



equinor

The Equinor Book



At **Equinor**,  
the way we deliver  
is as important as  
what we deliver

# This is a notebook version of the Equinor Book.

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Title: The Equinor Book

Version: 1.0

Valid from: 2 November 2020

Document replaces: The Statoil Book version 4.0.

Validity area: Equinor group all locations

Classification: Open

Owner: Function owner Management System

The Equinor Book will be printed in updated versions when deemed necessary.

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Dear  
colleague,

Equinor is an international energy company with a proud history. Every one of you has a part to play in its future. Your skills, your ideas and the way you work with others are essential for us to succeed today and to realise our vision for tomorrow.

Our purpose is to turn natural resources into energy for people and progress for society. As we work together to create lasting value for all our stakeholders, it is the values and culture we share that really make Equinor distinct. We take pride in them. They are qualities and a legacy we must take good care of as we shape the future of Equinor.

Our company has a proud history. We were established in 1972, to build an oil and gas industry in Norway, to the benefit of the society. Over the years we have steered successfully through major changes. It is a better company today than it has ever been. But to remain competitive in a changing world it will need to be even better tomorrow. That will depend on each of us, every day, looking for ways to improve.

Everything starts with safe and secure activities. This will never change. Keeping people safe is my top priority and my greatest responsibility. But it is also the responsibility of every one of us in our daily work.

The future of energy will be low carbon. We will take advantage of the opportunities the energy transition brings, exploring new industrial horizons and ways of creating value. From our earliest days on the Norwegian Continental Shelf, we have pushed the boundaries of technology and imagination in every part of our business. Now we are finding new ways to put that competence to work in transforming our company and our industry for the future.



Anders Opedal  
*President and CEO*

## Introduction

# Past, present and future

**Our purpose is to turn natural resources into energy for people and progress for society.**

Over the decades since the company was founded, it has grown beyond what anyone could have imagined. We started out as Statoil, a Norwegian oil and gas company. We are now Equinor, a broad energy company with activities around the globe.

The Equinor Book summarises important aspects of our identity. It is a store of knowledge and learning that we have built up since the early days of our company. The book is the core of our Management System. It describes the most important requirements for the whole company and defines a common framework for the way we work. It sets standards for our behaviour, our performance and our leadership. And it points us in the right direction for success tomorrow.



The book has two main sections:

“Who we are” describes the foundation for everything we do. Our vision shows us the way forward. Our values and commitments guide us in our decisions. And our approach to people and leadership makes clear what Equinor expects of us and what we can expect of Equinor.

“How we work” shows how we drive performance and enable profitable, safe and sustainable results. It reflects our collaborative culture and ensures we manage risks and execute tasks safely and precisely, while continuously improving along the way.

We apply “Who we are” and “How we work” to deliver results in the value chain, from gaining access to business opportunities, to developing and operating assets, to marketing and selling our products.

The Equinor Book is for everyone, wherever in the business we work. It aims to inspire us to use our ideas, talent and energy to perform at our best now and achieve our vision for the future.



### Understanding the Equinor Book

The Equinor Book brings together “Who we are” and “How we work” to strengthen our business.







# Who we are

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Who we are

# Vision

## Shaping the future of energy

Our vision sets a clear direction and highlights what we are aiming to achieve. It brings us together and inspires us.

Being competitive is our starting point, but we have bigger ambitions. We will set an example for how the oil and gas industry should transform. We will show leadership and deliver energy for a low-carbon future. We will be the company others look to for bold and better solutions.

Our vision rests on three pillars:

### Competitive at all times

Our company must be profitable and competitive at all times. This is fundamental for our future value creation. Safe and lean operations will help us to tackle the challenges facing our industry and prepare us to seize opportunities. We will continuously improve our business to be fit for profitable growth.

### Transforming the oil and gas industry

We will create lasting change in terms of how our industry works. We will innovate to simplify and standardise our activities through a mind-set of radical change and collaboration. Through developing technology for lasting value creation we will break new ground and work in a smarter, better and simpler way.

### Providing energy for a low-carbon future

The future of energy will be low carbon. That is why our ambition is to be a leading company in carbon-efficient oil and gas production. Further, demand for renewable energy will grow, offering new business opportunities. Building a new energy business will support our long-term future as a leading global energy provider.

