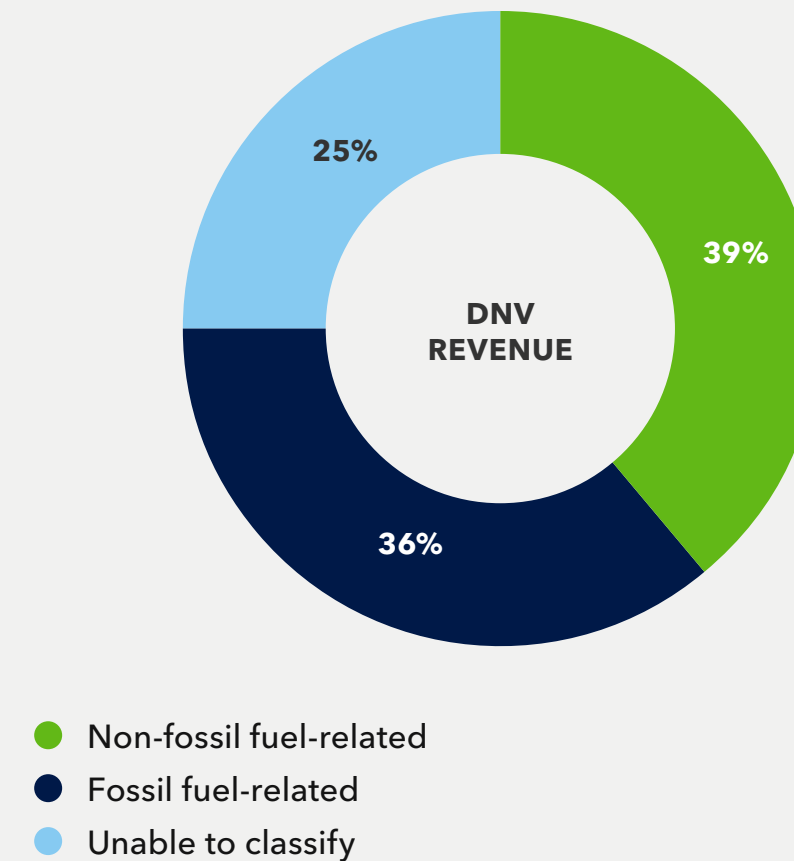
From our roots in the maritime and energy sectors, DNV's services have expanded to include assurance, technical expertise, and advisory services in ship design decarbonization, renewable energy, sustainable supply chains, energy efficiency, new fuel technologies, cyber security, ESG reporting, and green finance.

These services have been developed as a natural extension of our purpose to safeguard life, property, and the environment and our ambition to challenge and advise our customers in a changing world. As we have guided our customers through transformations, our company has also transformed with them. Sustainability is now a central part of what DNV stands for and how we operate.

To understand how our evolution as a business has enhanced how our services support a sustainable future, we have turned to the EU taxonomy for sustainable activities to provide a framework for assessing and classifying the sustainability of our core business areas' work. Through this assessment, we can start to measure and demonstrate the impact of our work with customers on sustainability.

As a professional services company, we support our customers in delivering their products and services. Our alignment with the EU taxonomy activities is therefore indirect. It is also complex for multi-disciplinary consultancy companies such as DNV. In 2022, we completed an initial assessment of the eligibility of our products and services based on the taxonomy.

The EU taxonomy assessment



We classified the share of all DNV revenue as either supporting the ongoing extraction and use of fossil fuels (ineligible under the taxonomy¹), or as not fossil fuel-related. Within the fossil-fuel extraction and use category of our revenue, some of our services support decarbonization or improved energy efficiency, but these are excluded based on a strict interpretation of the EU taxonomy.

- The EU taxonomy assesses sustainability on an activity level, which makes assessments for multi-service organizations complicated if they do not engage directly in taxonomy-eligible activities
- Sustainable economic activities are listed in the Delegated Acts, and no activities related to the extraction or processing of fossil fuels are included
- The first step of DNV's eligibility analysis was to identify the share of revenue from customers involved with the extraction or processing of fossil fuels
- The next step will be to assess the eligibility of our revenue under the EU taxonomy, having excluded fossil-fuel related activities.

We were unable to classify some of our services as we did not have enough information about their end-use. We will continue to assess our impact and reduce our unknown factors in 2023.

¹ In our assessment, we excluded all revenues related to all fossil fuels, even though the latest edition of the EU taxonomy includes some eligible categories relating to the gas value chain.

Material topics

Our material topics are those that matter the most to our business and stakeholders, especially our employees and customers. We conduct a materiality survey approximately every four years and our last materiality assessment one in 2021/22 updated our previous 2018 assessment. The assessment consisted of desktop research and a series of online surveys with our stakeholders.

Our stakeholders include our customers, employees, and our owner - Stiftelsen Det Norske Veritas. Other stakeholders that are important to us are our suppliers, research institutions, industry associations, government bodies, civil society organizations, and the media.

Materiality process

We researched peer and comparable companies to update and refine our list of material topics. Following this, we conducted online surveys in early 2022 to give a better and more current understanding of what matters most to our stakeholders.

Our process was designed to be aligned with the concept of double materiality. We asked internal stakeholders to consider which of the material topics were most and least important for DNV to meet its purpose - to safeguard life, property, and the environment - and to deliver the aims of our strategy over a three- to five-year horizon. For DNV, this represents enterprise value as a company solely owned by an independent Norwegian foundation (Stiftelsen Det Norske Veritas).

We asked stakeholders to rank what is important for DNV to focus on to deliver on its purpose and strategy over the next 3-5 years.

3,500
responses

from stakeholders to our materiality survey in 2022.

External stakeholders were asked about DNV's impact on the material topics and also how important DNV acting on the topics was to their own stakeholders. Therefore, these questions focused both on DNV's direct impact on the environment and society and on how DNV's actions influence stakeholders.

The online survey consisted of 16 questions and was sent to internal and external stakeholders. We received almost 3,500 responses, giving us a robust evidence base to assess the relative importance of our identified material topics and providing a clear view of stakeholders' priorities. Internal stakeholders included employees across all grade groups, business areas, and geographies within DNV.

The external survey approached a wide range of stakeholders. The majority of responses came from customers (73%), with additional input from NGOs, suppliers, regulators, media, and others (27%).

Materiality results

Overall, the responses provided by internal and external stakeholders on the relative importance of the topics were well aligned, although there were some subtle differences in priority. All material topics identified and prioritized through the materiality assessment are important to DNV, and we report on all of them in this annual report.

Our material topics as identified in our materiality assessment:

- Climate change
- Customer satisfaction
- Data security
- Diversity, equity, and inclusion
- Economic value creation
- Employee safety and resilience
- Enabling customers' sustainability impact
- Environmental protection
- Ethics and human rights
- Local and global community engagement
- Sustainable innovations and thought leadership
- Sustainable supply chain
- Talent attraction, retention, and development

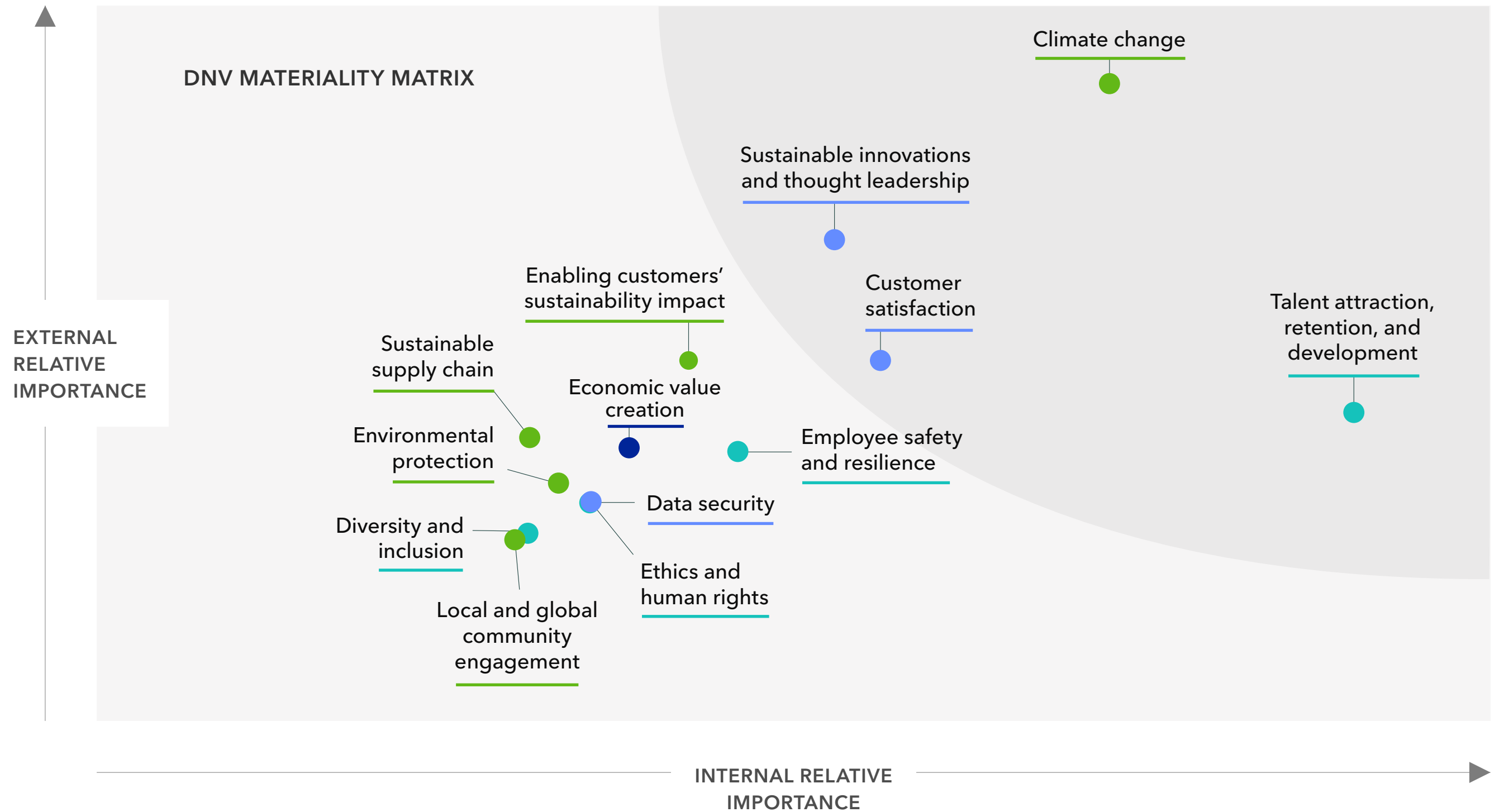
There are four topics that we consider critical based on the materiality assessment: climate change; talent attraction, retention, and development; sustainable innovations and thought leadership; and customer satisfaction. These make up our tier-one material topics, while the remaining nine topics make up our tier-two topics, as shown in the materiality matrix below.

External stakeholders consistently highlighted the importance of sustainable innovations and thought leadership, especially when asked about the areas where they felt DNV could support them. Material topics on tackling climate change, enabling customers' sustainability impact, and customer satisfaction were also areas where respondents felt DNV could have the greatest impact.

Internal respondents considered that talent attraction, retention, and development; climate change; customer satisfaction; and employee safety and resilience were important.

2022 update

Since completing the assessment in early 2022, geopolitical developments have arguably increased the importance of data privacy and security due to the enhanced threat of cyber attacks. We also see growing importance attached to human rights and to diversity, equity, and inclusion, driven by legislative and societal changes. We have started to pay more attention to these areas, although we have not revised the positioning of topics in the materiality matrix in this report.



Governance

Responsibility for DNV's sustainability performance lies with DNV's Group CEO and Executive Committee. Our Board of Directors has formal oversight of DNV's performance, including sustainability, and this oversight is executed by the Board's Audit Committee. Our separate [Corporate governance report](#) describes our governance processes in more detail.

Sustainability initiatives relating to our material topics are managed by our Group-level functions, as shown in the diagram.



Reporting

We report on performance relating to all our material topics in this annual report. Our reporting covers how we support our customers through the products and services we provide, the safety and resilience of our employees, and how we attract, retain, and develop employees.

A significant part of our environmental reporting focuses on DNV's climate impact. We also report on our high standards of business ethics and compliance, which apply just as much to our business partners' operations as our own. We have enhanced our approach to human rights and human rights reporting this year.

Our reporting is in accordance with the Global Reporting Initiative (GRI) Universal Standards and our GRI index can be found at the back of this report. Our auditor, KPMG, has conducted limited assurance of our sustainability report and underlying data. Their feedback and feedback from other sources, such as the World Business Council for Sustainable Development, are actively used to improve our reporting.

The sustainability information in this report covers the calendar year 2022.

Partnerships

The challenges we collectively face today are global in nature and therefore require solutions that are global in perspective. Combining knowledge, ideas, and efforts across sectors, disciplines, and borders will be essential to delivering these solutions.

As a knowledge-based organization, DNV constantly seeks to learn by investing widely in research and development and working closely with peers and partners. Our goal is to be a credible, impartial voice among our partners, peers, and customers in relation to the global transformations we are experiencing now and will continue to experience in the years and decades to come.

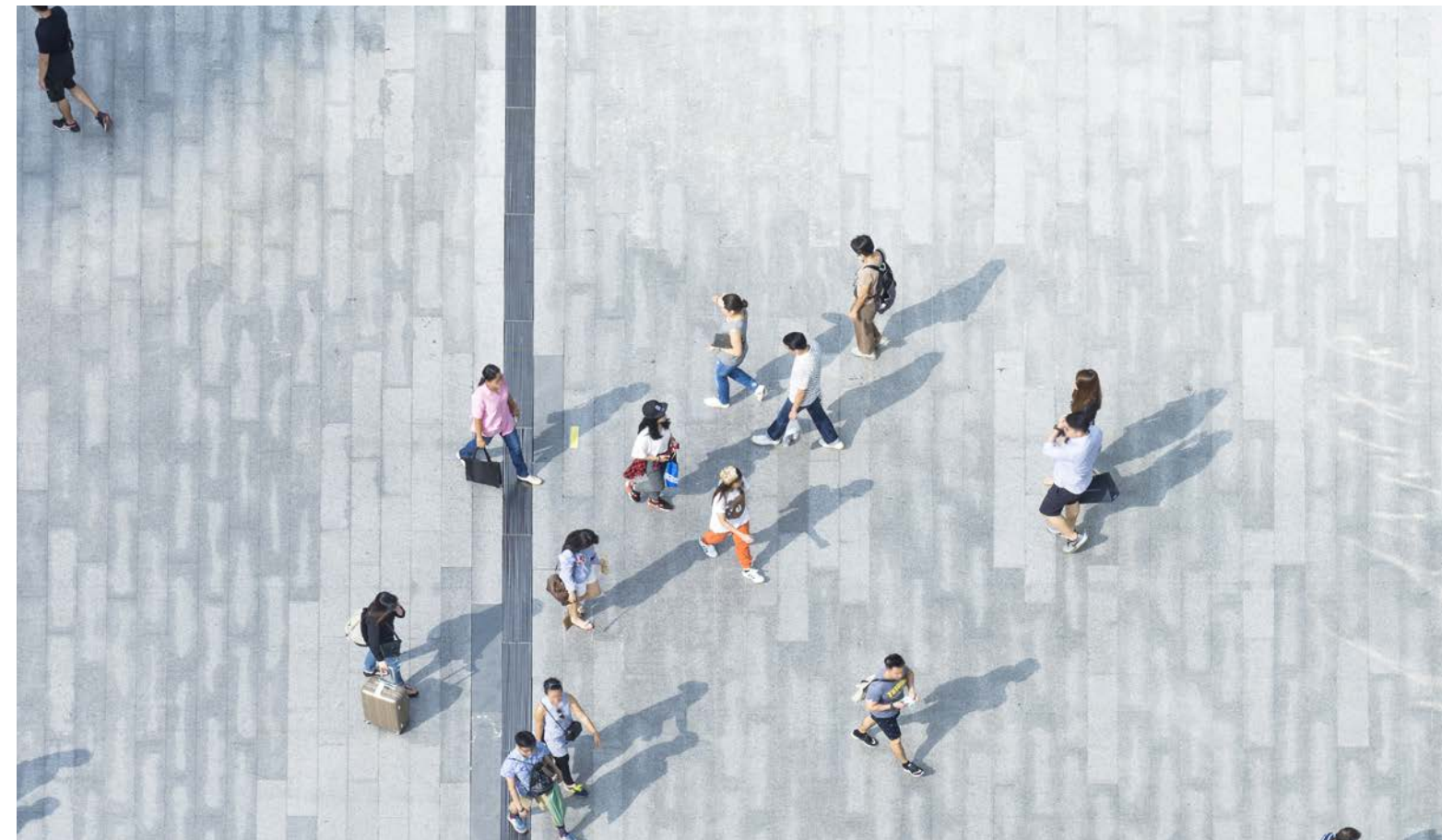
We are a signatory to the UN Global Compact and are committed to embedding its 10 principles on human rights, labour, environment, and anti-corruption into our business. Our annual report acts as our Communication on Progress, outlining our progress against the 10 principles and the SDGs.

We have been a member of the World Business Council on Sustainable Development (WBCSD) since 1999, our CEO was an Executive Council member between 2018 and 2022, and our CFO is a member of the CFO network. We are part of two working groups - on 'Energy Transformation' and 'Redefining Value' - which strive to achieve the goals of the WBCSD's Vision 2050 agenda.

We also have a long-standing partnership with the Norwegian Red Cross, providing sponsorship and expertise to support them in achieving its strategic goals. In 2022, we made an extraordinary donation in support of the Ukraine war-relief efforts.

Other business-area-specific memberships are listed to the right.

As a knowledge-based organization, DNV constantly seeks to learn by investing widely in research and development and working closely with peers and partners.



Maritime

- International Association of Classification Societies (IACS)
- Entity for the Quality Assessment and Certification of Organizations Recognized by the European Union (QACE)
- International Council on Combustion Engines (CIMAC)

Energy Systems

- Energy Industries Council
- Global Wind Energy Council (GWEC)
- Eurelectric

Digital Solutions

- Institute of Electrical and Electronics Engineers (IEEE)
- American Gas Association (AGA)
- Norwegian Offshore Wind Cluster

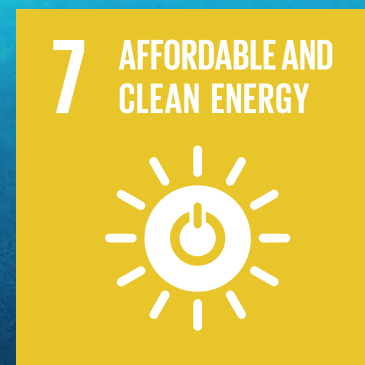
Business Assurance

- Independent International Organisation for Certification (IIOC)

Supply Chain & Product Assurance

- International Association of Trusted Blockchain Applications (INATBA)

Supporting the Sustainable Development Goals (SDGs)



We are rapidly heading towards the halfway point in what the UN has called the 'Decade of Action'. The 2020s is the decade in which humanity will succeed or fail to deliver on the UN SDGs. DNV contributes to the SDGs through our business activities, and our strategy defines four priority SDGs where we can contribute the most and have the largest impact:

- GOAL 3:** Good health and well-being
- GOAL 7:** Affordable and clean energy
- GOAL 13:** Climate action
- GOAL 14:** Life below water

A wide range of our business solutions support these Goals. These include maritime solutions and solutions relating to clean shipping, renewable energy, safe and sustainable industrial operations and infrastructure, climate change mitigation and adaptation, technology innovations, healthcare, and hospital safety and efficiency. The sustainable innovation examples from across DNV business areas showcase some of the ways we work with customers to enhance sustainability and support the SDGs.

How we make an impact; customers

Our priorities	Why	Indicator	2022 performance	2021 performance	2020 performance	Our targets and ambitions
<p>Sustainable innovations</p>	<p>We aim to be a trusted voice to tackle global transformations. Our customers rely on our products and services to help them operate safely and sustainably and meet their sustainability goals.</p>	<p>Developing ways to measure the impact of our work with customers</p>	<p>Assessing DNV revenue against the EU taxonomy for sustainable activities</p>			<p>Under development</p>
<p>Customer satisfaction</p>	<p>We believe that a customer-centred approach - one that delivers excellent customer experiences and creates close, value-adding relationships - leads to competitive advantage.</p>	<p>Group Customer Relationship Strength Score (CRSS)</p>	<p>84.8</p>	<p>84.2</p>	<p>83.5</p>	<p>86.0 by 2025</p>
<p>Data privacy and security</p>	<p>The trust of our customers is crucial to our business and keeping customer data secure is an important part of maintaining this trust.</p>	<p>Continual improvement in how we manage information security and data privacy</p>	<p>Maintained certification to ISO 27001:2013 Information security management systems.</p> <p>Data privacy is managed in line with ISO 37301:2021 Compliance management systems.</p>	<p>Group certification to ISO 27001 Information security management systems.</p> <p>Data privacy is managed in line with ISO 37301 Compliance management systems.</p>	<p>Data privacy managed in line with ISO 19600 Compliance management systems.</p>	<p>Update certification to the latest ISO 27001:2022 standard.</p>

How we make an impact; people

Our priorities	Why	Indicator	2022 performance	2021 performance	2020 performance	Our targets and ambitions
Talent attraction, retention, and development	Our customers expect us to provide the expert skills and knowledge that can deliver the best solutions for their needs. To support our services, we want to attract and retain the best people and develop their skills while they work at DNV so that they can grow and make a difference.	Average training hours per employee per year ¹	Female: 22.6 hours Male: 26.9 hours	Female: 19.9 hours Male: 20.3 hours	Female: 18.8 hours Male: 15.6 hours	In 2023, we will continue to implement improved recruitment, on-boarding, and continuous learning initiatives. We will also continue to roll out the Employer Branding campaign.
		Employee turnover (%)	8.7%	9.9%	7.4%	
Diversity, equity, and inclusion (DEI)	DEI is a source of strength and enables us to deliver on our purpose, vision, and values. It is a catalyst for collaboration, innovation, and problem solving, and helps DNV be a place where employees can grow and make a difference.	Female-to-male ratio	35:65	34:66	33:67	Deliver year-on-year improvements in how we achieve our global DEI ambitions.
		Employee engagement measured by Pulse survey	8.2	8.0	n/a	
Employee safety and resilience	We strive to be the safest place to work, and safety is embedded in our purpose. We continually work to find improved ways to safeguard our people, support them in developing their resilience, and deliver on our purpose.	Resilience index	8.08	7.95	7.8	8.0 by 2025
		Injury rate (per million hours worked)	0.5	0.5	0.7	We strive for zero harm.
Ethics and human rights	Our vision is to be a trusted voice for our customers. Our stakeholders and every one of us has a role to play in protecting our independent position and upholding our Code of Conduct. We emphasize this through high awareness and training.	Percentage of employees that completed DNV's mandatory Code of Conduct e-learning.	99%	96%	99%	99% ²

How we make an impact; sustainability

Our priorities	Why	Indicator	2022 performance	2021 performance	2020 performance	Our targets and ambitions
Environment and climate	Environmental sustainability is embedded in our purpose, values, and strategy. Our extensive research shows that the energy transition needs to be accelerated to stay within the 1.5°C pathway of the Paris Climate Agreement.	Greenhouse gas emissions (thousand CO ₂ e)	-50%	Pandemic effect	Pandemic effect	Reduce our CO ₂ footprint by 50% by 2025. ⁵
			13.9 ³	10.5 ⁴	Not previously reported	Expand Scope 3 reporting
		Renewable electricity	55% (certified)	60% (certified)	38% (estimated) (12% certified)	100% renewable electricity by 2025.
Sustainable supply chain	Helps to manage risk in our supply chain and deliver the best value for DNV sustainably and in accordance with our Supplier Code of Conduct.	Supplier risk assessments and audits	11	11	11	11 (minimum) supplier audits in 2023.

How we make an impact; financial

Economic value creation	Economic sustainability is a prerequisite for running our business and retaining our independence.	EBITDA (million NOK)	4 159	3 673	3 481	
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1 Internal training only; 1 day = 7.5 hours.

2 As some employees are hired or leave during the year, 100% is not possible.

3 For 2022, we have included data from more offices and laboratories in our Scope 3 categories, expanding our emissions reporting.

4 2021 figure has been updated from that published in our 2021 Annual Report (10.7).

5 Reduction in GHG emissions intensity (emissions per employee), from 2019 baseline.

1

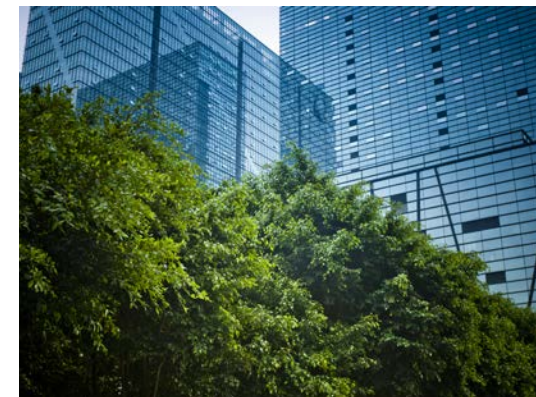
OUR CUSTOMER STRATEGY

SUSTAINABLE
INNOVATIONS

Helping our customers and partners to achieve their sustainability goals is one of the key aims of our sustainability strategy. We see this as the area where we can have the biggest positive impact; using our expertise and technical know-how to deliver products and services that improve our customers' safety and sustainability performance. Giving our customers this assistance also helps us to deliver on our purpose of safeguarding life, property, and the environment.

To support this, we invest over 5% of our revenues in thought leadership, research, and development. Read more in [Research and innovation on page 13](#).

The following projects are some examples of how we help our customers make an impact. In 2022, we started to assess our impact using the EU taxonomy for sustainable activities. More details of this analysis can be found in [How we make an impact on page 46](#).



Climate action through data-driven strategies



Keeping wind turbine blades out of landfill



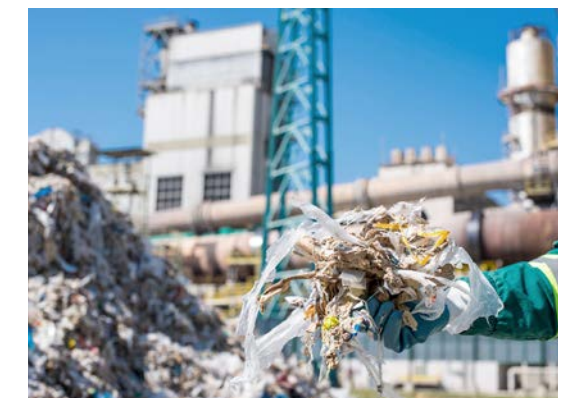
Veracity underpins BHP's Scope 3 emissions strategy



Multi-purpose vessel with reduced emissions



Improving ESG performance at DHL



Supporting sustainable waste management in the UK

Climate action through data-driven strategies

In 2022, Globe Telecom (Globe), the Philippine's leading digital solutions platform, started using DNV's Synergi Life software to track its environmental, social, and governance (ESG) performance data. Tracking ESG metrics is crucial to Globe achieving its climate-action roadmap, which includes a commitment to reduce the company's operational greenhouse gas (GHG) emissions by 50% by 2030 and reach net-zero emissions by 2050.

By using Synergi Life, Globe has started to simplify its data collection process. DNV deploys dedicated technical experts on Synergi Life to continuously assist the company in developing the critical back-end systems and modules for data collection. Reports generated by Synergi Life will be used to monitor Globe's GHG emissions, help identify emission hotspots, support data-driven decision making, and track progress against Globe's targets.

The cloud-based software provides Globe with a dashboard of emission reduction opportunities and the ability to recalibrate its reduction strategies in line with its operational growth. So far, the company has implemented strategies to reduce its direct emissions from fuel consumption by gensets and fleet vehicles (Scope 1) and indirect emissions stemming from its network's electricity consumption (Scope 2). Strategies to reduce value chain emissions (Scope 3) will follow soon.

Keeping wind turbine blades out of landfill

In the last 50 years, thousands of wind turbines have been built around the world. Now, many of these 300-tonne structures are reaching the end of their lives. The process of decommissioning and recycling wind turbines is a complicated and manual process, and large quantities end up in landfills. In 2020, Bloomberg highlighted the situation in Wyoming, in the US, where 870 wind turbine blades have ended up in landfills.

DNV is tackling this challenge with the launch of a new digital service, ReWind, to address the issue of circularity in the wind industry and reduce lifetime emissions. DNV's specialist team provides reports for wind farm owners and operators, detailing the materials contained in the wind turbines to increase sustainable decommissioning and recycling. It is estimated that 25,000 tonnes of wind turbine blades will need to be recycled by 2025, and 52,000 tonnes by 2030.



Veracity underpins BHP's Scope 3 emissions strategy

DNV and mining company BHP announced a partnership that uses DNV's independent cloud platform, Veracity, to provide timely and accurate greenhouse gas (GHG) emissions reporting and insights from BHP's chartered vessels.

While most companies need emissions data annually, the shipping industry sees the potential to use daily emissions reporting to optimize fuel consumption and running speeds and share accurate data with customers. BHP uses Veracity to provide

an overview of the GHG emissions footprint of its maritime freight operations and analyse and benchmark its GHG emissions to reduce them further.

Veracity uses sophisticated data models that draw on our maritime domain expertise to predict data that is missing, enabling customers to create a complete, transparent, and trustworthy report on Scope 3 GHG emissions. The emissions reports can be used for external reporting to stakeholders.

Multi-purpose vessel with reduced emissions

The *Lady Marie Christine* is one of the first dual-fuel multi-purpose vessels in European short-sea shipping to operate using LNG as the main fuel and conventional fuel as the secondary fuel. The ship is the first of four ordered by Dutch company Wijnne Barends with DNV classification services.

The *Lady Marie Christine's* state-of-the-art efficiency enhancements include: a dual-fuel LNG engine; hull design and propulsion systems to minimize resistance and maximize efficiency; and a waste-heat recovery system.

Combined, these features allow the *Lady Marie Christine* to achieve a low Energy Efficiency Design Index (EEDI) value of 6.87 g CO₂/tNm (per tonne nautical mile) against the required Phase 1 value of 16.07 g CO₂/tNm – more than 57% lower than the required value. The EEDI is a mandatory standard for vessel newbuilds, introduced by the IMO, ensuring that ship designs achieve a certain level of efficiency and decrease carbon emissions.



Improving ESG performance at DHL

DHL Express is one of the world's largest logistics companies, with over 120,000 employees working to deliver more than 500 million shipments a year. As a supplier to many companies around the world, DHL's emissions are part of its customers' indirect Scope 3 emissions. DHL Express has a strong focus on its environmental and social performance, and a strong governance set-up is an important enabler of this performance.

DHL Express's management system, which is certified by DNV, plays an important role in helping DHL Express improve its performance within the three ESG dimensions. Certification to ISO 9001 (quality), ISO 14001 (environment),

ISO 50001 (energy), and ISO 27001 (information security) promotes strong governance and compliance management and helps DHL Express to contribute to the sustainability targets of its parent company, Deutsche Post DHL Group. These targets include switching to 60% electric vehicles and sourcing 90% of electricity from renewable sources by 2030.

With huge investments in clean and innovative technology, such as Alice, the first fully-electric plane, and sustainable aviation fuels, DHL Express is setting an example in the industry and aims to lead the way to a more sustainable future for the logistics sector.

Supporting sustainable waste management in the UK

The waste industry has the potential to reduce global greenhouse gas emissions by up to 15% through waste prevention, recycling, reuse, and energy recovery.

To support the waste sector's low-carbon transition, UK-based Bioenergy Infrastructure Limited (BIG), has produced one of the first Green Financing Frameworks for the UK waste-to-energy industry. The financed facilities will have the capacity to redirect annually more than 1.5 million tonnes of waste from landfill for electricity generation.

Given the innovative nature and complexity of the framework, BIG engaged DNV to provide an independent technical assessment against the ICMA Green Bond Principles and the LMA Green Loan Principles.

Our industry expertise in waste-to-energy, carbon capture and storage, and sustainable finance added credibility to the Second Party Opinion (SPO) on BIG's Framework.





2

OUR CUSTOMER STRATEGY

CUSTOMER SATISFACTION

Our success is determined by how we attract customers and how we build strong relationships with them by delivering excellent customer experiences. A customer-centred approach sits at the heart of our vision to be a trusted voice to tackle global transformations and is a key part of our business strategy. It is fundamental to building competitive advantage, increasing customer lifecycle value, and ultimately delivering on our goals for growth.

Our targets and performance

We measure customer satisfaction across the whole of DNV using our Group Customer Relationship Strength Score (CRSS). CRSS is a leading indicator for the Group's business performance and our key measure for monitoring and improving customer satisfaction.

84.8



Group Customer Relationship Strength Score

Progress towards our 2025 target of 86. (2021: 84.2%)

82%



Brand strength score (2018: 78%)

Progress in 2022

Brand survey

DNV's brand is one of the company's most important assets. In 2022, we ran a global brand survey to explore our brand strength and trust in DNV among our external stakeholders, with a special focus on existing and potential customers.

More than 5,000 respondents completed the survey, representing all DNV's business areas and markets. The main objectives of the survey were to:

- Understand how our brand strength has developed over time relative to our competitors
- Measure changes in trust, consideration, and advocacy
- Discover stakeholders' level of awareness of DNV's main service areas.

¹ In our previous annual reports, we recorded a trust score of 77% that includes DNV customers and those familiar with DNV but not currently using or considering DNV services. When we only record those using or considering using DNV services, the score is 78%.

Positive results

The survey results showed high levels of trust in our brand, with 82% of all respondents giving us a score of six or seven on a seven-point scale. This is up from 78%¹ in our last global brand survey in 2018.

The responses showed that the most important attribute that customers look for when selecting an assurance and risk management provider is deep technical expertise, which was also top in 2018.

Having a global network of offices has become less important, most likely as a result of the global pandemic, wider acceptance of virtual interactions, and increasing adoption of remote surveys and audits. An improvement area discovered by the survey is to make it easier to interact with DNV. Initiatives to improve this have already been identified, including improving feedback management and enhancing the digital customer journey as described below.

Focusing on customer relationships and satisfaction

Our customer relationship management (CRM) system, Salesforce, enables us to understand our customers' challenges better and, as a partner, to help our customers tackle their transformations. Launched in 2021, we use Salesforce across DNV to ensure standardized processes and foster a culture of transparency and collaboration.

Our deep technical expertise is the attribute that our customers value the most when selecting our services.

Throughout 2022, we continued our CRM initiatives to ensure we deliver excellent customer experiences and enhance our customers' journey with DNV, whether in person or digitally. During 2023, we will develop our Salesforce platform in several areas:

- Enhance processes for advisory, certification, and verification sales
- Onboard the business areas Digital Solutions and Veracity to the common platform, enhancing our product and digital-commerce capabilities
- Integrate a common 'voice-of-the-customer' solution to collect and analyse our customers' experience across our digital interactions. This enables us to learn, act, and improve based on customer feedback, and to measure our CRSS using a standardized approach across business areas.

All three developments are expected to go live in the first half of 2023 and will increase the number of employees using Salesforce to around 4,500, from the current 2,000.

We are also introducing a tiered segmentation model for customers in all business areas that are using Salesforce. The aim is to support an enhanced customer-centric culture that defines and secures minimum service levels to further elevate the customer experience.

Developing the digital customer journey

One of our strategic customer initiatives focuses on optimizing digital customer journeys. Our goal is to move customers from awareness of DNV to loyalty, and to secure growth using systematic customer insight to improve our understanding of customers' needs.

Digital customer journeys are a growing area of business development for DNV and something we see as a source of competitive advantage. Our websites and online presence are the main way potential customers discover and learn about DNV and we are working to enhance these across the business.

Throughout 2023, we will continue optimizing our customer journeys to ensure our processes are fit for a new generation of business-to-business stakeholders and decision makers within customer organizations.



To make this happen, we will work to enhance our technological platforms, operating processes, and business models to support our customer-centric culture. The areas of focus are listening to the market and applying insights into how we can improve our processes and service delivery, as well as responding to our customers' feedback.

Approach and management

A customer-centred approach to business is part of our business strategy. Our goal is to deliver an optimal customer journey that meets customers' needs and helps customers solve problems and make the most of their opportunities. We work to continually serve our customers in a proactive and responsive way, which includes utilizing digital solutions and channels to improve their experience and our cost competitiveness.

For DNV this means:

- We will deliver an engaging customer experience, informed by a 360° view of our customers' needs
- Our customers recognize us for superior value creation, ease of doing business, quality, and integrity - as one DNV.

Ultimately, our success is linked to the success of our customers. Our business areas and Group functions are tasked with strengthening customer relationships, improving customers' experiences and increasing customer satisfaction. It is important for us to continue developing a customer-centred

working culture, one in which our commitment to customers drives curiosity and desire among our people to anticipate customer needs.

The success of our customer-centred approach is measured by the value we create for the customer through projects and cross-business area sales, as well as customer-satisfaction and relationship-strength levels and our market share within specific market segments.

Customer management is part of the DNV management system and governed by our customer management policy and guidance on the prioritization of customers and key account management.

Ultimately, our success is linked to the success of our customers.

Metrics and data

We measure three core components of customer satisfaction across the whole of DNV. The scores for each business area are combined to create a Group Customer Relationship Strength Score (CRSS). The three core components we measure are:

- Overall customer satisfaction
- Customers' preference for DNV over other suppliers
- Customers' willingness to recommend us.

The Group CRSS is a leading indicator of the Group's future business performance. Its purpose is to monitor and improve our overall level of customer satisfaction with DNV as a whole. The CRSS is calculated by averaging the scores for all business areas, weighted by the target revenue at the beginning of each year.

In 2022, our Group CRSS was 84.8, which is above our target of 84.2. A score above 80 is considered very good according to industry standards.

For 2025, we have set an ambitious target to achieve a Group satisfaction score of 86.

TABLE 01 | CUSTOMER RELATIONSHIP STRENGTH SCORES ACROSS DNV

Group / Business area ¹	CRSS 2022	CRSS 2021	CRSS 2020
DNV Group	84.8	84.2	83.5
Maritime	81.1	79.9	80.3
Energy Systems	91.1	90.1	n/a ¹
Oil & Gas	n/a ¹	89.9	89.5
Renewables	n/a ¹	90.9	87.9
Business Assurance	79.6	79.0	78.6
Supply Chain & Product Assurance	75.8	n/a ¹	n/a ¹
Digital Solutions	86.2	86.5	84.1

¹ CRSS was measured according to our legacy business area structure until 2021. From 2022 onwards, it is reported according to the new business area structure as shown in the 2022 column. Our previous Oil & Gas and Renewables business areas are now incorporated into the new Energy Systems business area.

TABLE 02 | CUSTOMER RELATIONSHIP STRENGTH SCORES ACROSS DNV

Scores for component dimensions of the CRSS	2022 ²	2021 ³	2020 ³
Customer satisfaction	85.5	87.0	86.1
Preferred partner	83.2	82.9	81.6
Willingness to recommend	85.8	85.8	84.7

² 2022 is the first year that we used weighted scores (by business area revenue) for the three components of the CRSS. Previously, we only used weighting for the combined CRSS.

³ Un-weighted scores.



OUR CUSTOMER STRATEGY

DATA PRIVACY AND SECURITY

Digital technology will be at the heart of most of the transformations we witness in the coming decade. We are responding by developing future-fit services that are digital, automated, and data-driven. We are also acutely aware of the digital security and data protection risks we need to manage in an ever-more digital world. We see a heightened threat of cyber attacks against our own and our customers' businesses, particularly as a consequence of the pandemic and geopolitical tensions.

Our targets and performance

We have a range of measures to monitor data privacy and cyber security:

- We measure employee awareness of cyber security risks by conducting quarterly phishing tests and monitor any changes in the results
- We maintain Group-wide certification to the ISO 27001:2013 Information security management system standard and will achieve certification to the more up-to-date ISO 27001:2022 in 2023.

95%

of employees trained in our new mandatory Cyber and Data Awareness programme in 2022. This consists of nine training modules.

