

# What Bea Told BP Management

## WARNING

Look for problems

## WARNI

Understand risk  
vigilant

Senior m  
have cor  
of proce  
manage

## WARNING

Experience matters

## WARNING

**There are no surprises.** Major accidents are always preceded by warning signs. Typically, there are 10 to 100 near misses and 100 to 1,000 hazardous events before every major accident. You must track and analyze these warning signs in order to intervene before a major accident occurs.

2001

2002

2003

2005