bsi.

Helping small businesses to grow and thrive

A BSI Whitepaper

"Our BSI Management Systems are apart of our DNA"

Peter Botham,
Managing Director, Ground Sheds Maintenance

Small businesses drive the UK economy, but they face huge pressures, ranging from burdensome regulations to tough global competition. By achieving certification by BSI to business standards – and by accessing other BSI services – small companies can achieve organizational resilience and transform their performance.

Executive summary

- Small businesses drive the UK economy, accounting for 99% of UK businesses and contributing significantly to job creation.

- Organizational Resilience is vital, enabling small firms to manage risks and seize opportunities, potentially transforming their performance.

- By harnessing business standards, small firms can achieve resilience, embedding excellent habits to deliver business improvement.

- Standards are about applying tried and tested best practice within a business, establishing, maintaining and demonstrating product quality and robust management processes.

- Businesses can benefit simply by adopting standards, but formal certification brings significant additional advantages.

- Certification demonstrates best practice, reassuring customers and other stakeholders of a company's robust, high quality products and procedures.

- There is also a growing commercial requirement from medium-sized and large companies for the use of standards by smaller supplier businesses.

Why BSI?

- We understand small businesses and the issues they face. We can help you implement standards and achieve certification, adding competitive edge, cutting costs, boosting operational efficiency, improving management control and raising staff morale.

- We are a leading global standards business and created many of the world's most commonly used management systems standards, including the iconic quality management standard ISO 9001.

- We also provide product certification, offering the power and assurance of CE Marking and the BSI Kitemark™.

- Our knowledgeable trainers and assessors are experienced in working in every size of company, across every industry sector, in 150 countries.

- Our Entropy™ business improvement software is a key tool in implementing and maintaining management systems, with optional auditing capabilities.

- Our unique Excellerator Report provides insight into how management systems are performing and benchmarks this performance against other companies in the same industry sector.

- Small businesses can act immediately to benefit from BSI's unrivalled expertise.

Maureen Sumner-Smith
Chief Operating Officer
for Europe at BSI

Small businesses: Performing under pressure

With big businesses dominating the headlines, it's easy to lose sight of the fact that small enterprises are driving the UK economy. According to the Government's business department, small businesses – defined as those with up to 49 employees – make up 99% of the UK's 5.7 million businesses. The Federation of Small Businesses (FSB) estimates that smaller firms employ 16.1 million people, accounting for 60% of all private sector employment in the UK.*

Small businesses have been described by the Government as "the magic ingredient in Britain's economic recovery", and by the British Chambers of Commerce as "the very fabric of our communities". They stimulate growth and create jobs by meeting local needs and serving the requirements of larger companies.

But life can be far from rosy for small businesses. For example, research by the British commercial insurer RSA suggests that many feel overwhelmed by the challenges they face, with more than half of new UK businesses failing to survive beyond five years.

In a recent survey by the FSB – the UK's largest organization representing small firms – over half of its 200,000 members identified the burden of regulations as their chief concern.* A further Government study of more than 5,000 managers and owners of UK small and medium-sized enterprises (SMEs) also identified a tough economy and strong competition as key barriers to their success.**

Resilience is **key**

Every small business leader will agree that, to ensure lasting success, their company must become 'resilient'. But what does this really mean in practice?

BSI's defines Organizational Resilience as "the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper". We believe that, while there is always an important element of risk management in Organizational Resilience, it should be equally focused on business improvement. Resilience reaches beyond survival, towards a more holistic view of business health and success. Resilient organizations are Darwinian, in the sense that they are able to adapt to a changing environment in order to remain fit for purpose. They are flexible and proactive – seeing, anticipating, creating and taking advantage of new opportunities in order, ultimately, to pass the test of time.

With few layers of management, the small enterprise can adapt to an ever-changing environment – flexible when responding to problems and challenges, and well placed to introduce and develop new ideas.

Standards – A powerful business tool

Mastering Organizational Resilience requires the adoption of excellent habits to deliver business improvement by embedding competence and capability throughout the business and its supply chain: from products and services to people and processes; and from vision and values to culture and behaviours.