Progress in 2022

A critical focus on cyber security

As a knowledge-based company that uses digital tools widely and offers digital services to customers, data is a key asset. The increase in cyber-security threats over recent years is therefore a risk that we take very seriously and is high on our agenda. We vigilantly monitor and proactively protect our IT infrastructure and digital products and services from the increasing risk of ransomware, malware attacks, and data theft.¹

We are committed to protecting customer information as well as our own intellectual property, and work continuously to improve our cyber security. This includes mandatory awareness and training campaigns for all employees, building security competence among all digital resources, and improving the security of our digital products and services. We assess our systems for vulnerabilities by conducting security audits and business-continuity exercises.

Maintaining and monitoring awareness

Building on our global Cyber and Data Tuesdays initiative from 2021, we established a Cyber and Data Awareness programme consisting of nine mandatory training modules in 2022. The training modules cover phishing attacks, working from home,

information sharing, access control, cyber attacks, the handling of personal-data breaches, intellectual property, and protecting DNV from cyber criminals. All the modules were delivered in 2022 and completed by 95% of our employees. The training is supported by cyber and data material to help line managers engage their employees during team meetings.

We also ran quarterly phishing tests in which we sent fake phishing emails to a selection of employees. By reviewing how many employees avoided clicking on phishing links in these emails, we were able to determine our workforce's level of awareness of the threat of phishing. An important benefit of the exercise is that it reminds our employees to be vigilant and critically review all emails received.

Strong focus on data privacy

We maintained a sharp focus on personal-data protection throughout 2022. Using internal and external maturity assessments and a risk assessment, we reviewed our processes and helped to identify improvement areas.

We took action to comply with the European Court of Justice 'Schrems II' ruling related to data transfer outside the EU and European Economic Area, which required additional legal safeguards. We also revised our Binding Corporate Rules and submitted them to the Norwegian Data Protection Authority.

In addition, we further strengthened the roles and responsibilities of our data protection organization,

Employee training is an essential enabler for data protection.

in particular those of the data protection managers nominated by the Executive Committee. Data protection managers are responsible for implementing data protection measures within their areas of control, while data protection representatives work to raise awareness in the regions.

To improve the quality and monitoring of our processing-activity records, we will implement a new software tool in 2023. This will provide a structured overview of key processes, related applications, and tools that handle personal data.

Alongside our global policies and instructions, we have identified and implemented additional local requirements arising from the new Chinese Personal Information Protection Law, which came into effect in November 2021.

¹ At the time of publication, DNV had experienced a ransomware cyber-attack on its ShipManager software servers. DNV worked with all affected customers and relevant authorities to address the situation and mitigated the impacts in January 2023. As of March 2023, all users are back online but a police investigation continues.

Securing our customers

Cyber security is high not only on our internal agenda, but also on that of our customers. Geopolitical tension around the world has raised the risk of both physical and cyber threats to core infrastructure and the industries that serve it.

DNV's 2022 research paper [The Cyber Priority](#) reflects on these trends, which have only intensified since it was published. The research paper notes that the energy sector is one of the top three industries reporting cyber attacks and that it has specific vulnerabilities. While all industries must prevent hackers from stealing sensitive data, energy businesses also need to manage the direct threat to their operational technologies - the computing and communication systems used to manage, monitor, and control energy operations. This is a key driver for energy companies to initiate major changes to their security strategy and systems.

DNV is ramping up its cyber security services, particularly those aimed at our Maritime and Energy Systems customers where risks are of high consequence. We provide cyber security expertise to both companies and complex infrastructure projects around the world; helping them identify their cyber risks, build powerful defences against threats, and recover from attacks to help win stakeholder trust. Read more about our work in this area in the chapter [The Accelerator](#) on page 34.

Approach and management

IT and data security

DNV employees are contractually obliged to maintain strict customer confidentiality. In accordance with local laws and regulations, they undergo background checks before being hired.

Our Global Shared Services (GSS) IT function invests significant resources in continuously monitoring and preventing new and emerging threats to or vulnerabilities in our IT systems in line with best practices. We work on the cyber security principle of 'assume a breach'; assuming that competent and resourceful attackers will be able to break into our systems. We therefore invest in our ability to detect and mitigate such security breaches.

We provide cyber security expertise to both companies and complex infrastructure projects around the world.

In partnership with our main IT vendors, IBM and Microsoft, we use machine learning to develop smarter algorithms to identify the most significant threats and detect and prevent cyber attacks. Most attempted attacks on DNV are phishing or payload/malware attacks received by email. As a result, we believe it is essential to invest in employees' cyber security awareness and competence.

To ensure that DNV adheres to the highest level of data protection, our information security management systems are certified to the ISO 27001:2013 standard across the Group. We will upgrade our certification to ISO 27001:2022 during 2023. We have a detailed information classification system to segment and secure sensitive information within our IT system. We use regular audits to check and identify opportunities for improvements. DNV's Board of Directors reviews DNV's cyber security risk at least once a year. Read more about the information security risk in the [Board of Directors' report](#) on page 116.

Our GSS IT function operates a Computer Security Emergency Response Team that is activated during more complex and advanced cyber security situations.

Personal data protection

Data privacy is essential to ensure legal compliance. We keep up to date with the data protection landscape through DNV's data protection network, and by obtaining legal advice and monitoring cases raised by data protection authorities in the locations where we operate.

Data protection is part of our Group-wide compliance management system, which was set up according to ISO 37301:2021 Compliance management systems (see [Ethics and human rights](#) on page 77). Responsibility lies with the Group Compliance Officer and Global Data Protection Officer. Data protection managers for each business area, GSS, and selected Group units are responsible for identifying, managing, and mitigating data privacy risks.

Our data privacy standards are set out in a comprehensive set of policies, guidelines, and instructions which ensure we protect the personal data of employees, customers, and suppliers. DNV's [Code of Conduct](#) covers data privacy and the expectations for everyone involved in DNV's business. All of our documentation and processes are aligned with, and fulfil, General Data Protection Regulation (GDPR) requirements.

Employee training is an essential enabler for data protection, and this especially applies to employees dealing with personal data in their daily work.

Customer data is handled in accordance with the confidentiality terms and conditions of our customer contracts. We are also a Binding Corporate Rules approved company so that personal data can be transferred within the DNV Group to countries outside the EU and European Economic Area.



OUR PEOPLE STRATEGY

TALENT ATTRACTION, RETENTION, AND DEVELOPMENT

One of DNV’s strategic goals is to be THE place for our people to grow and make a difference. This means supporting our people to develop their careers, build their skill sets, and share in our success. Our values – WE CARE, WE DARE, WE SHARE – are the beliefs that shape our performance and define the behaviours expected of us. Attracting, developing, and retaining motivated people who are committed to our purpose, vision, and values is a key enabler of our success and central to our 2025 Strategy.

Our targets and performance

Our customers expect us to provide the expert skills and knowledge that can deliver the best solutions for their needs. To support our services to our customers, we want to attract and retain the best people and develop their skills while they work at DNV so that they can grow and make a difference.

We measure our performance through frequent pulse surveys on engagement and resilience. We also monitor key metrics on employee training and our turnover rate.

Our headline employee rates in 2022

22.6 

Average training hours per female employee per year. Male: 26.9 hours (2021: Female: 19.9 hours; Male: 20.3 hours)

8.7%

Employee turnover (2021: 9.9%)

89%

of employees have a higher education qualification at PhD, master's, or bachelor's degree level

Progress in 2022

Attracting and retaining people in a challenging labour market

Multiple external factors, including the COVID-19 pandemic, have resulted in commentators identifying that a global competition for talent and 'the great resignation' are affecting the business world. Employee turnover rates are increasing globally.

We invest heavily in the growth and development of our people as part of our business strategy. This supports business growth and ensures high-quality services for our customers. As a result, our employees are often attractive in the external labour market. There is also increased competition for talent, particularly in the fields of technology, healthcare, renewables, environmental, social, and governance (ESG) issues, and sustainability.

The impact of turnover varies across our business areas and geographies. [Metrics and data](#) on page 64 provides more detail on our turnover rate.

To compensate for employee turnover and cater for significant business growth, we recruited 1,803 permanent employees in 2022. Our total workforce now stands at 12,708¹ permanent employees, an 8% increase from the year before (2021: 11,795).

One of the main reasons our people give for resigning is the perception of better opportunities for individual growth and development elsewhere. This underlines the need for a continued focus on career growth opportunities and we are responding by strengthening our employer brand, redesigning our career model, and implementing initiatives that support employee engagement and continuous learning.

Employer brand

Our brand as an employer is a key factor in attracting and retaining the best talent and we have several initiatives planned to improve it. These include reviewing and enhancing the elements that make up our employer brand and creating a foundation to actively manage it through our Employee Value Proposition.

In 2023, we will begin to deploy our employer brand across the 'moments that matter' in our candidate and employee lifecycle. The most obvious of these is candidate attraction. New materials and resources for our colleagues who are responsible for candidate attraction and marketing will ensure we deliver consistent themes in our recruitment messaging and interactions. Lastly, we will invest more in how our external candidates experience our careers website, with the goal of meeting and exceeding the expectations of today's candidate audience.

¹ In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.

We invest heavily in the growth and development of our people as part of our business strategy.

Engagement

Our employee engagement score is the response to the Pulse question 'How likely is it that you would recommend DNV as a place to work?' DNV compares its results to those of other professional services companies by using a benchmark created by Workday Peakon Employee Voice. Our strategic goal is to be in the top quartile.

Career model

We are also focusing on career opportunities in a revision of our current career model. The newly developed model will be piloted in 2023. One of the main objectives is to better illustrate to existing and potential employees the individual growth opportunities within DNV. The new model will also support employees' growth and clarify DNV's expectations of employees.

Recruiting talent

To meet the growth targets in our 2025 strategy, we need to recruit a high volume of new employees in the next three years in a challenging labour market. To support this workforce growth, we are updating our processes to ensure candidates are at the centre of our recruitment process and that recruitment is aligned with the needs of our business areas. Pre-boarding - the time between accepting an employment offer from DNV and starting work - has been identified as a critical period for defining the employee experience of new hires, and we will pilot new approaches for this in 2023.

Spotlight sessions

To share knowledge across our Group People function and ensure the correct implementation of global people processes and initiatives, we run regular Spotlight sessions for our global people function. These include topics such as: diversity, equity, and inclusion; talent acquisition; and compensation and benefits. These sessions provide professional growth opportunities for our people staff while also ensuring the consistency of DNV's values, principles, and work processes across all operations in the execution.



Learning from next generation employees

Employee learning and development is a mix of business-related training provided by our business areas and global training available to all employees, including mandatory training. One exciting opportunity available to talented employees is our Next Generation Summit. To ensure we achieve the greatest diversity of ideas, experiences, and influences within DNV, we run an annual summit aimed at bringing start-up thinking to the corporate setting.

The summit brings together around 60 young employees who have the opportunity to pitch business ideas to the Executive Committee and, in the process, build internal networks. Participants in the summit work on innovative ideas across business areas and time zones and are facilitated by experienced experts from across DNV. Winning teams get the opportunity to continue developing their idea after the summit.

2022 Next Generation Summit winners

Aquanti

By 2050, population growth means that demand for animal protein will grow by 52%. Land-based aquaculture is a way of meeting this demand, but there is considerable risk of mass fish mortality. This leads to uncertainty for investors and high insurance costs. Aquanti aims to provide a digital tool that uses operational data to assess risk in order to help with investor funding and lower insurance premiums.

"The Next Gen summit allows delegates to learn by doing and equips them with valuable innovation tools and learnings for the rest of their careers."
- Aquanti Team

GEM

GEM (Granular Energy Match) aims to provide a digital solution that matches renewable energy production and energy consumption on an hourly basis, thus certifying that consumers are using 24/7 carbon-free energy.

"As Next Gen 2022 delegates, we were encouraged to get out of our comfort zones. Our idea team was highly diverse and multi-talented, and we're very glad that NextGen brought us together as we continue to keep in touch and collaborate."
- GEM Team

Approach and management

Strategy and management system

Our Group strategy and our management system, including our people policy, governs how we attract and develop employees and build our company culture. This system also underpins our value-based leadership approach. Our people processes are designed to create a common culture within a flexible work environment and provide career and development opportunities for all.

Governance

The Group CEO approves policies related to our people, leadership, roles, and responsibilities. The Group People function establishes these policies and sets the direction for people management.

DNV is *the* place for our people to grow and make a difference.



By working closely with human resources (HR) teams in the business areas and Global Shared Services (GSS), the Group People function ensures an aligned approach across the company. People management is a line responsibility and line managers are supported by HR managers and a range of HR tools.

We have broad geographic employee representation on DNV's Board of Directors. Our management works constructively with employee organizations through the Global Employee Forum and regional and local works councils and unions.

Freedom of association and collective agreements

Employees' right to freedom of association and collective bargaining is documented in DNV's Code of Conduct, our management system, and our commitment to the UN Global Compact. Around 44% of our employees are covered by collective bargaining agreements.

Employee training and development

Our approach to employee development and competence is detailed in internal governing documents. We follow the 70:20:10 learning model; with 70% learned from on-the-job experience, 20% from interaction with others, and 10% from e-learning and classroom training. Training provided by individual business areas ensures the right competencies are in place to deliver our different services.

In addition to a range of mandatory training, cross-DNV programmes develop leadership and technical stewardship. Mentoring is a key part of how we work, and we enable learning from colleagues around the globe through various mentoring programmes.

Our global career model facilitates employees' competence development. Competence development planning includes an individual development plan, which is a key part of our performance management process.

All employees are assessed annually, based on their results and behaviour, through a structured performance management process. The assessment, development, and selection of managers is based on DNV's four leadership focus areas. The leadership behaviours that we encourage include putting our customers first, engaging our teams, delivering performance, and shaping the future.

Pay and benefits

As a knowledge-based company whose main resource is our employees, we depend on cooperation, teamwork, and knowledge sharing. DNV's remuneration systems are set up to support this. Our annual salary review and remuneration process is the same for all employees, including management, and is outlined in the DNV management system. Our collective bargaining agreements with employee groups do not include voting on remuneration policies.

External remuneration consultants are used to benchmark remuneration in our markets. For the largest countries in which we operate, this benchmarking uses country-specific salary and benefit databases covering thousands of people. There is no relationship between our management and the remuneration consultants.

For the Executive Committee, the review procedure differs slightly. The Board's Compensation Committee conducts a review and makes recommendations before the procedure is concluded. The final decision on the remuneration of the Group President and CEO is taken by the Board of Directors, using input from the Compensation Committee.

DNV's overall compensation and benefits principles state that base salary, leave, and insurance and retirement benefits will be prioritized. As for other

benefits, the parental leave entitlement varies around the world based on legislation and common practices in the local labour market; and we have not set global entitlements. We comply with local legislation as a minimum wherever we operate and seek to be at or better than this in all relevant employment markets. Employment benefits are provided to full-time and part-time employees on a prorated basis. All DNV field workers worldwide are entitled to regular health checks paid for by DNV.

Life and accidental death & dismemberment insurances are provided to permanent full-time and part-time employees as well as to time-limited workers on DNV's payroll. The level of cover provided is typically at or above the local market level.

Profit sharing

A common profit-share scheme provides the most appropriate variable pay structure to support our values.

Our profit-share scheme shares a percentage of DNV's net profit with employees. All eligible employees receive a percentage of their base salary as a bonus based on DNV Group and business area results and the employee's grade. Our career model consists of 15 grades. For employees in the highest grades (grades 10-15), the annual individual profit share is also determined by their individual assessment rating.

In addition to these global schemes, sales schemes are available in some business areas. No employee can be a member of more than one scheme.

How headcount reductions are managed

Transition-assistance programmes are implemented locally to comply with local legislation and requirements. In the case of significant headcount reductions, local assistance programmes are set up. At all times, we seek to retain the employees in the organization through the following initiatives:

- The majority of positions below Executive Committee level are advertised internally
- External recruitment restrictions are used to facilitate internal transfers
- All employees should have a development plan which focuses on DNV's future capability needs and the employee's own career ambitions.

The DNV management system stipulates that mitigating actions are to be sought before staffing reductions are considered or executed.



Metrics and data

TABLE 03 EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

Employment contract	Female		Male		Other	Total
	Count	%	Count	%		
Permanent employees	4 334	35%	8 122	65%	7	12 463
Full-time	3 924	91%	7 834	96%	7	11 765
Part-time	410	9%	288	4%		698
Time-limited employees	99	41%	145	59%	1	245
Total	4 433	35%	8 267	65%	8	12 708¹
Subcontractor and temporary personnel						
External business support	298	28%	767	72%		1 065
Service provider	29	13%	198	87%		227
Subcontractor	1 422	18%	6 614	82%	3	8 039
Temporary staff	245	13%	1 616	87%	3	1 864
Total	1 994	18%	9 195	82%	6	11 195

- Permanent employee: on the DNV payroll without contracted time limitation
- Time-limited employee: on the DNV payroll with contracted time limitation
- Temporary staff: e.g. summer temps and interns
- External business support: hired from other companies to do work for DNV under these companies' own management systems
- Service provider: external service or product supplier. Registered in order to be granted certain access rights
- Subcontractor: hired from other companies to do work on behalf of DNV under DNV's management system

At DNV, we have a broad definition of diversity and acknowledge and support that some of our employees will have non-binary gender identities. We are currently only able to show male/female employee data, but we are investigating applicable legislation and limitations in our data systems so that we can address this in the future.

TABLE 04 EMPLOYEES PER GLOBAL SHARED SERVICE REGION

	Permanent employees		Time limited employees		Total
	Count	%	Count	%	
Central Europe	1 234	100%	4	0%	1 238
Great Britain	1 065	99%	11	1%	1 076
IMEA (India, Middle East, and Africa)	953	98%	19	2%	972
Nordics	2 561	100%	3	0%	2 564
North America	1 835	100%		0%	1 835
North Asia	1 276	91%	120	9%	1 396
South America	290	97%	10	3%	300
South Asia	626	96%	26	4%	652
WSEE (Western, Southern, and Eastern Europe)	2 623	98%	52	2%	2 675
Total	12 463	98%	245	2%	12 708¹

¹ In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.

TABLE 05 | **EMPLOYEE TURNOVER AND NEW EMPLOYEE HIRES¹**
BY AGE, GENDER, AND REGION

AGE

Employee turnover	<31	31-40	41-50	51-60	>60	Total	Other	DNV Total
Total number	152	425	238	127	67	1 009	2	1 011
Rate	15%	13%	7%	4%	7%	9%		9%
Opening count 2022	1 001	3 163	3 587	2 884	935	11 570	15	11 585

New employee hires

Total number	613	673	332	157	28	1 803	0	1 803
Hires	34%	37%	18%	9%	2%	100%		16%
Opening count 2022	1 001	3 163	3 587	2 884	935	11 570	15	11 585

¹ Turnover: only permanent employees are included, as the other employment categories on contracts are intended to join/leave. Turnover is based on the number of employees leaving the company in the year divided by the opening count (1 January).

GENDER

Employee turnover	Male	Female	Other	Total	Americas	Asia/ Oceania	Europe/ Africa/ Middle East	DNV total
Total number	641	370		1 011	249	166	596	1 011
Rate	8%	9%		9%	13%	7%	8%	9%
Opening count 2022	7 658	3 919	8	11 585	1 966	2 281	7 338	11 585

New employee hires

Total number	1 085	717	1	1 803	372	362	1 069	1 803
Hires	60%	40%		100%	21%	20%	59%	100%
Opening count 2022	7 658	3 919	8	11 585	1 966	2 281	7 338	11 585

REGIONS

Employee turnover	Nordics	Central Europe	WSEE	Great Britain	IMEA	North America	South America	North Asia	South Asia	DNV total
Total number	175	72	231	97	93	224	25	34	60	1 011
Rate	7%	6%	10%	10%	11%	13%	10%	3%	10%	9%
Opening count 2022	2 440	1 180	2 370	977	856	1 714	252	1 215	581	11 585

New employee hires

Total number	301	127	431	176	175	307	65	107	114	1 803
Hires	17%	7%	24%	10%	10%	17%	4%	6%	6%	100%
Opening count 2022	2 440	1 180	2 370	977	856	1 714	252	1 215	581	11 585

TABLE 06 | AVERAGE HOURS OF TRAINING¹ PER EMPLOYEE BY EMPLOYEE GRADE AND GENDER

Employee grade	HOURS / EMPLOYEE		Employee grade	HOURS / EMPLOYEE		Employee grade	HOURS / EMPLOYEE	
	Female	Male		Female	Male		Female	Male
1		16.0	6	23.6	29.7	11	15.2	24.3
2	254.5	285.6	7	22.2	32.2	12	14.5	18.9
3	40.4	11.4	8	27.1	31.7	13	14.7	16.2
4	12.4	10.4	9	24.0	29.5	14	16.3	15.1
5	18.1	20.2	10	25.1	24.9	15	6.2	6.3
			Total	22.6	26.9			

¹ Basis of reporting employee training: Only internal training is included. External training is not consistently tracked. 7.5 hours per day is used. Only permanent and time-limited employees are included. Subcontractors and temporary staff are excluded as their inclusion is not relevant for internal competence development activities.

TABLE 07 | PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS BY EMPLOYMENT CATEGORY AND GENDER

		Rated performance	Unrated performance
		Female	Permanent employees
	Time-limited employees	100.00%	0.00%
Male	Permanent employees	99.87%	0.13%
	Time-limited employees	100.00%	0.00%
Total		99.83%	0.17%

TABLE 08 | EMPLOYEE EDUCATION LEVEL IN OUR TEN BIGGEST COUNTRIES AND GLOBALLY PERMANENT EMPLOYEES

Country	Basic education level	Professional/technical 0-3 years	2-year college level	Bachelor level	Master level	Doctorate level
Norway	4%	2%	2%	18%	63%	10%
United States	9%	4%	2%	44%	35%	7%
Germany	5%	1%	15%	11%	63%	5%
United Kingdom	4%	4%	3%	31%	42%	15%
Poland	4%	0%	1%	17%	75%	1%
China	1%	5%	1%	58%	33%	2%
Netherlands	5%	2%	6%	39%	42%	7%
India	1%	0%	2%	49%	47%	1%
Spain	6%	2%	5%	21%	64%	2%
Italy	19%	6%	2%	32%	36%	5%
Global workforce ²	640	295	398	4 084	5 633	686
Global workforce %	5%	3%	3%	35%	48%	6%

TABLE 09 | CEO COMPENSATION - BASE SALARY

	2022	Annual increase 2022
CEO salary (NOK) ³	6 450 000	2.79%
Median employee - Norway (NOK)	892 500	5.17%
Median employee - globally		5.00%
CEO multiple vs. median Norway	7.23	

² We do not have education level recorded in our central database for 972 employees out of the total workforce of 12,708

³ CEO base salary, excluding vacation accrual and per diems.



OUR PEOPLE STRATEGY

EMPLOYEE SAFETY AND RESILIENCE

For us, no work is so urgent or important that it cannot be conducted in a safe and healthy way. At DNV, safeguarding our people is as much about maintaining a healthy and resilient workforce as it is about ensuring that no one who works for or on behalf of DNV experiences a work-related injury or illness. In our efforts to keep our people safe and healthy, we align with the objectives of UN Sustainable Development Goal 3 - Good Health and Wellbeing.

Our targets and performance

Despite the challenges we are all facing in an increasingly volatile world, we continue to see positive trends in our occupational health and safety performance and our employees' resilience. In uncertain times, resilience takes on added significance. In fact, in May 2022, our global resilience index reached the target of 8.0 out of 10 that we had set for 2025.

We will continue to focus on maintaining our target while also ensuring that each of the four questions that form the index is scored at 8.0 or above at Group Level and support our business areas in reaching their resilience index targets. For DNV, resilience means that our employees can face day-to-day challenges, adjust to change and uncertainty, recover from difficult conditions, and thrive.

In addition to the headline performance outlined here, we monitor a wide range of safety, health, and resilience metrics. Full details of our performance in [Metrics and data](#) on page 72.

Our headline safety rates in 2022


0.5 

Lost-time injury rate¹ remained static at 0.5 (2021: 0.5)

1 Number of injuries resulting in lost days per million worked hours

8.08 

Resilience index improved to 8.08 out of 10 (2021: 7.95), exceeding our 2025 target of 8.0.

2.6% 

Absence rate increased slightly (2021: 2.3%)

Progress in 2022

Safeguarding our people with a focus on mental health

2022 has tested the resilience of DNV employees as they cope with the consequences of the war in Ukraine, high inflation rates, and rising energy prices, all against the backdrop of the waning COVID-19 pandemic. Global trends² also suggest workforces are struggling with stress and mental health in light of both work demands and external factors. As such, our focus this year has been on enhancing the monitoring and reporting of stress and stress-related sickness cases. We are also promoting openness about mental health so that people feel more comfortable discussing mental health issues, and to ask for and get support when they need it.

In DNV, we use both leading and lagging indicators to monitor trends and causes of stress. Our main leading indicator, the resilience index, has been improving since 2019, and we reached our target rating of 8.0 (out of 10) early in 2022. Even though this index is an average score of four resilience-related questions, we focus on improving the scores

2 Workforce attitudes toward mental health, Headspace Health, 2022; Working Well, AON, 2021; Health and wellbeing at work, CIPD, 2021.

for each of the questions. Dialogue on our lagging indicators of stress-related absence and recovery days gained traction throughout the year. More stress-related absences were registered in 2022 (20) than in 2021 (14), but the increase can be attributed to greater awareness of when and how to register such cases. In 2023, we will continue to spotlight these indicators as a springboard for improving the quality of our data, completing the picture of stress in the company, monitoring the measures we are implementing to reduce stress, and supporting our growing culture of reporting on and discussing mental health.

Our Country Chairs are responsible for offering occupational health services that are designed to meet local needs. During 2022, our Country Chair, safety, and human resources networks launched initiatives to stay vigilant about how our employees are faring through these difficult and volatile times.

For DNV, resilience means that our employees can face day-to-day challenges, adjust to change and uncertainty, recover from difficult conditions, and thrive.

These initiatives include:

- A panel discussion for all employees in Norway where colleagues openly shared their experiences with burnout
- A global panel discussion on World Mental Health Day, covering experiences with mental health challenges (see case study to the right).
- Wellbeing activities, including Vitality Week in the Netherlands and Belgium; external speaker sessions on mental health in Brunei; wellbeing days in Ghana, Nigeria and South Africa; resilience sessions for managers in India; and the expansion of the Mental Health First Aiders initiative in the UK and Germany
- The launch of 'Mystery Connect' to match employees who are part of a specific interest group, allowing them to collaborate, socialize, exchange, and innovate.

Life can get difficult and challenging at times. Asking for support or sharing how we dealt with these challenges does not make us weak, on the contrary it makes us human.

Group-wide support

To strengthen our existing local resources, we launched a global service offering free professional and anonymous mental health support to all employees. Our intranet-based Resilience Gateway, together with new and revamped training, provides managers and employees with practical advice on strengthening resilience, for example, how to conduct difficult conversations about mental health.

Looking ahead, we will be piloting webinars on psychological safety for all employees in 2023 and will remain focused on helping our managers to support team members who may be struggling with their mental health. We will also consider additional professional mental health support as we continue to provide platforms for employees to discuss and share their experiences with mental health. This will take us a step closer to normalizing discussions about mental health so that all our employees come to work with a sense of belonging.

At DNV, our Future Workplace Model means that hybrid working is becoming the dominant work pattern. All of our communication, training, and resources have been adjusted to take account of our new flexible work environment. We continue to address the physical health of our people through, for example, our resilience initiatives and voluntary medical checks.

IN BRIEF

World Mental Health Day global campaign

To mark the importance of mental health and help reduce the stigma associated with mental illness, we launched a global campaign on World Mental Health Day. The campaign kicked off with panel discussions to raise awareness of mental health and psychological safety. Our panellists were four leaders in DNV, who shared their stories to inspire open discussions about mental health and help the audience understand the stigma associated with mental health problems.

Our Chief People Officer also spoke to colleagues about the importance of taking care of our mental health and we launched new e-learning on mental health and psychological safety for all employees and revamped our stress-management training for managers. To spark conversations about mental health in meetings, we referenced

World Mental Health Day on our Microsoft Teams background and posters around our offices. We also distributed curated articles on mental health to everyone in DNV.



We invest in a safe, healthy, and future-fit work environment where our people thrive, and can grow and make a difference.

Safety focus areas

Our safety focus in 2022 was on improving our risk assessments, investigation capabilities, and situation awareness. Ongoing collaboration across DNV remains important. All employees are required to complete our introductory safety and resilience training, as well as business-area-specific training on safety and occupational health.

Business-area and country-level safety initiatives launched this year include:

- Energy System's Fieldwork Pocketbook, which sets out a common approach for managing risks associated with fieldwork
- Maritime's Plan Your Travel Life Safer video. The #staysafe campaign also continued, where surveyors share a safety lesson they have learned on the job
- In Korea, our surveyors have provided monthly tips on safe driving, self-inspection, and car maintenance.

Due to our increasing number of travellers, we will revisit our travel processes in 2023 so that employees are in the best position to manage travel-related risks. We will also continue to collaborate across our safety teams to streamline initiatives and improve learning from different experiences within DNV.

Managing crises: COVID-19 and the war in Ukraine

Our Group COVID-19 crisis team retained its mandate to monitor global pandemic developments and provide swift support where necessary through to October 2022. Our colleagues in mainland China fared relatively well during the extended lockdowns. They felt a sense of pride in the action DNV took to support them during the lockdowns and to show our WE CARE value in action.

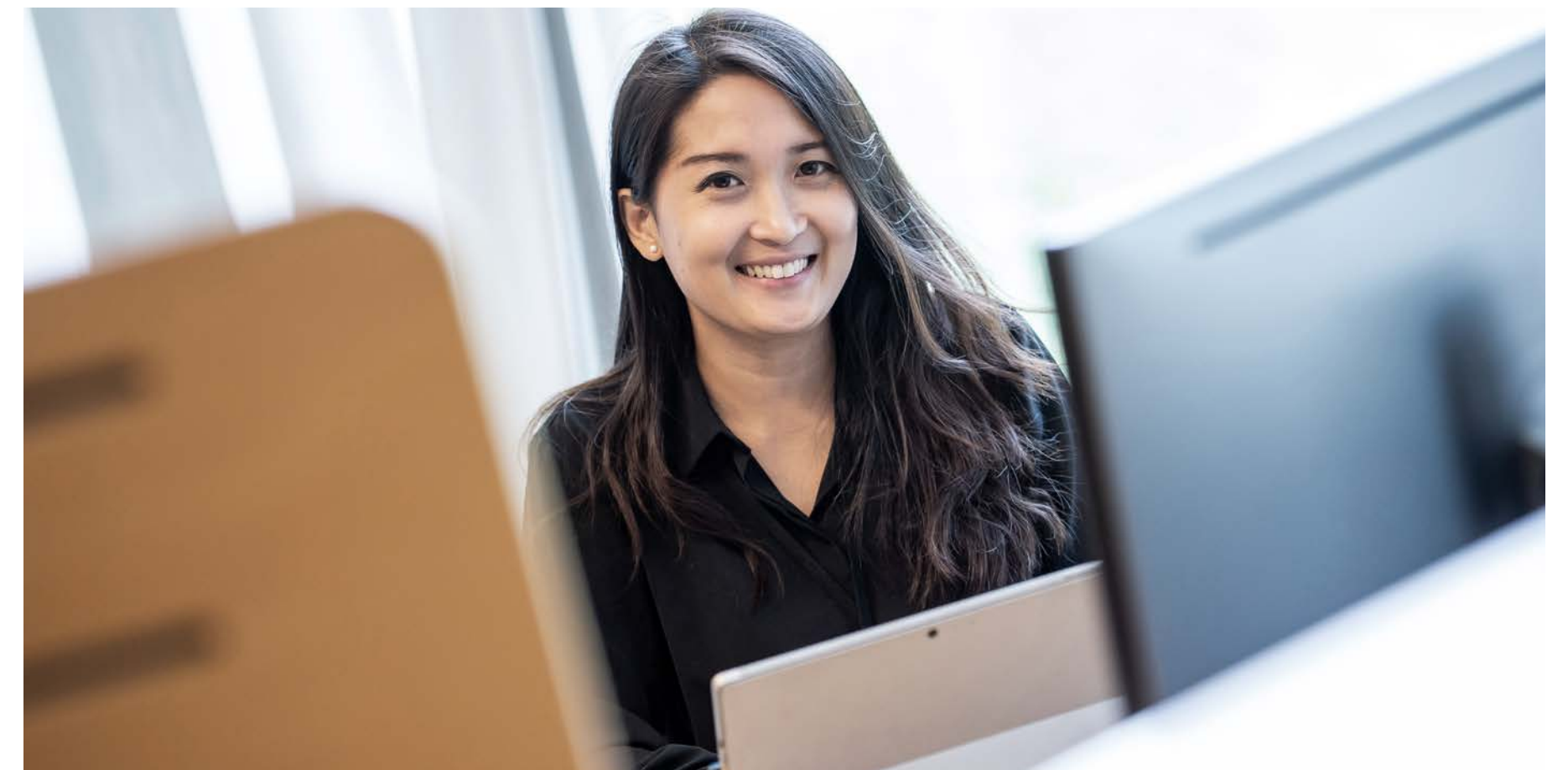
Initiatives included, distributing food packages; providing information and experience exchanges; offering psychological and practical support; a personal message from our Group CEO; and making available emotional-support resources from International SOS. Having already taken part in a pilot for our hybrid-working model, colleagues in China were also relatively well-prepared to work from home during the lockdowns.

In March 2022, we lifted our global COVID-19 essential-travel-only policy in many countries. The policy continues in countries with a high risk of COVID-19, including mainland China. In these countries, employees can only travel for business-critical

reasons and are required to conduct a travel-risk assessment in advance and gain formal approval from both the line manager and regional manager.

In February, our peoples' resilience was tested again when Russia invaded Ukraine. Several weeks before the invasion, our global crisis team had started to discuss emergency preparedness with colleagues and the local crisis team in Ukraine. The local crisis team was mobilized immediately following the invasion and since then we have been in close contact with our people in Ukraine to help them manage the risks they are facing and offer support for their safety and wellbeing.

Since February, our Country Chairs, safety and human resources networks have been keeping up to date with how colleagues outside Ukraine are coping with the consequences of the war. In countries like Poland, DNV is using this period of unrest as an opportunity to reorganize and train their local crisis teams. The work we are doing to monitor and mitigate the effects of the war on our people and our business is being managed by the Group Coordination Team. We will continue to monitor the situation and support our colleagues for as long as the war in Ukraine lasts.



Approach and management

Safety and resilience management

Safety and resilience are fully embedded in our purpose, vision, and values, and our commitment to safeguarding people extends to everyone who is linked to our business. The right to say 'no' if you encounter inappropriate behaviour or unacceptable conditions that can pose a risk to your safety, health, or resilience while at work for DNV is embedded in our safety and resilience policy.

We invest in a safe, healthy, and future-fit working environment, focusing on employee wellbeing (physical, mental, and social health) and motivation (autonomy, mastery, and purpose) to contribute to their resilience.

Our safety and resilience policy and management system apply to all DNV employees and those working on behalf of DNV. We comply with all laws and regulations in the countries where we operate, and our management system is certified to the ISO 45001:2018 standard. In areas where legislation is weak or non-existent, we adhere to our Group requirements, which comply with Norwegian regulations.

Governance

Within DNV, safety, occupational health, and resilience are structured across two lines of responsibility – by geography and by business area. At the highest level, the Group CEO and Executive Committee are responsible for all matters concerning safety, occupational health, and resilience.

Line managers are responsible for promoting open communication and a learning culture that helps ensure safe, healthy working conditions that protect our employees and all those working on behalf of DNV and support them in developing resilience. Quarterly safety and resilience reports are made available to all employees on the intranet.

All our safety and resilience support resources are internal. The principles of worker participation, consultation, and communication on safety, occupational health, and resilience are embedded in our roles and responsibilities and embodied through various fora such as the workers' councils. Our annual management system review is a bottom-up process and ensures the continual improvement of our safety, occupational health, and resilience performance.

Risk assessment

DNV has clearly defined principles, processes, and key responsibilities for hazard identification and risk assessment relating to office working, travelling, driving, fieldwork, and operations at laboratories and test sites. Occupational health and safety risks are periodically identified, assessed, and reviewed by business areas or through the global risk register.

A record of common risks (office-related work, travel, and driving) across DNV is maintained at the Group and regional levels. Business areas identify and manage the significant risks associated with fieldwork, laboratory, and test-site activities and events.

Work-related hazards

We determine our hazards and risks through operational risk assessments, audit findings, and incident analyses. The risks are recorded in health and safety risk registers, which include a description of the risk, including causes and contributory factors; the risk control measures and monitoring of the risk; a risk evaluation based on the likelihood and severity of the risk; and actions to reduce residual risks to acceptable levels.

The main hazards associated with DNV activities that increase the risk of a high-consequence injury include:

- Driving and travelling
- Line-of-fire hazards, in particular objects dropped or falling from height, high-pressure/tension releases, and contact with moving vehicles, moving parts of machinery, and work equipment
- Falls from height, including transfers at sea
- Working in confined spaces
- Working in hot-work environments and high-temperature environments.

Incident reporting

We manage and report incidents and hazards, including near-misses, using our software platform Synergi Life. Our approach complies with Norwegian regulations and is aligned with the ILO code of practice on recording and notification of occupational accidents and diseases.

Employees who are involved in or observe a work-related incident or health- and safety-related risk are required to report it through Synergi Life. Incidents and hazards can also be reported anonymously.

All reported cases with the potential for high-consequence injury are investigated and corrective actions implemented. All such cases are reviewed in a subsequent risk assessment covering safety and occupational health.

Learning from incidents

Learnings from incidents and hazards are shared regularly through presentations of incidents with the potential for medium or high consequences at several levels of the organization, including top management. We also maintain an open-access incident and hazard database.

Involving employees

We share information and consult with elected representatives of employee works' councils and unions in accordance with our collective agreements and local legislation.

Metrics and data

Lost-time injury rate

Our lost-time injury rate remained static in 2022 at 0.5 injuries resulting in lost days per million hours worked (2021: 0.5).

Occupational ill health resulting in lost time

In 2022, 33 cases of work-related ill health resulting in lost time were reported (2021: 20). Twenty of these identified stress and workload as the sole or a contributory factor. The other cases were mainly due to COVID-19 infections (nine) and incorrect ergonomics. All employees are expected to make a full recovery.

Absence rate

Our absence rate due to sickness continues to be relatively low at 2.6% (2021: 2.3%). Our reporting system does not currently capture absence by region.

Incident and hazard reporting

During the year, 1,288 incidents and hazards, including near-misses, related to occupational health, safety, and the environment were reported in Synergy Life (2021: 1,341). Of these, 337 cases were registered as near-misses, and of these, 1.8% (six cases) were reported as potentially very high risk (2021: 3.4%; nine cases).

TABLE 10 HEALTH AND SAFETY PERFORMANCE

	2022	2021	2020	2019
Work-related fatal accidents	0	0	0	0
High-consequence injuries, employees	0	0	0	0
High-consequence injuries, other workers	0	0	1	1
High-consequence injury rate, employees	0	0	0	0
High-consequence injury rate, other workers	0	0	0.3	0.4
Recordable injuries, employees	20	21	22	36
Recordable injuries, other workers	4	7	3	3
Recordable injury rate, employees	0.9	1	1.1	1.6
Recordable injury rate, other workers	1.4	2.14	1.0	1.1
Lost-time injuries, employees	12	10	14	19
Lost-time injuries, other workers	1	3	1	3
Lost-time injury rate, employees	0.5	0.5	0.7	0.9
Lost-time injury rate, other workers	0.3	0.92	0.3	1.1
Occupational ill health resulting in lost time, employees	33	20	18	13
Occupational ill health resulting in lost time, other workers	0	1	0	2
Near-misses with the potential for high consequences	6	9	19	21
Absence rate (%)	2.6%	2.3%	2.0%	2.3%

DEFINITIONS

Absence rate (%): Total hours of absence due to sickness / worked hours x 100.

Hazard: Unsafe act or unsafe condition with the potential to cause an incident.

Lost-time injury rate: Number of injuries resulting in lost days per million worked hours.

Lost-time injuries: Any work-related injury which prevents the employee or other worker from doing any work on any day (or shift) after the day (or shift) on which the injury occurred, including weekends and holidays.

High-consequence injuries: Injuries that result in a fatality or from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

Near-misses: An event or exposure(s) which did not result in injury, ill health, or environmental impact, but which easily could have, given a slight shift in time or position.

