Welcome to the management system days at Equinor
Presentations and speakers Day 1

Introducing our management system days
Magne Frantsen - Equinor and Ted Fletcher - IOGP

Presentation of the Equinor OMS
Alice Bellan & Nils-Martin Skaanes - Equinor

Operating management system - Context and development strategy
Ted Fletcher - IOGP Standards committee Vice chair and ISO/TC67/WG2 convenor

Presentation of the Woodside OMS
James Foo – Woodside
Presentations and speakers Day 2

**Presentation of the BP OMS**  
Stephen Heath – BP

**Presentation of Neptune Energys MS**  
Arjen Pos – Neptune Energy

**Establishing a process based MS**  
Siri Nesbø – Spirit Energy

**Multi-disciplinary ISO standards**  
Runar Østebø - Convenor ISO/TC67/WG4 Reliability engineering & technology

**Presentation of AkerSolutions MS**  
Bernt Gjellestad – AkerSolutions

**Next steps and how to engage with ISO29010**  
Knut Aune – Standard Norge
Agenda

Program day 1:
0850 – 0920: Coffee / start up
0920 – 0940: Introduction
0940 – 1100: Presentation of the Equinor OMS
1100 – 1200: Lunch
1200 – 1310: Present the OMS standard – ISO29010
1310 – 1340: Break
1340 – 1450: Presentation of the Woodside OMS
1450 – 1500: Break
1500 – 1530: Discussion session
1530 – 1540: Closing comments from the day

Program day 2:
0850 – 0920: Coffee / start up
0920 – 0940: Introduction and summary from yesterday
0940 – 1030: Presentation of the BP OMS
1030 – 1100: Presentation of Neptune Energys MS
1100 – 1200: Lunch
1200 – 1220: Spirit Energy – establishing a process based MS
1225 – 1245: Multi-disciplinary ISO standards
1250 – 1310: Presentation of AkerSolutions MS
1310 – 1340: Break
1340 – 1420: Next steps and how to engage with ISO29010
1420 – 1430: Closing comments
Equinor Operating management system presentation follows on the next slides
Driven by purpose, inspired by vision, guided by values

Our purpose
Turning natural resources into energy for people and progress for society

Our vision
Shaping the future of energy

Our values
Open, courageous, collaborative and caring

Our strategy
Always safe, high value, low carbon

Borestranda beach near Stavanger, Rogaland, Norway
Facts and figures 2018

18.0

$3 Billion USD
adjusted earnings as of Q4 2018

2.11

Million barrels
of oil equivalent per day

1 mill

European homes
through growing offshore wind power business

~40

Percent
of oil and gas production outside Norway

>20.000

Employees

>30

Countries

Equinor operations
Equinor main offices
Striving to be an industry leader in safety

Our goal is zero harm, because our people are our most valuable assets.

I AM SAFETY
Accountable, visible and engaged

- I understand and manage my risks
- I look after my colleagues
- I am visible and engaged in my team’s safety and security
- I stop unsafe behavior 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

Serious incident frequency (SIF)
Serious incidents in Equinor per million work-hours

<table>
<thead>
<tr>
<th>Year</th>
<th>SIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1.9</td>
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<tr>
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<td>0.6</td>
</tr>
<tr>
<td>2018</td>
<td>0.5</td>
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Target 0
Shaping the future of energy

Strategic principles

- Cash generation capacity at all times
- Capex flexibility
- Capture value from cycles
- Low-carbon advantage

A future-fit portfolio

- New energy solutions
- Midstream and marketing

- Norwegian continental shelf
- International oil & gas

Always safe
High value
Low carbon

Enablers

- Safe and secure operations
- Technology and innovation
- Empowered people
- Stakeholder engagement
### Our value chain

<table>
<thead>
<tr>
<th>Exploration</th>
<th>Development and production</th>
<th>Transportation</th>
<th>Processing and refining</th>
<th>Marketing and trading</th>
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<tbody>
<tr>
<td>Offshore seismic and drilling</td>
<td>Offshore oil and gas</td>
<td>Pipelines</td>
<td>Gas plants</td>
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<tr>
<td>Onshore seismic and drilling</td>
<td>Onshore oil and gas</td>
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<td>Trains</td>
<td>Energy storage</td>
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<td>Solar</td>
<td>Solar</td>
<td>Power stations</td>
<td>Energy storage</td>
<td>Electric</td>
</tr>
</tbody>
</table>
Equinor Management System

Next generation management system to enable Equinor to shape the future of energy
At Equinor, the way we deliver is as important as what we deliver

- Firm commitment to safety, security and sustainability
- Our values guide and drive our performance
- Stringent ethical requirements and code of conduct
Next generation management system

Strategic principles
- Support
- Engage
- Adapt

Always safe
High value
Low carbon

Focus areas
- Performance
- Learning and continuous improvement
- Assurance

Enablers
- Digitalisation
- Capability & leadership
- Framework & tools
Management system capabilities and leadership
Leadership in Equinor

Leadership is about being a role model for our values and living the leadership profile.

