

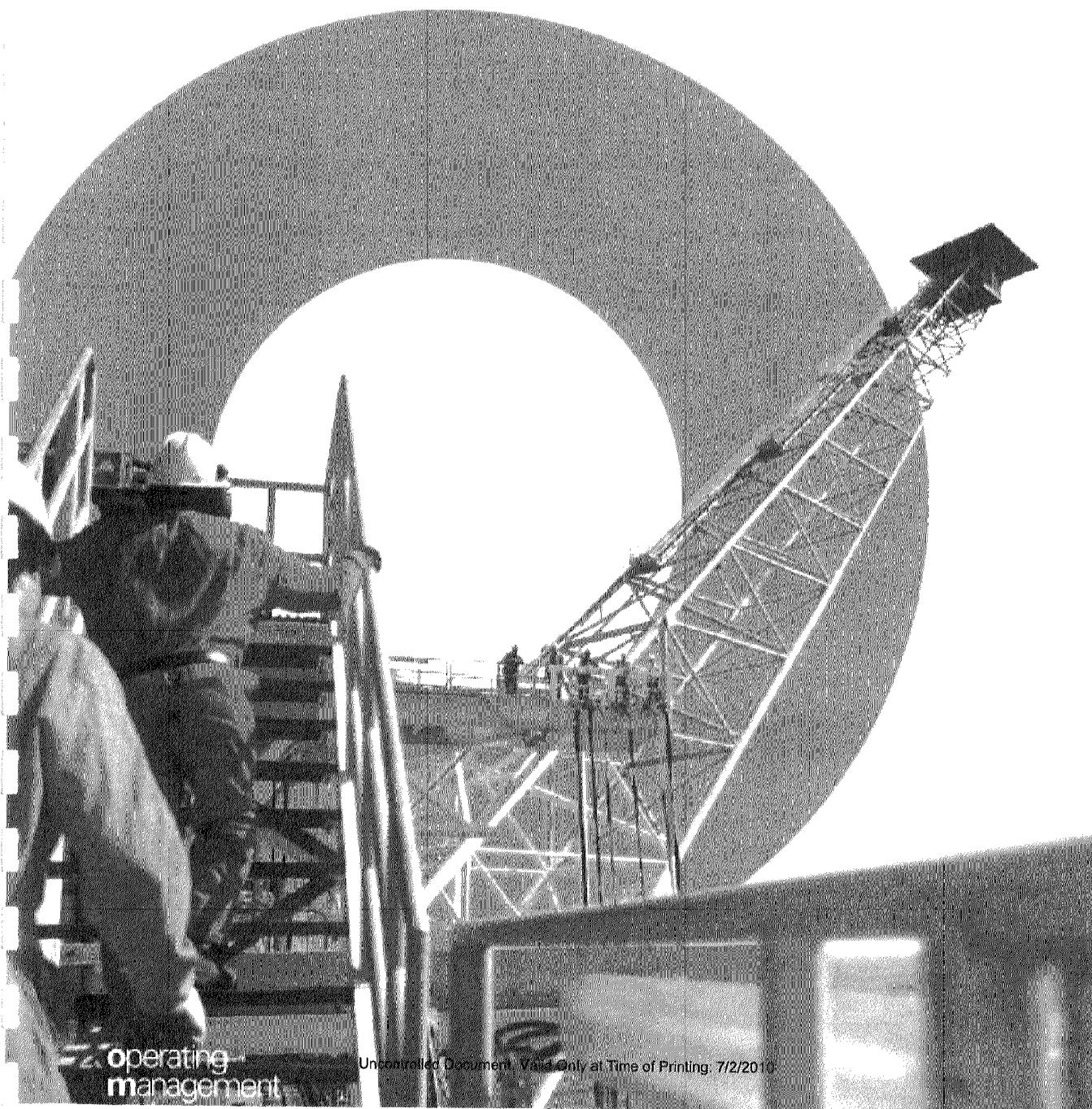
The BP Operating Management System Framework



## Part 2 – Elements of Operating including Group Essentials

GFD 0.0-0002

Version 2.0 – 3 November 2008



## The Operating Management System Framework

### Part 2 – Elements of Operating including Group Essentials

**Please note:** This revised version (2.0) of OMS Part 2 has been produced for application at entities which are transitioning or have transitioned from gHSEr to OMS as its management system.

This version (2.0) of OMS Part 2 has been revised as part of the simplification and integration of existing operating requirements into a single OMS Architecture. The footnotes from Version 1 which covered the requirements of the IM, COW, DS, Security and Marine Standards, and the HSSE Compliance Framework have been removed, with the requirements being integrated into the Group Essential statements or Group Practices. These Group practices are either mandatory Group Defined Practices focused on the assessment and management of significant operating risks, or Group Recommended Practices. The appendices in this document provide a mapping of the requirements of existing Group documents to the Group Essentials and Group Defined Practices.