Occupational ill health resulting in lost time: A harmful effect on a person caused by prolonged or repeated exposure(s) resulting in lost time (not back to work the next day).

Recordable injuries: Work-related injury or ill health that results in any of the following: death; days away from work; restricted work or transfer to another job; medical treatment beyond first aid; loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.



6

OUR PEOPLE STRATEGY

ETHICS AND HUMAN RIGHTS

Trust is fundamental to any modern-day business. It is critical to DNV and is clearly reflected in our vision to be a trusted voice to tackle global transformations. The ingredients for building trust in DNV are ethical conduct, legal compliance, business and personal integrity, and respect for both people and the environment.

Our Code of Conduct provides the foundation of our approach, defining the ethical, responsible, and sustainable behaviour expected from everyone involved in DNV's business. Our newly published Human rights statement underscores our commitment to advancing human rights across our operations and value chain.

Our targets and performance

Headline performance

99%

Percentage of employees that completed our mandatory Code of Conduct e-learning in 2022 (2021: 96%)

82

Compliance-related cases handled in 2022 (2021: 66)

Progress in 2022

Enhancing our approach to human rights

2023 marks the 75th anniversary of the UN International Declaration of Human Rights. Despite three-quarters of a century dedicated to reporting, measuring, and eradicating human rights violations, significant risks to fundamental rights remain. War, poverty, political and economic instability, and the displacement of people feed these risks.

The ongoing need to strengthen human rights protection is reflected in the new Norwegian Transparency Act and German Supply Chain law, as well as the upcoming EU Corporate Sustainability Due Diligence Directive. All of these require companies to identify, prevent, and mitigate actual and potential human rights impacts.

In response, we have reviewed the approach we take to human rights in our own operations and our supply chain. In early 2022, we conducted a gap analysis using the OECD Due Diligence Guidelines for Multinational Enterprises to understand our maturity on managing human rights risks across our value chain and identify areas for improvement.

Strengthening our commitment

Building on the human rights gap analysis, we prepared and published a new [Human rights statement](#) in June 2022. This reaffirms our commitment to respect internationally recognized human rights and sets out our principles for, and approach to, advancing human rights and decent working conditions.

Alongside the new statement, our people policies, Code of Conduct, Supplier Code of Conduct, and Statement on Modern Slavery provide the basis for how we manage human rights risks at DNV.

Our reporting of misconduct process provides a grievance mechanism that can be used to anonymously report adverse human rights impacts or concerns related to DNV's activities or operations.

Also based on the results of the gap analysis, we have extensively reviewed and updated the processes in our corporate management system, including those relating to risk management, people policies, and procurement, to ensure human rights are considered widely across our business. One area of improvement concerns fair recruitment.

International human rights frameworks

Respect for human rights is embedded in our values and corporate approach. We adhere to the following international human rights frameworks and promote the values and principles established by them within our sphere of influence, especially with employees, suppliers, and our business partners:

- International Bill of Human Rights
- The Ten Principles of the United Nations Global Compact
- Fundamental Labour Conventions of the International Labour Organization
- United Nations Guiding Principles of Business and Human Rights
- OECD Due Diligence Guidelines for Multinational Enterprises.

Supply chain

Following a high-level assessment of our suppliers, we adjusted our due diligence questions for suppliers handled by our Procurement function and for sub-contractors used in our business areas. We also updated the guideline for our Supplier Code of Conduct to stress our commitment to eradicating the risk of forced labour and to enforce ethical recruitment practices. We also emphasize human rights issues in our supplier audits (see [Sustainable supply chain](#) on page 94 for more information).

Employee labour rights and safety, and resilience

We also identified internal areas of our business within the scope of human rights - employee labour rights and health, safety, and resilience risks. These are within our control and we consider them well managed across DNV. More details of our approach and goals in these areas are provided in the chapters on [Employee safety and resilience](#) (page 67); [Diversity, equity, and inclusion](#) (page 80); and [Talent attraction, retention, and development](#) (page 59).

Looking ahead

In 2023, we are planning to integrate additional processes to detect and report on the risks of forced labour and unethical recruitment practices in our business operations. Our work on responsible procurement will also continue, including further improving our due diligence process. In parallel, we will continue rolling out a comprehensive company-wide diversity, equity, and inclusion programme (see [Diversity, equity, and inclusion](#) on page 80 for more details).

As legally required under the Norwegian Transparency Act, we will publish a report on our due diligence findings and actions each year, starting at the end of June 2023.

Code of Conduct or other company policies, as well as any other legal violations or misconduct, including relating to human rights.

The Integrity Hotline is available internally on our intranet and externally on DNV's website, alongside other ways to contact DNV by telephone or in writing. We do not permit retaliation in any form and reports can be made anonymously. Anyone who reports concerns in good faith can do so without fear of retaliation, regardless of the type of misconduct reported. The hotline is aligned with the EU Whistleblowing Directive (2019/1937) and meets the highest IT security and data protection requirements.

E-learning on misconduct reporting

We released a new e-learning on reporting of misconduct to all employees to increase overall awareness and highlight the new reporting channel. The completion rate for the training was 97% at the end of 2022.

The early signs are that the Integrity Hotline is understood and has been well accepted by our employees and external stakeholders. By the end of 2022, the Hotline had received 14 reports and these are included in our overview, see [Metrics and data](#) on page 79.

New web-based platform for reporting integrity concerns

To strengthen our process for reporting of misconduct we launched a new web-based Integrity Hotline in September. This hotline is available to all employees and external stakeholders, is designed for raising concerns about ethics and integrity, and replaces our former set-up for reporting misconduct, which used an external ombudsman.

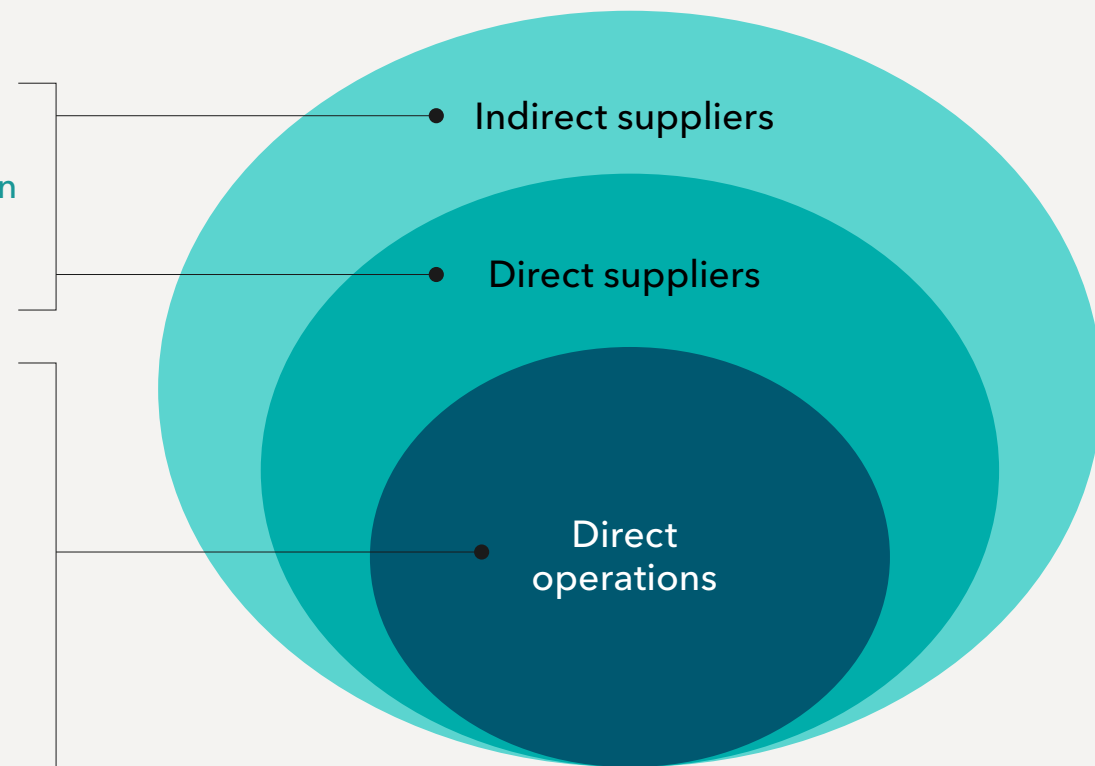
The Integrity Hotline plays an important part in identifying and preventing any potential illegal or unethical practices and ensuring that the reporting of misconduct is handled in the appropriate way. We encourage our employees and other stakeholders to report actual or suspected violations of the DNV

FIGURE 01 | OUR HUMAN RIGHTS CONTEXT

Our suppliers; Supplier Code of Conduct, screening for potential human rights risks, and conducting audits.

Employee labour rights; employment, wages, working hours, grievance mechanisms, equality, non-discrimination and local laws.

Health & safety in the workplace; protective equipment use, COVID-19 safety, safety at customers' sites.



Maintaining high standards through training and awareness

To support our vision to be a trusted voice for our customers, people, and business partners, continuous training on compliance, business ethics, and integrity is mandatory for all employees. Our training is based on our Code of Conduct and incorporates content on anti-bribery and corruption, fair competition, fraud, conflicts of interest, and the reporting of misconduct, among other topics.

Training in focus countries

DNV's managers are role models for ethical behaviour in their teams and have to demonstrate what it means to act according to DNV's Code of Conduct. Encouraging fair and open discussion is part of this.

To emphasize the importance of ethical practices and deliver a strong message of integrity from the top, we launched a new training course for managers in focus countries.¹ The course gives our managers the tools to help reinforce DNV's culture of integrity, which includes encouraging employees to openly discuss ethical dilemmas and come forward when unethical behaviour is suspected.

By the end of the year, 93% of targeted managers in our focus countries had completed the e-learning and we will continue to work towards 100% completion of the course in 2023.

Ethical journey in focus countries

To reinforce a culture of ethics and integrity, we train employees from the moment they join us until they leave DNV. A new series of awareness sessions was designed during the year to provide six highly interactive training sessions comprising e-learning on selected compliance topics, workshops, and train-the-trainer sessions. The first course on anti-bribery and corruption is being piloted in India, and will be rolled out to other focus countries in 2023.

Code of Conduct awareness

As our Code of Conduct is the basis for our expectations for all employees, we continuously refer to it. During 2022, we conducted a survey among a selected group of employees in India to measure awareness of topics covered by our Code. The survey showed that employees have a good understanding of anti-bribery and corruption, anti-fraud, antitrust, and personal data handling. We also learned that we need to increase awareness of our reporting of misconduct process. Following up on awareness measures as part of the ethical journey in focus countries, a second survey is planned in 2023 to measure changes in awareness.

As part of our ongoing training to maintain awareness of topics in our Code of Conduct, we have also developed a new e-learning course on conflicts of interest, which will be rolled out in 2023.

¹ Previously called high-risk countries; our list of focus countries is reviewed every three years by our compliance team for particular attention relating to fraud and corruption risks.

IN BRIEF

Handling of sanctions

The changing geopolitical situation witnessed in 2022, including the war in Ukraine and growing tension between the US and China, increased the need to take action related to sanctions. We gathered an internal crisis coordination team to ensure an aligned approach. The team provided frequent updates, guidance, and support to our business areas. Changes in international sanction regimes continue to be closely monitored (read more about political risk in the [Board of Directors' report](#) on page 116).

We are implementing a new sanctions screening tool within our Customer Relationship Management system to improve how we screen customers in relation to sanctions. We also have processes in place to manage export-control-relevant services. New guidelines were published in the UK and the Netherlands to ensure compliance with local export-control laws.

Legal action

As in previous years, no critical integrity concerns leading to legal actions or disclosure to authorities were registered in 2022. No legal actions related to anti-competitive behaviour or antitrust and monopoly legislation were pending or completed during the year.

DNV has not been subjected to any significant fines or non-monetary sanctions for non-compliance with laws and/or regulations relating to environmental, social, or economic issues. In a few cases, we have taken disciplinary action at the employee level.

Approach and management

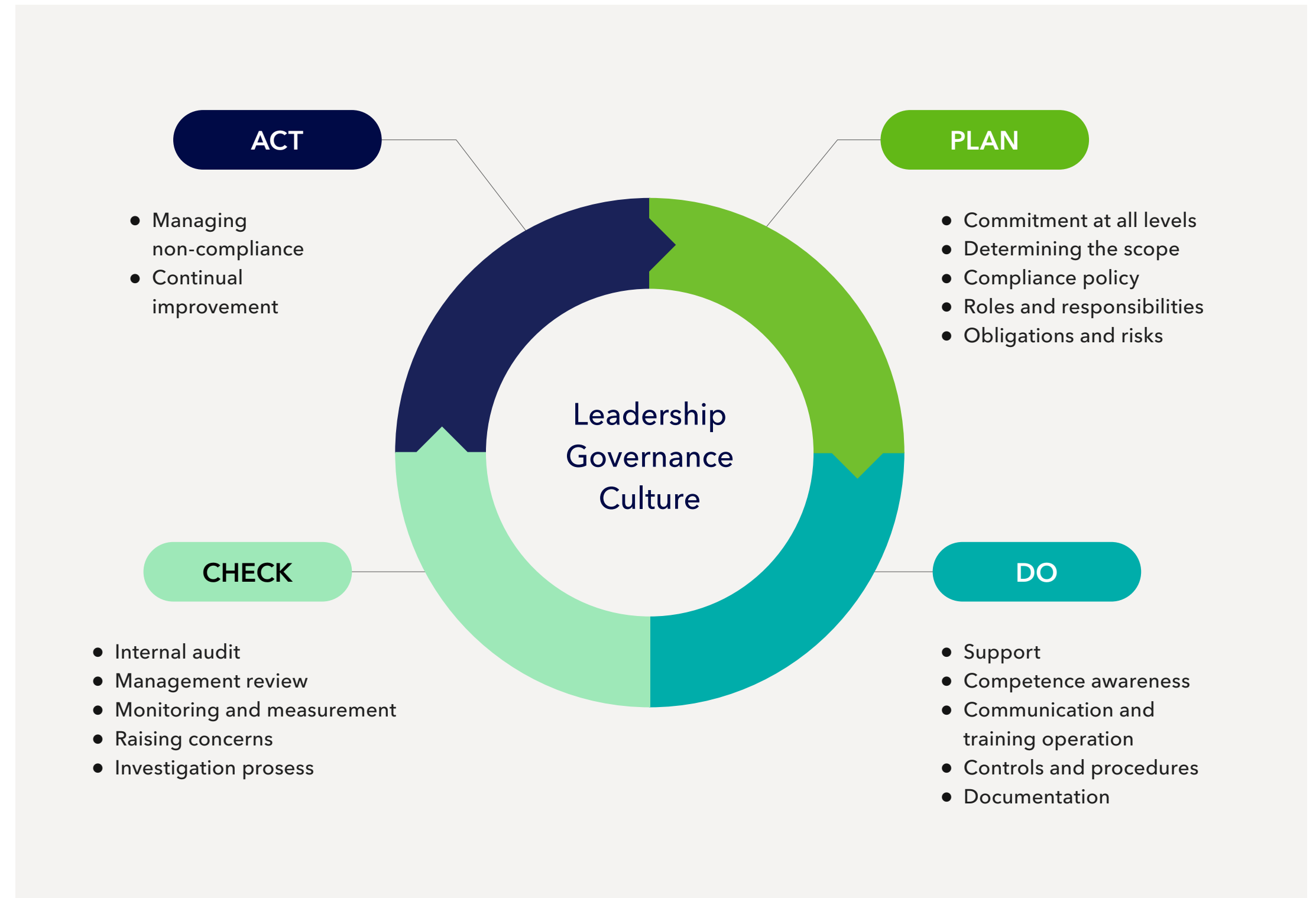
As a global company operating in over 100 countries across multiple sectors, we work within a wide range of legislative, business, and cultural environments. This results in a diverse landscape of compliance and ethical risks, including human rights risks. Based on our Code of Conduct, our global compliance programme protects us against these risks. Our approach is not to simply impose a set of rules, but also to raise DNV's collective awareness of ethical behaviour and compliance through communication and training.

Code of Conduct

The [DNV Code of Conduct](#) is a significant policy document within the DNV management system. It is approved at Board level and outlines our requirements and expectations for ethical conduct as a business and with regard to every individual working for, or on behalf of, DNV. Separate instructions and guidelines for employees are in place for all issues covered by the Code of Conduct.

Our Values - WE CARE, WE DARE, WE SHARE - are beliefs that shape our performance. When faced with a difficult choice, ask yourself if your intended course of action lives up to our Values.

FIGURE 02 | COMPLIANCE PROGRAMME ACCORDING TO ISO 37301



Zero tolerance

We do not tolerate any violation of applicable laws, including those on anti-corruption, privacy, and export control, or of our Code of Conduct or internal instructions. Violations can result in disciplinary procedures, including termination of employment or contract, as well as potential legal proceedings.

Compliance programme

Our compliance programme is based on the Code of Conduct, which is owned by the Board of Directors. All focus areas - anti-corruption, antitrust, export-control law and sanctions, and personal data protection - are based on the ISO 37301:2021 standard for compliance management systems. This creates an integrated and tailor-made approach to compliance. Lessons learned are used to build competence and resilience, enabling our employees to understand the structure and requirements of the compliance management system and meet customer requirements.

Training

Training and awareness raising are at the core of our approach. Awareness is key to reducing compliance risks and we continually invest in new and updated training on a number of compliance topics (see [Progress in 2022](#) on page 74).

Governance

Effective compliance is based on the global governance of our compliance programme and clear reporting lines. The Group Compliance Officer reports directly to the Board Audit Committee and the Group CEO, with both receiving quarterly updates on compliance cases and the latest initiatives. The Board of Directors of DNV Group AS and Control Committee of Stiftelsen Det Norske Veritas receive annual updates. See our [Corporate Governance report](#) for more information.

The compliance programme is governed and managed at Group level. It involves close cooperation through a global compliance network incorporating our Group compliance function, all business areas, and Global Shared Services. The global compliance network communicates on the compliance programme and raises awareness of compliance issues in the countries where we operate.

Anti-corruption

We manage corruption and fraud risks through our Group risk management process and the Group compliance officer is a member of DNV's Group Risk Forum, which evaluates and discusses risks and actions to mitigate them. All business areas use the DNV risk management tool to conduct an annual risk assessment which includes identified and active fraud and corruption risks. In addition, we review risks reported by focus countries through a separate risk reporting process.



For employees, anti-corruption is part of our mandatory training programme and leadership essentials training. For targeted groups, we provide anti-corruption webinars.

Antitrust

Our commercial policy and pricing are set independently and never agreed with competitors or other non-related parties. Competing vigorously and fairly, in full compliance with all applicable anti-trust and competition laws, is a fundamental corporate principle of DNV Group AS and its subsidiaries. Any obstruction of free and open competition is strictly prohibited.

For employees, antitrust is part of our mandatory training programme and our antitrust instructions are supplemented by a guideline on the 'dos and don'ts for competition law'.

Human rights

Respecting and upholding internationally recognized human rights is important to DNV and is managed through our people policies, Code of Conduct, and Supplier Code of Conduct. Our [Human rights statement](#), which is approved by our Group President and CEO, defines our commitment and sets out our principles for, and approach to, advancing human rights and decent working conditions.

We respect human rights of all people with whom we interact, including our customers, employees, and our business partners.

We are signatories to the United Nations Global Compact and are committed to adhering to its principles in the areas of human rights, labour standards, environmental protection, and anti-corruption. We adhere to the UN Guiding Principles on Business and Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

Our Code of Conduct establishes our commitment to fair employment, non-discrimination, equal opportunity, and the right of employees to join labour unions. All employees are introduced to the company's policies during the onboarding process and human and labour rights are part of this mandatory introduction.

We are committed to ensuring that no modern slavery or human trafficking takes place in any part of our business or supply chains. DNV's [Statement on Modern Slavery and Human Trafficking](#) has been issued further to section 54 (1) of the UK's Modern Slavery Act 2015 and constitutes the DNV UK slavery and human trafficking statement for the financial year ending 31 December 2022.

Supply chain

We expect our suppliers and subcontractors to uphold the same standard of business ethics as we do and we have a [Supplier Code of Conduct](#) outlining our requirements. Training is available for suppliers, emphasizing the ethical, sustainability, and human rights standards that we expect.

We continue to advise on and monitor implementation of our Group-wide instruction on subcontractors and intermediaries, as well as conducting risk-based due diligence checks in all business areas. The [Sustainable supply chain](#) chapter on page 94 provides more details on how we work with suppliers.

Reporting of misconduct

Our employees, customers, and suppliers are encouraged to report actual or suspected misconduct via our [Integrity Hotline](#). This and other channels to contact DNV are set out in our instruction on reporting of misconduct, the Code of Conduct, the DNV intranet, and [our website](#). Reports can include concerns related to bribery, fraud, labour grievances, discrimination, human rights, or other ethical issues, or breaches of our Code of Conduct concerning colleagues, suppliers, subcontractors, or agents working on behalf of DNV. All new employees are required to complete an e-learning on reporting misconduct.

¹ Previously called high-risk countries; our list of focus countries is reviewed every three years by our compliance team for particular attention relating to fraud and corruption risks.

Metrics and data

We measure the success of our approach to ethics, compliance, and human rights through the breadth of our training to raise awareness across DNV.

We also monitor the number of compliance-related cases raised through our Integrity Hotline and other misconduct-reporting channels. The overall number of cases has increased, which we believe is mainly a result of raised awareness and the new Integrity Hotline.

TABLE 11 | REPORTED NEW POTENTIAL COMPLIANCE CASES

Case type		2022	2021	2020
Allegation	Suspicion of financial misconduct	7	8	8
Data protection	Suspicion of breach of data protection laws	29	24	16
Ethical issues	Suspicion of unfair treatment	24	14	21
Labour	Suspicion of harassment, discrimination or breach of other labour-related instructions	11	6	2
Other	All other suspicions of breach of law or internal instructions	11	14	17
Total		82	66	64



7

OUR PEOPLE STRATEGY

DIVERSITY, EQUITY, AND INCLUSION

At DNV, our commitment to Diversity, Equity, and Inclusion (DEI) is not only an ethical choice, but also a business decision. Diversity, fairness, and a sense of belonging are a source of strength for our people, our business, and our customers, and help us to deliver on our purpose, vision, and values.

Our targets and performance

Diversity, Equity, and Inclusion (DEI)

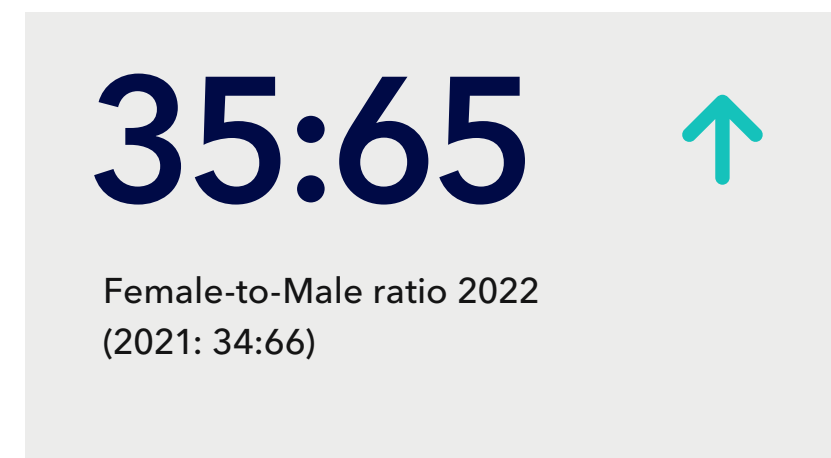
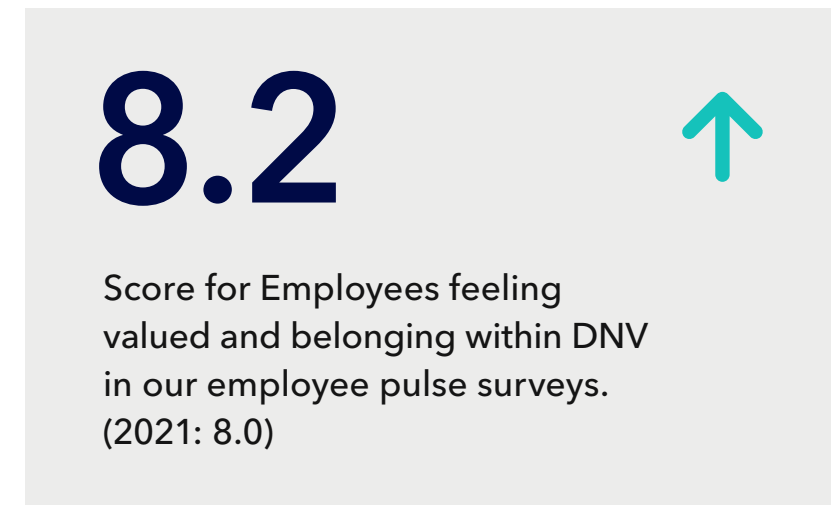
Diversity is the representation of all our varied identities, backgrounds, and experiences, collectively and as individuals.

Equity is DNV's commitment to equal opportunity. We strive to achieve equitable outcomes through fair policies, processes, and practices that recognize the differing needs of individuals.

Inclusion is about building a culture of belonging by actively inviting colleagues to contribute and participate. We believe every person's voice adds value.

In 2023, we will continue to assess how we measure DEI at DNV and set relevant targets.

Our headline rates in 2022



Our belief in DEI

At DNV, we believe a more inclusive, equitable, and psychologically safe working environment reduces employee stress and supports our collective well-being and resilience. It enables us to meet the needs of an ever-changing world that is facing major transformations. It does so by facilitating collaboration

and innovation, helping us to solve complex problems for our customers, providing increased flexibility, and allowing us to adapt to changes in the markets we serve. It allows us to do our best work and make DNV a place where we can grow and make a difference.

DNV's global ambitions in DEI

- We foster an inclusive culture where employees can grow, feel valued, and have a sense of belonging
- We embrace diverse identities, backgrounds, experiences, and perspectives
- We work to ensure that equity is embedded in our policies, processes, and practices, and we strive to provide fair access to continuous growth and development for all employees.

Diversity

Initiatives

- Advocate and role model DEI in communication and events
- Seek diverse identities, backgrounds and experiences in recruitment, development and promotion

Equity

Initiatives

- Embed DEI into our People processes, supply chains, and service-development processes
- Apply best practice for continuous improvement

Inclusion

Initiatives

- Inclusive behaviour learning sessions for all employees
- Embed DEI into leadership and leadership development
- Understanding barriers to inclusion

Progress in 2022

Understanding inclusion

In order to better understand how employees experience inclusiveness within DNV, we have reviewed employees' anonymous responses to our Pulse surveys. The findings indicate that:

- Employees who recognize the DEI initiatives taken at various levels of the organization appreciate them, as well as the more active involvement of senior management
- Employees have differing viewpoints about DEI
- Whether or not employees feel included often depends on their direct leader and their team dynamics.

Inclusion is about building a culture of belonging by actively inviting colleagues to contribute and participate.

We are aware that our employee Pulse survey is not designed to provide in-depth insight into whether various demographic groups feel included at DNV, or any barriers that may exist to creating a fully inclusive and psychologically safe working environment. To fill this information gap and obtain a deeper understanding of employees' perspectives and experiences, we will conduct an in-depth DEI survey in 2023. The survey will be piloted in parts of DNV, and the results will be used to further develop our DEI roadmap and achieve our global DEI ambitions.

Building inclusion through training

Throughout 2022, we progressed with our DEI journey, focusing on key initiatives identified by the wide-ranging engagement we carried out in 2021. Our initial priority in 2022 was to work on the first principle of our DEI ambitions - fostering an inclusive culture. Our focus is on building competence in inclusive behaviours across DNV, showing how inclusion unlocks the potential of diverse identities, backgrounds, experiences, and perspectives. The goal is to empower our people and show how we can all contribute.

Supporting this, all employees have been given access to an introductory DEI e-learning and we launched two webinars to introduce colleagues to DEI and psychological safety. By the end of 2022, 5,463 colleagues, representing almost 43% of our workforce, had completed the e-learning.



We have also developed a DEI Masterclass with a third party, which has to date been completed by 18 colleagues, including business leaders, and people-function and DEI colleagues from across DNV.

We strongly believe in the role our leaders can play in developing inclusion at DNV. Enhancing their capabilities in this area is essential. As a result, we are investing in an Inclusive Leadership Programme to equip all our leaders with the skills and mindset needed to lead an inclusive organization. Following

a pilot in 2022 and early 2023, we aim to provide third-party training to approximately 2,000 leaders and senior employees by 2025.

Looking ahead, the move towards a more diverse, equitable, and inclusive organization requires a broad shift in mindsets across DNV. In 2023, we will continue to develop the inclusive leadership skills of our leaders while also delivering further learning sessions to our employees.

Working towards our global DEI ambitions across regions

Starting the conversation on DEI in Singapore

At the start of the year, DNV's Country Chair for Singapore established a volunteer team to explore how to move DEI forward for our colleagues working in Singapore.

Achievements during 2022 to develop and formalize the approach to DEI included:

- Setting up a DEI charter and establishing an action plan for 2023
- Developing a content calendar to raise awareness on DEI topics from within and outside Singapore
- Organizing events, such as festival celebrations, to educate employees on cultural beliefs and racial and religious diversity
- Assigning members of our Singapore team to contribute to DNV's DEI network.

Building DEI in Brazil

In 2021, DNV's Brazil Country Chair Forum established the DEI Board to monitor DEI and empower colleagues working for DNV Brazil. The DEI Board identified three key initiatives to start the DEI journey in Brazil:

- Establish a DEI Committee with employee representation by the end of 2021
- Create a DEI literacy programme. This was established in 2022 using third-party virtual training on the different aspects of DEI for all employees
- Develop a DEI communication plan. This has been developed and includes defined events linked to specific DEI dates each year, such as Women's Day, Pride Day and International Day of Persons with Disabilities. We also created a DEI resource hub with relevant DEI information for all employees.

Further developments in DEI in North America

In 2022, a DEI Leader was appointed for the region, responsible for further developing DEI activities in North America, supporting Employee Resource Groups for minority groups in our North American workforce, and collaborating on DNV's global DEI efforts.

There are six active and growing Employee Resource Groups serving DNV communities in North America. These include the Black Employee Network (64 members) and the Pride (170 members, globally), Asian American and Pacific Islander (106 members), SOMOS Hispanic/Latinx (65 members), Veterans (new), and Women+ (new) groups.

More than 100 North America employees directly contributed to DEI initiatives, including:

- Career Mentoring Programme: 227 participants were matched to create 159 mentor-mentee pairs - with 27% participating as both a mentor and mentee
- Twelve DEI awareness events, recognizing important days and months throughout the year and providing opportunities to learn from internal and external speakers and panel discussions
- Twelve Future Leaders' Scholarships for STEM students from underserved communities. The students receiving scholarships also worked with DNV mentors.

Raising awareness with communication

Throughout 2022, the topic of DEI continued to evolve as employees across DNV engaged in the conversation through webinars, panel discussions, e-learning, and facilitated workshops. Following this engagement, we have seen an increase in questions, requests, and initiatives as well as more regional and local resources contributing to our progress in this area. During 2022, we assigned three full-time DEI Leads to help align our DEI initiatives across DNV: a Global Head of DEI; a regional DEI Lead for North America; and a DEI Lead for DNV Energy Systems. We also regularly gather and share DEI resources across the Group.

We marked several diversity occasions in 2022 to raise the profile of important diversity and inclusion topics with our employees and shed light on barriers and challenges experienced by under-represented or marginalized groups. An example of how we marked these diversity occasions was our joint effort for Pride month.

Two global Pride panel discussions were organized by our Pride@DNV Employee Resource Group (ERG). Colleagues listening to the panel learned more about the panellists' experiences and how to be an ally. Our Pride@DNV ERG saw membership double after the panel discussion, signalling the important work our ERGs are doing. Other ERGs in North America include our Black Employee Network, and our Asian American and Pacific Islander, SOMOS Hispanic/Latinx, Veterans and Women+ groups.

At DNV, we believe every person's voice adds value and in 2023 we want to empower employees by further supporting Employee Resource Groups and strengthening our collaboration across DNV.

A structured approach to embedding DEI

In early 2023, our CEO approved our new DEI Policy, which outlines our commitment to DEI and formally establishes our approach within the DNV management system.

We follow the ISO 30415 guidance on diversity and inclusion, which provides us with a framework for the continuous evolution of our processes and practices. Building on our own experience, we have also developed a new service for our customers to support them in developing a structured approach to managing and evaluating DEI in their organizations.

We believe in testing our approach and capabilities relating to DEI and in 2023 we will run a pilot to assess ourselves against the ISO 30415 guideline. We will use the results as a guide for further development, enhancing both our internal processes and practices and the service we offer to our customers. The self-assessment will help us to understand our strengths, weaknesses, risks, and opportunities, and to measure our progress and performance on DEI.

Approach and management

We value and seek diverse identities, backgrounds, experiences, and perspectives at all levels of our company. Diversity, equity, and inclusion are a source of strength for DNV. They provide the best basis for delivering excellence to our customers and the widest access to global talent.

DNV operates globally in more than 100 countries and across many industries. Our engagement on diversity across DNV has identified that diversity means different things to different people. This can be based on the society they live in, cultural backgrounds, and the barriers they face individually and collectively. We observe differing needs and areas of focus in our regions and business areas.

We strive for diversity and inclusion at all levels of the organization and firmly commit ourselves to providing equal opportunity in all aspects of employment.

Our global DEI ambitions outline our goals in this area. They are anchored in our purpose, vision, and values, and guided by our DEI policy, [Code of Conduct](#), and [Human rights statement](#). We believe that a combined global and local approach will help lift diversity, equity, and inclusion across DNV, while empowering local action, commitment, and accountability. Read more about [diversity at DNV](#) on our webpage.

Our approach to DEI builds on the ISO 30415 Diversity and Inclusion framework, which provides a structured approach alongside best practice guidance. The ISO framework enables us to follow a plan-do-check-act approach. In order to realize our DEI ambitions, we aim to incorporate DEI into everything we do every day. We have begun by embedding DEI best practice into our talent acquisition project and will continue this work in 2023.

In addition to the three key initiatives mentioned earlier in this section, we run local and technical mentoring programmes, including reverse mentoring of senior leaders by next-generation colleagues.

DNV has published a [Gender Equality Statement](#) for our operations in Norway as required by Norwegian equality and anti-discrimination legislation. The Statement can be found on our website under '[Mangfold i DNV](#)'.

Metrics and data

For metrics on the percentage of female new hires, see [Talent attraction, retention, and development](#) on page 59.

TABLE 12 | GENDER AND AGE PROFILE OF EMPLOYEES BY EMPLOYEE GRADE

Grade	GENDER			AGE GROUPS					Total
	Female	Male	% female	< 31	31-40	41-50	51-60	> 60	
01		1	0%	1					1
02	5	4	56%	5	1		1	2	9
03	19	15	56%	11	8	6	8	1	34
04	173	80	68%	61	84	61	37	10	253
05	470	226	68%	259	194	145	71	26	695
06	938	695	57%	721	452	263	156	42	1 634
07	795	885	47%	380	775	318	158	50	1 681
08	725	1 230	37%	96	978	528	298	57	1 957
09	547	1 558	26%	7	722	814	452	113	2 108
10	373	1 595	19%	3	287	910	607	161	1 968
11	213	1 086	16%		52	500	576	171	1 299
12	106	542	16%		8	173	349	118	648
13	42	213	16%			44	152	60	256
14	13	89	13%			10	50	42	102
15	7	44	14%			1	28	22	51
Total	4 426	8 263	35%	1 544	3 561	3 773	2 943	875	12 696 ¹

¹ For some employees, we do not have complete data on record. 8 employees are registered without gender, 1 without age and 11 without grade.

TABLE 13 | EMPLOYEES (TOP 15 COUNTRIES)

	Female	Male	Other	Total
Norway	726	1 391	1	2 118
United States	603	949		1 552
Germany	381	855		1 236
United Kingdom	289	780	1	1 070
Poland	477	365		842
China	247	582		829
Netherlands	158	412	3	573
India	159	387		546
Spain	140	279		419
Italy	218	201		419
Korea, Republic of	97	255		352
Singapore	86	214	1	301
Brazil	112	148		260
Denmark	78	171		249
United Arab Emirates	71	172		243
Total global workforce	4 433	8 267	8	12 708 ¹

TABLE 14 | EMPLOYEES BY NATIONALITY (TOP 15)

	Total
Norwegian	1 647
American	1 328
German	1 151
British	1 016
Chinese	932
Indian	887
Polish	877
Dutch	514
Italian	468
Spanish	385
South Korean	362
Brazilian	304
Danish	220
Singapore	169
French	161

TABLE 15 | AVERAGE BASE SALARY DIFFERENCE BY GENDER (TOP 15 COUNTRIES)

	Female/male pay ratio
Norway	98.5%
United States	97.3%
Germany	98.3%
United Kingdom	99.6%
Poland	89.6%
China	95.9%
Netherlands	97.0%
India	103.2%
Spain	104.0%
Italy	98.5%
Korea, Republic of	96.7%
Singapore	91.0%
Brazil	94.7%
Denmark	92.7%
United Arab Emirates	96.7%
Top 15 countries	97.5%

Employees at a similar level in the organization are provided with the same grade, allowing peer comparison of salaries.

Comparison of salary differences by gender within a grade is achieved by reviewing the weighted average base salary of employees per grade and gender in each country (grades with minimum five employees from each of the genders are included).

This provides country averages, as shown in the base salary comparison by gender for our top 15 countries.

¹ In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.



8

OUR SUSTAINABILITY STRATEGY

ENVIRONMENT AND CLIMATE

At DNV, we take our responsibility to minimize our environmental impact very seriously and protecting the environment is embodied in our purpose to protect life, property, and the environment. Averting the climate crisis needs action from all parts of society and we are committed to playing our part by delivering on our sustainability and climate strategy. Beyond our own footprint, we use our technical expertise to accelerate the energy transition and help our customers achieve their sustainability goals.

Our targets and performance

Our sustainability strategy has established a number of environmental targets with a clear focus on minimizing our impact on climate change, and we are well on the way to achieving these:

Other targets:

Continue mapping our Scope 3 categories

- Additional data added to our emissions data

Become climate positive

- Investment in Seaweed Carbon Solutions Joint Industry Project and two reforestation projects

50%



reduction in our carbon footprint (pandemic effect).

Target: Reducing our carbon footprint by 50% by 2025 against our 2019 baseline

24%



of cars in Europe are now EVs or hybrids

Target: Reduce Scope 1 emissions by switching our car fleet to electric and hybrid vehicles as leases expire

55%



certified renewable electricity

Target: Reduce Scope 2 emissions by using 100% certified renewable electricity by 2025

53%



reduction in air travel (pandemic effect)

Target: Reduce Scope 3 emissions by reducing carbon emissions from our air travel by 35% in 2023 from a 2019 baseline

Emission type according to GHG protocol

Thousand tonnes of CO₂ equivalent (thousand tCO₂e) in 2022

6.1
Scope 1

4.3
Scope 2

30.9
Scope 3

Progress in 2022

Moving towards our targets

As part of our 2025 business strategy, we set a range of ambitious goals to reduce our environmental impact and carbon footprint. Our progress is as follows:

50% carbon reduction by 2025

Our goal is to reduce DNV's carbon footprint by 50% compared to a 2019 baseline.¹ Our focus areas are: switching to renewable electricity, reducing office space, and cutting emissions from business travel by air and car. A full breakdown of our carbon footprint is provided in [Metrics and data](#), see page 93.

Our ambitious environmental targets have a clear focus on climate change and we are well on the way to achieving them.

Since setting the target, we have established a more detailed and transparent emission inventory, including a more complete range of Scope 3 emissions from our value chain. This makes our emissions profile clearer and will provide a roadmap to ensure that our targets focus on our biggest emission sources.

Sourcing 100% renewable electricity

Our target is to have 100% certified renewable electricity in all our offices and laboratories by 2025. In 2022, 55% of our electricity consumption came from certified renewable sources (2021: 60%), and 7% of our total energy consumption was generated by DNV from solar panels and heat pumps. We continue to follow the same principles for buying certified renewable electricity, focusing on transparent, credible sources that have the potential to support underdeveloped renewable electricity markets (see [Approach and management](#) on page 92).

