



To all our suppliers and contractors

Covid-19 has had a fundamental global impact on the way we work and live. Covid-19, together with the current economic crisis facing our industry, will continue to negatively impact people, the global economy, institutions, supply chains and governmental policy for a long time.

The crisis will continue to have a deep impact on people as companies see no other solutions than laying workers off, also in countries without financial strength to maintain social support to people in need. The financial and personal stress many will experience during this crisis will also increase the likelihood that integrity risks and human rights could be overlooked or ignored, and that people will take opportunities for financial gain by unethically or illegally capitalizing on economic and personal insecurities.

During this time of crisis, Equinor has been reinforcing to its main suppliers the commitment to ethical business practice, respect for human rights and zero tolerance for corruption, fraud, and breaches of law.

Equinor expects that this shared commitment will be tested on many fronts. In the coming months our employees will begin to return to offices and job sites in compliance with myriad national and local quarantines and travel restrictions all while working to mitigate the financial impact of this crisis through various measures. In all of this and more our decision making may be stressed by crisis conditions.

Our companies must continue to conduct business with respect for human rights in an ethical and transparent manner: this is not just the *right* way to work; it is the *only* way to work. How we act matters to everyone impacted by our companies' activities and decisions. When we face an ethical dilemma, we need to have the courage to ask tough questions and be prepared for answers that will challenge us.

We are in this together and we need your help to ensure that we support each other to effectively and correctly respond to the ethical dilemmas that we may face in our work together. When you are challenged with a problem that could impact our shared business, we want you to discuss it with Equinor so that we can ensure that all solutions are consistent with our Code of Conduct, our Human Rights Expectations of Suppliers, and applicable law.

By sharing a commitment to ethical business practices, we can continue to serve our stakeholders – and maintain our license to operate. If you face an ethical dilemma and/or potential human right challenges, please contact your Equinor company representative and we can jointly assess the best way forward.

Thank you for your understanding and actions to help each other to uphold the focus on business integrity.

Best regards,

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