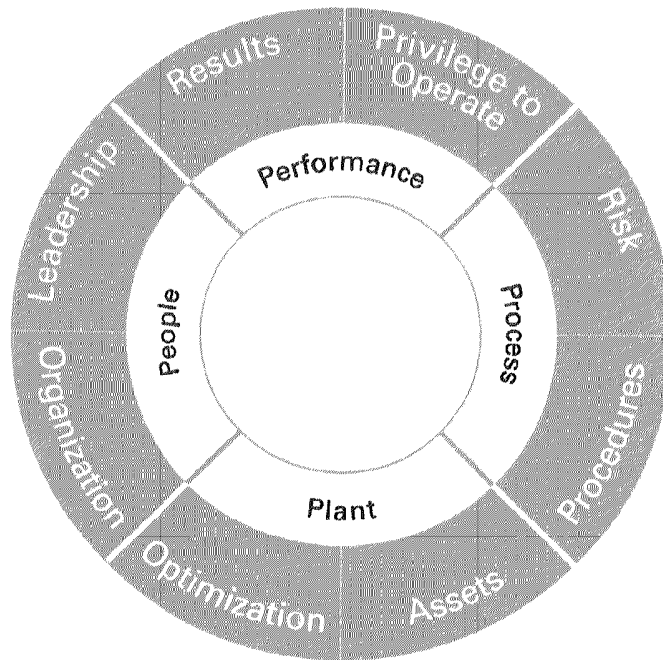
OMS Part 2 is one of the four parts comprising the OMS Framework documentation. All four parts have been revised to create Version 2.0 of the OMS documentation and are issued as a suite of four documents. This has enabled simplification of the documentation through the removal of common contextual detail that was needed when each document stood alone.

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## The BP Operating Management System Framework

### Part 2 – Elements of Operating including Group Essentials



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## 1 What is this document?

OMS Part 2 is one of four documents comprising the Operating Management System (OMS) Framework suite of documentation. It defines BP's operating principles and a set of Group Essentials for each of the sub elements of operating. The Group Essentials are Group OMS requirements that have to be delivered at each applicable BP entity to meet the intent of the operating principles.

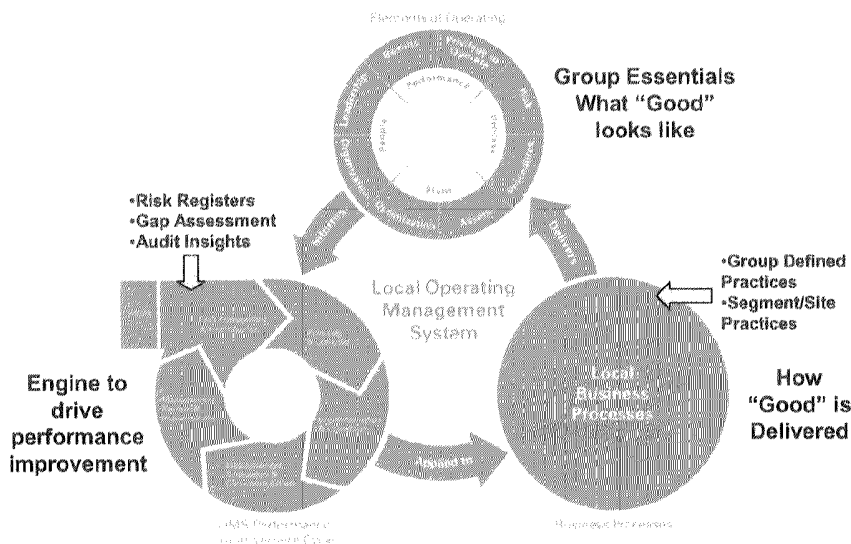
It is necessary to read this OMS Part 2 document in conjunction with the other parts of the OMS documentation to fully understand what is required to successfully implement and maintain OMS at an entity.

In the event of a conflict between OMS and applicable legal and regulatory requirements, the applicable legal and regulatory requirements shall be followed. If this OMS creates a higher obligation, it shall be followed as long as full compliance with the applicable legal and regulatory requirements is achieved.

## 2 Where do the Elements of Operating and Group Essentials fit?

The OMS framework is a structured set of processes and requirements that, when fully implemented, help to make BP operations safe, responsible and reliable, and to continuously improve performance. It is a control process that is relevant to all projects, facilities, sites and operations. (Part 4 explains how OMS applies, for example in the context of joint venture and contractor arrangements.)

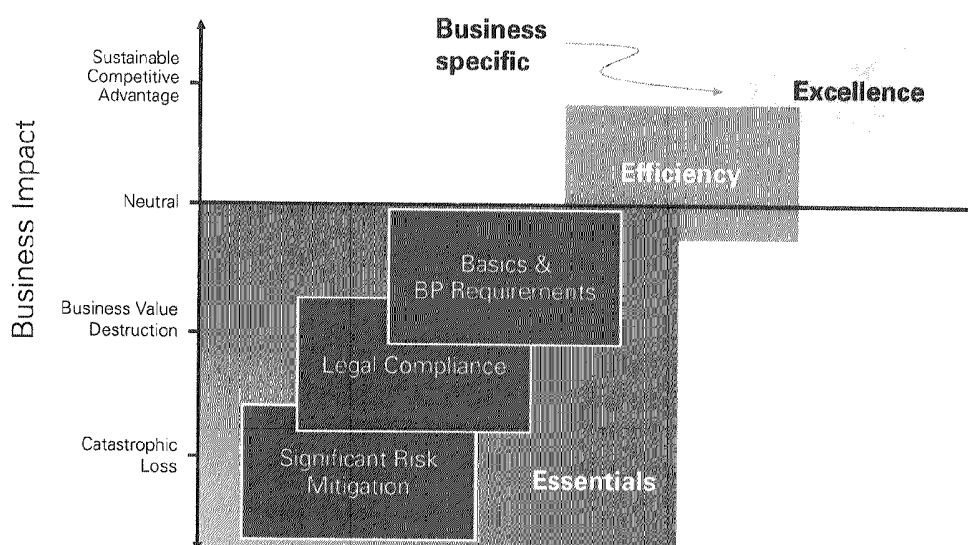
The OMS Framework operates by applying performance improvement to local business processes to deliver the outcomes defined in the Group Essentials which are categorized against the Elements of Operating. In turn, assessments against the Group Essentials inform the risk assessment and prioritization step of the Performance Improvement Cycle.