Reducing emissions from business air travel

One of our biggest focus areas in 2022 was the reduction of emissions from air travel to hit our 2022 target of a 30% reduction against the 2019 baseline.

¹ The 50% reduction in Scope 1, 2 and 3 emissions is on a like-for-like basis compared to 2019. Since setting the target in 2020, we have added a wide range of new Scope 3 emission sources from our value chain to our carbon emission inventory as part of our goal to achieve net zero well before 2050.

Our longer-term goal is to cut emissions from air travel by 35% in 2023. With 39% of our total emissions coming from air travel, this will be a major contributor to our goal of halving our carbon footprint by 2025. In a company that operates in more than 100 countries and works widely on international projects with global customers, achieving this target is a challenge.

The start of 2022 was still affected by pandemic restrictions which dampened travel, and our target was therefore exceeded with a 53% reduction in emissions from air travel compared to 2019. As lockdowns and travel restrictions have been lifted, air travel is increasing, but we are also working more

digitally. Our focus in 2022 was on engaging and communicating with colleagues to encourage a change in how we conduct business relationships. We see a burgeoning trend as many colleagues embrace the challenge and use trains and ferries instead of flying. This will be a significant focus during 2023 as well, as we seek to embed a sustainable work culture.

Car fleet policy

Our car fleet is another significant source of carbon emissions. The carbon footprint of car travel makes up 13% of our total emissions. We are reducing the climate impact of our fleet by switching from petrol and diesel cars to electric and hybrid vehicles.



This follows our company car guideline, which requires electric or plug-in hybrid vehicles where charging infrastructure is available. A major constraint is the availability of electric cars, as lead times have been long. Our car fleet consists of about 1,500 cars globally. Of these, about 1,200 vehicles are in Europe and 24% of these are now electric or plug-in hybrid. We project that, during 2023, this figure will increase to 45% and continue rising to above 80% in 2026 in Europe.

Employee commuting

We ran an employee-commuting survey in five countries in 2022 to estimate our indirect carbon emissions. Employee commuting contributes 17% of our total emissions (2021: 20%). At 54%, the survey response rate was impressively high and has given us valuable insights to help design employee initiatives to reduce commuting emissions. One of these is engaging our employees to choose more environmentally friendly ways of travelling. To do this, we are piloting a sustainability app that encourages employees to register their commuting habits and be rewarded for choosing a greener way to travel to work.

Our roadmap to reducing emissions

A large source of emissions is energy usage in our 250 offices and labs, so our drive to cut office space and introduce more energy efficiency measures is a big contributor to reducing our emissions. See the [Sustainable supply chain](#) chapter on page 94 for more information.

Becoming climate positive

In 2020, DNV set an ambition to become climate positive, which means removing more greenhouse gas emissions from the atmosphere than we create as an organization. The first step is reducing emissions as much as we can, and we have initiatives in place to do so. Beyond this, we have offset our emissions by contributing to reforestation projects. We recognize that offsets are contentious and there are many valid criticisms of the schemes. We take these criticisms seriously as part of our decision process when selecting projects to invest in.

During 2022, we reviewed our approach to obtaining carbon credits in response to some of the potential issues that exist in the voluntary carbon market, including transparency, traceability, and the quality of carbon credits. We created a new due diligence process to assess additionality (whether the project contributes to more carbon storage than if the investment did not take place), project risks, and whether the projects are well managed and anchored in the community. DNV's goal is to have long-term commitment to the projects we support. We chose to support two reforestation projects with sustainably-managed timber plantations in Paraguay (Miller plantations) and in Sierra Leone (Miro plantations). Both projects store carbon efficiently while providing an income to hundreds of local people and their families.

To move beyond offsets, we are investigating carbon capture and storage projects where we can contribute expertise to help scale innovation and technology. Our first project is Seaweed Carbon Solutions. We are also exploring additional opportunities to invest in innovative carbon capture and storage projects.

Farming seaweed: Nature-based carbon capture



DNV is part of a Joint Industry Project, Seaweed Carbon Solutions, to pilot seaweed farming as a nature-based solution for carbon capture and storage. During the first year of the project, DNV and Sintef, a Norwegian research centre, have joined forces with Equinor, Aker BP, and most recently Wintershall Dea to design and launch the pilot seaweed farm off the coast of western Norway.

The project builds on extensive Sintef research on seaweed farming. Sugar kelp will be grown on a network of ropes in the sea to capture atmospheric carbon naturally through photosynthesis.

After six months, the cultivated kelp will have captured the maximum CO₂ possible and will be harvested for further processing. The project is exploring options for storing carbon after harvesting within seaweed-derived products, such as biochar. Biochar can be mixed with seaweed compost and used in agriculture for soil improvement and carbon storage.

The kelp farm design is now complete and awaiting licence approval from the authorities. Once installed, our lifecycle calculations estimate that the pilot seaweed farm will remove 2,200 tonnes of CO₂ from the atmosphere per square kilometre. Juvenile seaweed plants are being

grown in the laboratory and will soon be ready to be transferred to the ropes and deployed at the farm site in early 2023.

Following proof of concept, the aim is to scale up seaweed cultivation from 2025 to capture more than one million tonnes of atmospheric CO₂ annually. Carbon capture using kelp farming has potential in many parts of the world, offering significant options for further growth and export of the technology.

DNV is contributing to the project with expertise in lifecycle analysis, carbon accounting, and verification services that supports transparency and traceability throughout the value chain.

“For DNV, the seaweed project ties in with our purpose of protecting life, property, and the environment and will contribute to our sustainability goal of becoming climate positive, which means we aim to remove more carbon from the atmosphere than we emit. It’s extremely exciting to be part of such an innovative project where we can use our expertise to contribute to the research and testing, and also develop associated services.”

Ellen Skarsgård, Head of Sustainability Development and Climate

Biodiversity ambition

Nature is declining at unprecedented rates, threatening the resilience of our planet, and DNV is taking responsibility by formulating a biodiversity strategy. We have adopted the Science Based Targets for Nature framework to assess the impact of major DNV sites. In addition to our own internal efforts, DNV will use its expertise in sustainability and biodiversity to assist customers in formulating and realizing their own biodiversity strategies.

Protected areas and red-listed species

DNV has more than 250 offices and laboratories globally (see [Sustainable supply chain](#) on page 94), ranging from large campus offices to small tenancies within office buildings. We used the Integrated Biodiversity Assessment Tool (IBAT) to assess our 16 largest operational sites. This showed that seven

sites have an overlap (one kilometre zone) with one or more protected areas. Within a 50 kilometre buffer zone across all 16 sites, the mean number of threatened species on the International Union for Conservation of Nature (IUCN) Red List (including critically endangered, endangered, or vulnerable) is 113. Our two offices in Singapore have the highest number of critically endangered species (39 each), followed by Shanghai (16) and Busan/Spadeadam (10).

Our head office at Høvik, Norway lies in a large park surrounded by forest and the Oslo fjord. It has five overlapping protected areas that have a protected status of III, Ia or IV (using the IUCN Protected Area Management Categories). The main negative biodiversity impacts at Høvik include loss of habitat and small-scale habitat fragmentation. Examples of local nature-positive initiatives that have been implemented include promoting fauna and flora diversity in grasslands and protection of red-listed species during construction work.

Spadeadam, UK is a testing facility established to prevent and improve response to major hazards, which is important to ensure the operational safety of onshore and offshore activity involving gas and hazardous materials. Current negative impacts on biodiversity from Spadeadam include pollution from noise, dust, fire, light, chemicals, metal scraps, and gas. Biodiversity initiatives and positive impacts at the site include the installation of bird boxes, planting of native trees, pond development, and promoting fauna and flora diversity in grasslands.

In 2023, we aim to expand our biodiversity assessments and set targets. In parallel, we are ramping up our customer services that contribute to a net positive biodiversity impact and assist customers in formulating and realizing their own biodiversity strategies.

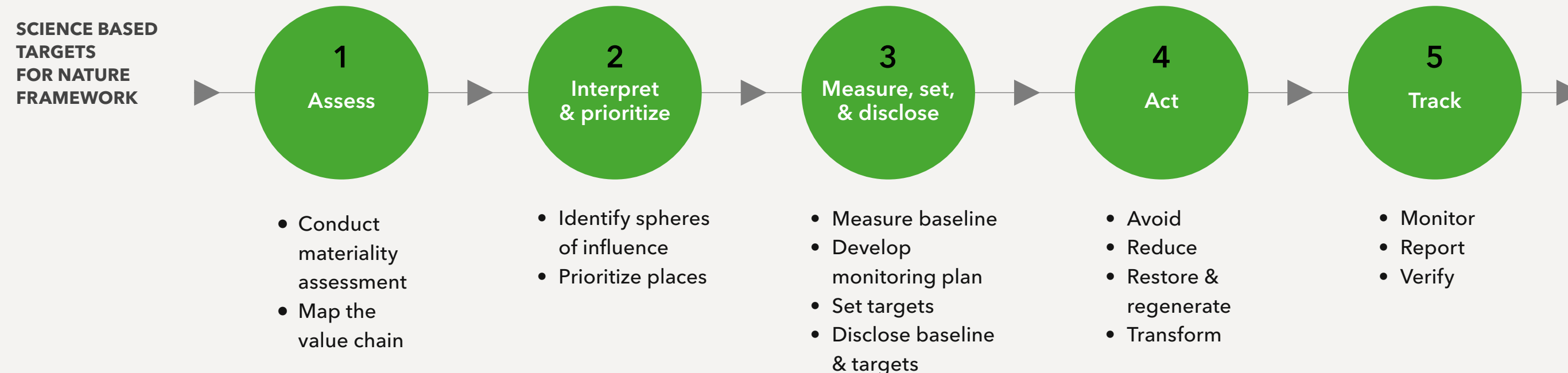
IN BRIEF

Engagement

At DNV, we view employee engagement as a key part of meeting our climate goals. Our internal Sustainability Hub was launched in 2022 as a way of sharing our environmental footprint and running initiatives to support our emission reductions. Across our offices globally, we have organized Sustainability Days, with a great example being our office in Singapore where colleagues participated in eco challenges while raising awareness and knowledge of how to be sustainable on a personal and corporate level.

Sustainability rating

DNV was awarded a platinum rating by EcoVadis, the leading business sustainability rating provider. This places us among the top 1% of companies assessed by EcoVadis and confirms our commitment to the sustainability goals set out in our 2025 strategy.



Approach and management

Our purpose directs us to safeguard the environment. Our aim is to continuously reduce the environmental footprint of our own operations and help customers do the same. We aim to use our expertise to make a positive contribution to the Sustainable Development Goals and to follow the 1.5°C pathway of the Paris Climate Agreement (see also [Sustainable innovations](#) on page 45).

As signatories to the UN Global Compact, we take a precautionary approach to managing our environmental and climate impacts. Our Code of Conduct (see [Ethics and human rights](#) on page 73) also commits us to reducing the environmental impact of our operations, procurement, investments, and property management. Our Environmental Sustainability & Climate policy sets the tone and helps us integrate environmental and social considerations into our operations and decision-making processes.

Climate and environmental governance

Our approach, processes, and systems for managing environmental risks and performance is a Group-level responsibility. Our CEO is responsible for sustainability performance within DNV. He receives regular reports on environmental matters and performance and monitors the implementation

of our strategy to ensure we meet our ambitious targets. Our Board of Directors has formal oversight of DNV's sustainability performance, including the environment and climate.

Environmental management system

Since 2008, DNV Group AS has been independently certified to the ISO 14001 environmental management system standard. Periodic audits take place to maintain our certification, which is key to identifying and reducing our environmental impacts on an ongoing basis.



Our purpose directs us to safeguard the environment.

We measure and monitor our key environmental aspects, environmental incidents, and our emissions using DNV's Synergi Life software. Most of our emissions data is annual, but our data for business travel is measured quarterly (see [Metrics and data](#) on the following page).

Green supply chains

As part of our approach to creating a sustainable supply chain (see [Sustainable supply chain](#) on page 94), all suppliers are required to adhere to our Supplier Code of Conduct, including our environmental policies and standards.

Sourcing renewable electricity

Our approach to sourcing renewable energy certificates involves choosing robust and transparent registries that issue, trade, and retire renewable energy certificates, ensuring that energy certificates are tracked from creation to retirement and double counting is avoided. This means for every megawatt-hour (MWh) of energy produced and issued via a registry, a specific ID number is issued to that MWh and tracked all the way to retirement, where it appears on the retirement certificate.

How we calculate and report our greenhouse gas emissions

We calculate our greenhouse gas emissions in line with the GHG Protocol. We use the financial and operational-control approach, with the operational control criteria defining the boundary for consolidating the greenhouse gas emissions. Location-based emissions from energy consumption are reported globally.

We use Defra CO₂ emission factors with a radiative forcing index factor for calculating air travel.

Indirect emissions from electricity and district heating have been calculated using country-specific grid average emission factors published in the International Energy Agency 2022 revision.

Our indirect emissions from our value chain (Scope 3) are calculated based on the GHG Protocol methods. Our emissions from our purchased goods and services are calculated using a supplier-specific method (mainly for IT and smartphones) when data is available, and a spend-based method when supplier data is unavailable.

We do not report emissions of the following greenhouse gases - CH₄, N₂O, HFCs, PFCs, NF₃, NO_x, and SO_x, as these are not significant in our operations. We have some CFCs from the use of air-conditioning units in offices, but we do not yet have an overview of these.

We report our absolute emissions and our carbon intensity per employee.

Metrics and data

TABLE 16 | GREENHOUSE GAS (GHG) EMISSIONS (THOUSAND tCO₂e)

	2022	2021	2020	2019
SCOPE 1 Direct GHG emissions from operations	6.1	4.9	4.0	29.3
Company facilities				
Natural gas used on-site	1.9	1.6	1.5	2.4
Oil used on-site	0.1	0.03	-	-
SF6 (used for safety tests)	-	-	-	23.2
Company vehicles				
Car fleet	4.1	3.3	2.5 ⁴	3.7
SCOPE 2 Indirect GHG emissions from purchased electricity and heat	4.3	4.2 ¹	7.4	13.9
Purchased electricity, steam, heating, and cooling				
Electricity off-site	3.0	2.8 ¹	6.6	12.6
District heating	1.0	1.1 ¹	0.8	1.1
Purchased renewable electricity	0.2	0.3	0.05	0.2
SCOPE 3 Indirect GHG emissions	30.9	17.5	9.8	34.7
Business travel				
Air travel	16.0	5.8	8.7	33.8
Car travel mileage	1.1	1.1	1.1 ⁴	0.9
Rail travel	0.04	0.01	Not previously reported	
Hotel stays	1.0	0.2	Not previously reported	
Commuting	7.1	5.2	Not previously reported	
Waste generated in operations				
Waste (Norway)	0.006	0.008	0.005	0.005
Waste (rest of world) ⁵	0.002		Not previously reported	
Purchased goods and services				
IT ²	1.9	2.0	Not previously reported	
Cloud usage ³	0.8	0.8	Not previously reported	
Smartphones ⁵	0.14	0.04	Not previously reported	
Furniture ⁵	0.7	0.05 ¹	Not previously reported	
Leased assets	2.3	2.3	Not previously reported	
Offices, laboratories, storage, and parking areas ⁶				
Total GHG emissions	41.4	26.6¹	21.3	77.9
Total (where 2019 baseline is available)	27.5	16.1	21.3	54.7

TABLE 17 | GHG EMISSIONS INTENSITY

	2022	2021	2020	2019
Number of employees	12 708	11 795	11 614	11 832
Total GHG emissions (thousand tCO ₂ e)	41.4	26.6 ¹	21.3	77.9
Emissions per employee, including expanded reporting (tCO ₂ e)	3.3	2.3 ¹	1.8 ¹	6.6
Total (thousand tCO₂e)	27.5	16.1	21.3	54.7
Emissions per employee, towards goal to reduce by 50% from 2019 (tCO₂e)⁷	2.2	1.4	1.8	4.6

TABLE 18 | ENERGY CONSUMPTION (GWH)

	2022	2021	2020	2019
Energy consumption (GWH)	61.3	59.7	55.8	94.8

2022 was the first year after the pandemic when business for the most part returned to normal. Flexible working has been introduced in many of our offices around the world and digital meetings are now the norm. This demonstrates the

big changes in working behaviour that have been implemented and will have an impact on reducing our carbon footprint. This also means that business travel has resumed and air-travel emissions have increased, although not to pre-pandemic levels.

- 1 Restated information: updated figures compared to those published in our Annual Report 2021.
- 2 81 tCO₂ emissions saved from recycling our IT equipment in Norway - not included in this table.
- 3 The same value as 2021 was used due to poor data quality during 2022 for cloud usage.

- 4 Estimations have been used because of low data quality for 2020.
- 5 More data has been included in 2022 for waste: 26%, smartphones: 49%, and furniture: 50%. (Percentage of employees that data is available for).

- 6 Reporting only for Norway.
- 7 Lines marked in green form our 2019 baseline. We are reducing emissions by 50% by 2025 in these areas. Data does not include recent acquisitions.



9

OUR SUSTAINABILITY STRATEGY

SUSTAINABLE SUPPLY CHAIN

As a global organization, DNV has an international network of suppliers. Building a sustainable supply chain is an important part of our commitment to strong business ethics and the environment. Our aim is to influence our suppliers to work towards the same standards and goals that we work towards ourselves. We expect all suppliers to adhere to our Supplier Code of Conduct and to align their activities with DNV's sustainability objectives.

Our targets and performance

The sustainability of our supply chain is a key focus for our Real Estate Management and Procurement function. Our Real Estate Management and Procurement function also works closely with our environment team on projects to cut emissions from our business travel and company car fleet.

Our headline performance

9,000

square metres reduction
in office space

34%

green-certified offices
(2021: 34%)



11

suppliers for compliance with
our Supplier Code of Conduct.
Our target is to audit a minimum
of 11 suppliers each year.



Progress in 2022

Building transparency in our supply chain

Our Global Shared Services (GSS) procurement team manages about 2,200 suppliers that provide goods and services to our offices and laboratories. These goods and services include office and facility management, IT, financial services, insurance, and office supplies. Individual business areas manage local direct suppliers that contribute to the services they deliver to customers, such as marketing, promotion, and communications. All our suppliers are bound by our [Supplier Code of Conduct](#). Our focus in 2022 was to improve governance and transparency in line with the OECD Guidelines for Multinational Enterprises.

Human rights

Our human rights due diligence process conducted during 2022 identified our supply chain and procurement processes as an area of focus for managing potential human rights risks. Following this, we updated our Supplier Code of Conduct and the supporting documents in our management system (see the [Ethics and human rights](#) chapter on page 73 for full details).

Enhancing our supplier management

To improve contract and supplier management, we launched a third-party management module in our Synergi Life health, safety, and environment software back in 2021. In 2022, all GSS suppliers and contracts were registered in Synergi Life, giving a more complete overview of the suppliers managed by our GSS procurement team.

Moving forward, we will use the Synergi Life module to help evaluate these suppliers based on several criteria, including environmental performance, human rights risks, price, and payment terms.

New purchase-to-pay software

In 2022, we implemented the Basware cloud-based purchase-to-pay tool across DNV's global operations. This online solution helps to ensure procurement efficiency and compliance, with a real-time dashboard and data analysis that improve procurement transparency and governance.

We expect suppliers to minimize their negative environmental impact from their operations, products, and activities.

DNV Supplier Code of Conduct

Auditing our suppliers

All DNV supplier contracts should include our Supplier Code of Conduct and we continued our programme of auditing selected suppliers against the Code in 2022. DNV procurement experts carried out 11 supplier audits during the year and no significant infringements were found. We will conduct at least 11 supplier audits in 2023.

In 2022, we updated our supplier audit template to reflect the changes made to our Supplier Code of Conduct during the year. We also added a mandatory question asking suppliers how they are reducing single-use plastics in their supply chain, which matches our commitment to decreasing the use of such plastics in DNV's operations. These additions provide a greater focus on the environment. In 2023, our audit will focus on labour-intensive services supplied to DNV to understand potential human rights risks.

Supporting our climate change targets through procurement

Our main climate change target is to achieve net-zero carbon emissions well before 2050. Halving our carbon footprint by 2025 from a 2019 baseline is our current interim target on this journey. How we approach procurement and emissions from our supply chain is a key tool in achieving our climate targets. Our main focus is on reducing the climate impact of our offices, energy purchases, and company cars.

Office space

With a presence in over 260 offices worldwide, DNV maintains a global network of both small offices with fewer than 10 employees to larger offices in our main hubs. For the past few years, our strategy has been twofold; to cut office space where possible and to select more efficient buildings, ideally with independent sustainability or green building certifications where practical. Green-certified buildings ensure that environmental impacts, including energy use and carbon emissions, are reduced through the design, construction, and operation of the built environment. At the end of 2022, our offices covered about 295,000 square metres. More than 100,000 square metres were green-certified comprising 34% of all offices (2021: 34%).



For office leases signed in 2022, we successfully shrank the floor space per employee from an average of 25 square metres in 2017 to 15 square metres by the end of 2022. This helps to cut energy consumption and related CO₂ emissions, yet is designed in a way that does not impair the quality of the work environment. In 2022, we reduced our office space by more than 9,000 square metres, even taking into account the 12 newly opened offices during the year.

During 2023, we are working with net zero experts from our Energy Systems business area to assess our offices and identify strategies to further cut emissions.

For more on our overall approach to reducing our energy use and carbon emissions, see the [Environment and climate](#) chapter on page 87.

Leased company cars

In our effort to reduce our carbon emissions from our global car fleet of leased cars (4.1 thousand tCO₂e in 2022), we have updated our company car policy. It requires us to switch from petrol and diesel vehicles to plug-in hybrids and fully electric vehicles (EVs), and procurement is working with our leasing companies to ensure the availability of a selection of cars that meet our criteria. The availability of [EVs as current leases](#) expire and the development of local infrastructure are significant constraints that we are working to resolve. By the end of 2022, 24% of our corporate cars were EVs and plug-in hybrids in Europe. See the [Environment and climate](#) chapter on page 87 for data.

IN BRIEF

Targeting single-use plastics

We launched our Global Plastic Reduction project in May 2021 to lessen the use of single-use plastics within DNV or to replace these plastics with degradable alternatives. This year, we updated our Supplier Code of Conduct to reflect our goal of minimizing single-use plastics throughout our supply chain.

We have received positive feedback on the Global Plastic Reduction project since its launch. In North America, for example, our offices have removed single-use plastics to the largest extent possible. This includes bottled water, plastic cutlery, coffee cups, drink stirrers, straws, and Ziploc bags.

In July 2022, we distributed 'welcome back' packs to our colleagues in North America as offices reopened following COVID-19 pandemic closures. The packs contained sustainable and reusable items for bringing food and drinks into the office. The packs were not only to thank our colleagues for their dedication and hard work, but also to showcase eco-friendly products that are a better choice over single-use plastics in our daily life and work. Early in 2023, we will determine the next steps for the plastic reduction project in North America.

Approach and management

Setting high standards

Our expectations for suppliers are outlined in our Supplier Code of Conduct. All suppliers shall either sign their acceptance of the Code or accept it as a mandatory attachment to the contract. The Code is aligned with the DNV Code of Conduct and the UN Global Compact’s 10 principles on human rights, labour standards, environmental performance, and anti-corruption.

Global governance, local purchasing

Although we procure most of our products and services locally, our procurement strategy, policy, and processes are managed centrally by GSS Real Estate Management and Procurement and governed by Group Legal.

Our suppliers are divided into two groups:

1) **Direct suppliers** that contribute to our service to customers, for example subcontractors providing technical expertise or working on customer projects; our business areas are responsible for direct procurement

2) **Indirect suppliers** providing goods and services that support our overall business activities but are unrelated to our service to customers. Examples include: office and facility management; travel; ICT hardware and software; financial services; insurance; and office supplies. Indirect procurement is managed by GSS teams across DNV operations. Our large supplier categories include subcontractors, office and real estate expenses, ICT, travel, and car fleet.

Risk management

To manage risk and deliver cost savings and transparency, we are working to consolidate our suppliers globally; selecting trustworthy suppliers whose values and service quality meet our requirements. The new Third-Party Management Module in the Synergi Life software helps us to manage contracts and suppliers.

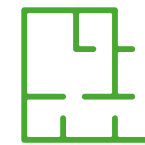
Metrics and data



256
leased offices

8
owned office buildings

6
laboratories



295,000
square metres offices space

100,000
square metres in green-certified buildings

9,000
square metres reduced space



~1,200
corporate cars in Europe¹

4.1
thousand tCO₂e from corporate cars

24%
corporate cars are EVs/plug-in hybrid



137
kilogrammes waste per employee²

Further information on the associated carbon emissions can be found in the [Environment and climate](#) chapter on page 87.

¹ We have less than 300 corporate cars outside of Europe

² Norway, Poland, Singapore



10

OUR FINANCIAL STRATEGY

ECONOMIC VALUE CREATION

DNV's strategy is to help our customers navigate the global business and societal transformations we all face in the coming decades. To achieve our strategy and ensure that DNV grows and remains a profitable and robust organization, we have ambitious targets. Strong financial performance means we are able to deliver on our strategic ambitions in line with our purpose of safeguarding life, property, and the environment.

Our targets and performance

Our overall objective is to ensure we deliver robust financial performance. This enables us to deliver on our purpose, generate economic value, and pay tax in line with our tax policy.

Headline financial performance

25,031 ↑

Revenue (NOK million)
(2021: 21,464)

4,159 ↑

EBITDA (NOK million)
(2021: 3,673)

3,170 ↑

Operating profit (NOK million)
(2021: 2,646)

Creating economic value

Our financial success enables us to contribute to society in all the countries where we operate. We create direct and indirect employment, pay taxes where we operate, and develop the skills and abilities of our employees. We invest in research and innovation to ensure that we remain relevant to our customers and that our services remain cutting edge; we share the knowledge we gain with academia and research partners.

All our business areas are expected to meet or exceed their annual revenue targets, but growth must not take place at the expense of sustainability, profitability, or the quality or integrity of our operations. This is ensured through a strong corporate governance structure.

Progress in 2022

Financial performance

Revenue for the year was NOK 25,031 million (2021: NOK 21,464 million) delivering an operating profit of NOK 3,170 million (2021: NOK 2,646 million). EBITDA was NOK 4,159 million (2021: NOK 3,673 million).

We continue to commit 5% of our annual revenues to research and innovation programmes, which helps us fulfil our purpose to safeguard life, property, and the environment. See [Financial statements](#) on page 125 for more details.

Being profitable helps ensure that DNV remains independent. We are fully owned by the Stiftelsen Det Norske Veritas foundation and this allows us to take a long-term perspective in line with our purpose, vision, and values.

The strategic and economic outlook for DNV in the short and longer term is described in our [Board of Directors' report](#) on page 119.

Approach and management

DNV's tax policy

We see tax as part of our corporate social responsibility. Our tax policy sets the framework for a common approach to tax across DNV's operations. We actively monitor and update our approach to tax and aim to be aligned with leading organizations in this area, such as Norges Bank Investment Management.

Our global tax policy sets out the following principles:

- DNV is dependent upon society's trust
- DNV shall not participate in tax planning or financial transactions which can damage this trust
- DNV is to comply with the letter and spirit of tax law in all countries in which we operate
- All group company transactions are to be made on an arm's length basis as set out under the OECD Guidelines



- Tax cost and risk assessments are to be integrated into all core business considerations, both strategic and in day-to-day operations
- DNV is committed to being fully compliant and will provide sufficient information and economic context when reporting to and negotiating with tax authorities.

Tax is an integral part of the broader regulatory compliance landscape, and we aim to manage tax and other regulatory topics in a consistent and holistic manner. This ensures efficiency and transparency

across different legal domains, different business environments, and different parts of the business.

Tax governance, control, and risk management

The Group Tax team is responsible for the governance of our strategic and compliance-related tax management.

Group Tax is involved in any processes that may affect DNV's legal structure or taxable presence. This may include the introduction of new services or products, changes in operational business or funding models, or the relocation of functions.

Tax matters are governed at the Group Tax level and managed by Global Shared Services Tax. Both functions interact closely with our business areas.

We have global processes in place relating to tax, including bidding and contracting, reporting, controversy management, mergers and acquisitions, and legal restructuring. These are embedded in our Enterprise Financial Compliance framework, which aims to ensure that all legal entities and all transactions comply with all regulatory requirements and are effective in enabling and carrying out business operations.

To ensure we remain up-to-date on regulatory requirements, we are enhancing our annual processes and internal controls. We have already updated our processes in 27 countries that we deem high-risk, and aim to implement these globally across the 79 countries in which we have offices by 2025.

Paying tax is part of our corporate social responsibility.

Metrics and data

TABLE 19 | VALUE GENERATED AND DISTRIBUTED BY REGION

AMOUNTS IN NOK MILLION

	Nordics	Central Europe	West, South, and East Europe	Great Britain	North America	South America	North Asia	South Asia	India, Middle East, and Africa	Total
Revenues ¹	6 753	1 481	3 156	1 605	5 348	442	3 691	1 261	1 398	25 136
Operating costs ²	2 598	(51)	780	394	2 122	148	1 191	343	403	7 928
Employee wages and benefits	3 643	1 321	1 957	1 095	2 556	186	1 295	656	860	13 568
Payments to providers of capital ³	16	35	2	(8)	1	3	0	0	6	56
Payments to governments	95	78	116	23	169	38	50	119	311	998
Community investments	7.5	0.4	-	0.3	0.3	-	0.4	0.1	-	9
Economic value retained	395	98	303	102	500	66	1 154	143	(183)	2 578

¹ External revenue and interest income

² Operating costs excluding employee wages and benefits, amortizations and impairment

³ External interest expenses



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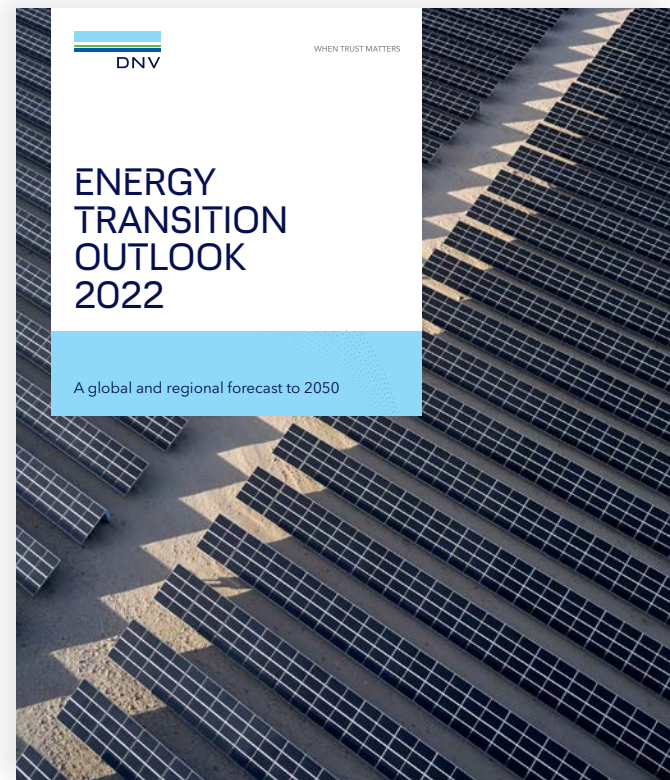
OUR FINANCIAL STRATEGY

TCFD

DNV recognizes that climate change poses a threat to society and our business. Our purpose commits us to safeguarding the environment, and minimizing our contribution to climate change is one of the top priorities of our sustainability strategy. We are committed to following the 1.5°C pathway established by the Paris Climate Agreement and our overriding goal is to achieve net-zero carbon emissions well before 2050.

In this chapter, we describe how we are responding to the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), following the TCFD's four pillars: governance; strategy; risk management; and targets and metrics.

In setting our strategy and goals on climate change, we consider a mix of contributing factors. Firstly, long-term trends, including: political changes; pressure on planetary boundaries; demographics, such as ageing and urbanization; technology advances; economic considerations, including the growing global middle class; and greater regulatory complexity.



Shorter-term trends are also considered, including: The economic fallout and rebuilding following the COVID-19 pandemic; the increasing focus on and impacts of climate change; and growing geopolitical tensions.

Finally, we use our research from our Energy Transition research programme. We produce a forecast of what we believe is the most likely climate change trajectory to 2100 based on our latest research, DNV's *Energy Transition Outlook*, and IPCC estimates (Sixth Assessment Report) of non-energy related greenhouse gas emissions. This points to a 2.2°C temperature rise by 2100, exceeding the warming limits set by the Paris Climate Agreement.

In addition, we have produced a *Pathway to Net Zero* scenario. This scenario outlines the policy and technology developments needed to achieve global net zero emissions by 2050 which will secure a global warming future of no more than 1.5°C by 2100 .

Changes needed to limit warming to 1.5°C

Our Pathway to Net Zero scenario identifies the political, policy, technological, and timing requirements for society to achieve net zero emissions by 2050 and limit climate change to 1.5°C in line with the Paris Climate Agreement.

Policy

The pathway to net zero is technically and politically feasible - but only with strong policy implementation.

Involvement

To reach 1.5°C, leading regions and sectors have to go much further and faster - reaching net zero before 2050.

Technology

Renewable electricity, hydrogen, and bioenergy are essential, but insufficient - carbon capture and storage, direct air capture, and land use play a critical role.

Timing

Massive, early action is needed to have any chance of reaching 1.5°C - and time is the most critical constraint.

Source: DNV Pathway to Net Zero report

How we are responding to the TCFD recommendations

Governance

Disclose the organization’s governance around climate-related risks and opportunities.

TCFD pillar and recommended disclosures	DNV’s approach	More information
<p>Describe the Board’s oversight of climate-related risks and opportunities</p>	<p>DNV’s Board has oversight of our business strategy, annual plan, and annual report, including the sustainability report. The Board Audit Committee’s remit is to review financial reporting, internal controls, internal audits, compliance, risk management, and statutory audits. This includes oversight of our climate-related risks and performance. See our Board of Directors’ report and Corporate Governance Report for details.</p>	<p>Corporate Governance report</p> <p>Board of Directors’ report</p>
<p>Describe management’s role in assessing and managing climate-related risks and opportunities</p>	<p>Responsibility for risk and performance lies with our Group CEO and Executive Committee. DNV’s review of its corporate risk management system and risks is conducted by management and overseen by the Board Audit Committee.</p>	

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.

TCFD pillar and recommended disclosures	DNV’s approach	More information
<p>Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term</p> <p>Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning</p>	<p>The energy transition and its implications deeply affect our core business. DNV’s Global Technology and Research Group models the energy transition and publishes its findings annually in our <i>Energy Transition Outlook</i>. It outlines our forecast, the basis for what we believe is the most likely climate change scenario by 2100, which is global warming of 2.2°C. This exceeds the target set by the Paris Climate Agreement.</p> <p>We have also created a model of a pathway to net zero detailing the political and policy developments, technology roll-out, and timing needed to stay within the 1.5°C limit set by the Paris Climate Agreement.</p>	<p>Energy Transition Outlook</p> <p>How we make an impact</p>
<p>Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>Our energy transition forecast and our net zero scenario, combined with IPCC research (AR6), form the basis of our analysis of risks and opportunities, and inform our business strategy. This includes, but is not limited to, helping our maritime customers decarbonize their operations and working with leading energy companies to assist them in transitioning faster.</p> <p>We are in the process of classifying our products and services against the EU taxonomy for sustainable activities. With this analysis, we have assessed the proportion of our products and services that support sustainable outcomes, including climate change mitigation. It also gives us a view of the business opportunities relating to activities that support sustainability.</p>	<p>Environment and climate</p>

Risk management

Disclose how the organization identifies, assesses, and manages climate-related risks.

TCFD pillar and recommended disclosures	DNV's approach	More information
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	<p>DNV has added climate risk to our existing risk process, which is detailed in our management system. All sources of risk, including climate-related risk, are assessed at business-area level and consolidated at Group level.</p> <p>All identified risks are categorized as part of our risk management process.</p>	Enterprise risk management
Describe the organization's processes for identifying and assessing climate-related risks		
Describe the organization's processes for managing climate-related risks	<p>When any identified risk is assessed as high, or red, it is flagged to the CEO and mitigation measures are developed. The top five risks identified by our Risk Forum are presented to, and discussed with, our Board.</p>	

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

TCFD pillar and recommended disclosures	DNV's approach	More information
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Our risk management process includes a risk matrix with associated risk ratings.	
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	DNV reports on Scope 1 and 2 emissions and on emissions from material Scope 3 categories in the annual report. We have set targets to reduce our carbon footprint.	Environment and climate
Describe the targets used by the organization to manage climate-related risks and opportunities	<p>DNV's strategy to 2025, and subsequent review in 2022, is based on our research into the energy transition where we quantify in detail the energy transition globally and on ten world regions and key energy-demand sectors including those that we serve actively (e.g. maritime, and energy generation, storage, transmission and distribution). Detailed forecast data is available internally in DNV and annual data through to 2050 is published externally with free access via DNV's industry data platform, Veracity.</p>	Environment and climate How we make an impact

Climate-related risks and opportunities

DNV's recent strategy review emphasized the increased impact of climate change. Our 2022 Energy Transition Outlook also concludes that the climate change the world will witness before 2100 will exceed what is considered safe by the Paris Climate Agreement.

In the shift to a lower-carbon economy, DNV faces a number of transition risks that may affect our core markets in the maritime, energy, and food sectors, among others. These include: increasing and more stringent regulation; enhanced carbon pricing; the stranding of fossil-linked assets; safety issues related to the use and transport of low-carbon energy sources (like hydrogen and its derivatives) and captured CO₂; access to finance linked to the shift from fossil fuels to renewables; and the electrification of society.

Although these risks will affect some current revenue streams, the energy transition also presents us with considerable opportunities as we continue to use our knowledge, technical expertise, and research to help customers navigate the energy transition.

The table shows some of the transition risks that will affect the core sectors we serve in the two climate change scenarios developed by our Energy Transition Outlook research programme. By association, the risks faced by our customers can lead to risks and opportunities to DNV in relation to the services we provide to these customers.

Achieving net zero by 2050 is technically and politically feasible, but challenging. It requires the ramping up of existing technologies, supported by strong policy measures and carbon pricing.

Transition risks	Energy Transition Outlook: most likely future: 2.2°C by 2100 (1.5°C surpassed by 2029)	Pathway to Net Zero: 1.5°C by 2050 Technically and politically feasible, but challenging. Requires the ramping up of existing technologies, supported by strong policy measures and carbon pricing.
Policy and legal	<ul style="list-style-type: none"> • Growing adoption of carbon pricing, with Europe leading the way (EU Emissions Trading Scheme) • Policies and regulations supporting renewables, storage and grid expansion • Electric vehicle uptake will grow due to incentives in Europe, China, and the US. 	<ul style="list-style-type: none"> • Substantial regulation; carbon pricing increases, particularly in Europe and the US • Tightening energy-efficiency standards • Bans on internal combustion engine vehicles, policy push for zero-emission vehicles • Regulations and access to finance will drive maritime decarbonization.
Technology	<ul style="list-style-type: none"> • Increasing electrification, using solar and wind power • Electricity demand will double by 2050 • Carbon capture and storage (CCS) will accelerate from 2040, but too slowly • Focus on energy efficiency. 	<ul style="list-style-type: none"> • Technology cost reductions accelerate as technologies scale up earlier • Capital expenditure supports CCS and Direct Air Carbon Capture growth, electrification, and greater hydrogen use.
Market	<ul style="list-style-type: none"> • Fossil-fuel use reduced by 50% from 2021, but gas maintains its share • Primary energy supply shifts to 51% non-fossil sources in 2050 • Aviation, maritime, and heavy industry retain high fossil-fuel use. 	<ul style="list-style-type: none"> • Fossil fuel use reduced by 80% from 2021 level, no need for new investment • Primary energy supply shifts to 80% renewables in 2050 • Less transportation of fossil fuels by ship.
Reputation	<ul style="list-style-type: none"> • Growing regulatory and industry requirements to account for GHG emissions in value chains • Public pressure on companies to decarbonize. 	<ul style="list-style-type: none"> • Net-zero commitments and a focus on reporting, verification, and transparency are essential to maintain business reputation • A focus on replacing fossil fuels.

