



equinor

Insider risk management in Equinor

Ola Anders Skauby

Manager personnel emergency response and personnel security

Core - Our values

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

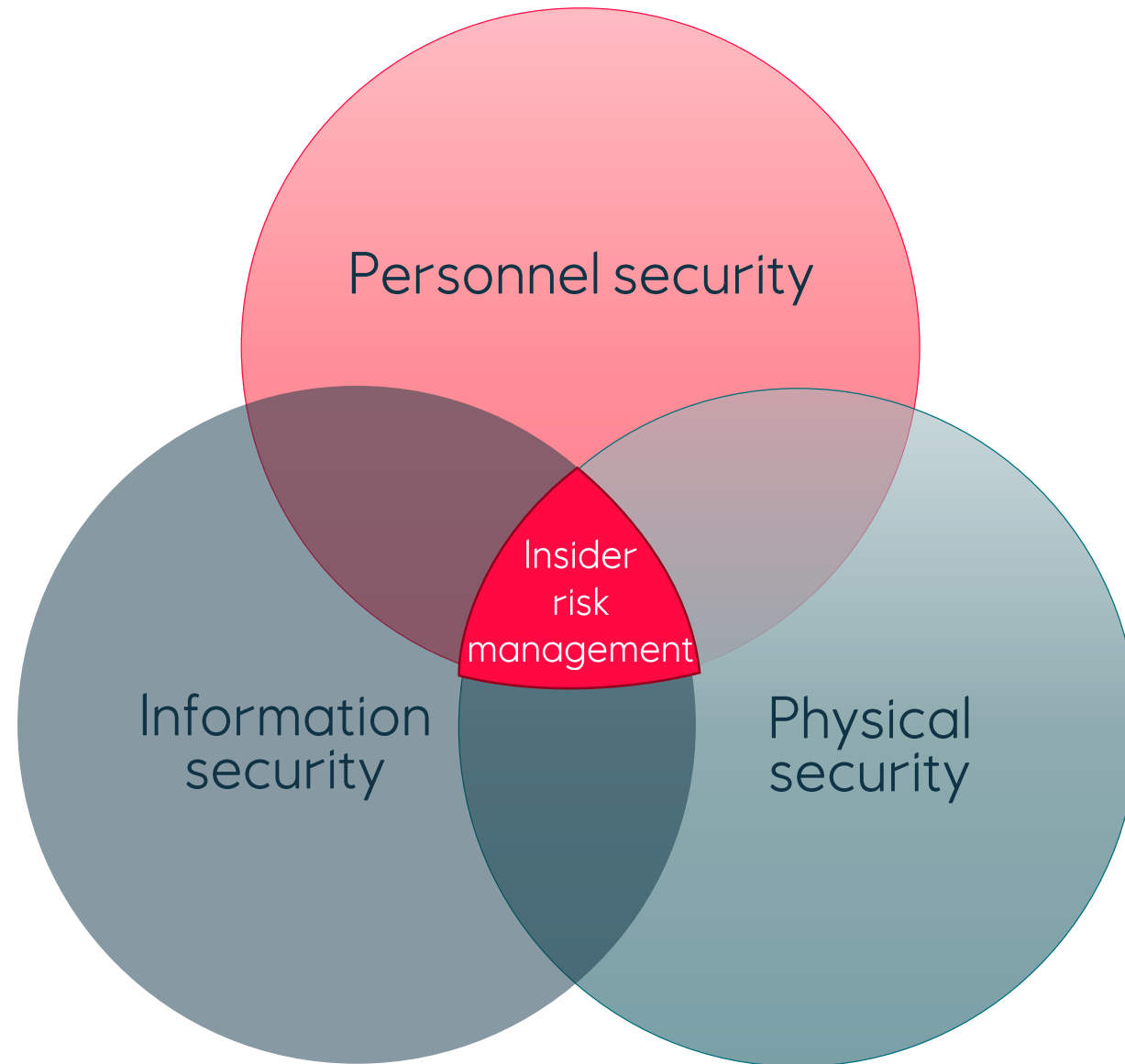
Courageous

- 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

Collaboration is key



Advice from peers and government

Peers:

