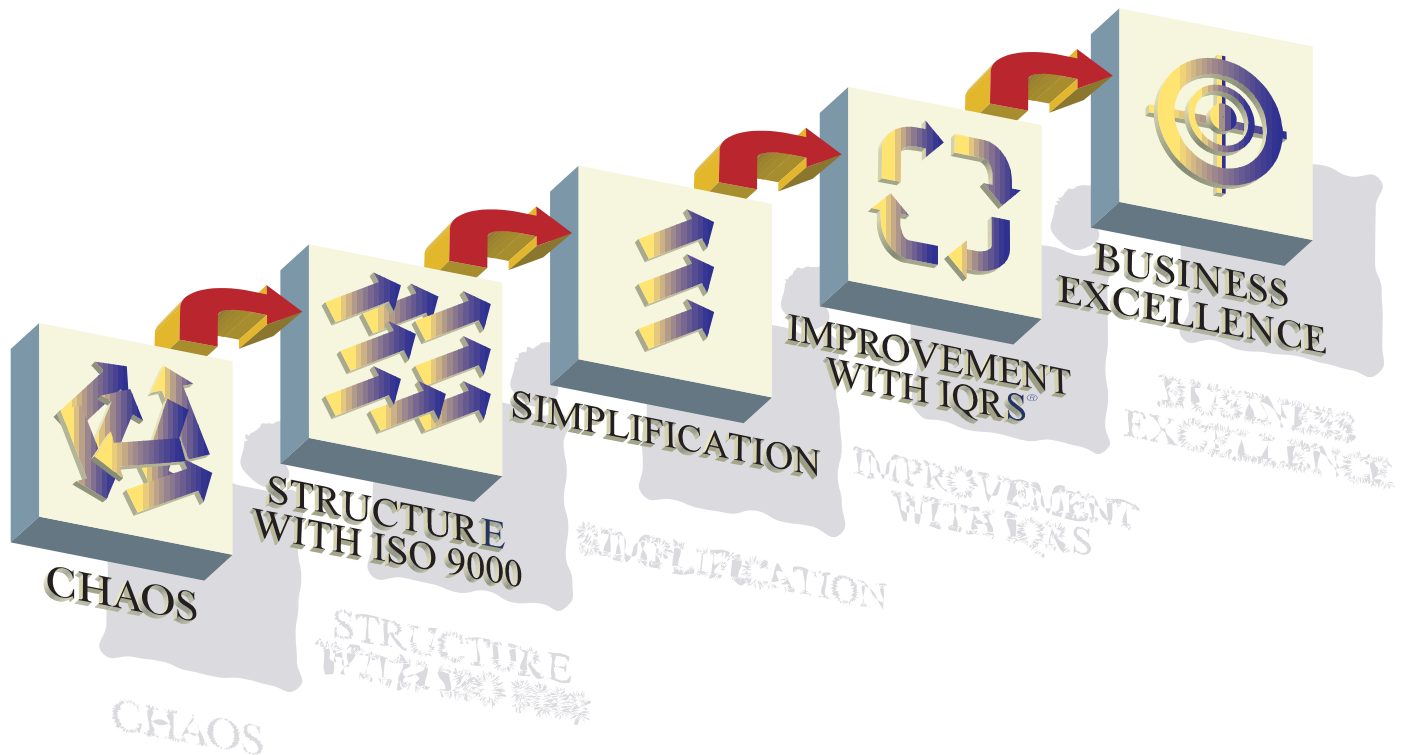


IQRS[®]

THE INTERNATIONAL QUALITY RATING SYSTEM



IQRS[®] - The Structured Path To Excellence

DET NORSKE VERITAS

Introduction to the IQRS[®] system

The International Quality Rating System evaluates a company's quality performance through a comprehensive, structured audit system that provides a 'roadmap' towards Business Excellence.

To ensure it is a truly objective measurement tool, the IQRS protocol and methodology evaluate quality management performance in a quantitative way, producing a numerical score for each of fourteen business areas, free from subjective or personal interpretation. Questions are provided with clear guidance to the user or auditor.