Together we are creating our future Equinor.

Who we are

# Values

## Equinor at its best

Our values embody the spirit and energy of Equinor at its best. They help us set direction and they guide our decisions, actions, and the way we interact with others. Our values express the ideals we strive to live up to every day.



## Open

- We promote transparency
- We embrace diversity and new perspectives
- We raise ethical dilemmas and act with integrity

## Collaborative

- We work together as one team
- We share knowledge and help each other succeed
- We engage with, respect and earn the trust of our business partners and society

## Courageous

- We are curious, innovative and commercial
- We continuously improve
- We use foresight, identify opportunities and manage risk

## Caring

- We seek zero harm to people
- We respect each other and contribute to a positive working environment
- We act in a sustainable, ethical and socially responsible manner

Who we are

# Commitments

## Implementing what we stand for as a company

Our ability to create value depends on applying high ethical standards to create a trust-based relationship with our people, our owners, our business partners and the communities where we work.

In all our business activities we comply with applicable laws, act in an ethical, sustainable and socially responsible manner, practise good corporate governance and respect internationally recognised human rights. We maintain an open dialogue on ethical issues – both internally and externally. Open, honest and accurate communication is essential to our integrity and business success.

Our approach is integrated in our Management System, and we have developed guidance and tools for everyone who works for us. Our Code of Conduct details our commitments and clarifies expectations and requirements of individuals. We do not tolerate any breaches of the law, governing documentation or the Code of Conduct.

## Respecting people

We are committed to providing a safe and secure environment for everyone working at our facilities and job sites. Equinor's safety and security vision is zero harm. We provide an environment recognised for its equality and diversity, and we treat everyone with fairness, respect and dignity.

We do not tolerate any discrimination or harassment of colleagues or others affected by our operations.

## Conducting operations

We have zero tolerance of corruption in any form, and take active steps to ensure that corruption does not occur in relation to Equinor's business activities. We are committed to conducting our business activities in an open manner, promoting transparency in our industry. We protect information created by us, or given to us, to ensure appropriate confidentiality and integrity.

## Relating to business partners

We seek to work with others who share our commitment to ethics and compliance. We believe in the benefits of competition, and Equinor always competes in a fair and ethically justifiable manner.

## Working with communities

We aim to create lasting value for local communities through our business activities. Our contribution may include direct and indirect local employment, local procurement of goods and services, local infrastructure development and capacity-building as well as social investments.

We will conduct our business consistently with the United Nations Guiding Principles on Business and Human Rights and the ten principles of the United Nations Global Compact.

We are committed to preventing harm to the environment and aim for outstanding natural resource efficiency in our business activities. We actively work to limit greenhouse gas emissions from our activities and comply with all applicable environmental laws and regulation.



Who we are

# People

## We are Equinor

Our success depends on thousands of individuals working together.  
Each and every one of us makes a difference as we shape the future of energy.

The people in Equinor enable us to meet challenges and deliver on our promises. Your skills and personal commitment, as well as effective leadership, are needed to reach our goals.

The unique relationship between Equinor and the individual is based on clear expectations, mutual respect and trust.

Our values-based performance culture empowers each and every one of us to apply our skills, our commercial instinct and personal commitment to achieve Equinor's ambitions. That starts with safety. Each of us is personally accountable for safety and security, and it is up to us to demonstrate this commitment every day through our actions. Safety is integrated in everything we do, and these expectations are applicable to us all:

## I am Safety

- I understand and manage risks
- I look after my colleagues
- I am visible and engaged in my team's safety and security
- I stop unsafe behaviour and activities
- I openly report and learn from all incidents
- I systematically use Compliance and Leadership
- I continuously improve safety and security
- I actively search for weak signals and act

Innovation, both in technology and the way we work, is key to future success. The best ideas come from dedicated and inspired individuals, and ideas are turned into reality through people working together. Through our engagement, creativity and collaboration, we aim to build a better Equinor for tomorrow.

Equinor attracts and develops people who share our values, are committed to our success and are able to change and learn. Equinor is responsible for providing a good framework for learning and development, but we are each individually responsible for developing our own skills and building competence. We do this mainly in our daily work and through learning activities. Jobs are openly advertised internally to ensure we can all explore new opportunities, whether we aim to specialise further in an area of professional expertise or to develop as a leader by broadening knowledge across functions and disciplines.