- the digger they deep, the more they find
- closest HR and Security partnership: collaboration with IT, Business Areas, Legal, Corporate Audit is essential
- big cases follow long histories of disciplinary and performance issues, often involving expenses
- good and bad management decisive in development of cases

Government:

- importance of insiders grows with IT/OT access and improving IT security
- pressure by intelligence services of authoritarian states on own nationals an important issue



Equinor's insider risk programme

A phased development approach over two years

WORKSTREAMS

1 Work programme roles

2 Past cases/ lead indicators

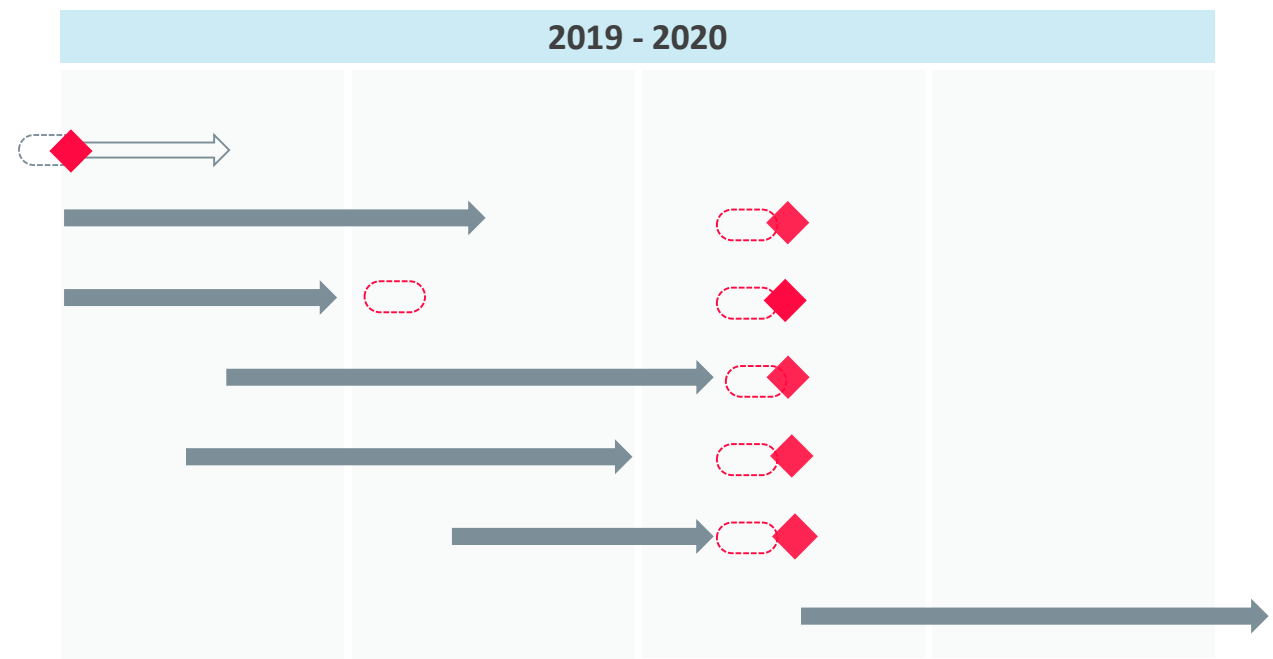
3 High security risk positions