Creating sustainable competitive advantage through operating excellence is a journey that will require improvements to all aspects of the Elements of Operating – i.e. improvements in plant, process, people and performance.

The Group Essentials, which cover risk mitigation, legal and regulatory compliance, conformance with BP Requirements, and rigorous application of basic operating knowledge, help BP entities deliver safe, responsible and reliable operating. They also create a platform for sustainable improvement, allowing us to capture additional value through efficiency.

Ultimately this will deliver sustainable excellence in operating.



### 3 Elements of Operating, Group Essentials, and Group Defined and Recommended Practices:

**Elements:** Put simply, the Elements of Operating describe eight dimensions of how plant, process, people and performance operate within BP. The eight Elements are Leadership, Organization, Risk, Procedures, Assets, Optimization, Privilege to Operate and Results. Figure 1 demonstrates how these flow from the Plant, Process, People and Performance categorization, and are dependent on each other for delivering risk reduction and performance improvement.

**Sub-elements:** The 48 sub-elements (shown in Figure 2) of the Elements of Operating provide a more detailed list of operating activities, which are dependent on each other and need to be selectively and systematically managed using OMS. Each sub-element contains a principle and list of Group Essential requirements.

**Principles:** High level statements summarizing the intent of each Element and Sub-Element of Operating. These Principles are used by members of the operations community to guide judgments and support decision making, especially in the absence of any specific group or segment requirement.

**Group Essentials (GE):** These are a consolidated list of Group OMS requirements categorized against the sub-elements. Segments may choose to add specific segment requirements for application within their own business. Local business processes are compared to the GE's and a plan is put in place to close any identified gaps. Terms in bold italics in a Group Essential statement are defined in the OMS Glossary located in the OMS Library.

**Group Defined Practices (GDP):** In general OMS does not mandate the use of specific business processes to deliver the Group Essentials. However, in a limited number of cases, selected on the basis of effective risk management, BP has determined that specific Group Defined Practices (GDPs) will detail requirements that shall be followed by all entities that use OMS. These GDPs are listed on the OMS intranet site and referenced against the most relevant Sub Elements in this document. It is important that the GDP requirements are given the same attention as the Group Essential requirements. On the date this OMS Part 2 document was last revised the Group Defined Practices were:

- \* Inherently safer design (GP 48-04)
- \* HSSE review of projects (GP 48-01)
- \* Hazard and Operability Study (GP 48-02)
- \* Layer of Protection Analysis (GP 48-03)
- \* Major Accident Risk process (GP 48-50)
- \* Pipeline Integrity Management Systems (GP 43-49)
- \* Inspection and Testing of Equipment in Service (GP 32-30)
- \* Reporting of HSSE and Operational Incidents (GDP 4.4-0001 formerly GDP 44-00-01)
- \* Assessment, Prioritization and Management of Risk (Draft Implementation Practice GDP 3.1-0001 formerly GDP 31-00-01).
- \* Incident Investigation (Draft Implementation Practice GDP 4.4-0002 formerly GDP 44-00-02)
- \* Integrity Management (5.0-0001)
- \* Control of work (GDP 4.5-0001)
- \* Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)

Group Defined Practice (GP 01-01) Group Defined Engineering Technical Practices contains Group requirements for the application of the engineering GDPs.

**Group Recommended Practices (GRP):** These are the suite of Engineering Technical and Operating (including Marine, HSSE and Project) Practices which provide Group recommendations as to how the Group Essentials should be delivered. These recommended practices are not Group requirements but they do form a set of high quality, tried and tested recommended business processes that entities are encouraged to use to deliver the Essentials. The Integrity Management GDP (GDP 5.0-0001) contains Group requirements for determining the application of Engineering Technical Practices (ETPs) at entities. The GRPs are referenced against the most relevant Sub Elements in this document. The Operating practices are listed on the OMS intranet website under the OMS Library, and the ETPs are accessed via the [ETP Library](#).

**Requirements not controlled by S&O function:** There are BP Group requirements defined by other functions which are applicable to operating entities. To aid understanding this Version 2 of the Elements of Operating including the Group Essentials contains references to several of these requirements referenced against the most relevant Sub Elements. However, it is important to recognise this Version 2 does not include an exhaustive list of these other BP Group requirements.