One route to Organizational Resilience is to focus on standards. The quality management standard ISO 9001, for example, provides a best practice framework to manage processes to ensure firms meet changing regulatory obligations and customer requirements. First published in 1987, ISO 9001 has seen huge take-up, with the number of ISO 9001 certificates issued more than doubling since the Millennium to over a million worldwide, making it one of the most successful management tools of modern times. It is a key building block for growing businesses, providing robust foundations from which they can scale up.

The standard has been revised to the progressive ISO 9001:2015 version, which is better attuned to the needs of small service sector businesses, as well as its traditional heartland of manufacturing industry. ISO 9001:2015 aligns quality with the strategic objectives of a business and recognizes changes in the way companies now operate, from increasingly large and complex supply chains to the use of mobile technology over traditional quality manuals. Leadership is also a strong focus, with management required to take an active role in implementing the standard and empowering all staff to understand how they contribute to quality.

Respected academic research shows that companies implementing and certifying to ISO 9001 perform significantly better than those without it, and this is supported by BSI's customer research. Organizations with ISO 9001 deliver improved customer satisfaction and, as a direct result, they have boosted their bottom line. They also see non-financial benefits, including improved leadership, higher staff morale and the alignment of quality systems with strategic objectives.

> "When I started the company 17 years ago it was just me. I had ambitious plans, but I also had to convince people about my product. Adopting standards gave me the credibility to do that. Standards help us remove risk, enabling us to sleep at night, and our customers to know that we're continuously improving, always delivering a quality service and that our management systems are being audited by BSI to the highest standard."

Debra Charles, Founder and CEO of Novacroft, a developer of software for smartcards and smart technology, which first achieved BSI certification to ISO 9001 in 2002 and has since secured certification to three further standards: ISO 14001 (Environmental Management), ISO/IEC 27001 (Information Security), and BS 11000 (Collaborative Business Relationships).

Overcoming barriers

One million ISO 9001 certificates is an impressive statistic, but that still leaves many businesses failing to benefit from this standard. For the majority of small businesses, with a multitude of demands on their time, it may never occur to them that ISO 9001– and other standards – could help address many of the challenges they face, and have a transformative effect on their performance. Many small businesses adopt standards only when it is a contractual requirement.

Karen Green, Head of product management and development at BSI, observes, "Many small businesses feel that it is too much of a drain on their resources to establish the processes necessary to meet certification requirements but they are often mistaken."

She continues, "A common concern is that standards will not add enough value to the business to warrant the resources necessary to maintain the systems or the cost of certification. Furthermore, cursory reading of a standard can give the impression that it's more complicated than it actually is."

In fact, standards are quite simply about applying tried and tested best practice to a business – establishing and maintaining management systems to ensure consistently excellent internal and external processes. Each of the 35,000 standards in BSI's portfolio brings together this best practice and expert knowledge from businesses, the public sector, testing and certification organizations, academics, consumer groups and trade unions.

Rather than be a burden, a correctly applied standard will lead directly to improved performance, process efficiencies and often to cost savings.

Strategies for **success**

The standards a small firm chooses will depend on the areas of business identified for improvement, the standards that customers demand or competitors conform to, or the message that a business wishes to convey about its priorities. For example, it may need to offer quality assurance through ISO 9001, or to demonstrate its environmental credentials (ISO 14001), or perhaps to reassure stakeholders that it operates the highest standards of health and safety (ISO 45001). A business may want to show that its systems are robust, through certification to the business continuity standard ISO 22301, or to promote its resilient information security standards through ISO/IEC 27001.

Case study: Shed Grounds Maintenance

Sheds Grounds Maintenance – 17 staff

From small beginnings in 2003, Chesterfield-based Shed Grounds Maintenance now has over 100 clients, employs 17 staff and is growing strongly. As founder and Managing Director Peter Botham explains, "We're small enough to care and give a personal service to clients, but large enough to manage contracts of all sizes nationwide. We're committed to providing a high calibre of maintenance with complete customer satisfaction, and we continually strive to improve everything we do for the benefit of our team and our customers."

Sheds achieved BSI certification to ISO 9001 (Quality) in 2012 and ISO 14001 (Environmental Management) in 2016, because Botham wanted it to bear comparison with any large competitor in terms of the professionalism of its practices and procedures.

He continues, "Our successful certification to ISO 9001 sends out a clear message that we're committed to providing a top class service. All works are subject to this rigorous quality management system, which provides clients with confidence that we have the technical competence and the resources to undertake the tasks required."

