

# What Bea Told BP Management

WARNING

Look for problems

WARNI

Understand risk  
vigilant

Senior m  
have cor  
of process safety  
management

**WARNING**

**Experience matters.** Downsizing, reorganizing, and outsourcing can make a company brittle. Brittle companies are at an increased risk for major accidents when key personnel are on vacation, sick, or off work.

2001

2002

2003

2005

TREX-20001 (Bea/Gale Report - Pgs v-vi, 17, 27-28);  
TREX-05950