Figure 1. The Elements of Operating:

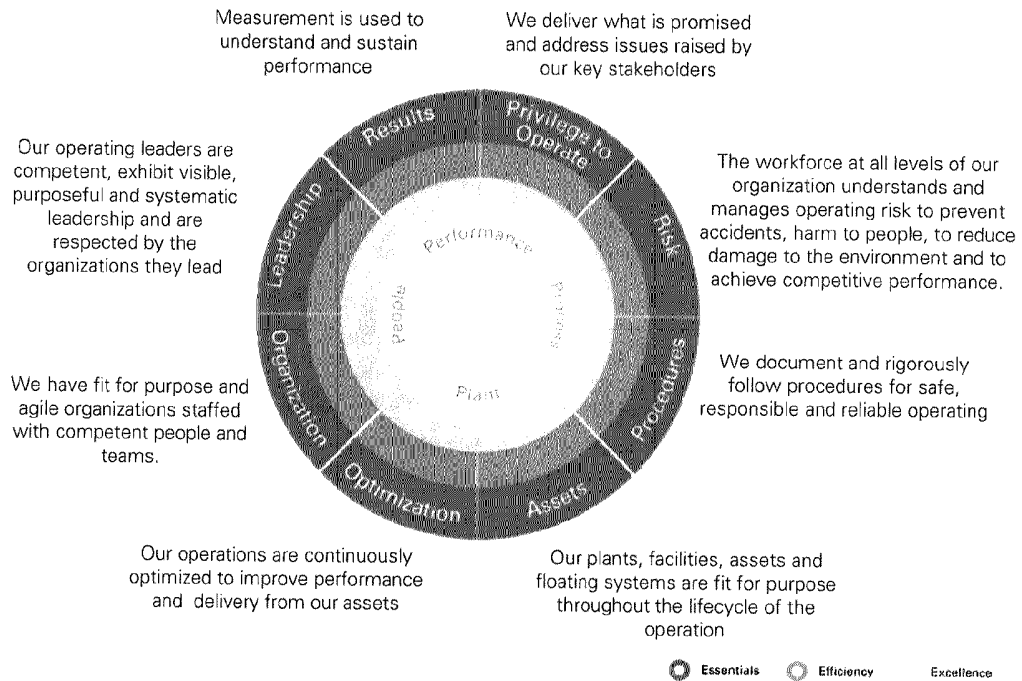
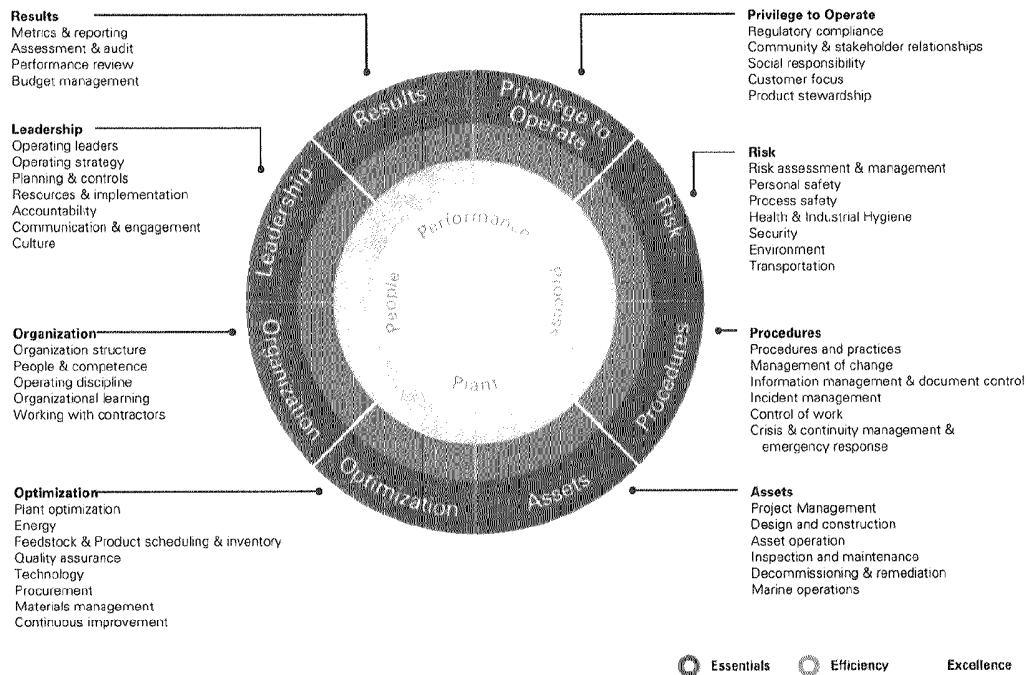


Figure 2. Sub-elements of operating



## Element 1 Leadership

**Principle:** Our operating leaders are competent, exhibit visible, purposeful and systematic leadership and are respected by the organizations they lead.

### 1.1 Operating leaders

---

**Principle:** BP Operating leaders provide clear direction to the people in their organization and then act in accordance with it.