All Shed employees work according to approved processes to ensure that all services – from grass cutting and jet washing to window cleaning and gutter clearing – are carried out to a consistently high standard.

Certification to ISO 14001 provides a similar level of customer reassurance. "We went for certification to this standard to show our customers and staff that we care about the environment – and that we operate an effective environmental management system. It addresses the delicate balance between reducing our overall environmental impact and also maintaining profitability," says Botham. "It shows that we comply with legal requirements and that any potential environmental impact is assessed, continuously measured, monitored and improved."

The benefits of ISO 14001 also include savings in the consumption of both energy and materials and reduced cost of waste management, which, says Botham, "helps us remain commercially successful as well as environmentally responsible."

Botham says that a key advantage of working with BSI is the strength of its brand. "BSI is very well-known and respected, so achieving certification by BSI – and having the BSI logo on our company documents – is definitely a mark of distinction. It means clients can rest assured that we have been thoroughly assessed and deemed to be a quality operator in our sector."

As for the future, BSI will also be on hand to assist Shed's next step – its transition to the latest versions of its standards, ISO 9001:2015 and ISO 14001:2015.

Botham concludes, "Many other growing businesses could reap the same rewards from BSI certification that we have. Many of them could really benefit from adopting robust management processes early in their growth cycle, and I would have no hesitation in recommending that they follow us down this path."

Benefits of certification

Some small firms will choose simply to adopt a business standard, or a standard specific to their particular industry. But most will go further and seek formal certification to that standard, recognizing the additional benefits that certification brings.

When competition is fierce, differentiating factors become vital – and certification to an internationally recognized management standard is such a factor. In today's tough global markets, businesses must continue to focus on key actions that are pivotal to delivering revenue growth, while at the same time tightly controlling their costs. They must also make every effort to sustain a pipeline of new sales opportunities and improve customer satisfaction and loyalty. Certification to management standards is one way of enabling them to achieve this – and to demonstrate that they have done so.

Certification to standards provides independent proof to customers and suppliers that a small business meets or exceeds best practice. In addition, certification, particularly to ISO 9001, often enables them to fulfil a contractual or tender requirement, and so achieving it will help win new business. The FSB observes that, "There is a growing commercial demand in medium and large company supplier selection criteria for the use of standards by small supplier businesses. Small business owners therefore need to recognize these trends and adapt."

BSI Client Manager Paul Randle is keen to emphasize the internal benefits of certification. He has worked with many small enterprises, and says that peace of mind is most often cited as the biggest benefit. "Business owners and directors tell me time and again that certification gives them certainty that their systems are robust and will deliver, helping them to sleep at night."

Paul Randle,
BSI Client Manager

Business benefits of certification:

ISO 9001
(Quality Management)

- Gain competitive advantage: 71% of BSI clients achieving certification to ISO 9001 acquired new customers and retained existing clients

- Retain customers through consistently excellent service: 75% of BSI clients achieving certification to ISO 9001 improved levels of customer satisfaction and loyalty

- Boost operational efficiency: 75% of BSI clients achieving certification to ISO 9001 boosted operational efficiency

ISO 14001
(Environmental Management)

- Demonstrate market leadership: 74% of organizations certified to ISO 14001 reported improvements to their corporate reputation; 83% of BSI Business Continuity clients reported enhanced reputation as the key benefit

- Cut costs and increase profits: 63% of organizations achieving certification to ISO 14001 attribute direct cost savings to it

- Improve staff morale: 61% of organizations achieving certification to ISO 14001 report higher morale among staff

ISO 45001
(Occupational Health & Safety)

- Provide peace of mind for management and staff: 64% of BSI Health & Safety clients reduced incidents

ISO/IEC 27001
(Information Security Management)

- Increase resilience: 79% of BSI Information Security clients experienced faster recovery speeds from incidents

(Source: International BSI Excellerator Research)

Implementation

Whichever standard is chosen, the secret of successful implementation is to spend time getting it right. The small business needs to fully understand the standard in the context of their own business.

A bespoke approach means investing time, care and attention at the outset. With this in mind, a 'Gap Analysis', prior to the formal Stage 1 audit, is often a wise investment. This optional pre-assessment service examines the existing management system and compares it with the standard being sought, identifying the gaps. This provides the company direction to focus on before a more formal assessment, and should lessen the risk of non-conformities. Not only that, but a BSI Gap Analysis should help the business build or adapt systems in the best way for its own needs, reducing the likelihood of rework in the future.