The graphical IQRS profile provides the starting point for a company to determine strategic objectives for quality improvement; the system then guides the development of the company's procedures through ten progressive levels to help realise these objectives.

Use of the IQRS helps the communication of quality policy, objectives and strategy throughout the organisation, measures the satisfaction level of both internal and external customers, and clearly demonstrates the cost of quality shortcomings.

What are the fourteen elements?

Fourteen different business areas are performance measured. Ten of these elements include ISO 9000 criteria; the remaining four are unique to the IQRS, and together provide a clear, objective means of enabling management to define performance standards and measure improvements.

These Business Areas are:

- Leadership and Strategy
- Employee Involvement and Communication
- Quality System Documentation and Document Control
- Human Resources
- Financial Control and Business Results
- Marketing and Sales
- Design and Development
- Purchasing and Subcontracting
- Operations Control
- Inspection and Testing
- Corrective and Preventive Action
- Continual Improvement Projects
- Quality Audits
- Stakeholder Satisfaction and Relationship Management

The IQRS provides a record of progress as quality management performance improves, and makes possible benchmarking between different parts of the organisation.

- 1 The IQRS provides a tailor-made programme to achieve and maintain a company's goals;
- 1 It focusses on the elements which contribute most to the organisation's success;
- 1 Highlighting the areas which under-perform.

How can DNV help your improvement process?

DNV can help achieve and maintain those goals through a wide range of consultancy and training services, including strategic planning, management seminars, auditor training, safety and environmental services, integration of management systems, business process mapping and customer perception surveys. In sum, a totally tailored solution.

What are the benefits?

Organisations using the IQRS have found that the additional benefits in personnel development, communication, and efficiency even exceed the benefits from reduced loss. IQRS is a very versatile tool that can be used for many purposes. The benefits from using IQRS as an evaluation/assessment tool are:

- 1 an evaluation of quality performance for the organisation;
- 1 an evaluation of the degree of compliance with ISO 9001/2 (International Standard for Quality Management Systems) and QS-9000 systems and ability to demonstrate achievements beyond ISO 9000/QS-9000;
- 1 an evaluation of the degree of compliance with criteria of the Excellence Model developed by the European Foundation for Quality Management (EFQM) and the Malcolm Baldrige National Quality Award (MBNQA);
- 1 a means for appraising individual and group quality performance.

Furthermore IQRS can be used as an implementation/development tool. Some of the benefits from using it for that purpose include:

- 1 a guide for implementation of a comprehensive quality management system;
- 1 a practical, on-going means for identifying the majority of quality losses facing the organisation;
- 1 a strong indicator of management commitment towards quality;
- 1 a provider of synergistic value for total quality system improvement;
- 1 a 'roadmap' and overview of status of quality management practices.



QUALITY RATING SYSTEM

IQRS is part of a family of products:

International Environmental Rating System (IERS)

This is a tool to prepare for certification to ISO 14001 and registration to EMAS.

International Safety Rating System (ISRS)

A systematic, comprehensive safety audit of management performance based on the safety programme standards of International Leaders in loss prevention activities.