Equinor recognises and rewards performance based equally on what we deliver and how we deliver. Our pay and benefits reflect Equinor's globally competitive market strategy and local market conditions.

Equinor encourages and promotes diversity and is committed to equal opportunity.

We believe in involving our people and their appropriate representatives in the development of the company.





Who we are

# Leadership

## Our leadership makes a difference

Leaders in Equinor are role models for our values. This means always putting the safety and security of our people first, understanding risks and acting with integrity and high ethical standards in everything they do.

Leaders take full accountability for their results and work together as one Equinor. They help ensure Equinor is ready to capture the opportunities of tomorrow.

Our leadership principles act as a guide for all leaders in Equinor.

### Shape our future

Look for opportunities to improve our operations and business, and act on them.

### Empower people

Set and communicate a clear direction, trust people to deliver and engage across boundaries.

### Deliver results

Make a difference and add value for Equinor by demonstrating safety leadership and commercial instinct.







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How we work

# Corporate governance

## Good corporate governance builds trust

The way a company is managed and controlled has a major impact on its success. At its most basic, corporate governance refers to the legal and organisational arrangements that ensure we run our business in the best interests of our shareholders. But it is more than a technical exercise.



Good corporate governance ensures Equinor is run according to our values and for the benefit of our people, stakeholders and society as a whole. It also ensures that everyone has a clear understanding of their roles, responsibilities, rights and accountability.

As a public limited company, with shares listed in Oslo and New York, Equinor adheres to Norwegian and applicable international corporate governance standards and requirements. We also ensure good corporate governance through our values-based culture, stringent ethical requirements, and a code of conduct that promotes integrity. Equinor treats all shareholders equally, providing access to up-to-date, reliable and relevant information about the company's activities.

Equinor's board of directors is independent of the group's management. The board follows good corporate governance principles at all times. In accordance with our ethical guidelines, the work of our governing bodies is based on a clearly defined division of roles and responsibilities between the shareholders, the board of directors and the management in Equinor.

The board has overriding responsibility for managing Equinor and supervising the company's operations and business in general. The CEO is responsible for day-to-day management and presents proposals for strategy, goals, actions and financial statements, as well as important investments. The board authorises the CEO to act in accordance with its rules of procedure and with authorisations issued in relation to individual decisions. The CEO delegates authorisations to members of the corporate executive committee. Further delegation moves down the business line, as described in the Organisational principles.

Equinor's organisational structure is also designed to support good corporate governance. The chief financial officer (CFO) is the corporate controller and runs an internal control function, which undertakes independent, critical follow-up of commercial activity at every level across the company.

How we work

# Organisational principles

## Enabling a collaborative environment

The way we are organised reflects three fundamental principles that ensure clarity in roles and accountabilities, and nurture collaboration. Our structure enables us to deliver results in the most efficient way and maximise utilisation of expertise and resources across the company.

## Principle 1

**We deliver results through collaboration between asset entities, delivery entities and corporate staff functions, within a corporate framework.**

Equinor has three types of organisational entities: asset entities, delivery entities and corporate staff functions.

Asset entities own specific assets and are accountable for safe and efficient development and operations. They have financial responsibility for the asset they own.

Delivery entities provide services – such as expertise, projects and products – across the company.

Corporate staff functions maintain Equinor's corporate framework and support the CEO. They shape and safeguard Equinor to enable business results and drive improvements across the organisation.

When we establish an office outside Norway, we appoint a country manager, who ensures alignment between all Equinor's activities in that country.

All employees report to a line manager who is responsible for following up their development and performance.

## Principle 2

**The task owner delegates tasks down her own line and assigns tasks across to other entities.**

A task owner is a person within an organisational entity who is accountable for a defined task. Task ownership can change over time.

The task owner can delegate defined responsibilities and financial authority down the line. The task owner can also assign specific tasks to other entities.

## Principle 3

**The task owner is accountable for final decisions and acts in accordance with our Management System.**

One individual is ultimately accountable for the delivery of a task. This applies even when several entities or external resources contribute to the delivery.

