Seadrill Case Study

How Seadrill successfully built its compliance program, on course to a path of unity

When Anders Hvashovd joined Seadrill as Chief Compliance Officer, he quickly sought to establish a comprehensive understanding of ethics and compliance related business risk and program gaps. Alongside the compliance team, he saw the need to be proactive in response to how the business was evolving.

Anders opted to take a holistic approach, realising that there is no end game in ethics and compliance. It is constantly changing and new challenges are always present. Anders saw the need to review the existing structure and tools to ensure optimal performance. Following a downsizing, the remaining team had to work smarter with reduced resources in order to gain a holistic view. This is when Seadrill approached GAN Integrity.

Team effort has always been key to the successful implementation of Seadrill's compliance program. The compliance team is directly involved in areas of integrity risk, but the program build involved the key functions of the business. Anders shared with us the important stages they went through to set up a whole new program.

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> — *Anders Hvashovd*
> *Chief Compliance Officer, Seadrill*

Involve the organization in opting for a new program and tool

Firstly, understand your stakeholder chain (up and down). It may seem quicker to approach process operators first, but Anders' recommendation is to always start at the top to get buy-in. Seadrill got buy-in very quickly as the compliance team were able to demonstrate clearly the direction they needed to take, and outlined the journey they would go on for the next few years. Laying this out so transparently led to investment being made in the proposal. Anders believes that helping the C-suite to see that the new program unifies everyone and allows all to go in the same direction, was important to secure investment. Key to receiving a mandate to go ahead with a new program purchase, is to build comfort and trust in all layers. The new program was built with the involvement of the whole business.

Simplicity is key

Anders regards having everything in one place to be invaluable. A key benefit Seadrill has found from its program is the full-circle system, which allows seamless handling from report to closure of recommendations and accessing. Another benefit is having all data easily accessible in one platform. Having everything in one place has also given Seadrill the ability to train people only on one way of working, with one place where information is available.

Embedding processes into the business functions

Another key insight as to how Seadrill successfully built their program was that they were able through the GAN Integrity platform, to customize ethics and compliance components and embed these into their business processes. This gave them a more simplified approach, and it removed unnecessary steps by utilizing an internal tool that fits in well with the rest of their processes. Overall, this gave the compliance team an easier journey to being better understood by the organization.

Continuous involvement of the C-suite

Starting at the top to get buy-in is important. Anders also believes that looping back every quarter to share an understanding of risks and metrics has clear advantages. To help keep compliance priorities top of mind, the compliance team involves and informs the business by focusing on business risk. Linking issues which could add to the overall business risk will give you support to mitigate. Being able to showcase the nature and scale of a crisis that could have taken place, and how an aversion was enabled through the program is also very significant and powerful.