**Group Essentials – Operating Leaders at each BP entity shall:**

- 1.1.1 Define and then annually review and communicate to the **workforce** an **entity** vision that includes details of how the application of OMS will enable continuous **risk** reduction and performance improvement and **safe, responsible and reliable operating**.
- 1.1.2 Demonstrate management commitment to compliance with **legal and regulatory requirements**, to the application of OMS and to conformance with **BP Requirements**.
- 1.1.3 Model behaviours by personal example that reinforce continuous **risk** reduction and performance improvement.
- 1.1.4 Seek feedback on their leadership behaviour, and reflect it in their personal development.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Leadership Framework

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## 1.2 Operating strategy

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**Principle:** BP leaders integrate operating activities into business strategies and objectives to deliver continuous risk reduction and performance improvement.

**Group Essentials – Each BP entity shall:**

- 1.2.1 Incorporate a strategy for continuous *risk* reduction and *operating* performance improvement into the *entity business strategy*.
- 1.2.2 Maintain and communicate to the *workforce* a local *operating* policy consistent with the *entity* vision and OMS, and that includes the *BP Commitment to Health, Safety, Security and Environmental Performance*.
- 1.2.3 Develop and annually review a statement of intent aligned to the *entity* vision and operating policy, explaining the objectives and scope of the local OMS.
- 1.2.4 Monitor the external environment and update the strategy for continuous *risk* reduction and performance improvement in response to changing business needs.

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## 1.3 Planning and controls

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**Principle:** BP leaders formulate annual plans aligned to the local operating policy to address risks, performance delivery and performance improvement opportunities, and establish controls to deliver intended outcomes.

**Group Essentials – Each BP entity shall:**

- 1.3.1 Identify and document *risks* and opportunities to be addressed in a prioritized way through the local OMS and include them in the annual planning process.
- 1.3.2 Incorporate objectives, targets, actions and accountabilities into the *annual plan* to manage *operating risk*, to deliver the requirements of OMS, and to close gaps against the Group Essentials.
- 1.3.3 Establish control mechanisms to address *risks* to the delivery of the *annual plan* and assess performance against the plan.

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## 1.4 Resource and implementation

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**Principle:** BP leaders provide sufficient resources to manage risks and deliver performance improvement, and apply control mechanisms to identify and correct deviations from the annual plan.

**Group Essentials – Each BP entity shall:**

- 1.4.1 Communicate the relevant parts of the *annual plan* and targets to the *workforce* and other identified stakeholders, and translate and include them in annual team and personal objectives.
- 1.4.2 Identify the resources needed to *implement* the *annual plan*. If resource constraints are identified modify the *annual plan* consistent with the need to maintain *safe, responsible and reliable operating*.
- 1.4.3 *Implement* the *annual plan* mobilising identified resources.
- 1.4.4 Apply control mechanisms to identify shortfalls against the *annual plan*, and put in place corrective actions.

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## 1.5 Accountability

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**Principle:** BP operating leaders create and support clear delegation and accountability consistent with BP Requirements.

**Group Essentials – Each BP entity shall:**

- 1.5.1 Appoint *Engineering and Marine Authorities*.
- 1.5.2 Work with their Segment and/or SPU *Engineering, Marine and Operating Authorities* to support the delivery of *safe, responsible and reliable operating* activities.
- 1.5.3 Assign accountabilities and delegations to deliver *BP Requirements*.
- 1.5.4 Provide BP *employees* with clearly defined and documented accountabilities. Set performance standards, goals and objectives which are aligned with their performance contracts and reward mechanisms.

The following Group Defined Practice details required business processes relevant to parts of this sub element:

Integrity Management (GDP 5.0-0001)

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## 1.6 Communication and engagement

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**Principle:** BP leaders, through their actions and behaviours, create an environment in which the workforce are informed, involved and enabled to do their jobs.

**Group Essentials – Each BP entity shall:**

- 1.6.1 Communicate business context and plans for *risk* reduction and performance improvement to the *workforce*.
- 1.6.2 Communicate to BP *employees* the process that enables them to report, in confidence, *operating* concerns and concerns relating to legal compliance or conformance with *BP Requirements*.
- 1.6.3 Apply reward and disciplinary programmes to reinforce and reward behaviours consistent with *legal and regulatory requirements* and *BP Requirements*.
- 1.6.4 Not tolerate retaliatory action against any member of the *workforce* for reporting in good faith, to line management or in confidence via any available BP process, *operating* concerns or concerns relating to legal compliance or conformance to *BP Requirements*.
- 1.6.5 *Implement* and maintain a process to consult with the *workforce* to identify continuous *risk* reduction and performance improvement opportunities.
- 1.6.6 Develop a *Local Operating Management System Handbook* and communicate the contents to the *workforce*.
- 1.6.7 Require leaders to seek feedback at defined intervals on their communication and engagement activities and modify them as needed.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:  
Code of Conduct (Open Talk).

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## 1.7 Culture

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**Principle:** BP leaders take action to develop and maintain a culture and behaviours that enable safe, responsible and reliable operating.

**Group Essentials – Leaders at all levels of the BP entity shall:**

- 1.7.1 Define and communicate the desired *operating* culture and behaviours to the *workforce*, address behaviours that are inconsistent with the desired culture, and encourage and recognize behaviours that support it.
- 1.7.2 Assess the *operating* culture and behaviours at defined intervals and develop improvement plans as needed.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

MyHR Control Processes

My HR People Assurance Survey

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## Element 2 Organization

**Principle:** We have fit for purpose and agile organizations staffed with competent people and teams.

### 2.1 Organization structure

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**Principle:** BP entities establish organizations that allow them to deliver their planned business objectives effectively and efficiently through the deployment of competent people and adequate resources.