- Shape the future
- Empower people
- Deliver results
MS and assurance capabilities

Several external trends will impact how companies operate. Increased data and computing power will improve efficiency, and use of robotics and artificial intelligence will influence the way we work.

Towards 2030, Equinor will be more diversified in terms of geographies, business models and capabilities.

Build capabilities in diverse value chain

Embrace new way of working and digitalisation

Diversify and renew capabilities
The management system and assurance profession will require a more diversified competencies

**Business understanding**
- Knowledge of regulatory framework
- Understand Equinor’s organization & strategy
- Corporate governance

**Change management**
- Effective communication skills
- Influential skills
- Leading change
- Professional facilitation

**Performance management**
- Understand risk in diverse value chains
- Risk assessment
- Performance analysis

**Continuous improvement**
- Understand Lean principles
- Be able to utilize tools for continuously improvement & learning

**Digitalisation**
- Collect & analyse data
- Visualisation
- Agile way of working
- Design thinking
- Process automation and robotics

**Quality & Risks management**
- Governance, risk and compliance
- Knowledge of the MS framework and requirements
- Be able to design governing documents
Leadership learning journey

- **AWARENESS**
  - I am safety/ Safety moments Library examples on MS
  - MS awareness

- **COMPETENCE BUILDING**
  - MS Essential training for leaders
  - Competence building material, guides, toolboxes (e.g. Self – assessment)

- **TRANSFER COMPETENCE TO DAILY WORK**

- **BEING A ROLE MODEL**
  - People & Equinor goals about MS
  - Networking, stories and learning shared in leadership hub, Yammer, etc.

Internal                        15. October 2019

20 | Management System capabilities roadmap

30. October 2019
Framework, structure and applications
Equinor consists of eight business areas, staffs and support divisions

CEO
Chief Executive Officer
Eidar Sætre
Stavanger

COO
Chief Operating Officer
Jannicke Nilsson
Stavanger

CFO
Chief Financial Officer
Lars Christian Bacher
Stavanger

LEG
Legal
Siv Helen Rygh Torstensen
Stavanger

CCOM
Corporate communication
Reidar Gjærum
Oslo

COA
Audit
Jon Arnt Jacobsen
Oslo

CPL
Corporate people and leadership
Ana Fonseca Nordang
Stavanger

MMP
Marketing midstream and processing
Irene Rummelhoff
Stavanger

DPN
Development and production Norway
Arne Sigve Nylund
Stavanger

DPI
Development and production international
Tørgrim Reitan
Oslo

DPB
Development and production Brazil
Margareth Øvrum
Rio de Janeiro

TPD
Technology, projects and drilling
Anders Opedal
Stavanger

EXP
Exploration
Tim Dodson
Oslo

GSB
Global strategy and business development
Al Cook
London

NES
New energy solutions
Pål Eitrheim
Stavanger
Management System Framework

- The Equinor Book & appendices
- Function requirements

**FUNDAMENTALS**

- Work processes & requirements
- Technical requirements
- Procedures

**REQUIREMENTS**

- Guidelines
- Information

**RECOMMENDATIONS**

- Planned deviation not allowed
- Planned deviation allowed through submitting a dispensation
- Planned deviation through self assessment
Management system roles are formalized

**User**
Compliance is a requirement for everyone working for Equinor

**Approver**
Set on country manager level and are accountable for having a management system in place

**Author**
Subject matter experts

**Owner**
Owns a process or document for a specific context
How is the management system function organized

Management system function in the business areas

Business area

«Shared services»

Corporate management system

Global business services for management system
The Compliance and Leadership model

CONTINUOUS IMPROVEMENT

A-STANDARD
- Understand task and risk
- Understand requirements & expectations
- Manage risk
- Execute
- Extract learning

INTERACTION
- Be a visible leader and role model. Set direction, observe and support
- Train and empower your team
- Take full accountability for the desired result and secure continuous improvement

LEADERSHIP

Task

Desired result
Digitalisation will result in a change in compliance model
From required to inherent compliance

Invisible
Tools designed to follow process

Embedded
Provides information where needed

User-centric
Catered for end users, not administrators

Learning driven
Capture learning and recommend it within tools
How visible or integrated is the management system into task execution?
Data feeding to Operational Planning Tool

From source system to OMNIA

- Synergi
- WERisk
- SAP BW
- SAP (6)
- Safran Planner
- iWIT
- DISP
- TIMP
- Weather
- SAP Notification
- DaVinchi
- Logistics
Assurance

I am confident that my risks are managed and operations are efficient

- Strengthen assurance competence and culture
- Strengthen link between risk and assurance activities
- Standardise self-assessments and verification
- Enable digitized assurance
Organizational learning and improvement

Feeding learning back into our management system ensures collective learning

We do this systematically by collecting improvement proposals
Expectations towards suppliers

- Projects
- Contractors
- Joint Qualification System
Summary

The Management System contributes to safe, reliable and efficient operations and enables us to comply with external and internal requirements.

Our leaders are role models responsible for their units knowledge of and compliance with the Management System.

Our Management System is structured in three levels: fundamentals, requirements and recommendations.
Introduction to the MS days + Equinor Operating management system presentation