High-level overview of risks and opportunities

Risks to DNV

Short term:

- Hot labour market for expertise in renewables, sustainability, and environmental, social, and governance (ESG) presents a risk to employee and skills retention
- Reduction in remote (and lower-carbon) services as pandemic restrictions ease.

Medium term:

- Investment in the oil and gas sector declines at a faster pace than it is replaced by new low-carbon revenue streams
- Believing and investing in new nascent technologies that only provide marginal impact.

Opportunities for DNV

- Growth in the services we offer, including those relating to wind and solar power, CCS, fuel selection, sustainable finance, emissions reporting, hydrogen power, and ESG regulation advice
- Expansion of low-carbon services into new regions and markets, and development of new products and services
- Merging of existing resources and building on fossil-fuel expertise (for example, in the Energy Systems business area)
- Increasing demand for remote and digital services.



PERFORMANCE

The Board of Directors' report provides a comprehensive review of DNV's strategy and performance for the year as well as the Board's outlook for the future.

The financial statements are prepared in accordance with the Norwegian Accounting Act and regulations on simplified IFRS.

The sustainability reporting is according to the Global Reporting Initiative Universal Standards. KPMG has audited the financial reporting and provided limited assurance on the sustainability reporting.

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BOARD OF DIRECTORS' REPORT

2022 was a year marked by multiple crises and instability related to geopolitical, economic, and environmental issues. DNV - with its steadfast purpose of safeguarding life, property, and the environment and ambitious vision of being a trusted voice to tackle global transformations - is as relevant as ever. DNV has experienced another year of strong financial results and enjoys growing customer trust.

A world facing multiple, interconnected crises

The Russian invasion of Ukraine and the receding COVID-19 pandemic have, in addition to bringing about a tragic loss of life, given rise to supply chain disruptions and surging inflation. These factors, combined with energy shocks, food shortages, and the already visible effects of climate change, have resulted in some of the most volatile and challenging times in decades.

Despite challenges to the global economy in 2022, DNV has maintained strong performance, delivering some of its strongest financial results ever. Operating revenues of NOK 25,031 million were recorded in 2022 - a 16.6% growth compared with 2021.

In addition to strong financial performance, results from a brand survey completed by more than 5,000 respondents indicate that trust in DNV has increased by seven percentage points since 2018.¹ This result is significantly ahead of competitors and supports DNV's vision of being a trusted voice to tackle global transformations.

The DNV 2021-2025 strategy has so far proven to be robust. DNV is progressing well against its strategic targets. The company has continued to execute on its ambitious growth strategy and achieved strong organic growth in 2022. 2.3% of the growth in 2022 came from acquisitions within the energy, health, and business assurance sectors.

¹ The seven percentage point increase is for respondents giving DNV a score of seven on a seven-point scale. In the Sustainability section, DNV refers to a four percentage point increase which is for scores of six or seven on the seven-point scale.

The ongoing war in Ukraine has affected the global energy industry and the markets DNV operates in, posing a threat to energy security and forcing many countries to reduce their reliance on Russian oil and gas. The war has had a moderate impact on DNV's financial results and operations. DNV decided to cease operations in Russia and to wind down business with Russian companies shortly after the Russian invasion of Ukraine began.

The more difficult COVID-19 variants receded by 2022, and many DNV employees returned to offices and customer sites around the world. Experience gained during the pandemic and the launch of flexible working principles in mid-2021 have enabled many employees to continue working remotely on a partial basis. DNV will continue to work on optimizing the office environment, digital platforms, and IT infrastructure to enable secure remote and flexible working, as well as providing best practice for leading and working in hybrid teams.

DNV has maintained its focus on further building a position in the energy transition. Considering its thought leadership and technical expertise, the Board expects DNV to contribute to accelerating the transition required to limit global warming to 1.5°C in line with the Paris Agreement, and to be an enabler in reaching the UN Sustainable Development Goals.

The Board sincerely thanks the management and employees for their hard work, dedication, and commitment throughout 2022. The Board firmly believes that DNV is well-positioned to achieve its ambitious growth objectives in the years ahead, and to support customers to tackle global transformations.

Financial performance

The DNV Group recorded operating revenues of NOK 25,031 million in 2022, compared to NOK 21,464 million in 2021, representing growth of 16.6%. Adjusted for exchange rate fluctuations, the growth was 13.1%. The solid performance was driven by active sales-promoting activities, supported by positive market developments in most of our businesses.

- Maritime recorded revenues of NOK 8,570 million in 2022, corresponding to growth of 14.8% compared to 2021, following strong new-building sales and market share in the preceding year.
- Energy Systems reported revenues of NOK 9,284 million in 2022, representing growth of 17.6% compared to 2021, supported by a favourable energy transition market development.
- Business Assurance reported revenues of NOK 2,957 million in 2022, which represents growth of 2.2% compared to 2021, despite 2022 being the structurally weaker first year of the three-year certification cycle.
- Supply Chain & Product Assurance delivered revenue of NOK 1,453 million in 2022, which shows growth of 44% compared to 2021, supported by strong market growth for several of the service lines.

- Digital Solutions realized growth of 11.5% compared to 2021 and delivered revenues of NOK 1,250 million in 2022.
- The Accelerator recorded revenues of NOK 1,393 million in 2022, achieving 42.6% growth compared to 2021, driven by acquisitions in the new Cyber Security and Digital Health service segments, in addition to strong year-on-year growth of the Inspection business.

Earnings before interest, taxes, depreciation, and amortization (EBITDA) grew by NOK 485 million from NOK 3,673 million in 2021 to NOK 4,159 million in 2022. The operating profit (EBIT) for 2022 ended at NOK 3,170 million, an increase of NOK 524 million compared to NOK 2,646 million recorded in 2021. Organic growth is the main contributor to the improved results. The accrual for profit share (DNV's employee incentive scheme) is NOK 1,051 million.

An external credit rating process was initiated in 2022 to obtain an independent assessment of DNV's credit worthiness. Following this process, Scope Ratings GmbH assigned an A/Stable credit rating to DNV Group AS.

The net financial expenses were NOK 199 million in 2022, compared to a net financial income of NOK 512 million in 2021. The change from 2021 was primarily caused by a NOK 599 million gain from the sale of shares in StormGeo Holding AS reflected in 2021, in addition to currency losses following from the weakening of the NOK in 2022.

The 2022 tax expense of NOK 971 million represents an average tax cost of 33%, up from 23% in 2021, mainly due to the tax-exempt gain from the sale of the StormGeo Holding shares reflected in 2021. The net profit for the year was NOK 1,999 million, compared to last year's net profit of NOK 2,420 million.

The DNV Group had a strong balance sheet, with an equity ratio of 56.7% and liquidity of NOK 7,324 million at year-end 2022. As of 31 December 2022, DNV Group had total assets of NOK 37,239 million and total equity of NOK 21,116 million. A net actuarial gain of NOK 350 million from defined benefit pension plans and positive exchange differences from net investments in foreign subsidiaries of NOK 913 million were recognized in equity at the year-end.

The cash flow from operations came to NOK 2,514 million in 2022, compared with NOK 2,761 million in 2021, impacted by strong EBITDA performance and increase in working capital. The cash flow from investments was NOK -1,473 million in 2022. This includes acquisitions of in total NOK 913 million (described in the 'Markets' section). The investments of NOK 283 million in intangible assets mainly relate

to the development of commercial software by Digital Solutions, further in-house Oracle enterprise resource planning roll-outs, the implementation of the Salesforce customer relationship management system, and system integration efforts in the business areas.

Financing activities produced a negative cash flow of NOK 653 million. Following from IFRS 16, a change in lease liabilities caused a negative impact of NOK 407 million on the cash flow from financing activities, with a corresponding positive effect on the cash flow from operations. NOK 246 million liabilities for group contributions declared at year-end 2021 between DNV Group and its parent company DNV Holding were settled to DNV Holding in 2022.

The total net positive cash flow for the year was NOK 389 million.

The financial statements of DNV Group AS, the parent company of the DNV Group, show a net profit for the year of NOK 1,664 million, mainly generated from dividends from subsidiaries. As of 31 December 2022, DNV Group AS had total assets of NOK 20,822 million and total equity of NOK 12,562 million. The Board proposes to transfer the profit for the year to other equity.

An external credit rating process was initiated in 2022 to obtain an independent assessment of DNV's credit worthiness. Following this process, Scope Ratings GmbH assigned an A/Stable credit rating to DNV Group AS.

The Board confirms that the going concern assumption applies and that the financial statements have been prepared on this basis. The Board considers DNV Group's financial performance and status as strong and liquidity as very good. The parameters contribute to a robust platform for achieving strategic targets and maintaining DNV's independence as a financially strong and autonomous company. The Board also confirms that, to the best of its knowledge, the information presented in the financial statements gives a true and fair view of the assets, liabilities, financial position, and results of the DNV Group for the period. To the best of the Board's knowledge there are no material events after the balance sheet date affecting the 2022 financial statements.

Strategy

The Board of Directors approved an update of the DNV 2021-2025 strategy at the August 2022 Board meeting. The customer-centric growth strategy - with the overall ambition to shape the future of assurance - was launched in January 2021. The strategy has proven to be robust, both throughout the pandemic and so far during the ongoing war in Ukraine and the associated increase in geopolitical tension and energy crisis.

Management has executed well on implementing the strategy in all business areas. Key achievements in 2022 are described in greater depth in the 'Markets' section. The strategy update mostly confirms the



main strategic direction, with initiatives to reinforce our focus in the areas of cyber security, digital health assurance, environmental, social, and governance (ESG) services, assurance of artificial intelligence, and further building a leading position in the energy transition. These initiatives will add weight to DNV's ambition to shape the future of assurance and to be a trusted voice within the big transformations of decarbonization and digitalization.

In general, the target of growing revenue by at least 45% in the strategy period remains in place. Given the strong performance of the ongoing business and conditions in the mergers and acquisitions market, annual operating plans are placing greater relative weight on organic compared to inorganic growth. One constraint which remains is the competition for talent in a tight labour market, and several initiatives are targeting recruitment and retention. In general, management is mindful of the quality of organic growth where revenue from repeatable, recurring services is preferred over revenue from short-run, non-repeatable services, for example one-off advisory engagements.

Markets

MARITIME

Throughout 2022, a series of geopolitical shocks and the aftermath of the COVID pandemic resulted in increased uncertainty and challenges to the global shipping industry. In addition, the Russian invasion of Ukraine and the subsequent international sanctions resulted in major disruptions to supply chains with flow-on effects for the maritime industry.

As inflation and energy prices surged, growth in seaborne trade slowed significantly more than previously projected.

Vessel ordering levels also declined, only reaching 50 million gross tonnes - a decline of 41% from the previous strong year. With increasing new-building prices and limited slot availability, ordering activity declined markedly in the second half of the year.

The container segment, however, continued to enjoy the boom of 2021, especially at the beginning of the year. Container ships dominated ordering, with more than 37% share of the total orders across all vessel types, measured in gross tonnes. LNG carriers were the other bright spot, with orders reaching 135 ships over the year, far exceeding the previous record.

The drive towards the wider adoption of low- and zero-carbon fuels in shipping continued, with record

numbers of vessels ordered with alternative fuels. DNV tracked this trend via its Alternative Fuels Insight portal and supported the industry in shaping many partnerships. New technologies to enhance energy efficiency were also in focus as key environmental regulations came into force.

The maritime industry expanded its focus to the broader supply and infrastructure ecosystem. There is growing awareness that shipping will need greater cross-industry collaboration to realize the ambitious decarbonization goals set by the public, financiers, the International Maritime Organization, regulators, and other stakeholders - especially on the critical question of fuel availability.

DNV maintained its position as one of the leaders in terms of new-buildings orders, winning some 23% of all orders measured in gross tonnes. Strength in the container and gas carrier segments were key elements of the success, alongside important orders in the car carrier, cruise, and offshore segments.

The drive towards the wider adoption of low- and zero-carbon fuels in shipping continued, with record numbers of vessels ordered with alternative fuels.

At the end of 2022, the DNV-classed fleet stood at 10,291 vessels and mobile offshore units, totaling 283.8 million gross tonnes. With 18% of the total world fleet measured by gross tonnage, DNV retained its position as the world's largest classification society. At the same time, even as new-building orders slowed over the year, overall order intake in Maritime Advisory remained robust.

For the seventh year running, DNV was named the top classification society by maritime newspaper Lloyd's List - as well as offering a fresh perspective on 2050 with the Maritime Forecast to 2050. In addition, DNV won Classification Society of the Year and the Green Shipping Award for the offshore Abate notation at The Maritime Standard Awards 2022.

ENERGY SYSTEMS

In 2022, the global energy industry faced significant upheaval because of the war in Ukraine and post-pandemic recovery. Despite this, the energy transition continued to gather pace and DNV's independent expertise and assurance services were more important than ever. The drive for clean, secure, reliable, and cost-competitive energy sources continued to push the growth of new technologies, such as floating offshore wind, hydrogen, and Carbon Capture and Storage.

2022 reinforced the importance of the strategic move in 2021 to create the Energy Systems business area by merging DNV's Oil & Gas and Power & Renewables businesses. With a clear focus on key customer

accounts with a broad, integrated set of services, DNV is well-positioned to help customers transition faster towards a decarbonized energy system. Major policy implementations across the world, such as the US Inflation Reduction Act and REPowerEU, will further strengthen DNV's markets and the need for DNV's many integrated services.

Within the challenging landscape, Energy Systems realized solid growth in 2022. As its energy experts around the globe continued to support customers, order intake increased by 6%. Over 55% of this was driven by contracts with key customers. To support its continued growth, Energy Systems increased its



headcount in 2022, growing from 3,980 to 4,348, and looks forward to welcoming even more new colleagues in 2023.

Preparing DNV's customers for the demands of the energy transition is a core focus for the Energy Systems business area. In 2022, the growth in Energy Systems was driven by the acquisitions of Clean Technology Partners Pty Ltd (CTP), experts in power grids, renewables and storage technology, and Power System Dynamics, a world-leader in specialized services for high-voltage power systems. Energy Systems' new digital roadmap was launched in 2022 and will bring more focus on data acquisition and analytics to deliver unique insights and increased value for its customers.

BUSINESS ASSURANCE

After redefining its business perimeter to management system certification and related training activities, Business Assurance delivered strong results across all geographies. 2022 was marked by a volatile business environment which both constrained operations and created new opportunities. Customers' responses led to increased needs in areas such as information security, cyber security, and energy management.

2022 was the first year of the three-year certification cycle, which means a lower baseline of recurring revenue. Through a combination of strong commercial performance, improved operational management, and new sales, Business Assurance achieved solid growth.

A considerable contributing factor was increased engagement with major international brands in the strategic industry sectors automotive and aerospace, food and beverage, and information and communications technology. DNV's commitment to innovation and growth also secured a significant number of contracts with major global corporations in several other industries.

Training services continued to be critical as customers' competence needs continued to grow. A robust strategy and infrastructure to support ambitious further growth toward 2025 has been put in place.

Business Assurance continued its efforts to enhance the customer experience. A comprehensive project was launched to map and streamline the end-to-end customer journey, encompassing all operational aspects, roles, and geographies.

In 2022, The Registrar Company was acquired, increasing DNV's market share in North America and establishing a presence in Canada. The acquisition of Auvaro expanded the information security portfolio and competence in the Netherlands. Responding to market needs, Business Assurance expanded its service portfolio. Services such as Europrivacy™ to ensure that data processing procedures are GDPR compliant, certification for organizations in the nuclear sector supply chain (ISO 19443), assurance of feed schemes in accordance with the Aquaculture Stewardship Council, and assessment and training on diversity, equity, and inclusion (ISO 30415) were among those added.

SUPPLY CHAIN & PRODUCT ASSURANCE

The Supply Chain & Product Assurance business area continued its 'scale-up' journey in 2022. This was driven by increased safety and performance requirements in medical and industrial product assurance, a heightened focus on sustainable finance and customers' sustainability and ESG agendas, as well as further scrutiny of supply chain performance and resilience.

As a result, the organization added a large number of operating staff in these areas with 226 colleagues joining the business area in 2022. Supply Chain & Product Assurance aims to build further capacity in 2023. In 2022, the Supply Chain & Product Assurance order intake increased by 30% compared to 2021.

In early 2022, DNV acquired Hamburg-based MEDCERT, one of the largest independent Notified Bodies in the medical devices space. This important acquisition helped DNV gain a strong foothold in the German market while assisting customers with a smooth transition to the new Medical Devices Regulation.

In the US and Australia, DNV continues to work with hospitals to provide accreditation services on proper procedures, safety, cleanliness, and licensing. This contributes to the continued high performance of healthcare systems and patient safety.

The product assurance teams also worked with clients across many industries such as transportation, construction, aquaculture, industrial machinery, and food products on safety and performance standards.

Consumer awareness on issues such as green-washing, coupled with new regulatory frameworks such as the EU Green Deal, has put large emphasis on the importance of third-party verification, transparency, and corporate reporting. Supply Chain & Product Assurance saw demand growing for new offerings relating to Life Cycle Assessment and EU Taxonomy alignment services. The business area has worked with many large global businesses to help them gain a deeper understanding of their value chain emissions and to manage their decarbonization agendas.

On supply chain traceability, Supply Chain & Product Assurance continued to assist customers with ensuring the verified provenance of their products by utilizing traceability solutions, blockchain registration, and the development of consumer-facing digital product passports.



DIGITAL SOLUTIONS

In 2022, the business area continued to build a position as a leading provider of software and digital solutions, supporting mainly the energy and maritime industries. DNV's contribution to accelerating the energy transition has been further strengthened through customer projects, product development, and Joint Industry Projects.

The business area is leading three Joint Industry Projects focused on developing software which increases safety in deploying technologies critical to the energy transition, including Carbon Capture and Storage and the production of hydrogen and ammonia. Knowledge gained through the Joint Industry Projects is being scaled through software products, enabling customers to accelerate their energy transition.

Digital Solutions reported revenue growth of 11.5% in 2022, achieving solid growth particularly within renewable energy and other solutions supporting the energy transition.

DNV's digital sales platform is improving customer experience and increasing efficiency through automation. Digital sales saw an increase of 228% in 2022 and are expected to continue to grow rapidly.

There is a growing demand for cloud-based solutions across market sectors, as these solutions provide higher security, faster implementation of product innovation, and increased data processing power to

customers. The business area is making progress with the transition from on-premise to cloud-based solutions. Recurring revenue from cloud-based software has increased by 34% compared to 2021.

The need for development and deployment of digital twins in the energy industry increased in 2022. Digital Solutions has continued to work on standard-driven digital twins as a basis for its assurance of digital assets. In 2022, the business area launched the eMark service where DNV provides an independent assessment of digital assets according to DNV Recommended Practices - demonstrating the validity of a digital product or service.

THE ACCELERATOR

The Accelerator is DNV's business area dedicated to growing business units that will shape the future of assurance. In 2022, the business area continued to successfully scale three areas: cyber security, digital health, and industrial inspection markets.

CYBER SECURITY. Addressing cyber security aspects of DNV's customers' assets and processes is of growing importance to DNV's purpose of safeguarding life, property, and the environment. Escalating geopolitical tensions are resulting in greater focus on critical infrastructure and its resilience to cyber attacks. This trend is a driving force behind increased demand for DNV's cyber security solutions, and the basis for DNV's decision to further increase its growth ambitions in this domain towards 2025.



DNV's cyber security revenue increased by 226% in 2022, bolstered by the November 2021 acquisition of Applied Risk - a company specializing in industrial cyber security, based in the Netherlands. Synergies between Applied Risk and DNV led to securing a contract to establish the control system security foundations for a major energy company's global network of fuel terminals.

DIGITAL HEALTH. Demand for digital health technology has continued to develop to relieve pressure on healthcare systems around the world. In 2022, DNV put the foundation in place to scale DNV Imatis - the digital health company acquired by DNV in July 2021. DNV Imatis was prepared for further growth in 2022, supported by a successful re-brand and

delivery capacity. Furthermore, new sales capacity was recruited in the UK and Sweden as DNV Imatis continues its expansion beyond the stronghold market in Norway.

In December 2022, DNV acquired MBI Healthcare Technologies, a healthcare data assurance company based in the UK, as part of DNV's strategic expansion into the digital health market. MBI Healthcare Technologies supplies healthcare providers with artificial intelligence-backed technology and data quality expertise to reduce patient safety risks, deliver care more efficiently, and bring down waiting times for elective treatment. By joining forces, DNV and MBI Healthcare Technologies will work to rapidly scale the company's solutions in the UK, target growth in international markets, and bring new data assurance technologies to the healthcare sector.

INSPECTION. DNV's inspection business grew revenue by 19% in 2022 despite challenging market conditions caused by sustained COVID-19 restrictions in Asia, as well as inflation. The unit boosted its sales order book to its highest-ever value, supported by initiatives to strengthen its position in key markets such as the Saudi Arabian energy sector.

The unit continues to make good progress in diversifying beyond its stronghold position within the oil and gas industry with significant growth in the power and renewables market. In 2022, 35% of the order intake came from the power and renewables sector, with a large contribution from the European offshore wind market.

Corporate governance

DNV considers sound corporate governance to be fundamental for ensuring trust in the company, and the foundation for achieving sustainable value creation in the best interests of DNV's customers, employees, owner - Stiftelsen Det Norske Veritas - and other stakeholders.

DNV issues an annual Corporate Governance Report to verify corporate governance in accordance with the most recent Norwegian Code of Practice for Corporate Governance (Code of Practice) to the extent relevant for the DNV Group as a private limited company. DNV's Corporate Governance Report deals with each of the 15 topics covered by the Code of Practice and describes DNV's adherence to this code. The Corporate Governance Report also describes the legal basis and principles for DNV's corporate governance structure. The management company of the DNV companies is DNV Group AS, registered in Norway and governed by the Norwegian Private Limited Companies Act. DNV Group AS is wholly owned by Det Norske Veritas Holding AS (DNV Holding) and ultimately fully owned by Stiftelsen Det Norske Veritas. Stiftelsen Det Norske Veritas issues a separate annual corporate governance report available on www.detnorskeveritas.com.

In June 2022, it was decided to extend the DNV Board with a new board member to add some

desired competencies to the Board. Other Board members that were up for re-election were re-elected. The Board of Directors of DNV Group AS therefore consists of 11 members since June 2022. Seven of these are elected by the shareholders, while four are elected by and from among DNV employees worldwide. The Board comprises seven men and four women from five nationalities, with an average age of 56.7 years. The tenure of the Board members ranges from eight months to six-and-a-half years, with an average of 3.9 years. The Board's combined expertise represents a range of stakeholders, markets, and competences. In 2022, four shareholder-elected Board members were up for re-election. The composition of the shareholder-elected Board members after the election became as follows:

- Jon Fredrik Baksaas, re-elected as Chair of the Board
- Lasse Kristoffersen, re-elected as Vice-Chair of the Board
- Ingvild Sæther, re-elected as Board Member
- Christian Venderby, re-elected as Board Member
- Birgit Aagaard-Svendsen, Board Member
- Silvija Seres, Board Member
- Andreas Ringman Uggla, elected as new Board Member

During the election by and from among the employees, two members were re-elected. The composition of the employee-elected Board members is as follows:

- Nina Ivarsen, re-elected as Board Member in the constituency 'Norway'
- Jon Eivind Thrane, re-elected as Board Member in the constituency 'Norway'
- David McKay, Board Member in the constituency 'Worldwide (except Europe)'
- Thomas Reimer, Board Member in the constituency 'Europe (except Norway)'

Detailed information about the individual Board members can be found in the Board of Directors' Profiles section of the DNV Annual Report.

The Board held six ordinary meetings and five extraordinary meetings in 2022. The Board Audit Committee held five meetings in 2022 and the Board Compensation Committee held three ordinary meetings and two extraordinary meetings in 2022. The attendance at Board and Committee meetings was close to 100%.

All directors and officers in the DNV Group, including DNV Group AS (with subsidiaries and affiliates), are covered by a comprehensive global directors' and officers' liability insurance. The Board of Directors considers the limits of the coverage to be sufficient to meet any relevant and foreseeable risks related to the governance of the DNV Group.

Further information related to DNV's corporate governance can be found in the company's Corporate Governance Report for 2022 published on www.dnv.com.

Enterprise risk management

The Board underlines the importance of continuously having a comprehensive understanding of the risks facing DNV that could affect the Group's financial performance, reputation, and key business objectives. DNV has processes in place to proactively identify such risks at an early stage and initiate adequate mitigating measures and actions. DNV's risk management policy is part of the management system and shall ensure that the risk management processes are integrated into everything the company does. The policy is aligned with the ISO 31000 framework.

The Board formally reviews the risk management status and outlook, both risks and opportunities, at least twice a year - as part of the strategy revision and annual planning processes. DNV calculates its



risk-adjusted equity on an annual basis, considering the most important risk factors. Based on value-at-risk methodology, the analysis includes potential losses from operations, foreign-exchange exposure, and pension plan assets and liabilities. The book equity less the maximum calculated loss illustrates DNV's total risk exposure and the amount that can be lost in a worst-case scenario. This exercise gives the Board a measurable overview of the key quantified risks and DNV's capacity to take on new risks.

Severe quality, safety, cyber security, and integrity risks in the company represent another focus area. Numerous protective barriers have been put in place to minimize the likelihood of such risks materializing. DNV's management system is constantly scrutinized to ensure that the company is managing these risks satisfactorily. To limit the potential financial consequences of such risks, DNV has put in place global insurance policies with a level of insurance cover suited to DNV's operations and risk profile.



DNV's main financial risks include market risk (interest rate and foreign currency risk), credit risk, liquidity risk, pension plan risk, and political risk related to trade sanctions.

INTEREST RATE RISK: The company has limited borrowings, and the interest rate on existing loans was fixed until December 2022. Going forward, the company has exposure to interest rate volatility. All existing loans are denominated in NOK and the risk is therefore linked to the Norwegian interest rate level. As the company has liquidity reserves in excess of its borrowings, the net interest rate risk is limited.

FOREIGN CURRENCY RISK: DNV has revenues and expenses in approximately 60 currencies. Of these, six (NOK, EUR, USD, CNY, KRW, and GBP) make up 78% of the total revenue. In most currencies, the company has a natural hedge through a balance of revenues and expenses. However, a significant portion of DNV's net income is based on the USD or currencies closely correlated to the USD. DNV's management has a mandate to hedge up to 75% of forecasted USD or USD-correlated net cash flow exposure 18 months forward. At year-end 2022, DNV has hedged USD 75 million of its future cash flow through forward contracts, which represents about one third of the hedging mandate. DNV is also materially exposed to the re-evaluation of balance sheet items, including net investments in foreign subsidiaries.



CREDIT RISK: Receivable balances are monitored on an ongoing basis, with the result that the company's exposure to bad debts is limited. There are no significant credit risk concentrations within the company. With respect to the credit risk resulting from the other financial assets, which comprise cash, cash equivalents, liquidity funds, and certain derivative instruments, DNV's exposure arises from any default of the counterparty, with the maximum exposure equal to the market value of these instruments.

LIQUIDITY RISK: DNV maintains a liquidity reserve where the targeted amount shall correspond to 15% of the Group's annual revenue plus a certain amount in an acquisition and investment reserve. DNV monitors its liquidity risk on a continuous basis.

The liquidity planning considers the maturity of the financial assets (e.g., accounts receivable, other financial assets) and projected cash flows from operations.

PENSION PLAN RISK: The company has closed all existing defined benefit pension schemes to new entrants. However, DNV is exposed to volatility in the financial markets affecting the value of the pension plan assets. The Group is also exposed to interest rate volatility affecting the pension commitments. Lower interest rates over several years have led to an increase in the pension commitments while the situation at year-end 2022 shows a major increase in interest rates leading to substantially lower pension liabilities.

POLITICAL RISK: The diverse locations of our operations around the world expose DNV to a wide range of political developments, instabilities, changes to the regulatory environment, and consequent changes to DNV's economic and operating environment (including for example the war in Ukraine, the continued impact of the COVID-19 pandemic or any future epidemic/pandemic, growing US-China tensions, and new and existing trade sanctions). These risks require close and continuous monitoring and are being closely followed up both locally and at Group level.

INFORMATION AND CYBER SECURITY RISK: The number of attempted cyber attacks on DNV has increased. The ongoing digitalization of services and the transfer of information and data from on-premise to cloud solutions comes with an increased risk

related to securing technical, business, and customer-critical information. This risk is considered high, and a single breach could be critical. It is therefore a high priority to continuously monitor and mitigate information and cyber security risks across DNV. DNV is certified to the ISO 27001 information security standard. The Cyber and Data 2022 awareness programme has continued to improve employees' understanding of cyber security and personal data protection topics. The Board continues to review DNV's cyber security risk at least once per year.

At the time of publication, DNV had experienced a ransomware cyber attack on its ShipManager software servers. DNV worked with all affected customers and relevant authorities to address the situation and mitigate the impacts in January 2023. As of March 2023, all users are back online but a police investigation continues.

CLIMATE RISK: In DNV's recent strategy review, the increased impact of climate change was emphasized, and DNV's forecast of the energy transition shows a trajectory that leaves a gap to the Paris Agreement's goal of 1.5°C. Transition risks that may affect DNV's core markets in maritime, energy, and food sectors are increasing regulations, carbon pricing, access to finance designed to shift from fossil fuels to renewables, and the electrification of society. Although these risks will affect some current revenue streams, there are also opportunities as DNV uses its research and expertise to help customers accelerate the energy transition.

Sustainability and climate

DNV's commitment to sustainability runs deep. It is ingrained in DNV's longstanding purpose of safeguarding life, property, and the environment, reflected in the services offered, and is the key to delivering on DNV's strategy.

DNV is committed to acting as a trusted voice to tackle global transformations. It has a key role in accelerating the energy transition and enabling the achievement of the UN Sustainable Development Goals. This places great responsibility on DNV to have high ambitions for the sustainability of its own operations.

DNV defines sustainability broadly and dedicates considerable resources to employee welfare and ensuring safety, resilience, diversity, and inclusion; safeguarding human rights internally and in supply chains; maintaining high standards of ethics and compliance; and a strong focus on information security. Given its area of expertise and thought leadership on decarbonization and the energy transition, DNV places particular emphasis on climate and the environment.

DNV is developing a roadmap to decarbonize its own operations, to ensure long-term plans and targets are in place. In the short-term, there is no

time to lose, which is why DNV has set aggressive targets to reduce its carbon footprint by 2025 and identify and support projects to become climate net positive. The Board maintains oversight to ensure that DNV meets the ambitious targets and reduces the environmental impact of its operations.

DNV is a dedicated member of the World Business Council for Sustainable Development and the UN Global Compact. The Board upholds that the UN's guiding principles on human rights, labour standards, environmental performance, and anti-corruption are critical for achieving long-term value, and that the UN Sustainable Development Goals are the main goals on the issues that matter. SDG3 (Good health), SDG7 (Affordable and clean energy), SDG13 (Climate action), and SDG14 (Life under water) have been identified as core goals where DNV can make a particularly positive impact through the work it conducts for its customers as well as through partnerships.



In 2022, DNV had zero cases of non-compliance with environmental regulations and zero fines related to environmental aspects. The Board Audit Committee has reviewed DNV's sustainability reporting, and recommendations made by KPMG considering their limited assurance of the report. The Board refers to the sustainability section of the annual report for a complete account of DNV's sustainability approach and performance.

Organization and people

DNV has employees in 74 countries and corporate headquarters located at Høvik, outside Oslo, Norway. The total number of employees at the year-end 2022 was 12,708¹, of whom 98% are permanent employees. In addition, 11,189 subcontractors and expert consultants were engaged.

Attracting and retaining talent is critical to realizing DNV's strategic goals. In 2022, employee turnover was 8.7%, with voluntary turnover at 7.4%. DNV strives for diversity, equity, and inclusion at all levels of the organization and is firmly committed to providing equal opportunity in all aspects of employment. A career in DNV should not be hindered by any type of discrimination if the employee has the

¹ In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.

competence, attitude, and values needed for the role. The Board considers the company's purpose, vision, and values to be instrumental in attracting and retaining the diverse workforce necessary in global markets. The Board also emphasizes the importance of sound management of human and labour rights. DNV's statement pursuant to the UK Modern Slavery Act has been signed by the Board and is published on the company website.

The employees represent 117 nationalities and DNV has operations involving 100 or more employees in 20 countries. DNV's largest operations are in Norway, the US, Germany, the UK, Poland, and China. Of the permanent employees, 89% have a higher education. The proportion of female employees and female managers is 35% and 30% respectively.

As of 31 December 2022, the Executive Committee consisted of four women and seven men.

DNV strives for diversity, equity, and inclusion at all levels of the organization and is firmly committed to providing equal opportunity in all aspects of employment.

Business ethics and anti-corruption

DNV's business model and success are based upon trust. Building trust is enshrined in the company's vision and values. The Board strongly emphasizes the necessity of reflecting DNV's values and demonstrating ethical leadership in society.

The DNV Group has a zero-tolerance policy for corruption and unethical behaviour, which applies to all those working in DNV, including employees, subcontractors, agents, and suppliers.

DNV is committed to maintaining and continuously improving a compliance management system in accordance with ISO 37301, focusing on anti-corruption, anti-trust, data protection, export control, and sanctions. Compliance risks are regularly assessed as part of the corporate risk management process and appropriate measures are taken accordingly.

The Group Compliance Officer reports on performance to the Board and Executive Committee annually and to the Board Audit Committee quarterly.

Information on how to report occurrences or suspected misconduct is published on the company website and the intranet. DNV also offers an ethical helpline and anonymous whistle-blowing channel to ensure and encourage reporting.



In 2022, DNV addressed the Norwegian supply chain law, the 'Transparency Act', which came into effect on 1 July 2022, and started due diligence in accordance with the OECD Guidelines for Multi-national Enterprises. This involved performing a gap analysis to identify and assess DNV's status with regard to actual and potential adverse impacts on fundamental human rights and decent working conditions and ensuring that DNV's policies reflect responsible business conduct. A human rights statement was published, demonstrating DNV's commitment to human rights in line with the Transparency Act. The existing DNV Management System Group documents were evaluated and, where necessary, aligned to human rights policy requirements. A follow-up assessment of current human rights-related activities in areas such as health, safety, and environment and diversity, equity,

and inclusion took place. Special focus was placed on procurement processes. Existing policies have been amended as a result.

The process for reporting misconduct was reviewed in line with an EU Whistleblowing Directive (EU Directive 2019/1937). The reporting process was adjusted to further improve the availability of various methods for reporting concerns for DNV's employees and stakeholders. A new web-based whistleblowing tool, 'Integrity Hotline', was implemented on 1 September to provide high levels of confidentiality and security for individuals raising compliance-related concerns.

A new e-learning course on reporting misconduct was launched for new employees in 2022. Of the targeted employees, 97% completed the course. Training on business ethics and integrity was provided for line managers in 2022, in countries identified for special anti-corruption and fraud measures for 2021-2023. The training was completed by 92% of the targeted line managers. DNV will continue to follow this up to achieve high completion rates.

In 2022, 82 potential compliance cases were reported and handled (versus 66 in 2021). DNV was not a participant in any legal action regarding anti-competitive behaviour or violations of antitrust or monopoly legislation during the reporting period. DNV was not subjected to any significant fines or non-monetary sanctions and no non-compliances with laws and/or regulations in the environmental, social, or economic areas were identified.

Further measures were also implemented in 2022 to sustain a high level of integrity, including training, communication, and updates to governing documents following statutory amendments. Moreover, more than 1,300 employees received individual training on compliance-related topics.

Safety and resilience

In DNV, no work is so urgent or important that it cannot be done in a safe and healthy way. DNV remains committed to managing occupational health and safety in its work environment and supporting employees in the development of their resilience.

The Russian invasion of Ukraine in February 2022 directly and indirectly affected many DNV employees, and their family and friends. The situation remains volatile, and a crisis team continues to support Ukrainian employees, with special focus on colleagues from the office in Odesa. Support was also provided to Russian colleagues who were affected by the decision to wind down operations in Russia in 2022. They received open and honest communication about the rationale behind the decision, DNV attempted to find alternative positions for them outside of Russia where possible, and termination agreements took into account tenure and special circumstances. Support has also been provided to colleagues who expressed concern or fear considering the unprecedented geopolitical situation.

This year's review of global resilience data indicated that employees are proud of working for DNV and consider DNV a caring employer. DNV employees have been navigating ways to reconnect and settle into hybrid working routines. The resilience of DNV employees has been put to the test by global stressors, such as high inflation rates, rising energy prices, the ripple effects of the war in Ukraine, and climate change-related anxiety - all against the backdrop of the waning pandemic. The resilience data also indicates that our employees are experiencing stress from workload and a reduced sense of belonging. These findings are not unique to DNV, and echo international studies, as well as trends highlighted by the World Health Organization. Nevertheless, these issues need to be addressed and numerous initiatives have been implemented in response, including activities to encourage awareness and openness about mental health to reduce stigma; the Mystery Coffee initiative, which enables employees to connect across DNV through virtual coffee breaks; and facilitated discussions and training on workload and psychological safety.

DNV remains committed to managing occupational health and safety in its work environment and supporting employees in the development of their resilience.

In 2021, the company started a campaign to encourage employees to register cases associated with psychosocial stressors, in the same way that they would register incidents, hazards, and near misses. In 2022, reporting on the topic increased to 20 cases, with 1,192 recovery days registered, compared to 2021 when 14 cases with 559 recovery days were registered. DNV sees the increase in registered cases as a sign that the company is moving in the right direction in building a culture that normalizes and supports reporting on mental health.

Outlook

The outlook for the global economy deteriorated in 2022. With tight monetary policy in place to curb inflation, the world's largest economies are facing growth slowdowns. Continued uncertainty related to the ongoing war in Ukraine and the lingering pandemic is likely to impact many sectors throughout 2023. Although the financial impact of the war in Ukraine on DNV has been moderate, supply chain strains and challenges resulting from the conflict are expected to persist in the different sectors and regions where DNV operates.

While 2022 continued to challenge the global economy, DNV's business has continuously grown according to its strategic targets. This demonstrates resilience and is a good indicator of the company's ability to adapt in increasingly uncertain geopolitical and business environments. 2023 is the third year



of DNV's five-year strategy and the company is on track to deliver on the strategic goals related to markets, customers, people, sustainability, as well as financial performance. While global developments have increased uncertainties for DNV's business, they have also supported demand for many of its services. DNV has applied reasonable caution in plans for 2023, with mitigating strategies in place to be able to effectively respond to greater uncertainty in its core markets.

NEAR-TERM MARKET OUTLOOK. Through its certification, verification, monitoring, and advisory services, DNV continues to play a significant role in the fast-paced global energy transition. DNV works to assure

that energy systems and their infrastructure function safely and effectively. The ongoing energy crisis of 2022 has intensified global efforts to transition to renewable energy, and DNV is very well-positioned to accelerate these efforts and support customers in navigating the vast regulatory complexity and the technologies and risks involved.

The demand for DNV's services within the renewable and green-energy sectors is projected to continue growing, albeit at a somewhat slower pace than in 2022. Projections for growth in fossil-based energy sectors continue to be modest for DNV, despite the near-term rebound in fossil fuels triggered by the war in Ukraine and uncertainty related to energy security in Europe. Demand relating to offshore wind, Carbon Capture and Storage, hydrogen, and hydrogen-derived products is expected to continue to grow, driven by the changing energy landscape in Europe and the global need to accelerate the energy transition. Policymakers play a vital role in making this happen.

Through its certification, verification, monitoring, and advisory services, DNV continues to play a significant role in the fast-paced global energy transition.

The shipping industry will continue to be impacted by the uncertain geopolitical situation and macro-economic developments. A potential future demand crunch and reduction in seaborne trade could impact shipping adversely from 2024 and beyond. A continuation of the recent slowdown in ship new-building ordering is expected into 2023. Despite this, the outlook for DNV in 2023 is positive, owing to the resilience of classification services and expected strong demand for maritime advisory services. DNV aims to secure 25% of all global new-building contracts for the classification of ships measured in gross tonnes, with the highest ordering activity expected in the tanker segment. The company will continue to attract new tonnage from targeted customers and minimize the transfer of DNV-classed ships to other classification societies.