4 Training, leadership and communication

5 Policy for contractors/consultants

6 Data loss technology

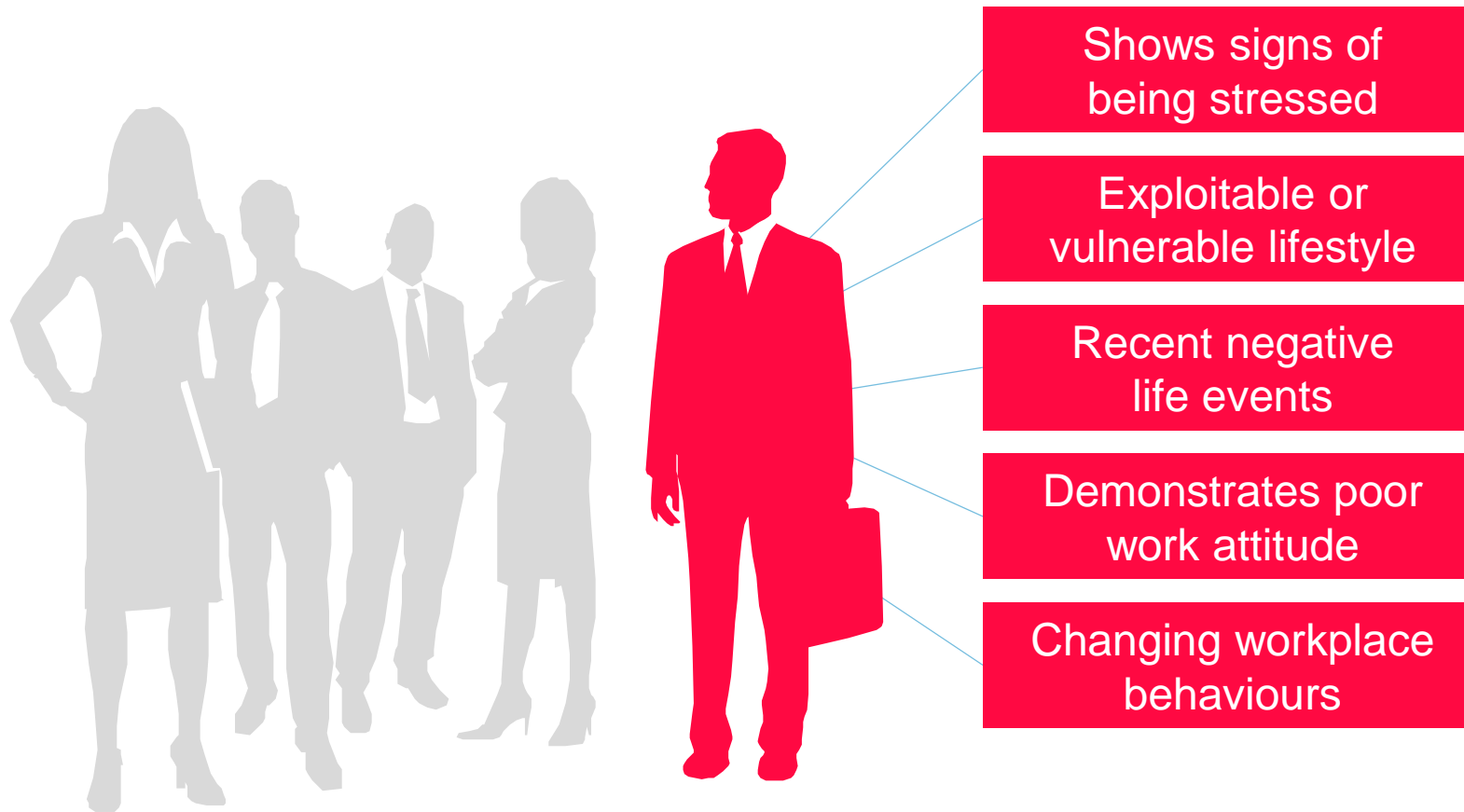
Implementation



Regular review of value and proportionality of work, cost and proportionality of work

Leadership and caring

– at the core of mitigation the insider risk



The insider risk

Mitigation in the employment lifecycle



- Pre-employment screening

- Investigation and disciplinary reactions
- Incident reporting
- Control and monitoring systems
- Role-based risk assessments

- Personnel risk assessment and exit management

Insider risk management Questions?

Ola Anders Skauby
oaska@equinor.com

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