**Group Essentials – Each BP entity shall:**

- 2.1.1 Document and **implement** an organization structure aligned to manage entity business and **operating** processes.
- 2.1.2 Establish clear line reporting relationships ensuring leaders have a manageable span of control, and BP **employees** have a clear understanding of their roles, accountabilities and objectives.
- 2.1.3 Allow functional experts access to **entity** leaders and independent access to their functional leadership to discuss **operating risk** concerns.
- 2.1.4 Identify activities to be carried out by **contractors** and other parties and provide BP resources to manage the interfaces.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Working with contractors (GRP 2.5-0001)

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## 2.2 People and competence

**Principle:** BP entities deploy and maintain competent employees with appropriate qualifications, skills and knowledge for roles that impact integrity and operating performance and to meet current and future business needs.

**Group Essentials – Each BP entity shall:**

- 2.2.1 **Implement** and maintain a people resourcing strategy to meet the current and anticipated needs of the business and which assigns accountabilities for recruitment, selection and retention of personnel.
- 2.2.2 Define required competencies and training for roles to be filled by BP **employees**, including any legally required training.
- 2.2.3 Assess BP **employees** on entry into **safety and production critical** roles, and at defined intervals thereafter, against the required competencies for their role, record assessments, identify any gaps, and take identified training and development action to close them.
- 2.2.4 Perform induction training covering HSSE and emergency procedures for new or transferred BP **employees, contractor employees** and visitors.
- 2.2.5 Maintain training materials and records, evaluate training effectiveness at defined intervals, and **implement** identified improvements as needed.
- 2.2.6 **Implement** and maintain performance management and career development processes to monitor and improve individual performance and enhance contribution.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Competency Assurance (GRP 2.2-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

myHR Control Processes

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## 2.3 Operating discipline

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**Principle:** BP entity leaders hold the workforce accountable for performing their work in accordance with operating procedures and practices.

**Group Essentials – Each BP entity shall:**

- 2.3.1 Require members of the *workforce* to stop work that they consider unsafe or likely to cause loss of containment causing damage to the environment.
- 2.3.2 Define and communicate to the *workforce* the consequences of non-compliance with *legal and regulatory requirements, BP Requirements* and local operating procedures and practices.
- 2.3.3 Monitor *workforce* understanding and observance of *legal and regulatory requirements, BP Requirements* and local operating procedures and practices. Apply defined consequences for non compliance.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating Procedures (GRP 4.1-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Who must follow this code)

Code of Conduct (Working with Suppliers)

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## 2.4 Organizational learning

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**Principle:** BP entities continuously improve their local OMS, both sharing and incorporating learnings from within and outside the entity or BP Group.

**Group Essentials – Each BP entity shall:**

- 2.4.1 Share *high value learnings* and other lessons learned from incident or other local operating investigations and good operating practices with other members of BP Group.
- 2.4.2 Benchmark good operating practices from across the BP Group and/or external sources to identify opportunities for *risk* reduction and *operating* performance improvement.
- 2.4.3 Prioritize and incorporate into the local OMS specific improvement opportunities identified through self assessments, audits, annual management reviews, project reviews, internal and external incident investigations, *high value learnings* and benchmarked good practice.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

HSSE and Operating Learning (GRP 2.4-0001)

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## 2.5 Working with contractors

**Principle:** BP entities systematically assure that goods, equipment and services provided by suppliers, contractors and other parties meet contractual and BP Requirements.

**Each BP entity shall:**

- 2.5.1 Designate BP *employee* and *contractor employee* roles which have accountability for the management of contracts, the safety of the *contractor employees* and the safety of their work activity.
- 2.5.2 *Implement* a process to screen and select *contractors* based on a combination of their capability, *contractor employee* competency, financial viability and HSSE performance, taking into account the technical, commercial and HSSE *risks* of the specific work.
- 2.5.3 Define contractually and inform *contractors* of the *entity's* HSSE requirements for the services and equipment to be provided, the scope of work of the contract and identified boundary conditions.
- 2.5.4 Contractually require *contractors* to communicate the *entity's* HSSE requirements to their *employees* and subcontractors and demonstrate that they follow them.
- 2.5.5 Contractually require *contractors* to confirm at defined intervals that their *employees* are competent and their equipment is *fit for service*, and their work is carried out in compliance with *entity* requirements.
- 2.5.6 Evaluate *contractor* performance at defined intervals to provide feedback, lessons learned and a basis for improving future *contractor* selection and performance.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Working with contractors (GRP 2.5-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Working with Suppliers)

Digital Security Standard

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## Element 3 Risk

**Principle:** The workforce at all levels of our organization understands and manages operating risk to prevent accidents and harm to people, to reduce damage to the environment and to achieve competitive performance.