The market outlook for DNV's portfolio of software products and digital solutions in 2023 is positive. DNV is in a good position to meet growing market demand for software and digital solutions supporting the energy transition.

Management system certification services are projected to deliver solid sales and revenue growth in 2023, underpinned by plans in the food and beverage, automotive and aerospace, and information and communications technology sectors. The trend of increasing demand for training services is expected to continue.

Supply chain and product assurance services are set to generate strong performance in 2023, building on strong sales performance in 2022. DNV is scaling services and operations to meet demand in high growth areas, including medical technology assurance, sustainability and ESG services, healthcare, and supply chain traceability and transparency.

Rising geopolitical tensions and a tightening regulatory landscape will continue to fuel demand for DNV's cyber security services in 2023. Protecting critical infrastructure will become progressively important as our customers continue their digital transformations. In the near-term, IT and operational technology security budgets will grow as organizations increasingly consider cyber security as a business risk and seek assurance in both their own security posture and that of their supply chains. The introduction of new regulations, such as the impending NIS2 Directive in the European Union and the International Association of Classification Societies' new unified requirements for cyber security, will drive many companies in DNV's stronghold markets to introduce enhanced cyber security processes, technologies, and competences to their organizations over the coming years.

The healthcare sector will feel pressure to progress its digital transformation in 2023 as care providers attempt to increase efficiency and reduce cost burden on strained healthcare systems. However, healthcare providers will need to tightly prioritize where budgets are allocated, and the sector will

therefore focus on gaining efficiencies from healthcare providers' existing technology infrastructure in the near-term. Data flowing through healthcare systems will consequently need to be better connected, secure, and of an acceptable level of quality. This trend will support demand for solutions from DNV's portfolio of digital health companies.

LONGER TERM STRATEGIC OUTLOOK. The 2020s - referred to as the exponential decade - will set the pace for the energy transition and see drastic changes in global food, health, and transport systems. Digital technologies underpinning the fourth industrial revolution will mature and emerge from the experimentation stage to large-scale deployment. Most importantly, this is the decade in which humanity will manage, or fail, to deliver on the Sustainable Development Goals. Geopolitical challenges will continue to arise, not least related to the ongoing war in Ukraine and its wide-reaching consequences, and must be both closely monitored and addressed.

The Board believes that DNV's performance in 2022 demonstrates robust business models in the short to medium term, despite geopolitical unrest and instability in global trade and industry.

DNV's capabilities are highly relevant in a global business environment where the need for trust and independent technical expertise and risk management continues to grow. The company will combine focused innovation with continuous development of its broad competence and resource base to provide guidance and support to customers, and to be 'a trusted voice to tackle global transformations'. DNV's growth is dependent on attracting and retaining talent in tight labour markets, and this will be an important point of focus for DNV for many years to come. DNV will also continue to focus on inorganic growth

by searching for attractive acquisition opportunities - both in existing core and new strategic focus areas.

The Board believes that DNV's performance in 2022 demonstrates robust business models in the short to medium term, despite geopolitical unrest and instability in global trade and industry. DNV has a strong balance sheet, a strong strategic direction, and exceptionally dedicated and competent people focusing their efforts on delivering the strategy. DNV is more relevant and more robust than ever and is set to thrive in the challenging decade of transformations.

23 MARCH 2023

JON FREDRIK BAKSAAS
CHAIR

LASSE KRISTOFFERSEN
VICE-CHAIR

ANDREAS RINGMAN UGGLA

NINA IVARSEN

JON EIVIND THRANE

BIRGIT AAGAARD-SVENDSEN

THOMAS REIMER

INGVILD SÆTHER

CHRISTIAN VENDERBY

SILVIJA SERES

DAVID MCKAY

REMI ERIKSEN
GROUP PRESIDENT & CEO

BOARD OF DIRECTORS' PROFILES



Jon Fredrik Baksaas
(Chair)



Lasse Kristoffersen
(Vice-Chair)



Jon Eivind Thrane



Silvija Seres



David McKay



Birgit Aagaard-Svendsen



Nina Ivarsen



Christian Venderby



Ingvild Sæther



Thomas Reimer



Andreas Ringman Uggle

Jon Fredrik Baksaas

Chair

Nationality: Norwegian **Born:** 1954

Member of the board: Since 2019

Position

Board pluralist. Formerly president and CEO of Telenor ASA (2002–2015)

Education

Norwegian School of Economics and Business Administration, 1979, and IMD PED, 1991

Directorships outside DNV

Stiftelsen Det Norske Veritas; Det Norske Veritas Holding AS; Ericsson AB; Handelsbanken AB

Lasse Kristoffersen

Vice-Chair

Nationality: Norwegian **Born:** 1972

Member of the board: Since 2017

Position

President and CEO Wallenius Wilhelmsen AS

Education

Executive Manager Programme, INSEAD, Paris, 2004. Senior Manager Programme, IMD, Lausanne, 2002–2003. MSc Naval Architecture and Marine Engineering, NTH, Norway, 1995

Directorships outside DNV

Stiftelsen Det Norske Veritas; Det Norske Veritas Holding AS; Board member and Vice President of ICS; Chair of SAYFR AS; Chair of Election Committee, Norwegian War Risk Insurance Association

Jon Eivind Thrane

Nationality: Norwegian **Born:** 1961

Member of the board: Since 2018

Position

Director Group Digital Excellence, DNV

Education

MSc Applied Physics, NTNU

Directorships outside DNV

Stiftelsen Det Norske Veritas; Det Norske Veritas Holding AS

Silvija Seres

Nationality: Norwegian **Born:** 1970

Member of the board: Since 2017

Position

Independent Investor and Board Member

Education

Top Leadership Course at the Norwegian Defence College, Oslo, 2015. MBA Programme, INSEAD, Paris, 2013. PhD and MA in Mathematical Sciences, Oxford University, UK, 2001. MSc and BSc in Computer Science, University of Oslo, 1996

Directorships outside DNV

Stiftelsen Det Norske Veritas; Det Norske Veritas Holding AS; Academedia AB; Ruter AS; P27 Nordic Payments Group AB

David McKay

Nationality: UK/US **Born:** 1963

Member of the board: Since 2019

Position

Chief Surveyor Offshore / Director of Projects, North America, DNV

Education

BSc in Naval Architecture, University of Strathclyde, 1985. PMI Certified Project Management Professional (PMP) 2018

Directorships outside DNV

Stiftelsen Det Norske Veritas; Det Norske Veritas Holding AS

Birgit Aagaard-Svendsen

Nationality: Danish **Born:** 1956

Member of the board: Since 2017

Position

Independent board professional

Education

Constructional Engineering, Technical University of Denmark, 1980. Graduate Diploma in Business Administration, Copenhagen Business School, 1985. Misc. executive programmes at IESE, Barcelona. IMD, Lausanne. INSEAD, Paris

Directorships outside DNV

Audit Committee Chair in Prosafe SE, Aker Solutions AS, Seadrill Ltd., West of England Ship Owners Mutual Insurance Ass., and KommuneKredit (Denmark). Board member in Copenhagen Malmö Port AB, Otto Mønsted A/S, Stiftelsen Det Norske Veritas, and Det Norske Veritas Holding AS

Nina Ivarsen

Nationality: Norwegian **Born:** 1962

Member of the board: Since 2016

Position

Chair of VEFF and Head of Global Employee Forum, DNV

Education

Master of Management, Stavanger University; a number of courses at other universities, incl. University of Denver, and a PhD programme in psychology at the University of Oslo. Digital Leadership course at INSEAD

Directorships outside DNV

Stiftelsen Det Norske Veritas;
Det Norske Veritas Holding AS

Christian Venderby

Nationality: Danish **Born:** 1969

Member of the board: Since 2020

Position

EVP Head of Service, Vestas Wind Systems A/S

Education

B.S. HD-Finance, Copenhagen Business School, Denmark, 1994. FLS General Leadership Programme, Center for Creative Leadership, Greensboro, NC, 1999. General Management Programme, INSEAD, Paris, 2005-2006. Vestas Executive Leadership Programme, IMD, Lausanne, 2008

Directorships outside DNV

Chair of Utopus Insight, USA;
Stiftelsen Det Norske Veritas;
Det Norske Veritas Holding AS

Ingvild Sæther

Nationality: Norwegian **Born:** 1968

Member of the board: Since 2020

Position

President and CEO, Altera Infrastructure

Education

Shipping Management, Agder University, Norway, 1990. General Course at London School of Economics and Political Science, 1993. Executive Master Shipping Management, NHO, NTNU, University of Oslo (final thesis not complete), Norway, 1998. Advanced Management Programme, Wharton School of the University of Pennsylvania, 2006

Directorships outside DNV

Stiftelsen Det Norske Veritas;
Det Norske Veritas Holding AS;
Altera Infrastructure L.P.; Gard AS

Thomas Reimer

Nationality: German **Born:** 1964

Member of the board: Since 2021

Position

Chairperson of DNV GL SE Joint Works Council, DNV

Education

Degree in Electrical Engineering, Hamburg University of Applied Sciences, MBA, Hagen Open University

Directorships outside DNV

Stiftelsen Det Norske Veritas;
Det Norske Veritas Holding AS;
DNV GL SE

Andreas Ringman Ugglå

Nationality: Swedish **Born:** 1980

Member of the board: Since 2022

Position

Deputy CEO, Doktor24 Group

Education

M.D Karolinska Institutet Medical School, Master of Science in Medicine, Stockholm Sweden (2008), Ph.D. Karolinska Institutet, Dept. of Woman's & Children's Health, Stockholm Sweden

Directorships outside DNV

Stiftelsen Det Norske Veritas;
Det Norske Veritas Holding AS;
Advicium AB

KEY FINANCIAL FIGURES

AMOUNTS IN NOK MILLION

	2022	2021	2020	2019 ²	2018 ¹
INCOME STATEMENT					
Operating revenue	25 031	21 464	20 911	21 551	19 639
EBITDA	4 159	3 673	3 481	3 529	1 972
Depreciation	585	613	641	765	358
Impairment of fixed assets	0	0	0	0	552
EBITA	3 574	3 061	2 840	2 764	1 062
Amortization	404	387	420	420	513
Impairment of goodwill and other intangible assets	0	28	15	9	0
EBIT / Operating profit	3 170	2 646	2 406	2 334	549
Net financial income (expenses)	(199)	512	(233)	(349)	(273)
Profit before taxes	2 971	3 158	2 173	1 985	276
Profit for the year	1 999	2 420	1 502	1 375	116
BALANCE SHEET					
Non-current assets	20 636	19 528	18 313	18 350	17 155
Current assets	16 604	14 405	12 444	11 821	10 992
Total assets	37 239	33 932	30 758	30 171	28 147
Equity	21 116	17 861	15 165	15 419	15 951
Non-current liabilities	7 564	8 080	6 409	7 167	5 423
Current liabilities	8 559	7 992	9 184	7 585	6 773

¹ DNV Group implemented IFRS 15 and IFRS 9 from January 2018. No implementation effects was recognized in 2018.

² DNV Group implemented IFRS 16 from 01.01.2019 by applying the modified retrospective approach. Previous years have not been restated.

³ In addition, 140 employees are employed in companies that are recently acquired or in which DNV has partial ownership; including DNV Imatis, Applied Risk, DuTrain, and MBI Healthcare Technologies.

	2022	2021	2020	2019 ²	2018 ¹
CASH FLOW ITEMS					
Net cash flow from operations	2 514	2 761	4 081	2 679	1 091
Net cash flow from investments	(1 473)	(393)	(305)	733	(425)
Net cash flow from financing activities	(653)	(797)	(2 235)	(2 234)	(1 698)
Net cash flow	389	1 571	1 541	1 178	(1 032)
Liquidity	7 324	6 936	5 365	3 809	2 631
FINANCIAL RATIOS					
PROFITABILITY					
EBITDA margin	16.6%	17.1%	16.6%	16.4%	10.0%
EBITA margin	14.3%	14.3%	13.6%	12.8%	5.4%
EBIT / Operating margin	12.7%	12.3%	11.5%	10.8%	2.8%
Pre-tax profit margin	11.9%	14.7%	10.4%	9.2%	1.4%
Net profit margin	8.0%	11.3%	7.2%	6.4%	0.6%
LEVERAGE					
Equity ratio	56.7%	52.6%	49.3%	51.1%	56.7%
NUMBER OF EMPLOYEES					
	12 708 ³	11 795	11 614	11 832	12 101

DEFINITION OF RATIOS

Profitability

EBITDA:

Earnings before financial items, tax, depreciation, amortization and impairment

EBITDA margin:

$\text{EBITDA} \times 100 / \text{Operating revenue}$

EBITA:

Earnings before financial items, tax, amortization and impairment

EBITA margin:

$\text{EBITA} \times 100 / \text{Operating revenue}$

Operating margin:

$\text{Operating profit} \times 100 / \text{Operating revenue}$

Pre-tax profit margin:

$\text{Profit before tax} \times 100 / \text{Operating revenue}$

Net profit margin:

$\text{Profit (loss) for the year} \times 100 / \text{Operating revenue}$

Cash flow

Net cash flow:

Net change in liquidity from cash flow statement

Liquidity:

Cash and bank deposits

Leverage

Equity ratio:

$\text{Equity} \times 100 / \text{Total assets}$

FINANCIAL STATEMENTS

Income statement

Statement of comprehensive income

Statement of financial position

Statement of cash flow

Statement of changes in equity

Notes to the financial statements

Income statement

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
37.2	34.2	OPERATING REVENUE	2	25 031.3	21 463.9
		OPERATING EXPENSES			
0.0	0.0	Payroll expenses	3, 4	13 568.2	12 100.4
41.1	35.9	Other operating expenses	5	7 304.3	5 690.1
(3.8)	(1.8)	EBITDA		4 158.8	3 673.5
0.0	0.0	Depreciation and amortization	8, 10	989.3	999.9
0.0	0.0	Impairment	8	0.0	27.7
(3.8)	(1.8)	Operating profit		3 169.5	2 645.8

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
		FINANCIAL INCOME AND EXPENSES			
0.0	0.0	Gain / (Loss) from associates	12	0.0	599.4
2 031.7	1 696.1	Other financial income	6	110.3	47.6
(351.9)	(19.9)	Financial expenses	6	(309.4)	(135.2)
1 679.8	1 676.2	Net financial income (expenses)		(199.1)	511.7
1 676.0	1 674.4	Profit before taxes		2 970.4	3 157.6
(12.3)	(12.3)	Tax expense	7	(971.3)	(737.5)
1 663.6	1 662.1	Profit for the year		1 999.1	2 420.1
		Profit for the period attributable to:			
		Non-controlling interest		17.4	17.7
		Equity holders of the parent		1 981.7	2 402.4
		Total		1 999.1	2 420.1

Statement of comprehensive income

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
1 663.6	1 662.1	Profit for the year		1 999.1	2 420.1
		<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>			
		Actuarial gains/(losses) on defined benefit pension plans	15	350.0	902.1
		<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>			
		Translation differences on net investments in foreign operations		913.4	(463.9)
5.6	24.1	Change in fair value of interest rate swap		5.6	24.1
5.6	24.1	Other comprehensive income for the period, net of tax		1 269.0	462.3
1 669.3	1 686.2	Total comprehensive income for the period		3 268.1	2 882.3

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
		Total comprehensive income attributable to:			
		Non-controlling interest		17.4	17.7
		Equity holders of the parent		3 250.7	2 864.6
		Total		3 268.1	2 882.3

Statement of financial position Assets

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
		NON-CURRENT ASSETS			
		INTANGIBLE ASSETS			
0.0	0.0	Deferred tax assets	7	881.6	1 010.5
0.0	0.0	Goodwill	8, 9	10 611.1	9 474.4
0.0	0.0	Other intangible assets	8, 9	2 440.3	2 358.4
0.0	0.0	Total intangible assets		13 932.9	12 843.2
		TANGIBLE FIXED ASSETS			
0.0	0.0	Land, buildings and other property	10	1 656.1	1 667.7
0.0	0.0	Office equipment, fixtures and fittings	10	463.6	404.1
0.0	0.0	Right-of-use assets	10	1 536.0	1 603.3
0.0	0.0	Total tangible fixed assets		3 655.7	3 675.1
		NON-CURRENT FINANCIAL ASSETS			
11 848.5	11 848.5	Investments in subsidiaries	11	0.0	0.0
4.7	0.8	Long-term shareholding	13	172.1	106.5
411.0	411.0	Other investments	15	0.0	0.0
0.0	0.0	Net pension asset	15	2 477.2	2 593.9
2 629.4	2 362.5	Loan to subsidiaries	16	0.0	0.0
12.3	16.5	Other non-current receivables	17	397.6	406.4
14 905.9	14 639.2	Total non-current financial assets		3 046.9	3 106.7
14 905.9	14 639.2	Total non-current assets		20 635.5	19 625.1

DNV GROUP AS		AMOUNTS IN NOK MILLION	NOTE	DNV GROUP AS CONSOLIDATED	
2022	2021			2022	2021
		CURRENT ASSETS			
0.0	0.0	Trade receivables	18	4 869.7	4 058.4
0.0	0.0	Contract assets	18	3 405.3	2 546.0
400.8	63.0	Other receivables group companies	16	4.2	3.0
68.7	20.7	Other receivables and prepayments	19	1 000.0	861.6
5 446.6	5 173.3	Cash and bank deposits	20	7 324.5	6 935.9
5 916.1	5 256.9	Total current assets		16 603.7	14 404.9
20 822.0	19 896.2	TOTAL ASSETS		37 239.2	34 030.0

Statement of financial position Equity and liabilities

DNV GROUP AS			DNV GROUP AS CONSOLIDATED		
2022	2021	AMOUNTS IN NOK MILLION	NOTE	2022	2021
		EQUITY			
		PAID-IN CAPITAL			
100.0	100.0	Share capital	21	100.0	100.0
9 158.3	9 158.3	Share premium		9 158.3	9 158.3
9 258.3	9 258.3	Total paid-in capital		9 258.3	9 258.3
		RETAINED EARNINGS			
3 303.6	1 634.4	Other equity		11 792.2	8 543.3
0.0	0.0	Non-controlling interest		65.7	59.2
12 561.9	10 892.7	Total equity		21 116.2	17 860.8
		LIABILITIES			
		NON-CURRENT LIABILITIES			
2 998.0	2 998.0	Interest bearing loans and borrowings	22	2 998.0	2 998.0
0.0	0.0	Pension liabilities	15	2 195.3	2 727.7
18.7	5.2	Deferred tax liabilities	7	506.1	518.8
1 473.1	679.9	Loan from group companies	16	0.0	0.0
0.0	0.0	Lease liabilities	23	1 288.3	1 410.7
0.0	0.0	Non-current provisions	24	63.8	71.1
0.0	0.0	Other non-current liabilities	25	512.6	493.9
4 489.8	3 683.1	Total non-current liabilities		7 564.0	8 220.3

DNV GROUP AS			DNV GROUP AS CONSOLIDATED		
2022	2021	AMOUNTS IN NOK MILLION	NOTE	2022	2021
		CURRENT LIABILITIES			
0.0	0.0	Overdrafts	20	13.1	15.5
0.8	0.0	Trade creditors		620.0	498.5
0.4	18.8	Tax payable	7	421.6	516.3
0.0	0.0	Public duties payable		499.9	532.5
3 763.8	5 291.4	Current liabilities group companies	16	45.2	291.1
0.0	0.0	Lease liabilities	23	402.8	342.3
0.0	0.0	Current provisions	24	67.8	156.4
0.0	0.0	Contract liabilities	18	3 170.5	2 698.0
5.2	10.2	Other current liabilities	26	3 318.0	2 898.3
3 770.2	5 320.4	Total current liabilities		8 559.0	7 948.9
8 260.1	9 003.5	Total liabilities		16 123.0	16 169.2
20 822.0	19 896.2	TOTAL EQUITY AND LIABILITIES		37 239.2	34 030.0

23 MARCH 2023

JON FREDRIK BAKSAAS
CHAIR

LASSE KRISTOFFERSEN
VICE-CHAIR

ANDREAS RINGMAN UGGLA

NINA IVARSEN

JON EIVIND THRANE

BIRGIT AAGAARD-
SVENDSEN

THOMAS REIMER

INGVILD SÆTHER

CHRISTIAN VENDERBY

SILVIJA SERES

DAVID MCKAY

REMI ERIKSEN
GROUP PRESIDENT & CEO

Statement of cash flow

DNV GROUP AS		DNV GROUP AS CONSOLIDATED			
2022	2021	AMOUNTS IN NOK MILLION	NOTE	2022	2021
		CASH FLOW FROM OPERATIONS			
1 676.0	1 674.4	Profit before taxes		2 970.4	3 157.6
0.0	0.0	Loss on disposal of tangible fixed assets	10	9.5	2.8
0.0	0.0	Loss (gain) on divestments	14	0.0	(599.4)
0.0	0.0	Gain on sale of long-term shareholdings		(1.0)	0.0
(285.0)	0.0	Group contributions recorded as financial income		0.0	0.0
0.0	0.0	Depreciation, amortization, and impairment	8,10	989.3	1 027.7
(18.8)	(9.2)	Income tax paid	7	(729.5)	(636.0)
0.0	0.0	Change in contract assets, contract liabilities, trade receivables and trade creditors		(805.8)	(350.7)
(57.2)	138.8	Change in accruals, provisions and other		81.1	159.2
1 315.0	1 804.0	Net cash flow from operations		2 514.1	2 761.2
		CASH FLOW FROM INVESTMENTS			
0.0	0.0	Acquisitions of subsidiaries	14	(912.6)	(824.8)
0.0	0.0	Divestment of associates	12	0.0	786.2
0.0	0.0	Investments in tangible fixed assets	10	(226.5)	(153.2)
0.0	0.0	Investments in intangible assets	8	(283.3)	(198.2)
0.0	0.0	Sale of tangible fixed assets (cash received)		14.3	9.1
(3.9)	(0.2)	Change in other investments		(64.7)	(11.9)
(3.9)	(0.2)	Net cash flow from investments		(1 472.8)	(392.9)

DNV GROUP AS		DNV GROUP AS CONSOLIDATED			
2022	2021	AMOUNTS IN NOK MILLION	NOTE	2022	2021
		CASH FLOW FROM FINANCING ACTIVITIES			
552.5	321.4	Change in loan from subsidiaries		0.0	0.0
0.0	(252.0)	Repayment of external loans		0.0	(270.7)
0.0	0.0	Change in overdraft		(2.3)	2.1
(1 478.8)	(727.6)	Change in net position towards participants in the cash pool system		2.5	(50.1)
0.0	0.0	Payment of lease liabilities	23	(407.3)	(436.8)
(111.5)	213.8	Group contribution (paid) /received		(245.5)	(42.1)
(1 037.8)	(444.4)	Net cash flow from financing activities		(652.6)	(797.5)
273.3	1 359.3	Net change in cash and cash equivalents		388.6	1 570.8
5 173.3	3 814.0	Cash and cash equivalents as of 1 January		6 935.9	5 365.1
5 446.6	5 173.3	Cash and cash equivalents as of 31 December		7 324.5	6 935.9

Statement of changes in equity

CHANGES IN EQUITY IN DNV GROUP AS

AMOUNTS IN NOK MILLION

	SHARE CAPITAL	SHARE PREMIUM	OTHER EQUITY	TOTAL
Equity at 1 January 2021	100.0	9 158.3	0.0	9 258.3
Profit for the period			1 662.1	1 662.1
Group contribution payable			(51.9)	(51.9)
Change in fair value of interest rate swap			24.1	24.1
Equity at 31 December 2021	100.0	9 158.3	1 634.4	10 892.7
Profit for the period			1 663.6	1 663.6
Change in fair value of interest rate swap			5.6	5.6
Equity at 31 December 2022	100.0	9 158.3	3 303.7	12 562.0

CHANGES IN EQUITY IN DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

	SHARE CAPITAL	SHARE PREMIUM	OTHER EQUITY	CURRENCY TRANSLATION DIFFERENCES	ACTUARIAL GAINS/ (LOSSES)	NON-CON- TROLLING INTEREST	TOTAL
Equity at 1 January 2021	100.0	9 158.3	1 206.8	4 530.1	133.5	35.9	15 164.6
Profit for the period			2 402.4			17.7	2 420.1
Group contribution payable			(191.5)				(191.5)
Exchange differences				(464.2)		0.2	(463.9)
Actuarial gains/(losses) on defined benefit pension plans					902.1		902.1
Change in fair value of interest rate swap			24.1				24.1
Non-controlling interest from acquisition						10.1	10.1
Dividend paid to non-controlling interest						(4.7)	(4.7)
Equity at 31 December 2021	100.0	9 158.3	3 441.8	4 065.9	1 035.6	59.2	17 860.8
Profit for the period			1 981.7			17.4	1 999.1
Exchange differences				907.2		6.2	913.4
Actuarial gains/(losses) on defined benefit pension plans					350.0		350.0
Acquired Non-controlling interest (Note 14)			4.2			(41.4)	(37.2)
Non-controlling interest from acquisition (Note 14)						31.3	31.3
Change in fair value of interest rate swap (Note 22)			5.6				5.6
Dividend paid to non-controlling interest						(6.7)	(6.7)
Equity at 31 December 2022	100.0	9 158.3	5 433.3	4 973.1	1 385.6	65.7	21 116.2

NOTES

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01

SIGNIFICANT ACCOUNTING POLICIES

GENERAL INFORMATION. DNV Group is a global independent expert company in assurance and risk management. Driven by its purpose, to safeguard life, property, and the environment, DNV Group is a trusted voice for many of the world's most successful organizations, using its knowledge to advance safety and performance, set industry benchmarks, and inspire and invent solutions to tackle global transformations.

DNV Group is the world's leading classification society and a recognized advisor for the maritime industry. DNV Group delivers world-renowned testing, certification, and technical advisory services to the energy value chain including renewables, oil and gas, and energy management. Moreover, DNV Group is one of the world's leading certification bodies, helping businesses assure the performance of their organizations, processes, products, people, facilities, data, IT and operational systems, and supply chains.

DNV Group is also a world-leading provider of digital solutions for managing risk and improving safety and asset performance for ships, pipelines, processing plants, offshore structures, electric grids, smart cities, and more. The open industry assurance platform Veracity, cyber security, and software solutions support business-critical activities across many industries, including maritime, energy, and healthcare.

BASIS FOR PREPARATION. The financial statements are prepared in accordance with the Norwegian Accounting Act § 3-9 and Regulations on Simplified IFRS as enacted by the Ministry of Finance 7 February 2022. In material aspects, Norwegian Simplified IFRS requires that the IFRS recognition or measurement criteria (as adopted by the European Union) are complied with, but disclosure and presentation requirements follow the Norwegian Accounting Act and Norwegian Generally Accepted Accounting Standards.

The financial statements are presented in Norwegian Kroner (NOK) and all values are in million NOK with one decimal, except when otherwise indicated.

CONSOLIDATION PRINCIPLES. The consolidated financial statements include the parent company DNV Group AS and all companies in which the parent company directly or indirectly has controlling interest. The group controls an entity when the group is exposed to, or has

rights to, variable return from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group and deconsolidated from the date that control ceases. The consolidated financial statements show DNV Group consolidated Income statement, Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flow as a single economic entity. Subsidiaries follow the same accounting principles as the parent company when consolidated into the DNV Group financial statements. All intra group assets and liabilities, equity, income, expenses, and cash flows relating to transactions between DNV Group entities are eliminated in the consolidated accounts. In the consolidated financial statements, the term 'group companies' include the parent company Det Norske Veritas Holding AS and the ultimate parent company Stiftelsen Det Norske Veritas which are not part of the DNV Group AS consolidated financial statements but are participants in the DNV Group's cash pool.

The consolidated financial statements and the financial statements for the parent company have been prepared on the basis of going concern.

BUSINESS COMBINATIONS AND GOODWILL. Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at the acquisition date at fair value. Acquisition-related costs are expensed in Income statement as incurred.

Identifiable assets acquired and liabilities assumed are recognized at their fair value at the acquisition date. Goodwill is recognized as the residual value between fair value of the consideration transferred and the fair value of the identifiable net assets.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is from the acquisition date, allocated to each of the DNV Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquire are assigned to those units.

The allocation of costs in a business combination is changed if new information on the fair value becomes available and is applicable on the date when control is assumed. The allocation may be altered within one year from acquisition date.

SUBSIDIARIES. Investments in subsidiaries are recognized at cost in the accounts of the parent company. Investments carried at cost are measured at the lower of cost and recoverable amount. Impairment evaluation is performed at the end of each accounting period. If there are indicators of impairment, impairment test is performed. If estimated recoverable amount is less than the carrying amount, the investments are impaired in the statement of financial position and the corresponding cost is recognized in the income statement. Impairment losses recognized in prior periods are reversed if the basis for the impaired value no longer exists or have decreased.

DIVIDEND TO EQUITY HOLDERS OF THE PARENT COMPANY.

Dividends and group contributions declared to shareholders are recognized as a liability at the end of the reporting period according to the Norwegian Regulation of simplified IFRS § 3-1.

LONG-TERM SHAREHOLDINGS. Long-term shareholdings where DNV Group does not exercise significant influence are measured at fair value through profit & loss.

NON-CONTROLLING INTEREST. The non-controlling interest in the consolidated financial statements represent the minority's share of the carrying amount of the equity in entities with minority shareholders.

CLASSIFICATION AND VALUATION OF ASSETS AND LIABILITIES.

The DNV Group presents assets and liabilities in statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realized or intended to be sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realized within twelve months after the reporting period or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

Current and non-current liabilities are classified correspondingly.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

Current assets are valued at the lower of cost and net realizable value. Short-term debt is recognized at fair value and subsequently measured at amortized cost. Transaction costs on short-term borrowings are usually minor, and the value of short-term debt at amortized cost is therefore normally identical with face value.

Fixed assets are valued at cost. Fixed assets with finite useful economic life are depreciated in accordance with a linear depreciation plan.

REVENUE RECOGNITION. Revenue is recognized when control of DNV software products or DNV services are transferred to the customer. For sale of services, the revenue is recognized over time by applying percentage of completion method. Stage of completion is measured by reference to actual costs incurred to date as a percentage of total estimated costs for each contract. When the contract outcome cannot be measured reliably, revenue is recognized only to the extent that the costs incurred are recoverable. Methods for measuring progress for each performance obligation satisfied over time are applied consistently to similar performance obligations and in similar circumstances. Contract assets represent DNV Group's right to consideration in exchange for services transferred to the customer; work performed on customer contracts, not yet invoiced. Contract liabilities represent DNV Group's obligation to transfer services to customers, for which consideration is received; invoice issued according to customer contracts, performance obligation not yet transferred.

When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognized as an expense immediately.

Revenue from sale of DNV Group software licenses are recognized at a point in time. For software maintenance services delivered in the maintenance period, revenue is recognized over time based on the stage of completion of the contract. Revenue from SaaS contracts (Software as a Service) is recognized over time.

RECEIVABLES. Trade receivables and other current receivables are recorded in the statement of financial position initially at transaction price if the trade receivables do not contain a significant financing component. The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. DNV Group uses a provision matrix as a practical expedient to calculate

the expected credit losses on trade receivables. The provision matrix represents the group's expected credit risk. Impairment of trade receivables are recognized in the income statement.

TAXES. Income tax expense comprises both current tax and deferred tax, including effects of changes in tax rates. Current and deferred tax is recognized in income statement, except to the extent that they relate to items recognized in equity or other comprehensive income, of which the tax is also recognized in equity or other comprehensive income.

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The current and deferred income tax is calculated based on tax rates (and tax laws) that have been enacted or substantively enacted, in the countries where the DNV Group operates and generates taxable income at the end of the reporting period. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax is recognized on temporary differences between the carrying amount of assets and liabilities and the corresponding tax bases as well as on tax losses carried forward at the reporting date. Deferred tax liabilities are generally recognized for all taxable temporary differences. Deferred tax assets for temporary differences and tax loss carry forwards are recognized to the extent that it is probable that future taxable income will be available at the level of the relevant tax authority for utilization. Tax increasing and tax reducing temporary differences expected to reverse in the same period are offset and calculated on a net basis as far as this relate to the same taxable entity and the same taxation authority.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized. Unrecognized deferred tax assets are re-assessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

FOREIGN CURRENCIES. The DNV Group's consolidated financial statements are presented in Norwegian Kroner (NOK), which is also the parent company's functional currency. The functional currency of an entity is the currency of the economic environment in which the company primarily operates. For each entity the DNV Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions in foreign currencies are initially recorded by the DNV Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognized in the Income statement. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

Forward exchange contracts are included at market value at the reporting date.

On consolidation, the assets and liabilities of foreign operations, including goodwill and fair value adjustments are translated into NOK at the rate of exchange prevailing at the reporting date. The Income statements are translated at the average exchange rate for the financial year (average of the daily spot rates applicable the reporting period). Exchange rate differences arising are recognized in other comprehensive income (OCI). On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is recognized in the Income statement.

Realized and unrealized currency effects not reflected in OCI are included on a net basis in either other financial income or other financial expenses.

PROPERTY, PLANT AND EQUIPMENT. Property, plant, and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated on a straight-line basis over the expected useful life of the assets. The estimated useful life, residual values, and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting period. Other repair and maintenance costs are recognized in the Income statement as incurred. Improvement and upgrading are assigned to the purchase cost/carrying amount and depreciated along with the asset.

An item of property, plant, and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gains or losses is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

LEASES. The DNV Group has applied IFRS 16 using the modified retrospective approach at implementation 1 January 2019

IDENTIFYING A LEASE. At the inception of a contract, the DNV Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A contract conveys the right to control the use of the identified asset if the lessee has the right to obtain substantially all the economic benefits from the use of the identified asset (e.g. by having the exclusive right to use the asset throughout that period) and the right to direct the use of the identified asset throughout the period of use.

RECOGNITION OF LEASES AND EXEMPTIONS. At the lease commencement date, the DNV Group recognises a lease liability and corresponding right-of-use asset for all lease agreements in which it is the lessee, except for the following practical exemptions applied:

- Short-term leases (defined as 12 months or less)
- Low value assets.

For these leases, the DNV Group recognises the lease payments as other operating expenses in the income statement when they incur.

MEASURING THE LEASE LIABILITY. The lease liability is initially measured at the present value of the lease payments for the right to use the underlying asset during the lease term that are not paid at the commencement date. The lease term represents the non-cancelable period of the lease, together with periods covered by an option to extend the lease when the DNV Group is reasonably certain to exercise this option, and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option.

The lease payments included in the measurement comprise of:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date
- Amount expected to be payable by the DNV Group under residual value guarantees

- The exercise price of a purchase option, if the DNV Group is reasonably certain to exercise that option
- Payments of penalties for terminating the lease, if the lease term reflects the DNV Group exercising an option to terminate the lease.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect adjustments in lease payments due to an adjustment in an index or rate.

DNV Group presents its lease liabilities as separate line items in the statement of financial position.

MEASURING THE RIGHT-OF-USE ASSET. The right-of-use asset is initially measured at cost. The cost of the right-of-use asset comprise:

- The amount of the initial measurement of the lease liability
- Any lease payments made at or before the commencement date, less any lease incentives received
- Any initial direct costs incurred by the DNV Group
- An estimate of costs to be incurred by the DNV Group in dismantling and removing the underlying asset, restoring the site on which it is located, or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

The right-of-use asset is subsequently measured at cost less accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability. The right-of-use asset is depreciated on a straight-line basis over the lease term or the useful life of the leased asset, whichever is shorter.

DNV Group presents its right-of-use assets as separate line items in the consolidated statement of financial position.

BORROWING COSTS. Borrowing costs are recognized in the Income statement in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

INTANGIBLE ASSETS. Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated

impairment losses. Except for capitalized development costs, all other internally generated intangibles are reflected in the Income statement in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortized over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Intangible assets with indefinite useful lives are not amortized, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

RESEARCH AND DEVELOPMENT COSTS. Research costs are expensed as incurred. Development expenditures on an individual project are recognized as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale
- Its intention to complete and its ability and intention to use or sell the asset
- How the asset will generate future economic benefits
- The availability of resources to complete the asset
- The ability to measure reliably the expenditure during development

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortization and accumulated impairment losses. Amortization of the asset begins when development is complete and the asset is available for use. The asset is amortized over the period of expected future benefit. During the period of development, the asset is tested for impairment annually.

IMPAIRMENT OF NON-FINANCIAL ASSETS. The DNV Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the DNV Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an indi-

vidual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

The DNV Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the DNV Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. For longer periods, a long-term growth rate is calculated and applied to project future cash flows after the fifth year.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such indication exists, the DNV Group estimates the asset's or CGU's recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in the Income statement.

Goodwill is tested for impairment annually as part of the DNV Group's annual plan process and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually at the CGU level, as appropriate, and when circumstances indicate that the carrying value may be impaired.

CASH AND BANK DEPOSITS. Cash and bank deposits in the statement of financial position comprise petty cash and cash at bank and short-term money market deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

PROVISIONS. Provisions are recognized when the DNV Group has a present obligation (legal or constructive) as a result of a past event, it is probable (more likely than not) that the DNV Group will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a financial expense.

RESTRUCTURING PROVISIONS. Restructuring provisions are recognized only when the DNV Group had a constructive obligation, which is when a detailed formal plan identifies the business or part of the business concerned, the location and number of employees affected, a detailed estimate of the associated costs, and an appropriate timeline, and the employees affected have been notified of the plan's main features.

POST EMPLOYMENT BENEFITS. The DNV Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

A defined contribution plan is a pension plan under which the DNV Group pays fixed contribution into a separate entity (a fund/insurance company) and will have no legal or constructive obligation to pay further contributions. The pension cost related to the defined contribution plans is equal to the contributions to the employee's pension savings in the accounting period.

Multi-employer plans are accounted for as defined contribution plans if sufficient information is not available to apply defined benefit accounting

A defined benefit plan is a pension plan that is not a defined contribution plan. In the defined benefit plans, the DNV Group's obligation is to provide the agreed benefit to current and former employees, actuarial risk and investment risk fall in substance on the DNV Group. The DNV Group's defined benefit plans are both funded and unfunded.

Actuarial assumptions are made to measure the pension obligation and the pension expense. Actuarial assumptions are mutually compatible and reflect the economic relationship between factors such as inflation, rate of salary increase and discount rate. The actuarial assumptions comprise: demographic assumptions such as mortality and employee turnover, and financial assumptions such as discount rate, rate of salary- and pension benefit increase.

The pension obligations are measured on a discounted basis. Pension plan assets are valued at their fair value. The fair value of plan assets is deducted from the present value of the defined benefit obligation when determining the net defined benefit liability or assets.

Actuarial gains and losses are recognized through other comprehensive income (OCI). Actuarial gains and losses are not reclassified to profit or loss in subsequent periods.

Changes to existing defined benefit plans that will lead to changes in pension obligation are recognized in the statement of income as they occur. Gains or losses linked to changes or terminations of pension plans are also recognized in the statement of income when they arise.

Net interest on the net defined benefit/assets is presented as part of financial items.

Service costs comprising current service costs, past-service costs, gains and losses on curtailments, and non-routine settlements are presented as part of payroll expenses.

End of service benefit plans in some countries outside Norway (mainly Middle East and Asian countries with statutory defined benefit plan requirements) are still open for new entrants. These end of service benefit plans are required by law and fully settled at retirement/resignation.

USE OF ESTIMATES. The preparation of consolidated financial statements requires management to make judgements, estimates, and assumptions that affect the reported amounts of revenues, expenses, assets, and liabilities, and the disclosures of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require an adjustment to the carrying amount of the asset or liability affected within the next financial year. Key areas subject to management's judgements, estimates, and assumptions in DNV Group are: Purchase Price Allocations (PPAs) related to business combinations (ref. note

14), Impairment testing of goodwill (ref. note 9), Actuarial calculations of the Defined Benefit Pension plans (ref. note 15), provisions for expected credit losses (ref. note 18), and other provisions (mainly related to legal claims, termination benefits, onerous contracts and lease contract dilapidations) (ref. note 24).

CONTINGENT LIABILITIES AND ASSETS. Contingent liabilities are not recognized in the annual accounts. Significant contingent liabilities are disclosed, with the exception of contingent liabilities that are unlikely to be incurred. Contingent assets (unless virtually certain) are not recognized in the annual accounts but are disclosed if the inflow of economic benefits is probable.