If disagreements arise, they should be resolved at the lowest possible level in the organisation. If a resolution cannot be reached, disputes can be raised to a higher level in the line.

How we work

# Performance framework

## Enabling high performance for lasting success

We have a values-based performance culture in Equinor. How we deliver is as important as what we deliver. This means that delivery and behaviour are equally weighted.

The performance framework translates our vision, values and strategy into action and results, creating clear links to team and individual contributions. Using the framework empowers us all to deliver on behalf of the company. It also enables us to adapt to changing and unpredictable business conditions.

All our activities carry risk, and risk management is therefore an integrated part of our performance framework. We identify, evaluate and manage risk in order to create sustainable value and avoid incidents, always with Equinor's best interest in mind.

When we know what we are aiming for and understand the risks, we make clear plans for how to achieve our objectives. Resource allocation is dynamic and we update our forecasts as new information arises. Our follow-up is forward-looking and action-oriented. We measure progress and results in a holistic way using key performance indicators (KPIs) when relevant, allowing for sound judgement.

Updates are done as business conditions change. We test the framework regularly through an assurance process to ensure it is achieving its purpose.

Where possible, performance information is open so that we all can learn from one other and continuously improve. This helps us transfer experience from high-performing areas so we can build on one other's successes.

In Ambition to Action we translate our purpose, vision and strategy into strategic objectives, risks, KPIs and actions describing what we want to deliver. Through our people process, we set goals for how we want to deliver as a team and individuals and to drive our development to enable us to perform at our best.



### Performance framework

Our performance framework connects our vision to our individual contributions.





How we work

# Management System

## Building on decades of experience

We have developed a management system to capitalise on the collective knowledge and best practice we have gained over many years.

The Management System contains the information we need to set us on the right path when performing our work. It is also one way we ensure safe and efficient execution of activities, reducing risk and saving time and costs.

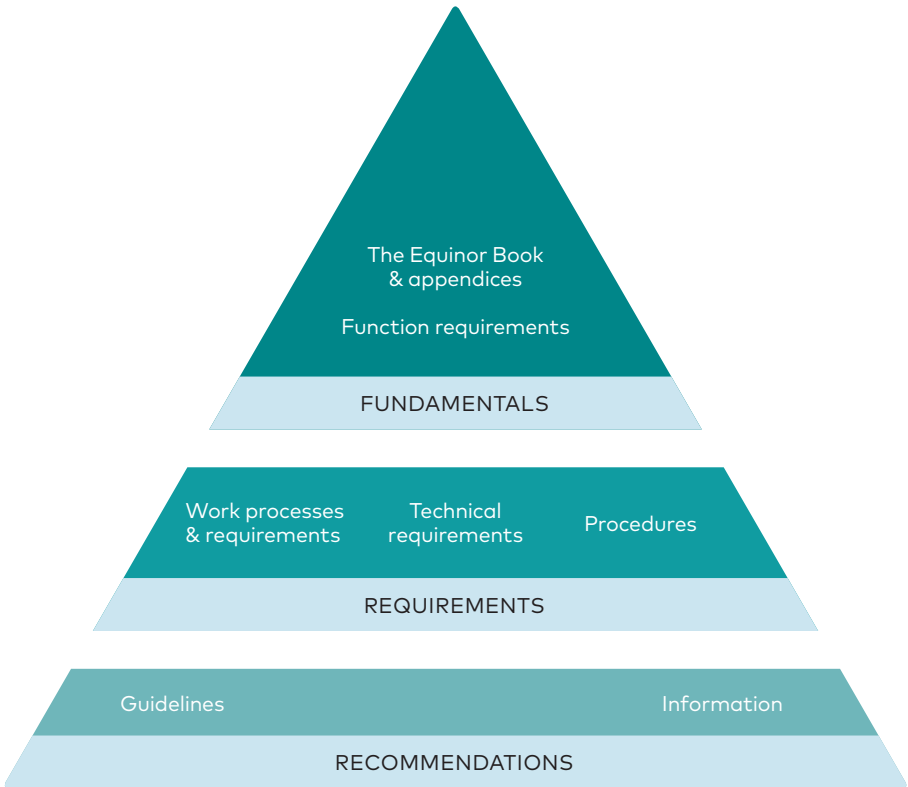
When we operate in a predictable way, it helps us tackle challenges, utilise opportunities and perform tasks in a systematic manner. That is why compliance with our Management System is a requirement for everyone working for Equinor.