Ten steps to certification

1   **Choose and buy the standard**

2   **Contact BSI** to discuss the best services to address the business needs

3   **Complete** the formal application for certification

4   **Equip staff** with the skills and tools to implement or adapt management systems. BSI Training and/or Software can be useful at this stage

5   A **BSI client manager is appointed** and the process will be explained in detail

6   **Gap Analysis:** optional pre-certification assessment to identify any omissions or weaknesses to address before formal assessment

7   **Stage 1 Assessment:** areas for improvement will be identified

8   **Stage 2 Assessment:** final assessment evaluates implementation and effectiveness of the management system, with recommendation for formal certification

9   **Achieving certification:** maximize benefits by publicizing both internally and externally

10   **Ensure ongoing excellence:** the BSI client manager will support ongoing compliance and continual improvement going forward.

Case study: Bob's Business

Bob's Business – 28 staff

Bob's Business provides online training and awareness materials in information security and data compliance. The Barnsley-based company has grown rapidly to 28 employees and a turnover of over £300,000.

With BSI's support, Bob's Business achieved certification to the information security management standard ISO/IEC 27001, in order to be seen as trusted and credible in its marketplace. As Managing Director, Melanie Oldham, explains, "More than anything, we wanted to practise what we preach, so that we could demonstrate that we are a secure organization ourselves."

She says certification has helped win access to new markets, leading to a number of new contracts. And when selling to security professionals: "They can trust our organization and the content of our training courses. It puts us on a more professional footing with technically astute partners and resellers."

She continues, "It has also helped us implement processes and procedures that are easy for existing staff and new starters to adopt, which is important for us as a growing company regularly taking on new employees."

Oldham is delighted with the support received from BSI, which "appreciates the type of information security risks faced by a small business and was willing to adapt the process to meet our needs." She notes that BSI has an instantly recognizable professional brand, "and having a high quality UK certification body brings our business kudos in both the UK and international markets."

Bob's Business has since been certified to ISO 9001. "As a growing business we know that we need to continually amend and improve our processes and procedures," says Oldham.

Case study: Lettergold Plastics

Lettergold Plastics – 25 staff

Newmarket-based Lettergold Plastics Ltd is a typical dynamo of the UK economy, a growing engineering company that currently employs around 25 staff. The company specializes in injection moulding, contract packaging and, in particular, domestic water treatment products.

Back in May 2008 Lettergold became only the third company in the UK to become certified to the Business Continuity Management (BCM) British Standard BS 25999. More recently, it transitioned to its international successor, ISO 22301.

Andy Drummond, Lettergold's Managing Director, explains that the catalyst for certification came from prospective customers. "We originally sought certification to fulfil a tender requirement and that's happened several more times since," says Drummond.

However, building a management system based on the standard has turned out to be much more than just a 'tick in the box' on tender forms. It has provided Lettergold with tried and tested methods of minimizing the adverse impact of an incident on its operations, as well as protecting the interests of its customers and other stakeholders. Above all, it has reinforced the confidence of customers seeking certainty of supply from Lettergold.

"The BCM system is a great reassurance to them and to ourselves," says Drummond. "Previously, recovery plans probably only existed in my head – like many small firms, we were over-reliant on a few individuals, especially the business owner."

"BSI was extremely helpful throughout the certification process," adds Drummond. "It carried out a pre-audit inspection to give us some additional guidance, clarifying issues we might have misinterpreted and giving us feedback on changes we needed to make to meet the requirements of the actual audit."

Product certification

Alongside management system standards, manufacturers large and small will attest to the marketing power of the globally recognized CE Mark and BSI Kitemark™.

CE Marking is a legal requirement for some products, proving compliance with relevant regulations – for example, in respect of health and safety – laid down by the EU. Compliance is a minefield for small firms. For example, a CE Mark covers all the EU Directives and Regulations that apply to a product, and there can be several. Manufacturers must cope with all the complexities involved, and that's where BSI specialists can lend support, as well as helping them prepare for forthcoming changes.