EVENTS AFTER THE REPORTING PERIOD. New information on DNV Group's financial position on the end of the reporting period which becomes known after the reporting period is recorded in the annual accounts. Events after the reporting period that do not affect DNV Group's financial position on the end of the reporting period, but which will affect DNV Group's financial position in the future are disclosed if significant.

CASH FLOW STATEMENT. The cash flow statement is presented using the indirect method. Cash and cash equivalents include cash, bank deposits, and other short-term money market deposits with maturities of three months or less. Certain figures in the cash flow statement have been restated to properly reflect comparable figures to the current year.

02

OPERATING REVENUE

DNV GROUP AS CONSOLIDATED

GEOGRAPHICAL AREA

AMOUNTS IN NOK MILLION

	2022	2021
Norway	5 547.7	4 903.5
Nordic countries	1 076.7	1 039.1
Europe	6 200.4	5 688.7
Asia Pacific	6 304.3	5 108.5
North and South America	5 776.6	4 608.2
Africa	125.6	115.8
Total operating revenue	25 031.3	21 463.9

DNV GROUP AS CONSOLIDATED

BUSINESS AREA

AMOUNTS IN NOK MILLION

	2022	2021
Maritime	8 570.4	7 464.3
Energy Systems	9 284.0	7 897.2
Business Assurance	2 957.0	2 892.3
Supply Chain & Product Assurance	1 453.2	1 009.2
Digital Solutions	1 249.6	1 121.0
The Accelerator	1 392.9	977.0
Real Estate	12.0	7.5
Other	112.2	95.4
Total operating revenue	25 031.3	21 463.9

For management purposes, the DNV Group is organized into business areas based on the industries in which the group operates. DNV Group is structured into six business areas; Maritime, Energy Systems, Business Assurance, Supply Chain & Product Assurance, Digital Solutions and The Accelerator, and one independent business unit, Real Estate.

Operating revenue in DNV Group AS of NOK 37.2 million (NOK 34.2 million 2021) mainly consist of global liability insurance expenses charged to subsidiaries.

03

PAYROLL EXPENSES

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

	2022	2021
Salaries	9 845.0	8 732.8
Bonus expenses	1 051.0	1 000.0
Payroll tax	1 091.3	1 006.7
Pension costs	867.8	780.0
Other contributions	713.1	580.8
Total payroll expenses	13 568.2	12 100.4
Full time equivalent	12 661	11 601

04

REMUNERATION TO GROUP CEO, EXECUTIVE COMMITTEE, BOARD OF DIRECTORS, ETC.

REMUNERATION GUIDELINES FOR THE GROUP CEO, EXECUTIVE COMMITTEE, BOARD OF DIRECTORS, ETC.

As described in the "Policy on remuneration to the executive management in DNV Group" (the Policy is available as a download on dnv.com) the remuneration guidelines for the Group CEO and the members of the Executive Committee (EC) support DNV's Vision and Values. The main compensation elements are a market-based salary, a bonus/profit-share scheme, and employment benefits in line with the relevant national markets.

The Group CEO and EC members participate in the pension and insurance schemes applicable in the country where their employment contracts are signed.

DNV has a bonus/profit-share scheme in place for its employees. The scheme includes the Executive Committee, while the scheme for the Group CEO is a discretionary scheme, described further in the section related to Group CEO compensation below. The funding of the profit-share scheme is based on the DNV financial performance at Group level. The distribution is differentiated based on achievement of financial targets (Operating profit [EBIT]) at Group level (60%); and achievement of financial targets (Operating profit [EBIT]) at Business Area level (40%). The scheme is further differentiated by Grade and function (e.g. for EC level) and has a pay-out factor influenced by the individual

annual rating at certain Grade and function levels. There is a Board of Directors approved maximum pay-out at 50% of base salary.

Ahead of the annual salary review process, which takes effect as of 1 April every year, the senior executive compensation is compared to external benchmarks at a home country and pan-European level. Benchmarking data were primarily collected by Korn Ferry ahead of the review in 2022 and supplemented with data collected and analysed by Aon. Information publicly accessible from other comparable companies is also reviewed in this process.

The Group CEO has a discretionary bonus determined annually by the Board of Directors. The bonus calculation is reviewed against the principles for the other EC members, as well as specific individual goals for the Group CEO. The bonus maximum is 50% of the annual base salary. The bonus pay-out is subject to individual taxation and eligible for vacation accrual.

The compensation package for Group CEO Remi Eriksen consists of: Annual base salary of NOK 6 450 thousand and a car allowance of NOK 250 thousand. Eriksen has a right to retire at the age of 65. If terminated from DNV while in the position as Group CEO, Eriksen is entitled to 12 months of base salary beyond notice period.

REMUNERATIONS TO THE EXECUTIVE COMMITTEE FOR 2022

AMOUNTS IN NOK THOUSAND

	YEAR	SALARY ¹	OTHER BENEFITS	BONUS	PENSION COST
Remi Eriksen, Group President & CEO	2022	6 773	333	2 679	488
	2021	6 612	274	2 500	451
Kjetil Monssen Ebbesberg, Chief Financial Officer	2022	3 476	214	1 458	117
	2021	3 225	173	820	110
Gro Gotteberg, Chief People Officer	2022	2 213	182	893	117
	2021	2 005	173	613	110
Kenneth Vareide, CEO Digital Solutions	2022	2 456	214	1 027	262
	2021	2 463	172	369	233
Ditlev Engel, CEO Energy Systems	2022	4 999	224	2 353	597
	2021	4 542	260	1 530	554
Knut Ørbeck-Nilssen, CEO Maritime	2022	3 686	547 ²	1 411	371
	2021	3 310	880 ²	1 057	343
Liv Hovem, CEO Accelerator	2022	2 860	232	1 210	344
	2021	2 903	179	361	317
Klas Bendrik, Chief Digital & Development Officer	2022	3 128	1 035 ²	1 295	117
	2021	3 044	942 ²	1 111	110
Barbara Frenchia, CEO Business Assurance	2022	2 324	117	967	893 ³
	2021	2 201	45	285	682 ³
Ulrike Haugen, Chief Communications Officer	2022	2 159	210	875	117
	2021	1 997	174	606	110
Percy Lakdawalla ⁴ , Interim CEO Supply Chain & Product Assurance	2022	965	56	0	0

¹ Contains vacation accrual payouts from previous year for members on Norwegian payroll

² Including a time limited annual international allowance

³ Statutory payments to the Italian social security institute INPS

⁴ Member of the Executive Committee from 1 September 2022, remuneration disclosed for September to December 2022

04

REMUNERATION TO GROUP CEO, EXECUTIVE COMMITTEE, BOARD OF DIRECTORS, ETC.

REMUNERATIONS TO THE BOARD OF DIRECTORS PAID OUT IN 2022

AMOUNTS IN NOK THOUSAND

	BOARD REMUNERATION	REMUNERATION BOARD COMPENSATION COMMITTEE	REMUNERATION BOARD COMPENSATION COMMITTEE
Jon Fredrik Baksaas	515		62
Nina Ivarsen	345		
Lasse Kristoffersen	405		
David McKay	345		
Thomas Reimer	345		
Silvija Seres	345		40
Birgit Aagaard-Svendsen	345	88	
Ingvild Sæther	345	73	40
Jon Eivind Thrane	345		
Andreas Ringman Ugglå ¹	144		
Christian Venderby	345	73	

1 Member of the Board of Directors from 1 August 2022

FEES TO THE AUDITORS FOR 2022

AMOUNTS IN NOK THOUSAND

	DNV GROUP AS	DNV GROUP AUDITOR OTHER NORWEGIAN ENTITIES	DNV GROUP AUDITOR NON-NORWEGIAN ENTITIES	OTHER AUDITORS	TOTAL
Statutory audit	4 029	3 552	32 037	88	39 705
Tax consulting services			1 016		1 016
Other audit related services		390	673		1 063
Non-audit services		968	344	14	1 326

05

OTHER OPERATING EXPENSES

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

	2022	2021
Travel expenses	836.4	454.1
External hired assistance	2 053.4	2 040.4
IT and communication expenses	730.7	584.5
Losses on accounts receivables	34.2	26.8
Other expenses	3 649.5	2 584.2
Total other operating expenses	7 304.3	5 690.1

06

FINANCIAL INCOME AND FINANCIAL EXPENSES

DNV GROUP AS

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

2022	2021		2022	2021
1 620.0	1 620.4	Dividend from subsidiaries	0.0	0.0
285.0	0.0	Group contribution received	0.0	0.0
65.4	17.1	Return on money market investments	65.4	17.1
0.0	0.0	Gain from sale from investment in associates (Note 12)	0.0	599.4
0.0	0.0	Gain from sale of long-term shareholdings	1.0	0.0
0.0	0.0	Net interest on the net defined benefit liability (asset) (Note 15)	25.7	(6.9)
(80.7)	(31.0)	Interest expense and other financial expenses external loan	(80.7)	(31.1)
1.0	(23.8)	Interest on interest rate swap	1.0	(23.8)
14.3	7.0	Other net interest income	40.7	15.9
(4.8)	25.3	Net interest income (expense) group companies	(0.9)	(8.6)
0.0	0.0	Interest expense lease liabilities	(57.4)	(55.7)
(207.8)	95.2	Currency gains (losses)	(151.6)	49.9
(12.6)	(34.0)	Other financial items	(42.5)	(44.5)
1 679.8	1 676.2	Net financial income (expenses)	(199.1)	511.7

07

TAX

DNV GROUP AS			DNV GROUP AS CONSOLIDATED		
2022	2021	AMOUNTS IN NOK MILLION	2022	2021	
		Tax expense consists of:			
(62.3)	18.8	Norwegian income tax	90.1	97.4	
0.0	0.0	Income tax outside Norway	903.3	671.1	
(62.3)	18.8	Total tax payable	993.4	768.5	
62.7	24.5	Tax effect group contribution	0.0	54.0	
11.9	(31.1)	Change in deferred tax in Norway	31.1	(56.6)	
0.0	0.0	Change in deferred tax outside Norway	(53.2)	(28.3)	
11.9	(31.1)	Total change in deferred tax	(22.1)	(85.0)	
12.3	12.3	Tax expense	971.3	737.5	
368.7	368.4	Tax on profit at 22%	653.5	694.7	
		Tax effect of:			
0.0	0.0	Non refundable foreign withholding taxes	84.8	74.6	
0.0	0.0	Gain sale of shares	0.0	(131.9)	
(356.4)	(356.1)	Dividend from subsidiaries	0.0	0.0	
0.0	0.0	Other permanent differences	77.5	34.3	
0.0	0.0	Changes of previous years taxes	67.0	10.2	
0.0	0.0	Tax assets not recognized current year	13.4	12.6	
0.0	0.0	Differences between tax rates in Norway and abroad	75.1	42.9	
12.3	12.3	Tax expense	971.3	737.5	
1%	1%	Effective tax rate	33%	23%	

DNV GROUP AS			DNV GROUP AS CONSOLIDATED		
2022	2021	AMOUNTS IN NOK MILLION	2022	2021	
		Net tax-reducing/tax-increasing temporary differences:			
5.4	(2.1)	Non-current assets	2 343.9	2 321.1	
79.8	25.9	Current assets	(107.3)	55.1	
0.0	0.0	Liabilities	(2 740.0)	(3 151.0)	
0.0	0.0	Tax loss to be carried forward	(750.4)	(701.0)	
85.2	23.8	Basis for (deferred tax asset) / liability	(1 253.8)	(1 475.7)	
22%	22%	Tax rates applied	17%-42%	17%-42%	
0.0	0.0	Deferred tax asset	881.6	1 010.5	
(18.7)	(5.2)	Deferred tax liability	(506.1)	(518.8)	

In addition to the tax loss to be carried forward of NOK 750 million shown above, which has a related deferred tax asset recognized in the balance sheet, the DNV Group has accumulated tax-loss to be carried forward amounting to NOK 685 million (NOK 647 million 2021). As the future utilization of these tax losses cannot be demonstrated, the related deferred tax asset of NOK 154 million (NOK 118 million 2021) has not been recognized in the balance sheet.

About 95% of the tax losses with a deferred tax asset on balance, and about 60% of the losses off balance, has an indefinite utilization period. The remaining losses has a varying and uncertain utilization period.

NOK 179 million in 2022 (NOK 282 million 2021) deferred tax expense related to net actuarial losses on defined benefit pension plans and exchange differences, has been reflected in other comprehensive income/other equity, together with the related net actuarial loss and exchange differences.

08

INTANGIBLE ASSETS

AMOUNTS IN NOK MILLION

	GOODWILL	CUSTOMER CONTRACTS AND RELATIONS	ACQUIRED SOFTWARE AND TECHNOLOGY	TRADEMARKS	CAPITALIZED SOFTWARE DEVELOPMENT	TOTAL
Acquisition cost						
1 January 2021	9 525.3	2 825.8	79.8	453.1	3 187.8	16 071.7
Additions	0.0	0.0	0.0	0.0	198.2	198.2
Additions from acquisitions	732.4	114.7	52.7	0.0	59.4	959.3
Disposals	0.0	0.0	0.0	0.0	0.0	0.0
Currency translation differences	(423.3)	(134.0)	0.0	(20.0)	(64.5)	(641.8)
Total acquisition cost 31 December 2021	9 834.4	2 806.5	132.5	433.1	3 381.0	16 587.5
Additions	0.0	0.0	0.0	0.0	283.3	283.3
Additions from acquisitions	647.0	153.1	0.0	0.0	0.0	800.1
Currency translation differences	490.6	151.3	0.0	21.6	72.2	735.7
Total acquisition cost 31 December 2022	10 972.0	3 111.0	132.5	454.7	3 736.4	18 406.6

AMOUNTS IN NOK MILLION

	GOODWILL	CUSTOMER CONTRACTS AND RELATIONS	ACQUIRED SOFTWARE AND TECHNOLOGY	TRADEMARKS	CAPITALIZED SOFTWARE DEVELOPMENT	TOTAL
Accumulated amortization and impairment						
1 January 2021	(360.7)	(2 181.7)	(53.2)	0.0	(1 915.1)	(4 510.7)
Amortization	0.0	(174.8)	(10.8)	0.0	(201.5)	(387.0)
Impairment	0.0	0.0	0.0	0.0	(27.7)	(27.7)
Currency translation differences	0.7	109.2	0.0	0.0	61.0	170.9
Total accumulated amortization and impairment 31 December 2021	(360.0)	(2 247.3)	(63.9)	0.0	(2 083.4)	(4 754.6)
Amortization	0.0	(155.0)	(13.5)	0.0	(235.6)	(404.1)
Impairment	0.0	0.0	0.0	0.0	0.0	0.0
Currency translation differences	(0.9)	(128.8)	0.0	0.0	(66.6)	(196.4)
Total accumulated amortization and impairment 31 December 2022	(360.9)	(2 531.1)	(77.4)	0.0	(2 385.6)	(5 355.1)
Net book value						
31 December 2022	10 611.1	579.9	55.0	454.7	1 350.8	13 051.4
31 December 2021	9 474.4	559.2	68.6	433.1	1 297.6	11 832.9
Useful life	Indef.	1-10 years	1-10 years	Indef.	5-10 years	

Goodwill is not amortized, but is tested annually for impairment (note 9).

Customer contracts and relations are amortized linearly, based on evaluation of useful life.

Software and software development are amortized linearly, based on evaluation of useful life.

Trademarks has an indefinite useful life and are not amortized but tested for impairment annually.

09

IMPAIRMENT TESTING OF GOODWILL AND OTHER INTANGIBLE ASSETS

Goodwill obtained through acquisitions is allocated to the applicable cash generating units (CGU) in the DNV Group that are expected to benefit from the acquisition. The CGUs reflect and correspond to the lowest level the DNV Group management prepare plans, monitors and follow up its business activities.

Except for The Accelerator, the CGUs correspond to DNV Group's business areas; Maritime, Energy Systems, Business Assurance, Supply Chain & Product Assurance, and Digital Solutions. The Accelerator is organized into the individual business units; Inspection, Digital Health, and Cyber Security, which are considered as separate CGU's.

Goodwill and trademarks (not amortized) are allocated to the business areas/cash generating units as follows:

	TRADEMARKS		GOODWILL	
	2022	2021	2022	2021
Maritime	244.8	233.0	3 326.1	3 164.1
Energy Systems	175.1	166.9	4 969.9	4 653.9
Business Assurance	5.1	5.1	219.8	152.3
Supply Chain & Product Assurance	0.0	0.0	396.6	34.9
The Accelerator - Inspection	29.7	28.2	717.3	680.0
The Accelerator - Digital Health	0.0	0.0	605.8	433.6
The Accelerator - Cyber Security	0.0	0.0	327.7	307.8
Digital Solutions	0.0	0.0	47.9	47.9
Total goodwill	454.7	433.1	10 611.1	9 474.5

The CGU tested consist of goodwill, other intangible assets, tangible fixed assets and working capital. The group bases its impairment calculations on budgets and long-term financial plans, which are prepared separately for each of the DNV Group's CGUs to which the individual assets are allocated. Goodwill is tested for impairment annually as part of the DNV Group's annual plan process (approved by Board of Directors in December) and when circumstances indicate that the carrying value may be impaired. An impairment loss is recognized if the estimated recoverable amount is lower than the carrying amount of the CGU. Intangible assets with indefinite useful lives are tested for impairment annually at the CGU level, as appropriate, and when circumstances indicate that the carrying value may be impaired.

The DNV Group has used value in use to determine recoverable amounts for the CGUs. Value in use is determined by using the discounted cash flow method. The expected cash flows are based on the business areas' (individual business units for The Accelerator) budgets and long term plans, which are approved by the Board of Directors and executive management.

Budgets and long-term plans cover maximum a five year period. The growth rates used to project cash flows beyond the explicit five year plan period are based on management's past experience and market development expectations. When relevant, risk has been reflected in the cash flow estimates through probability weighted scenarios.

KEY ASSUMPTIONS PER CASH-GENERATING UNIT

	COST OF CAPITAL (WACC) – POST TAX	LONG-TERM NOMINAL GROWTH RATE
Maritime	7.7%	1.5%
Energy Systems	8.0%	1.5%
Business Assurance	7.3%	1.5%
Supply Chain & Product Assurance	8.4%	1.5%
Digital Solutions	8.9%	1.5%
The Accelerator - Inspection	8.0%	1.5%
The Accelerator - Digital Health	8.8%	1.5%
The Accelerator - Cyber Security	8.1%	1.5%

Except CGU Digital Health and CGU Inspection, none of the CGU's will be in an impairment situation unless there are material changes in the key assumptions, and these changes are considered to be outside the probable outcome.

CGU Digital Health is the smallest and newest CGU in the DNV Group with a total carrying amount (before the acquisition of MBI Healthcare Technologies in December 2022) of NOK 587 million, which is close to the estimated recoverable amount. As the CGU is close to an impairment,

it will be followed up closely against financial and business plans. A 1% decrease in EBITDA-margin will lead to NOK 23 million impairment, a 0.5% point increase in WACC will lead to an impairment of NOK 47 million.

CGU Inspection has a total carrying amount of NOK 880 million. Risk has been reflected in the cash flow estimates through three probability weighted scenarios. A 0.5% point increase in WACC will lead to an impairment of NOK 50 million.

10

FIXED ASSETS

AMOUNTS IN NOK MILLION

	LAND, BUILDINGS AND OTHER PROPERTY	OFFICE EQUIPMENT, FIXTURES AND FITTINGS	RIGHT- OF-USE ASSETS ¹	TOTAL
Acquisition cost				
1 January 2021	3 111.7	3 271.2	2 423.4	8 806.3
Additions	26.7	126.5	427.4	580.6
Additions from business combinations	0.0	2.8	1.3	4.1
Disposals	(7.4)	(80.0)	0.0	(87.4)
Currency translation differences	(10.8)	(18.2)	(7.3)	(36.3)
Total acquisition cost 31 December 2021	3 120.3	3 302.3	2 844.7	9 267.3
Additions	36.5	190.0	202.1	428.6
Additions from business combinations	14.9	1.7	0.9	17.6
Disposals	(16.9)	(89.7)	0.0	(106.6)
Currency translation differences	58.7	98.2	103.9	260.9
Total acquisition cost 31 December 2022	3 213.6	3 502.6	3 151.6	9 867.8

¹ Right-of-use asset relates to leases of office buildings

AMOUNTS IN NOK MILLION

	LAND, BUILDINGS AND OTHER PROPERTY	OFFICE EQUIPMENT, FIXTURES AND FITTINGS	RIGHT- OF-USE ASSETS ¹	TOTAL
Accumulated depreciation				
1 January 2021	(1 395.2)	(2 837.1)	(839.6)	(5 071.9)
Depreciation	(64.0)	(147.0)	(401.8)	(612.9)
Disposals	4.4	71.1	0.0	75.4
Currency translation differences	2.3	14.8	0.0	17.1
Total accumulated depreciation 31 December 2021	(1 452.6)	(2 898.2)	(1 241.4)	(5 592.2)
Depreciation	(71.0)	(140.0)	(374.2)	(585.2)
Impairment	0.0	0.0	0.0	0.0
Disposals	2.2	80.6	0.0	82.8
Currency translation differences	(36.1)	(81.4)	0.0	(117.5)
Total accumulated depreciation 31 December 2022	(1 557.4)	(3 039.1)	(1 615.6)	(6 212.1)
Net book value				
31 December 2022	1 656.1	463.6	1 536.0	3 655.8
31 December 2021	1 667.7	404.1	1 603.3	3 675.2
Useful life	15-67 years indefinite (land)	3-15 years	1-15 years	
Depreciation plan	Linear	Linear	Linear	

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INVESTMENTS IN SUBSIDIARIES

THE FOLLOWING INVESTMENTS IN SUBSIDIARIES ARE DIRECTLY OWNED BY DNV GROUP AS:

AMOUNTS IN NOK MILLION	BUSINESS OFFICE		SHARE CAPITAL IN 1000 LOCAL CURRENCY ¹	OWNERSHIP	BOOK VALUE
DNV AS	Bærum, Norway	NOK	11 441 280	100%	11 839.3
DNV Business Assurance Group AS	Bærum, Norway	NOK	1 033	100%	1.1
Det Norske Veritas Eiendom AS	Bærum, Norway	NOK	8 129	100%	8.1
Total investment in subsidiaries					11 848.5

¹ incl. share premium

For a full overview over all the subsidiaries in DNV Group AS, see note 32.

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INVESTMENT IN ASSOCIATES

In June 2021, DNV Group (through DNV AS) sold the 26.4% ownership in Storm Geo Holding AS, the sales amount of NOK 786 million was settled in cash. The gain from the sale of shares in Storm Geo Holding AS was

NOK 599.4 million and is recognized as financial income in 2021, ref. note 6. There are no investments in associates in 2022.

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LONG-TERM SHAREHOLDINGS

COMPANY

AMOUNTS IN NOK MILLION

	OWNERSHIP	BOOK VALUE 31.12.2022	BOOK VALUE 31.12.2021
Umotif Limited	9.7%	34.9	34.9
Scout Drone Inspection AS	7.0%	9.0	5.0
Kezzler AS	3.3%	30.0	20.0
VeChain Technology (HK) Company Limited	3.0%	15.6	15.6
Valoritalia S.r.l.	2.0%	11.1	11.1
Provision Analytics Inc.	7.4%	9.1	9.1
Raptor Maps Inc.	2.9%	15.9	0.0
Investment Energy Impact Fund SCSp	2.4%	19.5	0.0
HST Solar Farms Inc.	2.9%	14.6	0.0
Nixu Oyj.	1.0%	4.5	0.0
Careindexing Aps ¹		0.0	4.6
Other		8.0	6.2
Total		172.1	106.5

¹ sold in June 2022

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BUSINESS COMBINATIONS

ACQUISITIONS 2022

6 January 2022, DNV Group acquired 100% of the shares in the leading German-based notified body MEDCERT GmbH, to enhance Business Area Supply Chain & Product Assurance's medical devices assurance capabilities and offerings. Headquartered in Hamburg, MEDCERT is one of the largest notified bodies in Germany and is among the leading notified bodies under the EU regulations for medical devices. The acquisition increases DNV's capacity to deliver additional notification services of medical devices globally. It will also increase DNV Group's market share in the medical devices sector by adding a separate Medical Device Regulation (MDR) notification.

30 June 2022, DNV Group acquired 100% of the shares in The Registrar Company (TRC), a family-owned certification body providing certification and training services in the US and Canada. The acquisition expands and strengthens DNV Business Assurance's offer and presence in North America.

16 December 2022, DNV Group acquired 60% of the shares in MBI Healthcare Technologies, a leading healthcare data assurance company based in the UK.

The company will form part of the Accelerator business area's growing portfolio of digital health companies. With this investment DNV Group will further enhance its strength in providing trust and assurance to the healthcare sector.

In addition, DNV Group acquired several smaller entities in 2022; Clean Technology Partners, Australia (Energy Systems, purchase price AUD 4.8 million), Control Solutions Business Assurance BV, The Netherlands (Business Assurance, purchase price EUR 1.7 million), and Power System Dynamics, South Africa (Energy Systems, purchase price EUR 1.4 million). The purchase price in excess of net book value of the equity/net assets for these entities, has been allocated to goodwill.

DNV Group acquired the remaining 5% shares of the subsidiary company, Germanischer Lloyd Offshore and Industrial Services (B) Sdn Bhd in October 2022. As Germanischer Lloyd Offshore and Industrial Services (B) Sdn Bhd has been fully consolidated with a 5% non-controlling interest, the acquisition cost for the shares, NOK 37 million, has consequently been reflected through equity.

COMPANY / ACTIVITIES	TRANSACTION DATE	OWNERSHIP	PURCHASE CURRENCY	ACQUISITION COST, LOCAL CURRENCY MILL	TRANSACTION COSTS EXPENSED MILL NOK	EXTERNAL REVENUE INCL. IN 2022 ACCT. MILL NOK	PROFORMA EXTERNAL REVENUE MILL NOK
MEDCERT	6 Jan 22	100%	EUR	40.8	2.8	92.5	92.5
The Registrar Company	30 Jun 22	100%	CAD	9.2	3.0	11.9	23.6
MBI Healthcare Technologies	16 Dec 22	60%	GBP	18.4	7.8	-	87.7

PURCHASE PRICE ALLOCATION (PPA)	ACQUISITION COST	OF WHICH:					GOODWILL
		CUSTOMER RELATIONS	CUSTOMER CONTRACTS	DEFERRED TAX	NET ASSETS	NON-CONTR. INTERESTS	
MEDCERT	429.8	64.1	15.7	(23.9)	12.2		361.7
The Registrar Company	66.8	5.8	11.9	(4.4)	3.4		50.1
MBI Healthcare Technologies	219.0	52.0	3.7	(10.6)	33.1	(31.3)	172.1

The difference between EUR 40.8/NOK 429.8 million acquisition cost of MEDCERT and EUR 32.8/NOK 328.4 million consideration paid is contingent consideration expected to be paid out over three years.

CASH FLOW FROM ACQUISITIONS

AMOUNTS IN NOK MILLION

Net cash acquired with the subsidiaries	12.6
Consideration paid in cash	(708.4)
Contingent consideration for previous year's acquisition paid 2022	(22.9)
Acquisitions paid in 2022, formally acquired in 2023 (Note 19 and Note 31)	(193.8)
Net cash flow from acquisitions	(912.6)

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BUSINESS COMBINATIONS

ACQUISITIONS 2021

1 July 2021, DNV Group acquired 80% of the shares in Imatis AS, headquartered in Porsgrunn, Norway, in the first step of its plan for rapid expansion into the digital health market. Imatis has 65 employees. Imatis provides digital solutions to hospitals and other care-giving institutions, giving healthcare workers access to structured real time information anywhere. DNV will use its strong brand and global infrastructure to further grow the digital health company internationally and introduce new products and services to the sector.

18 November 2021, DNV Group acquired 100% of the shares in the industrial cyber security specialist Applied Risk Holding BV (Applied Risk), headquartered in the

Netherlands, as part of the company's strategic ambition to bolster support to the emerging need for customers to secure the computing systems managing their industrial operations. DNV's cyber security unit and Applied Risk will join forces under the DNV brand aiming to take a leading position within industrial cyber security.

In October 2021 DNV Group acquired Antuko, a leading energy price forecaster and the solar photovoltaic analytics platform from Alteso (acquisition of software related intangible assets, NOK 15.5 million).

COMPANY / ACTIVITIES	TRANSACTION DATE	OWNERSHIP	PURCHASE CURRENCY	ACQUISITION COST, LOCAL CURRENCY MILL	TRANSACTION COSTS EXPENSED MILL NOK	EXTERNAL REVENUE INCL. IN 2022 ACCT. MILL NOK
Imatis	01/07/2021	80%	NOK	577.0	7.8	66.5
Applied Risk	18/11/2021	100%	EUR	36.0	3.8	13.4

PURCHASE PRICE ALLOCATION (PPA)	ACQUISITION COST	OF WHICH:						
		CUSTOMER RELATIONS	CUSTOMER CONTRACTS	TECHNOLOGY	DEFERRED TAX	NET ASSETS	NON-CONTR. INTEREST	GOODWILL
Imatis	577.0	20.5	58.9	52.7	(29.1)	50.5	(10.1)	433.6
Applied Risk	363.0	26.4	9.0	0.0	(8.8)	28.7		307.8

The difference between NOK 363/EUR 36 million acquisition cost of Applied Risk and NOK 300/EUR 30 million consideration paid is contingent consideration expected to be paid out over three years.

CASH FLOW FROM ACQUISITIONS

AMOUNTS IN NOK MILLION

Net cash acquired with the subsidiaries	67.2
Consideration paid in cash	(892.0)
Net cash flow from acquisition	(824.8)

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PENSION COSTS, PLAN ASSETS AND DEFINED BENEFIT PENSION LIABILITIES

DNV Group has both defined contribution pension plans and defined benefit pension plans. 11,412 employees are covered by the defined contribution pension plans while 3,875 persons (employees and pensioners) are covered by defined benefit pension plans. All defined benefit pension plans are closed for new entrants, however active members still build up their pension rights under these plans.

The structure of the defined benefit pension plans depends on the legal, tax, and economic conditions in the respective country, and is usually based on length of service and remuneration of the employee. The defined benefit pension plans are covered through separate pension funds, through arrangements with independent insurance companies, or through unfunded plans.

The defined benefit pension plans in Norway are financed mainly through a separate pension fund 'DNV Pensjonskasse'. For defined benefit pension plans in Germany, the major plans are unfunded with the gross liability reflected as a pension liability, however there are also pension plans in Germany financed through independent insurance companies. Of the other defined benefit pension plans, the major UK plans (closed in 2017) are financed through a separate pension fund, while the other plans are mainly financed through independent administrative funds/insurance companies. The pension cost and the pension liabilities as included in the accounts and in this note, are based on the presented actuarial assumptions, together with remuneration of the employee and length of service.

Contribution to the DNV Group's pension plans are made in accordance with common actuarial methods and statutory regulations in the country where the pension plan is administered. Total pension costs for 2022 are NOK 867.8 million of which NOK 181.0 million are related to the defined benefit pension plans and NOK 686.8 million are related to the defined contribution pension plans and end of service benefit plans.

The DNV Group participates in pension schemes in Netherlands, Sweden, and Spain classified as multi-employer plans. These multi-employer plans are classified as defined benefit plans, but as sufficient information on each participant's proportionate share of specific obligation and fair value of related assets is not available, they are accounted for as defined contribution plans.

The Norwegian companies in the DNV Group are subject to the Norwegian Pension Act. The companies' pension plans fulfil the requirements of the law. Norwegian employees are covered either by the Norwegian defined contribution pension plan (mainly employees employed after 1 January 2005), or the defined benefit pension plan organized in one Norwegian pension fund (employees employed before 1 January 2005) and in one unfunded pension plan (employees employed before 1 January 2005). The pension assets in the Norwegian pension fund (DNV Pensjonskasse) are invested as follows:

MARKET VALUE OF PLAN ASSETS IN NORWAY

AMOUNTS IN NOK MILLION

	31 DEC. 22	31 DEC. 21
Buildings and property	150.0	170.0
Mutual equity funds and hedge funds	4 931.4	5 736.4
Norwegian bonds and bond funds	2 430.3	2 714.3
Non-Norwegian bonds and bond funds	465.4	106.0
Bank accounts, other assets and liabilities	65.1	86.9
Total market value of plan assets Norway	8 042.2	8 813.5
Actual return on plan assets	(574.1)	1 233.7

Capital contributed from DNV Group AS to the Norwegian Pension Fund, NOK 411 million, is reflected as other investments in the balance sheet for DNV Group AS.

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PENSION COSTS, PLAN ASSETS AND DEFINED BENEFIT PENSION LIABILITIES

PENSION COST - DEFINED BENEFIT PENSION SCHEMES	FUNDED NORWEGIAN DEFINED BENEFIT PENSION PLANS		GERMAN DEFINED BENEFIT PENSION PLANS		OTHER DEFINED BENEFIT PENSION PLANS	
	2022	2021	2022	2021	2022	2021
AMOUNTS IN NOK MILLION						
Net present value of this year's pension contribution	124.2	130.6	34.4	30.5	4.9	8.4
Effect of plan changes/curtailments	0.0	0.0	0.0	0.0	0.0	0.0
Payroll tax	17.5	18.4	0.0	0.0	0.0	0.0
Net present value of this year's pension contr.and curtailm. incl. payroll tax	141.7	149.1	34.4	30.5	4.9	8.4
Net interest on the net defined benefit liability (asset)	(51.0)	(26.3)	34.1	36.6	(1.7)	0.3
Payroll tax	(7.2)	(3.7)	0.0	0.0	0.0	0.0
Net interest on the net defined benefit liability (asset) incl. payroll tax	(58.1)	(30.0)	34.1	36.6	(1.7)	0.3

NET PENSION ASSET (LIABILITIES) - DEFINED BENEFIT PENSION SCHEMES	FUNDED NORWEGIAN DEFINED BENEFIT PENSION PLANS		GERMAN DEFINED BENEFIT PENSION PLANS		OTHER DEFINED BENEFIT PENSION PLANS	
	31 DEC. 22	31 DEC. 21	31 DEC. 22	31 DEC. 21	31 DEC. 22	31 DEC. 21
AMOUNTS IN NOK MILLION						
Market value of plan assets	8 042.2	8 813.5	99.9	90.0	1 570.9	2 552.9
Actuarial present value of pension liabilities	(5 535.3)	(6 233.0)	(2 255.7)	(2 753.1)	(1 553.1)	(2 507.2)
Payroll tax ¹	(85.3)	(96.9)	0.0	0.0	0.0	0.0
Net pension asset (liabilities)	2 421.6	2 483.5	(2 155.8)	(2 663.2)	17.8	45.8

Hereof recorded in the balance sheet as:

Net pension asset ²	2 421.6	2 483.5	0.0	0.0	57.3	110.3
Pension liabilities	0.0	0.0	(2 155.8)	(2 663.2)	(39.5)	(64.6)

¹ Payroll tax is calculated on the unfunded pension liabilities

² Justified through asset ceiling test

The assumptions for calculation of the pension liabilities in Norway have been changed from 31.12.2021 to 31.12.2022; discount rate, covered bonds has been increased from 1.9% to 3.2%, the real wage growth has been increased from 0.75% to 1.25%, inflation has increased from 1.75% to 2.00% The changed assumptions led to reduced pension liabilities of NOK 859 million in 2022.

The assumptions for calculation of the pension liabilities in Germany have been changed from 31.12.2021 to 31.12.2022; discount rate has been increased from 1.3% to 4.2%, projected annual increase in salary adjustment

has been increased from 2.5% to 2.7% and the projected annual increase rate in pension benefit has been increased from 1.7% to 2.2%. The changed assumptions led to reduced pension liabilities of NOK 612 million in 2022.

NOK 350.0 million net actuarial gain on defined benefit pension plans have been reflected in other comprehensive income/other equity in 2022, following mainly from changed assumptions for calculation of the Norwegian and German plans and negative actual return on the plan assets in Norway.

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PENSION COSTS, PLAN ASSETS AND DEFINED BENEFIT PENSION LIABILITIES

THE CALCULATIONS OF THE PENSION LIABILITIES ARE BASED ON THE FOLLOWING ACTUARIAL ASSUMPTIONS:

	NORWEGIAN PLANS ²		GERMAN PLANS		OTHER PLANS	
	31 DEC. 22	31 DEC. 21	31 DEC. 22	31 DEC. 21	31 DEC. 22	31 DEC. 21
Discount rate ¹	3.20%	1.90%	4.2%	1.3%	3.4-4.9%	0.5-1.9%
Projected annual salary adjustment	3.50%	2.75%	2.7%	2.5%	3.0-4.3%	3.0-3.9%
Projected annual increase in pension benefit	2.00%	1.75%	2.2%	1.7%	2.0-3.3%	0.0-3.1%
Projected annual increase of Norwegian government basis pension	3.25%	2.50%				
Expected annual return on plan assets	3.20%	1.90%	4.2%	1.3%	3.4-4.9%	0.5-1.9%

¹ Covered bond rate for Norwegian plans

² The pension liability calculations for the Norwegian plans are based on K2013BE (standard best estimate mortality table).

The retirement age in the group differs from country to country. In the most significant pension plans the ordinary retirement age is 67 years (Norway) and 65-67 years (Germany). To align with German regulations,

the major German pension plans are gradually shifting from 65 to 67 years based on the year of birth of the plan members. Some managers and employees are entitled to early retirement before 67, with full pension rights earned.

SENSITIVITY ANALYSIS OF PENSION CALCULATIONS.

The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting

period, while keeping all other assumptions unchanged. Sensitivities decrease (increase) defined benefit obligation year-end.

ASSUMPTIONS, SENSITIVITY LEVEL	DISCOUNT RATE		FUTURE SALARY INCREASES	
	0.5% INCREASE	0.5% DECREASE	0.5% INCREASE	0.5% DECREASE
AMOUNTS IN NOK MILLION				
Impact on defined benefit obligation Norwegian plans	394.2	(443.3)	(159.1)	165.6
Impact on defined benefit obligation German plans	123.9	(126.0)	(10.3)	10.0

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INTERCOMPANY BALANCES

DNV GROUP AS		AMOUNTS IN NOK MILLION	DNV GROUP AS CONSOLIDATED	
2022	2021		2022	2021
		Long-term receivables:		
2 629.4	2 362.5	Group internal loans receivable	0.0	0.0
		Short-term receivables:		
115.8	63.0	Other receivables group companies	4.2	3.0
285.0	0.0	Group contribution	0.0	0.0
400.8	63.0	Total short-term receivables	4.2	3.0
3 030.1	2 425.5	Total receivables group companies	4.2	3.0
		Non-current liabilities		
1 473.1	679.9	Group internal loans from subsidiaries	0.0	0.0
1 473.1	679.9	Total loan from group companies	0.0	0.0
		Current liabilities:		
73.2	10.4	Other current liabilities group companies	0.0	3.0
3 690.7	5 169.4	Debt to cash-pool participants	45.2	42.7
0.0	111.5	Group contribution	0.0	245.5
3 763.8	5 291.4	Total current liabilities group companies	45.2	291.1
5 236.9	5 971.2	Total liabilities group companies	45.2	291.1

The term group companies include the parent company Det Norske Veritas Holding AS and the ultimate parent

company, Stiftelsen Det Norske Veritas, which are not part of DNV Group AS consolidated financial statements.

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OTHER NON-CURRENT RECEIVABLES

AMOUNTS IN NOK MILLION	DNV GROUP AS CONSOLIDATED	
	2022	2021
Loans to employees	12.2	12.6
Arrangement fee external loan	12.3	16.5
Other pension related assets	234.9	229.6
Other non-current receivables	138.2	147.7
Total other non-current receivables	397.6	406.4

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TRADE RECEIVABLES

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

2022 2021

	2022	2021
Gross trade receivables	5 018.2	4 208.6
Expected credit losses	(148.5)	(150.2)
Net trade receivables	4 869.7	4 058.4

In line with IFRS 9 simplified approach for measuring expected credit losses, DNV Group uses a lifetime expected loss allowance for all trade receivables and contract assets. DNV Group use a provision matrix as a practical expedient to calculate the expected credit losses on trade receivables.

Contract assets represent DNV Group's right to consideration in exchange for services transferred to the customer; work performed on customer contracts, not yet invoiced. Expected credit losses on contract assets are considered to be immaterial.