Our Management System is structured in three levels: (1) fundamentals, (2) requirements, and (3) recommendations. Regardless of where we work in the company, the fundamentals apply, without exception.

Requirements apply to particular areas of Equinor and are tailored to relevant business needs. Each business area is responsible for establishing and implementing governing documentation which is designed to fit its business and operational context.

Recommendations are supporting documents which provide additional information to help us understand how to meet requirements in the most efficient way.

We regularly test how well the Management System is working through an assurance process, which includes self-assessments, verifications and audits.



### **Management System hierarchy**

Our Management System is structured in three levels: fundamentals, requirements and recommendations.



How we work

# Corporate toolbox

## Reinforcing strong performance

Equinor has developed a set of standardised tools that we use to execute different tasks in a safe, precise and efficient way. This provides consistency and enables continuous improvement.

## Risk management

Risk is about uncertainty related to what can happen in the future. The outcome may be better or worse than what we have planned or forecast. Equinor's risk management framework helps us understand risk in order to make better decisions at all levels of the company.

We communicate and document relevant risks to our decision-makers and stakeholders.

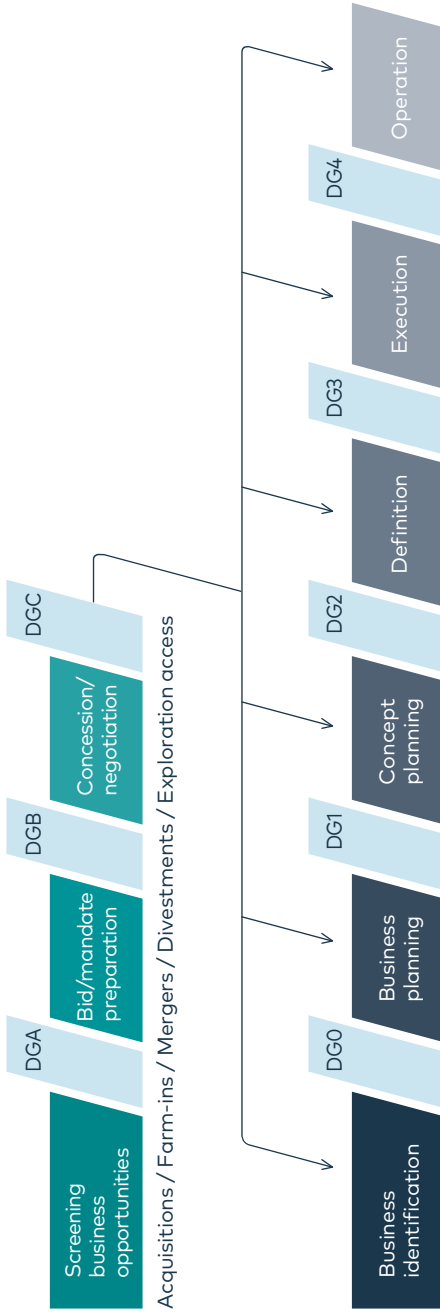
Risk management supports our efforts in finding the best possible solutions for the company. We decide appropriate actions to manage risks based on a cost versus benefit approach. We strive to keep safety and security risks as low as reasonably practicable.

## The Capital Value Process

The Capital Value Process is a structured approach to developing a project from the first assessment of a new business opportunity to the start-up of profitable operations. As the project matures, it goes through a series of stages, which are separated by decision gates (DG).

At each DG, a choice is made whether or not to proceed with the project. The review process at each DG ensures that decision-makers understand expectations for the end result, that the risk exposure is realistic, and that the decision-making meets our requirements.





### The Capital Value Process

The Capital Value Process is a structured approach to developing a project.

## Compliance and Leadership

Compliance and Leadership is a tool to help us manage risks effectively and ensure safe and efficient operations. It requires that we apply the right level of precision and quality when we plan, execute and evaluate all tasks.

Based on a defined desired outcome, the method involves a five-step approach to reach the result. Once the desired result is achieved, a key part of the method is to evaluate the result and review lessons learnt. This promotes our culture of continuous improvement.