### 3.1 Risk assessment and management

---

**Principle:** BP entities assess, prioritize and manage operating risks consistent with BP Requirements.

**Each BP entity shall:**

- 3.1.1 Develop and then update at least annually an *entity level risk register* which considers hazards and *risks* relating to operating performance. The *risk register* shall include the assessed impact and probability for each identified *entity level risk* and identify plant, process, people and performance *risk reduction measures* that are in place to manage those *risks*.
- 3.1.2 At least annually communicate the importance of the *risk reduction measures* put in place to manage the identified *entity level risks*, and the reasons for them, to those members of the *workforce* who apply them and to those members of the *workforce* who may be affected by the identified *entity level risks*.
- 3.1.3 At least annually update a gap assessment of the *entity's* operating activities against the Group Essentials, GDPs and segment, SPU and *entity* requirements. The gap assessment against the Group Essentials requires a full assessment with a facilitator who is external to the *entity* when first transitioning to OMS and thereafter every 3 years.
- 3.1.4 Use the gap assessment results to identify and prioritize opportunities for *risk* reduction and performance improvement that can be delivered through improvements to both the specification and application of the plant, process, people and performance *risk reduction measures* that constitute the local OMS.
- 3.1.5 Identify and apply tools to assess *operating risks* commensurate with the particular types of *risk* presented
- 3.1.6 Document *risk* assessments and *risk* management control measures and include them in project approval documentation.

The following Group Defined Practices detail required business processes relevant to this sub element:

Assessment, Prioritization and Management of Risk (Draft Implementation Practice GDP 3.1-0001)  
Control of Work (GDP 4.5-0001)

The following Group Recommended Practices detail recommended business processes relevant to this sub element:

Selection of Hazard Evaluation and Risk Assessment Techniques.  
(GRP 3.1-0001)

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## 3.2 Personal safety

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**Principle:** BP entities provide a safe working environment by systematically identifying and assessing safety hazards and mitigating the potential risks to people.

**Each BP entity shall:**

- 3.2.1 Systematically identify personal safety hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Personal safety hazards include but are not limited to breaking containment, working at heights, confined space entry, energy isolation, ground disturbance, power tools, electrocution, cranes and other lifting devices.
- 3.2.2 *Implement* and maintain a *behaviour-based safety* process to continually improve *operating* behaviours through observation, recording and coaching.

The following Group Defined Practice details required business processes relevant to this sub element:

Control of Work (GDP 4.5-0001)

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### 3.3 Process Safety

**Principle:** BP entities manage the integrity of hazardous operating systems and processes by applying good design principles, engineering and operating practices which prevent and control incidents that have the potential to release hazardous materials or energy. Such incidents can cause toxic effects, fire or explosion and could ultimately result in serious injuries, environmental impact, property damage and lost production.

**Group Essentials – Each BP entity shall:**

- 3.3.1 Systematically identify process safety hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Process safety hazards include but are not limited to sources of ignition, explosions, fires, and uncontrolled releases of hydrocarbons, toxic chemicals, high or low temperature materials and stored energy.
- 3.3.2 Identify whether there is a potential for a *major accident*, and if so, complete an assessment of the *major accident risks*; use identified major accident *risks* as input to the *entity level risk register*.
- 3.3.3 Define, based on *entity risks*, the level of process safety and operating integrity expertise needed to design, construct and operate safely. Provide BP *employees* with access to this expertise through available internal or external resources.

The following Group Defined Practice details required business processes relevant to this sub element:

Group Defined Engineering Technical Practices (GP 01-01)

Integrity Management (GDP 5.0-0001)

Major Accident Risk Process (GP 48-50)

Hazard and Operability Study (GP 48-02)

HSSE Review of Projects (GP 48-01)

Inherently safer design (GP 48-04)

Layer of Protection Analysis (GP 48-03)

Assessment, Prioritization and Management of Risk (Draft Implementation Practice GDP 3.1-0001).

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Selection of Hazard Evaluation and Risk Assessment Techniques (GRP 3.1-0001)

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## 3.4 Health and Industrial Hygiene

**Principle:** BP entities manage their business to prevent harm to the health of employees, contractors, visitors and local communities.

**Group Essentials – Each BP entity shall:**

- 3.4.1 Systematically identify hazards including *human factors* in the work environment that could harm health. These include chemical, physical, biological, ergonomic hazards and *psychosocial factors*.
- 3.4.2 Assess exposures and *risks* from identified health hazards, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage them. Use this as an input to the *entity risk register*.
- 3.4.3 *Implement* and maintain exposure assessment programmes to monitor the effectiveness of *risk reduction measures* to eliminate or manage exposures to identified health hazards.
- 3.4.4 Define *fitness for task* requirements for identified tasks where fitness is needed for the safety and health of the individual or to deliver *safety and production critical operating* activity. Assess BP *employees* against the *fitness for task* requirements for their role, record assessments, identify any gaps, and take action to close them.
- 3.4.5 *Implement* and maintain *risk* based programmes to promote and monitor that individual performance of members of the *workforce* is not impaired by *drugs and alcohol*.
- 3.4.6 *Implement* and maintain *health surveillance* programmes to monitor the health of BP *employees* who may be exposed to known work place health *risks*.
- 3.4.7 Develop expertise in conjunction with Group Health that provides ready access to BP *employees* to health and industrial hygiene advice and support required to effectively manage *risk* and promote health and wellness.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Asbestos (GRP 3.4-0002)

Fatigue (GRP 3.4-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Health, Safety and Security)

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## 3.5 Security

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**Principle:** BP entities put processes in place to maintain the security of the workforce, premises, facilities, equipment and information.