The BSI Kitemark can apply to a product or a service, and gives a higher level of assurance than a CE Mark that it will do what it claims. It therefore helps differentiate well-made products from those of a lower standard – or indeed counterfeit goods. Buyers look for the BSI Kitemark because it is a sign of quality, safety, trust and reliability. Within the UK, this powerful endorsement symbol has been used since 1903, and is recognized and trusted by 88% of the population. Of those who recognize it, 93% feel the BSI Kitemark guarantees a higher level of safety, and 91% a higher level of quality.

As mentioned, there's a legal requirement to have products CE Marked in the EU and, globally, there are some markets where the CE Mark is recognized and enables entry. There are others where it will not gain access, but the BSI Kitemark will, for instance, where trade specifiers or industry associations are looking for a higher level of product assurance than CE Marking alone. BSI's aim is to know what's required to access a market and then help small firms by offering a certification service that will fulfil that requirement.

> "Going for BSI Kitemark certification was an obvious choice. It's such an identifiable symbol, everyone knows it and it has international recognition. It's a key component of our ability to enter new markets – it gives us the traction we need."
>
> **Craig Halford**, Managing Director, Jactone, a manufacturer of fire safety systems and signage solutions that holds multiple BSI Kitemark certification for its range of products, and also ISO 9001).

BSI Entropy™ software

Just as training can influence the way that management systems are developed, BSI's Entropy Software can provide tools to help support the implementation of those systems, and core areas of ongoing operation, including document control, issues and corrective actions, and audits. A management system solution for quality, environmental and health and safety management, can operate in single or multiple-site organizations.

Some businesses will manage their systems using Word and Excel. However, the capabilities of BSI's Entropy Software extend far beyond these general business packages, and are increasingly being exploited by both new customers seeking certification and existing customers looking to improve their management system.

Entropy pre-sales technical manager Jonathan Waters puts a powerful case for using this more sophisticated software solution. "The cost is a fraction of having a dedicated member of staff as a project coordinator," he says, referring to the annual cost of the Knowledge module of the Entropy Software, which enables a company to store, manage and share company policies, with a section for training records, and a meetings function. A more sophisticated module, Compliance, replicates these features, and offers additional auditing capabilities, enabling businesses to check their own processes; this also comes with more training and support.

Some 80% of Entropy users are small business customers, who need the virtual project coordination, the administrative support that the software provides, enabling them to focus on their day job. The software will email reminders and create actions when something needs to be done, and will provide an audit trail to help meet standards requirements.

"Though the primary benefit of Entropy is automation, users also value the visibility that it brings," says Waters. "The reports and dashboards that it generates enable management to see where the business is at any time, to spot trends and flag up problems that need to be rectified."

BSI Entropy Software clients have seen a 50% reduction in management systems implementation time, and have saved on average one day a week maintaining them. Research shows that companies with a compliance platform in place experienced a 90% positive compliance audit success rate and a 34% reduction in risk value.

Case study: Geoquip Worldwide

Geoquip Worldwide 35 staff

Geoquip Worldwide is recognized as a global leader in the manufacture of electronic perimeter intrusion detection systems. The Derby-based company, which employs around 35 people and is part of building materials group CRH, supplies equipment to over 50 countries, and its products are even used to secure Her Majesty's Crown Jewels.

Geoquip has benefited from management system standards since the 1980s, when it first achieved certification to ISO 9001. More recently, in December 2012, it became the first company in the CRH group to become certified to the environmental standard ISO 14001.

Jane Meredith is Quality Manager and also Facilities Manager for Geoquip, and has responsibility for Health, Safety and Environment (HSE). "I wear several hats so I'm always juggling a wide range of issues and I'm forever trying to keep track of documents, so I really needed a system to

help me keep on top of everything," she says.

She explains how the powerful BSI Entropy Software offered Geoquip the solution, providing the functionality and flexibility for the company to get the best possible return from its investment in management system standards.

Entropy sends reminders of critical tasks to relevant people – which they have to carry out before the tasks are 'ticked off' on the system. "It's like having a PA," she says, citing the example of document change notices (DCNs) that require multiple sign-offs before action is taken. "The system does the whole DCN process for me, speeding things up and greatly reducing paper documentation." By mining Entropy's "rich and powerful" database, she can identify and analyze trends – for example, increased energy use – and problem areas can quickly be addressed, so improving business performance.

Jane Meredith is delighted with the benefits that certification to standards has brought Geoquip – and with BSI Entropy Software for making their administration so straightforward. "It's brilliant," she says. "The system is absolutely spot on – I can't fault it at all."