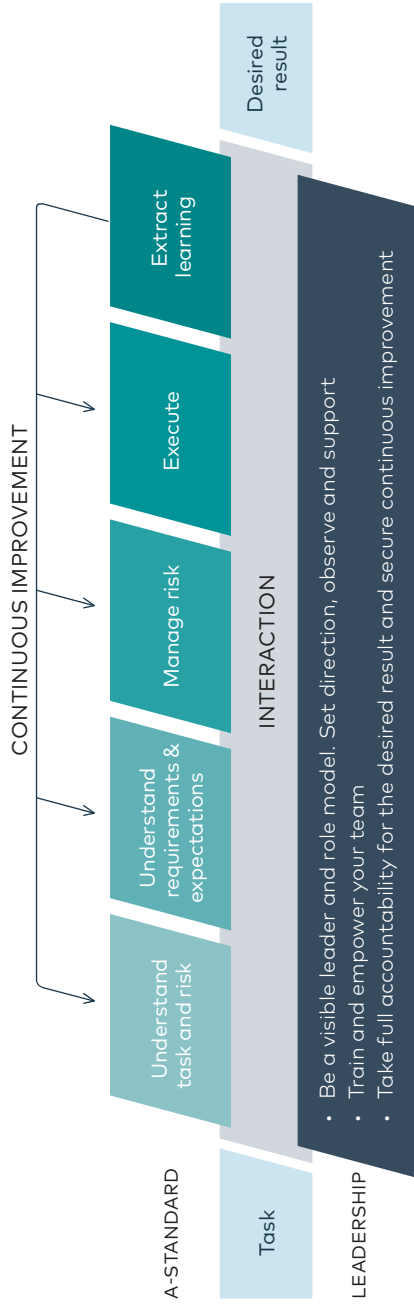
## Lean

Lean is a way of working. Our goal is to develop a continuous improvement culture focusing on safe, sustainable and profitable operations. The Lean approach includes three key elements: understanding external and internal customer needs and requirements; optimising product or service value while reducing non-value added activity; and engaging the organisation in identifying and realising improvement opportunities. When improvement proposals are identified, the Compliance and Leadership tool is used to understand the task, identify risks and implement correctly the first time.

Equinor has developed its own framework for working with Lean. The Equinor Lean model defines the principles we focus on and the methods and tools we use.

## Management of Change

Change needs to be managed in a systematic and traceable manner in order to ensure that goals of the change are met and risks are managed. The Management of Change process defines the overall framework for our way of handling change. The framework includes a management of change work process that is available in the Management System.



### Compliance and Leadership

Compliance and Leadership is our standard action pattern from task to desired result.

How we work

# Appendices and function requirements

## A strong foundation to build on

This is a list of all the fundamentals in addition to the Equinor Book. They are common requirements in Equinor, ensuring we have an aligned approach to managing risks and complexity across our business. Further details can be found in Equinor's Management System.

## Appendices

The appendices are part of Equinor's fundamentals.

### Appendix A - Organisation

This document outlines accountabilities in Equinor. It describes the roles and responsibilities for business areas, corporate staff entities and corporate service entities.

### Appendix B - Decision authorities

This document describes the delegation of decision authorities from the CEO to the other members of the corporate executive committee (CEC).

### Appendix C - Control in the subsidiaries and joint ventures

This document explains how we govern our decisions, responsibilities and accountabilities when we operate through subsidiaries and joint ventures.

### Appendix D - Committees

We have committees to support the CEO in exercising his/her management, monitoring and assurance responsibilities. This document outlines the roles and responsibilities for each committee.

### Appendix E - Capital Value Process

The Capital Value Process (CVP) is Equinor's decision process for investment projects. It provides us with more detailed information on each step and the requirements to pass each decision gate.

## Appendix F - Code of Conduct

The Code of Conduct (the Code) sets out our expectations, commitments and requirements for our ethical conduct. The Code applies to Equinor's board members, employees and hired contractors.

## Appendix G: Human Rights policy

This document outlines Equinor's policy for how we relate to our employees, business partners and communities to respect the human rights of others.

## Function requirements

Equinor's function requirements are essential regulations for the company in each of our process and function areas. They are valid company-wide without exception.













Shaping the future of energy