DNV GROUP AS CONSOLIDATED

PROVISION MATRIX:

AMOUNTS IN NOK MILLION

GROSS TRADE REC. ECL PROVISION

	GROSS TRADE REC.	ECL PROVISION
Total contract assets	3 405.3	-
Trade receivables not due	3 429.4	-
Trade receivables < 180 days overdue - (specific ECL provision)	1 365.4	12.0
Trade receivables 180-360 days overdue (33% ECL provision)	113.3	37.8
Trade receivables exceeding 360 days overdue (90% ECL provision)	110.2	98.7
Total gross trade receivables / ECL provision	5 018.2	148.5

Contract liabilities of NOK 3 170.5 million (NOK 2 698.0 million 2021) represent DNV Group's obligation to transfer services to customers, for which consideration

is received; invoice issued according to customer contracts, performance obligation not yet transferred.

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OTHER RECEIVABLES AND PREPAYMENTS

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION

2022 2021

	2022	2021
Prepaid VAT, withholding tax, and corporate income tax	291.6	470.4
Prepayments to suppliers	270.5	209.5
Payments for acquisitions (formally acquired in 2023/ control transferred 2023) - Note 31	193.8	0.0
Other current receivables	244.0	181.8
Total other receivables and prepayments	1 000.0	861.6

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CASH AND BANK DEPOSITS

DNV Group AS has the following cash pool systems:

BANK	OVERDRAFT FACILITY (MILL)	PARTICIPATING ENTITIES	BALANCE 31 DEC. 2022 (MILL NOK)
Danske Bank	NOK 500	Most subsidiaries in Norway, Denmark, Sweden, Finland, UK, Ireland and the Baltics	763.0
Deutsche Bank	EUR 20	Several subsidiaries in Europe	15.8
Bank of America		Most of the subsidiaries in US	130.0
Bank of America		Most of the subsidiaries in Canada	22.0
DNB ASA		DNV AS and DNV Group AS	6.2
Citibank - AED		Some subsidiaries in Middle East	15.0
Citibank - AUD		Some subsidiaries in Australia	22.0
Citibank - USD	USD 13	Some subsidiaries in Middle East and South East Asia	102.0
Citibank - SGD		Some subsidiaries in South East Asia	27.0
Citibank - JPY		Some subsidiaries in Japan	41.0
Citibank - CNY		DNV China Company Limited	285.0
Citibank - EUR		Some subsidiaries in the Euro-countries	12.0
Total cash-pool systems		1 441.0	1 441.0
Liquidity funds		3 988.5	3 988.5
Local bank accounts		17.0	1 894.9
Total cash and bank deposits DNV Group AS Consolidated			7 324.5
Total cash and bank deposits DNV Group AS		5 446.6	

DNV Group AS reflect balances from participants in the cash pooling system as 'Current liabilities Group companies' (Note 16)

The following DNV Group AS' wholly owned subsidiaries have local credit facilities guaranteed by DNV Group AS or DNV AS through parent company guarantees:

BANK	OVERDRAFT FACILITY (MILL)	PARTICIPATING ENTITY	DRAWN 31 DEC. 2022 (MILL)
Citibank China	CNY 50	DNV China Company Ltd	Undrawn
Citibank India	INR 160	DNV MES India Private Limited	Undrawn
Citibank India	INR 370	DNV Shared Services India Private Limited	INR 110
Citibank Korea	KRW 17 000	DNV Korea Ltd	Undrawn
Citibank Brazil	BRL 5	DNV Business Assurance Avaliacoes e Certi Brasil Ltda	Undrawn
Citibank Brazil	BRL 20	DNV Classificacao Certificacao e Consultoria Brasil Ltda	Undrawn

Cash and bank deposits in the balance sheet comprise cash at banks and on hand and short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

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SHARE CAPITAL AND OWNERS

The share capital of DNV Group AS consist of 1 000 000 shares, with par value of NOK 100 each. The company is owned 100% by Det Norske Veritas Holding AS, with business office in Bærum, Norway.

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INTEREST BEARING LOANS AND BORROWINGS

DNV Group AS has an agreement for a NOK 2 998 million term loan with a bank syndicate consisting of Danske Bank, Norwegian Branch, Handelsbanken Norwegian branch of Svenska Handelsbanken AB, and Nordea Bank Abp, filial i Norge. The loan expires in December 2024. The credit agreement supporting this loan has certain covenants. DNV Group AS was well within all covenants at year-end 2022. The facilities are secured with a NOK 10 billion pledge in properties belonging to Det Norske Veritas Eiendom AS. The interest on the loan consist of a floating interest element of NIBOR plus a margin. Hence, DNV Group AS will have risk related to fluctuations in NIBOR. The loan was previously hedged at a fixed interest rate until December 2022.

DNV Group AS has an agreement for a NOK 3 000 million multi-currency revolving credit facility with a bank syndicate consisting of Handelsbanken Norwegian branch of Svenska Handelsbanken AB, Danske Bank, Norwegian Branch, and Nordea Bank Abp, filial i Norge. The facility expires in December 2027 and was undrawn per year-end 2022. The credit agreement supporting this facility has certain covenants, including a negative pledge clause (except for the pledge in properties belonging to Det Norske Veritas Eiendom AS for the NOK 2 998 million term loan as described above), and also restrict DNV Group AS' ability to freely dispose of material assets. The credit agreement requires that DNV Group AS' net interest bearing debt on a consolidated basis does not exceed a set level relative to EBITDA. DNV Group AS was well within all covenants at year-end.

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LEASE LIABILITIES

LEASE LIABILITIES MATURITY PROFILE	UNDISCOUNTED VALUES		DISCOUNTED VALUES	
	2022	2021	2022	2021
Within one year	418.2	354.4	402.8	342.3
After one year but not more than five years	988.3	904.3	918.1	843.1
More than five years	485.9	604.6	370.2	567.7
Total lease liabilities	1 892.4	1 863.3	1 691.1	1 753.0

SUMMARY OF THE LEASE LIABILITIES IN THE FINANCIAL STATEMENTS

Total lease liabilities at 1 January	1 753.0	1 733.2
New lease liabilities recognised in the year	184.2	408.2
Cash payments for the principal portion of the lease liability	(407.4)	(436.8)
Interest expense on lease liabilities	57.4	55.7
Currency exchange differences	103.9	(7.3)
Total lease liabilities at 31 December	1 691.1	1 753.0
Non-current lease liabilities	1 288.3	1 410.7
Current lease liabilities	402.8	342.3

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PROVISIONS

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION	DNV GROUP AS CONSOLIDATED			
	CLAIMS AND CONTINGENCIES	RESTRUCTURING	OTHER PROVISIONS	TOTAL
Balance at 1 January 2021	34.9	201.6	103.5	340.0
Currency translation differences	0.0	(3.5)	0.1	(3.4)
Additions	0.0	24.9	24.8	49.7
Utilization	(1.1)	(114.3)	(13.0)	(128.4)
Reversal	0.0	(12.9)	(17.5)	(30.4)
Balance at 31 December 2021	33.8	95.8	97.9	227.5
Current	33.8	95.8	26.8	156.4
Non-current	0.0	0.0	71.1	71.1
Balance at 1 January 2022	33.8	95.8	97.9	227.5
Currency translation differences	0.0	1.7	2.9	4.6
Additions	0.0	7.4	21.6	29.0
Utilization	(7.9)	(59.4)	(25.8)	(93.1)
Reversal	(17.4)	(12.2)	(10.4)	(40.1)
Balance at 31 December 2022	8.4	33.3	86.2	127.9
Current	8.4	33.3	26.1	67.8
Non-current	0.0	0.0	63.8	63.8

Provisions for claims and contingencies more likely to materialize than not, reflect the financial exposure.

The exposure for other claims classified as contingent liabilities, less likely than not to materialize is considered not to be material.

Provisions for restructuring are primarily termination benefits/ severance costs. Included in other provisions are provisions for onerous contracts and lease contract dilapidations.

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OTHER NON-CURRENT LIABILITIES

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION	DNV GROUP AS CONSOLIDATED	
	2022	2021
End of service benefit schemes liabilities	266.3	270.5
Contingent considerations (Deferred acquisition costs) - non-current part	83.9	66.4
Other non-current liabilities	162.4	157.0
Total other non-current liabilities	512.6	493.9

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OTHER CURRENT LIABILITIES

DNV GROUP AS CONSOLIDATED

AMOUNTS IN NOK MILLION	DNV GROUP AS CONSOLIDATED	
	2022	2021
Accrued bonus to employees	1 051.0	1 000.0
Accrued holiday allowances	456.4	393.5
Contingent considerations (Deferred acquisition costs) - current part	89.8	20.6
Accrued expenses and other current liabilities	1 720.7	1 484.2
Total other current liabilities	3 318.0	2 898.3

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RELATED PARTY TRANSACTIONS

DNV AS has a lease agreement for the office building in Stavanger, Norway with the related party DNV Pension fund, the rent expensed in 2022 amounts to NOK 7.7 million.

DNV AS has a management services agreement for the delivery of general management and administrative services with the related party Det Norske Veritas Holding AS (100% shareholder) and Stiftelsen Det

Norske Veritas (ultimate parent company). The total amount invoiced for services rendered in 2022 is NOK 0.7 million to Det Norske Veritas Holding AS and NOK 2.4 million to Stiftelsen Det Norske Veritas.

DNV AS has a service agreement with the related party DNV Pension fund for management and administrative services. The revenue recognized for these services in 2022 is NOK 0.4 million.

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GUARANTEES

DNV GROUP AS		DNV GROUP AS CONSOLIDATED	
2022	2021	2022	2021
AMOUNTS IN NOK MILLION			
0.0	0.0	518.2	473.3
Guarantee commitments not included in the accounts			

These guarantees are not secured by mortgage.

Guarantee commitments are mainly related to customer contracts entered into by DNV Group AS subsidiary companies.

DNV Group AS has an agreement for a NOK 2 998 million term loan with a bank syndicate consisting of Danske Bank, Norwegian Branch, Handelsbanken Norwegian branch of Svenska Handelsbanken AB and Nordea Bank Abp, filial i Norge. The facilities are secured with a pledge in properties belonging to Det Norske Veritas Eiendom AS.

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FINANCIAL MARKET RISK

DNV Group's main financial market risks are liquidity risk, foreign currency risk, credit risk, interest rate risk and pension plan risk.

LIQUIDITY RISK. The Group monitors its liquidity risk on an ongoing basis. The liquidity forecasting considers planned investments in non-current assets, financing activities, working capital needs, as well as projected cash flows from operations.

FOREIGN CURRENCY RISK. DNV Group has revenues and expenses in approximately 60 currencies. Of these, six currencies (NOK, EUR, USD, CNY, GBP and KRW) make up for 78% of the total revenue. In most currencies the group has a natural hedge through a balance of revenue and expenses. However, a significant portion of DNV's net income is based on the USD or currencies closely correlated to the USD. DNV's management has a mandate to hedge up to 75% of forecasted USD or USD-correlated net cash flow exposure 18 months forward. At year-end 2022, DNV Group hedged USD 75 million of its future cash flow through forward contracts.

For currency hedging, the DNV Group does not apply hedge accounting and realized and unrealized gains and losses are recognized in the income statement. Unrealized gain at year-end is NOK 72.5 million. DNV is also materially exposed to the re-evaluation of balance sheet items, including net investments in foreign subsidiaries

DNV Group has currency exposures through investments in net assets in 193 subsidiaries with assets and liabilities in approximately 60 different functional currencies as well as through goodwill and intangible assets from acquisitions. Exchange differences from these currency exposures are reflected through OCI/equity. In most subsidiaries, DNV Group has no material local currency exposure against the functional currency. For DNV AS, the main operating company in Norway and DNV Group AS, the Norwegian parent company in the DNV Group, there are material currency exposures against NOK as functional currency, mainly related to external accounts receivables, contract assets, contract liabilities, loans from group companies and balances in the cash pool

systems. Exchange differences from these exposures are reflected through the income statement (currency gains and losses in net financial income/expenses). A 1% strengthening/weakening of NOK against non-functional currencies will lead to a change in net financial income/expenses of +/- NOK 43 million.

CREDIT RISK. Receivable balances (NOK 5 018 million) are monitored on an ongoing basis with the result that the DNV Group's exposure to bad debts is limited. There are no significant concentrations of credit risk within the DNV Group. DNV Group's expected credit risk from contract assets is considered to be limited. With respect to credit risk arising from the other financial assets of the DNV Group, which comprises cash and cash equivalents (NOK 3 335 million) and liquidity funds (NOK 3 989 million) and certain derivative instruments (NOK 72.5 million), the DNV Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the market value of these instruments.

INTEREST RATE RISK. The DNV Group's exposure to the risk of changes in market interest rates relates primarily to the outstanding term loan and investments in liquidity funds. The rate on the loan was fixed with an interest rate swap until December 2022. Thereafter it is fixed every three months based on NIBOR plus a margin. A change in the interest rate of +/- 1 percentage point will lead to a change in net financial items of +/- NOK 30 million on annual basis. The liquidity funds have an average duration of 1 year and a change in the interest rate of +/- 1 percentage point will lead to a change in net financial items of +/- NOK 40 million annually. All bank deposits in the DNV Group have floating interest with a duration close to zero, consequently the interest rate risk related to bank deposits is immaterial.

PENSION PLAN RISK. The Group is exposed to volatility in the financial market affecting the value of the pension plan assets. The Group is also exposed to interest rate volatility affecting the pension liabilities. In addition, inflation and real wages development will have impact on the pension liabilities.

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FINANCIAL ASSETS AND FINANCIAL LIABILITIES

DNV GROUP AS

DNV GROUP AS				DNV GROUP AS CONSOLIDATED			
31 DECEMBER 2022		31 DECEMBER 2021					
FINANCIAL INSTRUMENTS AT FAIR VALUE THROUGH P&L	AMORTIZED COSTS	FINANCIAL INSTRUMENTS AT FAIR VALUE THROUGH P&L	AMORTIZED COSTS	AMOUNTS IN NOK MILLION			
				ASSETS			
				Non-current assets			
4.7		0.8		Long-term shareholdings	172.1		106.5
				Loans to employees		12.2	12.6
411.0		411.0		Other investments			
12.3		16.5		Other non-current receivables	138.2		279.8
				Current assets			
	5 446.6		5 173.3	Cash and bank deposits		7 324.5	6 935.9
				Trade receivables		4 869.7	4 058.4
				Other receivables		175.8	184.8
72.5		17.8		Forward contracts	72.5		17.8
				FINANCIAL LIABILITIES			
				Non-current			
	2 998.0		2 998.0	Interest bearing loans and borrowings		2 998.0	2 998.0
				Other non-current liabilities	512.6		353.4
				Current			
	0.8			Trade creditors		620.0	498.5
				Overdrafts		13.1	15.5
				Othe current liabilities		89.8	20.6

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SUBSEQUENT EVENTS

1 January 2023, DNV Group acquired 100% of the shares in Proxima Solutions GmbH, an artificial intelligence enabled wind software-as-a-service provider. The acquisition strengthens Business Area Energy Systems' green power monitoring portfolio. Proxima Solutions is a leading company that provides a digital platform for remote monitoring and asset management of renewable energy plants. The acquisition cost of EUR 5.2 million was paid in December 2022.

3 January 2023, DNV Group acquired 100% of the shares in the Sydney-based solar data specialist Solar and Storage Modelling Pty Ltd 'Solcast'. Solcast is a global solar irradiance data and forecasting provider. AUD 20 million of the acquisition cost of AUD 30 million was paid in December 2022.

DNV Group has announced a public tender offer to acquire all shares and stock options in Nixu, the largest company specialized in cyber security services on the Nordic market, contingent of minimum 90% acceptance rate. The value of the bid is EUR 98 million based on 100%. Nixu is headquartered near Helsinki, Finland, and is listed on the Nasdaq Helsinki Stock Exchange. DNV Group's offer window opened 28 February 2023 and close on or about 17 April 2023, subject to extension. Nixu's Board of Directors has evaluated DNV Group's offer to shareholders and unanimously recommended that the company's shareholders accept the offer.

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SUBSIDIARIES

COMPANY NAME	COUNTRY	OWNERSHIP
DNV AS	Norway	100%
Det Norske Veritas Eiendom AS	Norway	100%
DNV Business Assurance Group AS	Norway	100%
DNV Business Assurance Norway AS	Norway	100%
DNV Product Assurance AS	Norway	100%
DNV Inspection Group AS	Norway	100%
DNV Imatis AS	Norway	80%
DNV Inspection AS	Norway	100%
EURL DNV GL Algeria	Algeria	100%
DNV Angola Limitada	Angola	100%
DNV GL Argentina SA	Argentina	84%
DNV Inspection Australia PTY LIMITED	Australia	100%
DNV Australia Pty. Limited	Australia	100%
DNV Business Assurance Australia Pty Limited	Australia	100%
DNV Imatis Pty Ltd.	Australia	80%
DNV Business Assurance GmbH	Austria	100%
Noble Denton Consultants Limited	Azerbaijan	100%
DNV BANGLADESH LIMITED	Bangladesh	99%
DNV Belgium N.V.	Belgium	100%
DNV Classificação, Certificação e Consultoria Brasil Ltda	Brazil	100%
DNV BUSINESS ASSURANCE AVALIAÇÕES E CERTIFICAÇÕES BRASIL LTDA	Brazil	100%
Det Norske Veritas (B) Sdn Bhd	Brunei Darussalam	100%

COMPANY NAME	COUNTRY	OWNERSHIP
Germanischer Lloyd Offshore and Industrial Services (B) Sdn Bhd	Brunei Darussalam	95%
DNV Bulgaria EOOD	Bulgaria	100%
DNV Business Assurance Canada Inc.	Canada	100%
DNV Canada Ltd.	Canada	100%
DNV Noble Denton Canada Ltd	Canada	100%
DNV Chile SpA	Chile	100%
GreenPowerMonitor Sistemas de Monitorización Chile Limitada	Chile	100%
DNV Management Consulting Shanghai Limited	China	100%
DNV China Company Limited	China	100%
DNV Business Assurance China Co. Ltd.	China	100%
DNV Enterprise Management Service (Shanghai) Company Limited	China	100%
Germanischer Lloyd Industrial Services (Shanghai) Co., Ltd.	China	100%
Germanischer Lloyd (China) Co., Ltd.	China	100%
DNV Adriatica d.o.o.	Croatia	100%
DNV Curacao N.V.	Curaçao	100%
DNV Cyprus Ltd	Cyprus	100%
DNV Czech Republic s.r.o.	Czech Republic	100%
DNV Business Assurance Czech Republic s.r.o.	Czech Republic	100%
DNV Denmark A/S	Denmark	100%
Presafe Denmark A/S	Denmark	100%
DNV Business Assurance Denmark A/S	Denmark	100%
DNV Inspection Services Egypt LLC	Egypt	100%

COMPANY NAME	COUNTRY	OWNERSHIP
DNV Egypt Limited	Egypt	100%
DNV Estonia OÜ	Estonia	100%
DNV Finland Oy Ab	Finland	100%
DNV Business Assurance Finland Oy Ab	Finland	100%
DNV France SARL	France	100%
DNV Business Assurance France SARL	France	100%
Germanischer Lloyd Gabon SARL	Gabon	100%
DNV MEDCERT GmbH	Germany	100%
DNV GL SE	Germany	100%
DNV Business Assurance Zertifizierung GmbH	Germany	100%
DNV Business Assurance Germany GmbH	Germany	100%
DUtrain GmbH	Germany	100%
DNV Renewables Certification GmbH	Germany	100%
DNV Energy Systems Germany GmbH	Germany	100%
DNV Maritime Software GmbH	Germany	100%
Germanischer Lloyd Industrial Services GmbH	Germany	100%
GL Garrad Hassan Deutschland GmbH	Germany	100%
ELBE Holding GmbH	Germany	100%
DNV Ghana Limited	Ghana	100%
DNV BmS Ghana JV Limited	Ghana	80%
DNV HELLAS - CLASSIFICATION AND CERTIFICATION SERVICES SINGLE MEMBER SOCIETE ANONYME	Greece	100%
DNV Business Assurance Limited	Hong Kong	100%

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SUBSIDIARIES

COMPANY NAME	COUNTRY	OWNERSHIP
DNV Business Assurance Magyarország Kft.	Hungary	100%
DNV Inspection India Private Limited	India	100%
DNV Shared Services India Private Limited	India	100%
DNV Business Assurance India Private Limited	India	100%
DNV GL Power Tic India Private Ltd	India	100%
DNV Energy India Private Limited	India	100%
DNV MES India Private Limited	India	100%
PT DENVEGRAHA	Indonesia	100%
P.T. Noble Denton Utama	Indonesia	100%
P.T. Germanischer Lloyd Indonesia	Indonesia	100%
P.T. Germanischer Lloyd Nusantara	Indonesia	100%
Garrad Hassan Ireland Limited	Ireland	100%
DNV Israel Ltd	Israel	100%
DNV Maritime Italy S.r.l.	Italy	100%
DNV Business Assurance Italy S.r.l.	Italy	100%
Germanischer Lloyd Industrial Services Italia S.R.L.	Italy	100%
DNV Italy S.r.l.	Italy	100%
DNV Transportation Services S.r.l.	Italy	100%
DNV Business Assurance Japan K.K.	Japan	100%
Noble Denton Middle East Limited	Jersey	100%
Offshore Dynamics Limited (Jersey)	Jersey	100%
DNV GL Kazakhstan LLP	Kazakhstan	100%

COMPANY NAME	COUNTRY	OWNERSHIP
Germanischer Lloyd Industrial Services Kazakhstan Limited Liability Partnership	Kazakhstan	100%
DNV Kenya Limited	Kenya	100%
DNV Latvia SIA	Latvia	100%
Germanischer Lloyd - Lebanon S.A.R.L.	Lebanon	100%
DNV Lithuania UAB	Lithuania	100%
MEDCERT (M) SDN BHD	Malaysia	100%
DNV Malaysia Sdn. Bhd.	Malaysia	100%
DNV International Sdn. Bhd.	Malaysia	100%
Germanischer Lloyd GLM Sdn.Bhd.	Malaysia	100%
Germanischer Lloyd Industrial Services Asia Sdn. Bhd.	Malaysia	100%
Noble Denton Malaysia SDN BHD	Malaysia	100%
Germanischer Lloyd (Malaysia) SDN BHD	Malaysia	100%
DNV Malta Ltd	Malta	100%
Germanischer Lloyd Universal Industrial Services Ltd.	Malta	100%
DNV México S.A. de C.V.	Mexico	100%
GL Garrad Hassan México S. de R.L. de C.V.	Mexico	100%
DNV Energy Systems Mexico S. de R.L. de C.V.	Mexico	100%
DNV Morocco SARL	Morocco	100%
DNV Mozambique Limitada	Mozambique	99%
DNV GL Myanmar Limited	Myanmar	100%
ControlSolutions International Business Assurance B.V.	Netherlands	100%
DNV Netherlands B.V.	Netherlands	100%

COMPANY NAME	COUNTRY	OWNERSHIP
DNV Business Assurance B.V.	Netherlands	100%
Applied Risk Holding B.V.	Netherlands	100%
Applied Risk B.V.	Netherlands	100%
DNV New Zealand Ltd.	New Zealand	100%
DNV Nigeria Limited	Nigeria	100%
Germanischer Lloyd Nigeria Limited	Nigeria	100%
DNV Muscat LLC	Oman	100%
Germanischer Lloyd Muscat LLC	Oman	100%
DNV Panama, Inc.	Panama	100%
Germanischer Lloyd Philippines, Inc.	Philippines	100%
DNV Poland Sp. z o.o.	Poland	100%
DNV Business Assurance Poland Sp. z o.o.	Poland	100%
DNV Portugal, Sociedade Unipessoal, Lda.	Portugal	100%
Det Norske Veritas Puerto Rico Inc.	Puerto Rico	100%
DNV Doha LLC	Qatar	100%
GL Noble Denton LLC	Qatar	100%
DNV Inspection Korea Ltd	Republic of Korea	100%
DNV Korea Ltd.	Republic of Korea	100%
DNV Business Assurance Korea Ltd.	Republic of Korea	100%
DNV Romania S.R.L.	Romania	100%
DNV Business Assurance Romania S.R.L.	Romania	100%
OOO DNV	Russia	100%

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SUBSIDIARIES

COMPANY NAME	COUNTRY	OWNERSHIP
Germanischer Lloyd Industrial Services Saudi Arabia Co. Ltd	Saudi Arabia	100%
DNV Inspection Singapore PTE. LTD.	Singapore	100%
DNV Singapore Pte. Ltd.	Singapore	100%
DNV Business Assurance Singapore Pte. Ltd.	Singapore	100%
DNV Imatis Singapore Pte Ltd.	Singapore	80%
DNV Business Assurance Slovakia s.r.o.	Slovakia	100%
DNV South Africa (Pty) Ltd.	South Africa	100%
DNV Business Assurance South Africa (Pty) Ltd	South Africa	100%
Germanischer Lloyd South Africa (proprietary) Limited	South Africa	100%
DNV GL Services Spain S.L.	Spain	100%
DNV GL Business Assurance España, S.L.U.	Spain	100%
GL GARRAD HASSAN IBERICA S.L.	Spain	100%
GreenPowerMonitor Sistemas de Monitorización S.L.	Spain	100%
DNV Business Assurance Lanka (Private) Limited	Sri Lanka	100%
DNV COLOMBO (PRIVATE) LIMITED	Sri Lanka	100%
DNV Imatis AB	Sweden	80%
DNV Sweden AB	Sweden	100%
DNV Business Assurance Sweden AB	Sweden	100%
DNV Switzerland SA	Switzerland	100%
DNV Business Assurance Co., Ltd	Taiwan	100%
DNV Inspection (Thailand) Co., Ltd.	Thailand	100%
DNV GL (Thailand) Co., Ltd.	Thailand	100%

COMPANY NAME	COUNTRY	OWNERSHIP
DNV Trinidad and Tobago Limited	Trinidad and Tobago	100%
Germanischer Lloyd Nobel Denton Tunisie	Tunisia	100%
DNV Gemi Sınıflandırma Enerji Mühendislik Hizmetleri Limited Şirketi	Turkey	100%
DNV Imatis UK Limited	UK	80%
MBI Group Holdings Limited	UK	60%
MBI Holdings Limited	UK	60%
MBI Healthcare Technologies Limited	UK	60%
DNV UK Limited	UK	100%
DNV Business Assurance UK Limited	UK	100%
DNV Business Assurance Services UK Limited	UK	100%
DNV Services UK Limited	UK	100%
Germanischer Lloyd Industrial Services Holdings (UK) Limited	UK	100%
GL Industrial Services UK Ltd.	UK	100%
Advantica Intellectual Property Limited	UK	100%
Noble Denton Group Limited	UK	100%
Noble Denton Holdings Limited	UK	100%
Garrad Hassan Group Limited	UK	100%
Garrad Hassan & Partners Limited	UK	100%
Applied Risk U.K. Ltd.	UK	100%
DNV Inspection UK Limited	UK	100%
LIMITED LIABILITY COMPANY "DNV UKRAINE"	Ukraine	100%
S.C. Germanischer Lloyd Ukraine	Ukraine	100%

COMPANY NAME	COUNTRY	OWNERSHIP
MEDCERT-USA Holdings Corp.	US	100%
MEDCERT-USA, LLC	US	100%
DNV Inspection USA Inc.	US	100%
DNV Holding USA Inc.	US	100%
DNV Business Assurance USA Inc.	US	100%
DNV Healthcare USA Inc.	US	100%
DNV GL USA, Inc.	US	100%
DNV Energy USA Inc.	US	100%
DNV Energy Services USA Inc.	US	100%
DNV Energy Insights USA Inc.	US	100%
DNV GL Noble Denton USA, LLC	US	100%
DNV GreenPowerMonitor USA Inc.	US	100%
DNV Renewables Certification USA LLC.	US	100%
DNV Imatis US Inc.	US	80%
DNV Vietnam Company Limited	Vietnam	100%
DNV Business Assurance Vietnam Co., Ltd	Vietnam	100%
Germanischer Lloyd Industrial Services Vietnam Co. Ltd.	Vietnam	100%

Independent Auditor's Report

TO THE GENERAL MEETING OF DNV GROUP AS (DNV)

Opinion

We have audited the financial statements of DNV Group AS, which comprise:

- the financial statements of the parent company DNV Group AS (the Company), which comprise the statement of financial position as at 31 December 2022, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and
- the consolidated financial statements of DNV Group AS and its subsidiaries (the Group), which comprise the statement of financial position as at 31 December 2022, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements,
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with simplified application of international accounting standards according to section 3-9 of the Norwegian Accounting Act, and
- the consolidated financial statements give a true and fair view of the financial position of the Group as at 31 December 2022, and its financial performance and its cash flows for the year then ended in accordance with simplified application of international accounting standards according to section 3-9 of the Norwegian Accounting Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company and the Group as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report and the other information accompanying the financial statements. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report nor the other information accompanying the financial statements.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report and the other information accompanying the financial statements. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the other information accompanying the financial statements and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report and the other information accompanying the financial statements otherwise appear to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report or the other information accompanying the financial statements. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with simplified application of international accounting standards according to the Norwegian Accounting Act section 3-9, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's and the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and the Group's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company and the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant

Oslo, 23 March 2023
KPMG AS

Mona Irene Larsen
State Authorized Public Accountant

Independent Limited Assurance Report on DNVs Sustainability Reporting

TO THE MANAGEMENT OF DNV GROUP AS (DNV)

Scope of the engagement

We have been engaged by the management of DNV Group AS ("DNV") to issue an assurance report on the Sustainability Report included in the Company's annual report for the year ended 31 December 2022 ("the Report").

Included in the scope are the sustainability report chapters found on pages 37-107. The scope of our limited assurance engagement excludes future events or the achievability of the objectives, targets and expectations of the Company. The scope also excludes information contained in webpages re-referred to in the Report unless specified in this limited assurance report.

We have performed the assurance engagement to obtain limited assurance that the Report is pre-pared, in all material respects, in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021 ('GRI Standards').

Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this limited assurance report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures performed and the evidence obtained nothing has come to our attention that causes us to believe that the Report is not prepared, in all material respects, in accordance with the GRI Standards as described pages 163-165 of the Report.

Management's responsibility

The Management are responsible for the preparation of the Report, and the information and assertions contained within it, in accordance with the GRI Standards as described on pages 163-165 of the Report.

Management is also responsible for such internal control as management determines is necessary to enable the preparation of a Report that are free from material misstatement, whether due to fraud or error, and for preventing and detecting fraud and for identifying and ensuring that the Company complies with laws and regulations applicable to its activities.

Our independence and quality control

We are independent of the Company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We apply International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's Responsibility

Our responsibility is to perform a limited assurance engagement and to express a conclusion based on the work performed.

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (revised) - "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the

International Auditing and Assurance Standards Board. That Standard requires that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

Procedures performed

A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. The procedures selected depend on our understanding of the Report and other engagement circumstances, and our considerations of areas where material misstatements are likely to arise. Our procedures included:

- Comparing the information presented in the report to the relevant criteria imposed by GRI.
- A risk analysis, including a media search, to identify relevant sustainability issues for the Company in the reporting period.
- Inquiries of management to gain an understanding of the Company's processes for determining the material issues for the Company's key stakeholder groups.
- Interviews with senior management and relevant staff at group concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- Reviewing relevant internal and external documentation, on a limited test basis, in order to determine the reliability of the Report including but not limited to; On a test basis reconciled CO₂ emissions in spreadsheet prepared by DNV to underlying documentation and ensured offsetting certificates was purchased by DNV to cover the total CO₂ emissions as shown in spreadsheet prepared by DNV. We refer to table 16 on page 93 of DNV's Annual Report for the GHG emissions.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of,

and experience with, the sustainability performance of the Company.

- Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.
- Comparing the information presented in the Report to the GRI Standards and the applied re-reporting criteria as described on pages 163-165 of the Report.
- Reviewed the information in the GRI Index presented in the Report as on pages 163-165.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Inherent limitations

Due to the inherent limitations of any internal control, it is possible that errors or misstatements in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Oslo, 29 March 2023
KPMG AS

Mona Irene Larsen
State Authorized Public Accountant

The DNV 2022 annual report has been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards. The report is independently assured by KPMG and their [independent auditors assurance report](#) can be found on page 162. This report also constitutes our Communication on Progress to the UN Global Compact.

GRI DISCLOSURE		WHERE REPORTED	GRI DISCLOSURE		WHERE REPORTED	GRI DISCLOSURE		WHERE REPORTED
GENERAL STANDARD DISCLOSURES								
2-1	Organizational details	Group structure page 11 Corporate Governance Report - section 1	2-10	Nomination and selection of the highest governance body	Corporate Governance Report - section 7	2-21	Annual total compensation ratio	Talent attraction, retention and development - Metrics and data (table 09) page 66 Financial performance - Note 4 page 137
2-2	Entities included in the organization's sustainability reporting	Group structure page 11	2-11	Chair of the highest governance body	Board of Directors' profiles page 121 Board of Directors' report page 114	2-22	Statement on sustainable development strategy	dnv.com/about/sustainability/policies
2-3	Reporting period, frequency and contact point	2022, Annual, Ellen Skarsgård	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance Report - section 9	2-23	Policy commitments	Ethics and human rights - Approach and management page 77
2-4	Restatements of information	Environment and climate - Metrics and data (table 16) page 93 Customer satisfaction - Progress 2022 page 53	2-13	Delegation of responsibility for managing impacts	How we make an impact - Governance page 43	2-24	Embedding policy commitments	Talent attraction, retention, and development - Approach and management page 62
2-5	External assurance	KPMG Assurance Report page 162	2-14	Role of the highest governance body in sustainability reporting		2-25	Processes to remediate negative impacts	Ethics and human rights - Integrity Line page 75
2-6	Activities, value chain and other business relationships	Business areas at a glance page 12 Markets pages 18-36	2-15	Conflicts of interest	dnv.com/about/in-brief/corporate-governance	2-26	Mechanisms for seeking advice and raising concerns	dnv.com/about/sustainability/misconduct
2-7	Employees	Key figures on page 10	2-16	Communication of critical concerns	Ethics and human rights - Legal action page 76 Corporate Governance Report - section 10	2-27	Compliance with laws and regulations	Ethics and human rights - Legal action page 76
2-8	Workers who are not employees	Talent attraction, retention, and development - Metrics and data (table 03) page 64	2-17	Collective knowledge of the highest governance body	Corporate Governance Report - section 8	2-28	Membership associations	How we make an impact - Partnerships page 44
2-9	Governance structure and composition	Corporate Governance Report - section 8	2-18	Evaluation of the performance of the highest governance body	Financial statements - Note 4 page 137	2-29	Approach to stakeholder engagement	How we make an impact - Material topics page 41
			2-19	Remuneration policies	Talent attraction, retention and development - Approach and management page 63	2-30	Collective bargaining agreements	Talent attraction, retention and development - Approach and management page 62
			2-20	Process to determine remuneration				

GRI DISCLOSURE		WHERE REPORTED
MATERIAL TOPICS		
3-1	Process to determine material topics	How we make an impact - Material topics page 41
3-2	List of material topics	
ECONOMIC PERFORMANCE		
3-3	Management of material topics	Economic value creation page 98
201-1	Direct economic value generated and distributed	Economic value creation - Metrics and data page 101 Financial statements page 124
201-2	Financial implications and other risks and opportunities due to climate change	Partially reported; The EU taxonomy page 40 TCFD page 102
201-3	Defined benefit plan obligations and other retirement plans	Financial performance - Note 15 page 147
201-4	Financial assistance received from government	Economic value creation - Metrics and data page 101
ANTI-CORRUPTION		
3-3	Management of material topics	Ethics and human rights page 73
205-1	Operations assessed for risks related to corruption	Ethics and human rights - Anti-corruption page 78
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	Ethics and human rights - Approach and management page 78 - Metrics and data (table 11) page 79

GRI DISCLOSURE		WHERE REPORTED
ANTI-COMPETITIVE BEHAVIOR		
3-3	Management of material topics	Ethics and human rights page 73
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and human rights - Approach and management page 78 - Metrics and data (table 11) page 79
TAX		
3-3	Management of material topics	Economic value creation page 98
207-1	Approach to tax	Economic value creation - Approach and management page 100
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	Economic value creation - Approach and management page 100
207-4	Country-by-country reporting	Economic value creation - Metrics and data page 101 Financial statements - Note 7 page 140
BIODIVERSITY		
3-3	Management of material topics	Environment and climate - Biodiversity ambition page 91
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
304-2	Significant impacts of activities, products and services on biodiversity	
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	

GRI DISCLOSURE		WHERE REPORTED
EMISSIONS		
3-3	Management of material topics	Environment and climate page 87
305-1	Direct (Scope 1) GHG emissions	Environment and climate - Metrics and data (table 16) page 93
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	Environment and climate - Metrics and data (table 17) page 93
305-5	Reduction of GHG emissions	Environment and climate - Metrics and data (table 16) page 93
305-6	Emissions of ozone-depleting substances (ODS)	Information unavailable
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Not applicable
SUPPLIER ENVIRONMENTAL ASSESSMENT		
3-3	Management of material topics	Sustainable supply chain page 94
308-1	New suppliers that were screened using environmental criteria	Sustainable supply chain - Progress in 2022 page 95
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable supply chain - Progress in 2022 page 95 - Targeting single-use plastics page 96

GRI DISCLOSURE		WHERE REPORTED
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3-3	Management of material topics	Talent attraction, retention and development page 59
401-1	New employee hires and employee turnover	Talent attraction, retention and development - Metrics and data (table 05) page 65
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent attraction, retention and development - Approach and management page 63
401-3	Parental leave	
OCCUPATIONAL HEALTH AND SAFETY		
3-3	Management of material topics	Safety and resilience page 67
403-1	Occupational health and safety management system	Safety and resilience - Approach and management page 71
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	Safety and resilience - Progress in 2022 page 68
403-4	Worker participation, consultation, and communication on occupational health and safety	Safety and resilience - Approach and management page 71
403-5	Worker training on occupational health and safety	Safety and resilience - Progress in 2022 page 68
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety and resilience - Approach and management page 71

GRI DISCLOSURE		WHERE REPORTED
403-8	Workers covered by an occupational health and safety management system	Safety and resilience - Approach and management page 71
403-9	Work-related injuries	Safety and resilience - Metrics and data page 72
403-10	Work-related ill health	
TRAINING AND EDUCATION		
3-3	Management of material topics	Talent attraction, retention and development page 59
404-1	Average hours of training per year per employee	Talent attraction, retention and development - Metrics and data (table 06) page 66
404-2	Programmes for upgrading employee skills and transition assistance programmes	Talent attraction, retention and development - Learning from next generation employees page 61 - Approach and management page 62
404-3	Percentage of employees receiving regular performance and career development reviews	Talent attraction, retention and development - Approach and management page 62
DIVERSITY AND EQUAL OPPORTUNITY		
3-3	Management of material topics	Diversity, equity and inclusion page 80
405-1	Diversity of governance bodies and employees	Talent attraction, development and retention - Metrics and data page 64 Diversity, equity and inclusion - Metrics and data page 86 The Executive Committee page 14 Board of Directors' profiles page 121 Board of Directors' report - Governance page 114 Corporate Governance Report - section 8
405-2	Ratio of basic salary and remuneration of women to men	Diversity, equity and inclusion - Metrics and data page 86

GRI DISCLOSURE		WHERE REPORTED
NON-DISCRIMINATION		
3-3	Management of material topics	Diversity, equity and inclusion page 80
406-1	Incidents of discrimination and corrective actions taken	Ethics and human rights - Metrics and data page 79
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
3-3	Management of material topics	Talent attraction, retention and development - Approach and management page 62
SUPPLIER SOCIAL ASSESSMENT		
3-3	Management of material topics	Sustainable supply chain page 94
414-1	New suppliers that were screened using social criteria	Sustainable supply chain - Progress 2022 page 96 - Approach and management page 97
414-2	Negative social impacts in the supply chain and actions taken	Ethics and human rights - Supply Chain page 79 Sustainable supply chain - Human rights page 95
CUSTOMER PRIVACY		
3-3	Management of material topics	Data privacy and security page 56
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethics and human rights - Metrics and data page 79

Information and contact



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