BSI Training Academy

BSI has a team of trainers with decades of experience as both assessors and trainers in many different industry sectors. It offers public training courses, tailored courses at customer business premises, online training and free webinars.

There is a direct correlation between a deep understanding of the standard and how it should apply to a particular business, and the benefits that will result. In consequence, it is in the business interest to invest time and resource in gaining this understanding and knowledge before embarking on any implementation of new management systems.

Client Manager, Paul Gunn comments on the depth of knowledge that a five-day Lead Auditor course will

provide, for instance: "Yes, the financial and time investment is greater, but the course goes into huge depth about what is and isn't necessary for certification and will transform the way that the business designs its systems. In the long run it will save time and money because the greater depth of understanding will minimize the risk of over-complication – internal audits may not be necessary in every area annually, for instance; in areas where little changes, an internal audit every three years may be sufficient."

Training courses can bring other benefits. "Small businesses often don't see the bigger picture and lack the ability to peer match where their businesses are," observes Karen Green. "As well as the training material that it provides, BSI courses offer an opportunity to benchmark where a

business is, to become a leader in its field."

WM Donald, which uses BSI's Entropy Software, is one of many BSI clients impressed by the depth of knowledge of the organization's trainers. "Our trainer knew the system backwards and the training was absolutely bespoke," says Ewan Riddoch, WM Donald's Technical Director.

Why BSI?

"By demonstrating our quality and security through certification to international standards, we set ourselves apart from companies that do not undertake external review. Clearly, being assessed by a global leader in BSI adds greater gravitas to our certification."

Vipul Sheth, Managing Director, AdvanceTrack, explaining how certification to ISO 9001 and ISO/IEC 27001 enabled AdvanceTrack Outsourcing to demonstrate the quality and security of its services.

The world's first standards organization, BSI remains a leading global standards business and is responsible for creating many of the world's most commonly used management systems standards. It was BSI that produced BS 5750, the precursor to ISO 9001; and the first environmental management standard (now ISO 14001) back in 1992. The portfolio of 35,000 current standards includes major new standards that address key issues facing today's global society and economy, such as the management of Energy, Business Continuity, Information Security and Collaborative Working.

Over the years, BSI has developed systems and tools to facilitate delivery of information, and to enable its customers to get the most from the certification process. Customers can buy a business standard in traditional paper form, or as a PDF. Alternatively, companies that need access to a range of standards throughout their organization can use British Standards Online to access British, European and International standards instantly from the desktop. This is available 24/7 and is refreshed every day, so the information is always completely up to date.

Further down the line, when a business has implemented its management systems, assessment of performance is delivered not only via the formal audit, but also in BSI's unique Excellerator Report, given free to every client. This provides insight into how the management systems are performing and benchmarks this performance against other organizations in the same industry sector.

As well as brand recognition, BSI offers an unrivalled depth of experience, and has more full-time assessors than any other certification body worldwide. With over 80,000 clients in 182 countries across the globe, BSI staff are experienced in working every size of business, across all industry sectors. This depth of experience is reflected in the average 9.2/10 that BSI assessors score in its Global Client Satisfaction Survey.

Since adopting business standards is all about the pursuit of excellence, it makes sense to work with an organization with a reputation for excellence – BSI.

"I wanted to achieve ISO 9001 quality management and ISO/IEC 27001 information security while we were still small, because I felt it was easier for the company to grow with a culture of quality as part of our DNA, rather than try to introduce this when we were more mature." Originally a marketing-led decision, he soon realized that maintaining the standard resulted in a process of continual improvement. One job alone has delivered about £750,000 of income over the last five years and Bryce has ISO 27001 to thank for it. He explains: "The great thing about having standards is it helps you stay ahead of the competition, and you're not just competing on price but on quality. We got that contract because we already had ISO 27001 in place."

David Bryce, Managing Director of Cleardata, "Bidding for contracts can be a lengthy process, we often have quite rigorous audits conducted on us by potential clients, so we need to be unflappable – being kept on our toes by BSI helps us handle clients' demands."

BSI/UK/940/SC/0916/EN/BLD   © BSI Group

bsi.

Time to act.

For more information on how BSI can help your business, get in touch with our Small Business Team – simply call **0345 080 9000** or visit our small business website **bsigroup.com/small-business**