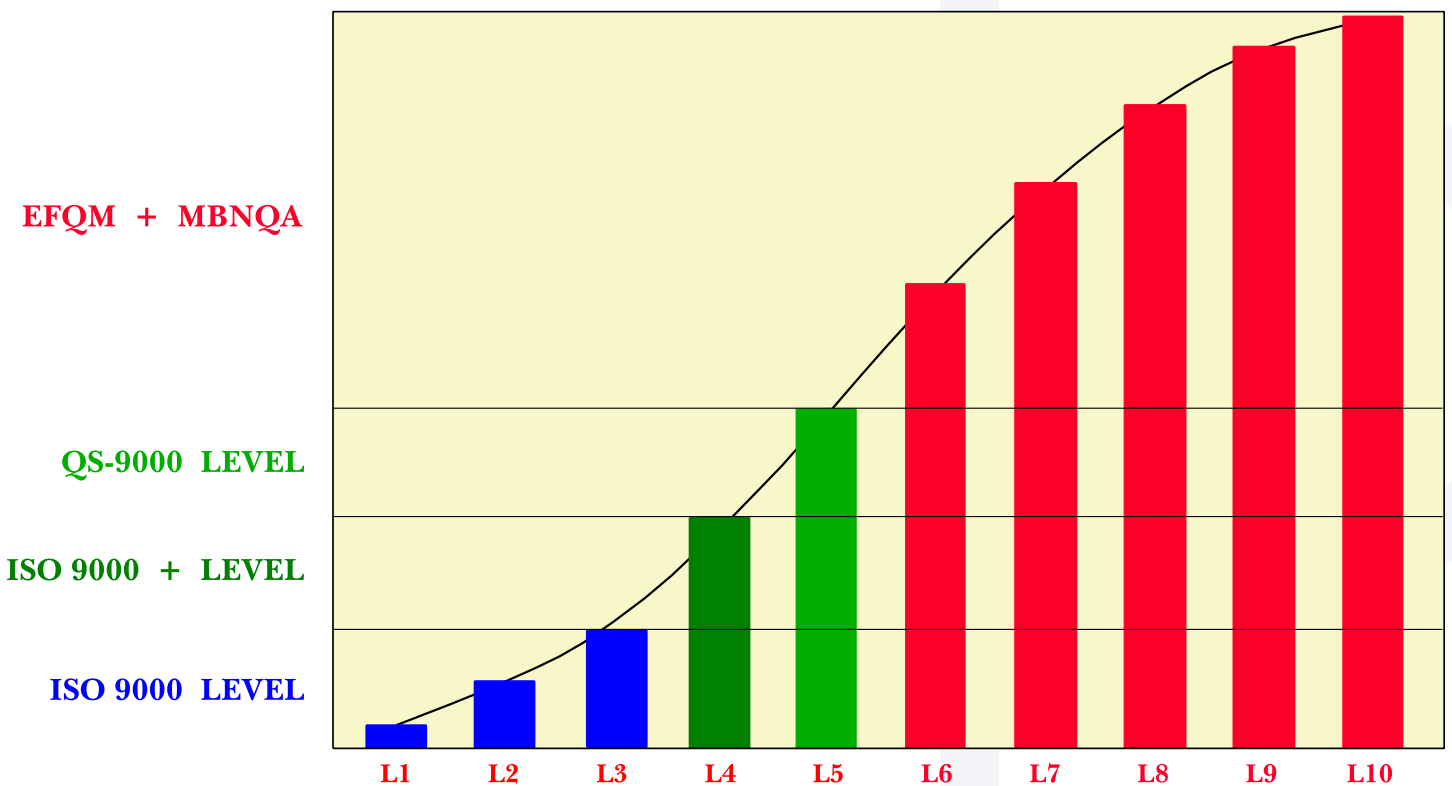
International Contractors Safety Rating System (ICSRS)

Enables you to measure the safety performance of contractors.

A structured path to Total Quality Management

The IQRS is based on DNV's international quality management experience; users learn and profit from the best quality management practices from around the world. It incorporates all the criteria to meet the requirements of both ISO 9000/QS-9000 Certification and Excellence models such as Malcolm Baldrige and European Foundation for Quality Management.

The International Quality Rating System makes possible objective and quantifiable measurement of company performance, charting the path of continuous improvement towards business excellence.



Graphical profile and continuous improvement curve

The IQRS comprises fourteen elements that form the basis of modern quality management. Ten levels of performance can be reached; achieving level three meets the minimum requirements of ISO 9000.



DET NORSKE VERITAS

Det Norske Veritas is an autonomous, independent Foundation with the objective of safeguarding life, property and the environment. The DNV organisation comprises 300 offices in 100 countries, with a total of 4,700 employees.



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INTERNATIONAL RISK AND LOSS CONTROL MANAGEMENT

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