**Group Essentials – Each BP entity shall:**

- 3.5.1 Systematically identify security hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Security hazards include but are not limited to criminal conduct, intimidation, violence, sabotage, unauthorised access or damage to BP property, and unauthorized access to, alteration, use or disclosure of information.
- 3.5.2 Develop, *implement* and update at least annually a security management plan based on the results of the hazard evaluation and *risk* assessment.
- 3.5.3 Develop internal security expertise in conjunction with Group Security and designate individuals as subject matter experts and security advisors to *entity* management.
- 3.5.4 *Implement* and maintain processes for the *workforce* to securely handle valuable and sensitive information in all forms, including *Confidential and Secret* information.
- 3.5.5 Design and operate IT and digital process control systems to manage *risk* to system and information integrity, availability and confidentiality.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Security (GRP 3.5-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Security of Information Standard

Digital Security Standard

Code of Conduct (Privacy and Employee Confidentiality)

Code of Conduct (Digital Systems and Security)

Code of Conduct (Insider Trading)

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## 3.6 Environment

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**Principle:** BP entities identify and systematically manage the impact of their activities on the environment and integrate environmental requirements into the local Operating Management System.

**Group Essentials – Each BP entity shall:**

- 3.6.1 Systematically identify environmental hazards, assess *risks* and opportunities to minimise environmental impact, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risks* and use as an input to the *entity risk register*. Environmental *risks* include but are not limited to emissions to air, discharges to water and land and the handling and disposal of waste.
- 3.6.2 Identify the potential environmental, health and social impacts of projects, designing them to avoid or mitigate adverse impacts and reduce use of natural resources.
- 3.6.3 At *Major operating sites*, maintain external ISO14001 certification and produce an externally verified environmental statement at least every three years.

The following Group Defined Practice details required business processes relevant to this sub element:  
Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)

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## 3.7 Transportation

**Principle:** BP entities evaluate and manage transportation risks covering land, sea and air travel to prevent injury to people.

**Group Essentials – Each BP entity shall:**

- 3.7.1 Systematically identify transportation hazards, assess *risk*, and *implement* and maintain plant, process, people and performance *risk reduction measures* identified as necessary to manage the *risk*, and use as an input to the *entity risk register*. Transportation hazards include but are not limited to road vehicle, bicycles, rail, ship, fixed-wing aircraft and helicopter travel.
- 3.7.2 Require that all vehicles operated by members of the *workforce* while on BP business are operated and maintained to a defined standard, have fully functional seat belts installed, and that the seat belts are worn by all occupants at all times whenever the vehicle is in motion.
- 3.7.3 Require that members of the *workforce* while operating a vehicle on BP business do not use mobile phones or other two-way communication devices.
- 3.7.4 Require that motorcycles are not used on BP business unless a documented *risk* assessment is completed to support the advantages of their use rather than automobiles.
- 3.7.5 Require that in *higher risk countries* journey *risk* management plans must be in place.
- 3.7.6 Require that members of the *workforce* driving on BP business be appropriately assessed, licensed, trained and fit to operate the vehicle, be rested and alert, and do not operate any vehicle when *fatigued*.
- 3.7.7 Verify that all aircraft contracted or chartered to move the *workforce* for BP purposes, are operated and maintained to a defined standard, and that their use is in accordance with *BP Requirements*.
- 3.7.8 *Implement* and maintain a process to deliver safe, secure, timely and cost-effective BP *employee* business travel.

The following Group Defined Practice details required business processes relevant to this sub element:

Major Accident Risk Process (GP 48-50)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Driving Safety (GRP 3.7-0002)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Company and Charter Aircraft Authorization Policy

Administrative Instruction (Travel Policy)

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## Element 4 Procedures

**Principle:** We document and rigorously follow procedures for safe, responsible and reliable operating.

### 4.1 Procedures and Practices

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**Principle:** BP entities document, maintain and follow practices and procedures for the safety of their workforce and the safe, responsible and reliable operation of their assets, facilities, floating structures and transport equipment.

**Group Essentials – Each BP entity shall:**

- 4.1.1 Develop, **implement** and maintain local OMS procedures and practices for human resources, HSSE, engineering, operations, maintenance, inspection and projects. Require that operations procedures cover normal **operating** conditions as well as start up, shut down, upset and emergency conditions.
- 4.1.2 Define which procedures and practices are applicable to identified BP **employees or contractors**, and make these procedures and practices available to them. Require **contractors** to follow these procedures or practices unless they have their own comparable procedures and practices.
- 4.1.3 Monitor that **entity** procedures and practices are up to date, understood and consistently followed and take corrective action when gaps are identified.
- 4.1.4 Review and update **entity** procedures and practices at defined intervals confirming that they are sufficient to control the related **risks**.
- 4.1.5 After each update communicate any changes or additions to **entity** procedures and practices to the affected BP **employees and contractors**.

The following Group Defined Practice details required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Group Defined Engineering Technical Practices (GP 01-01)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating procedures (GRP 4.1-0001)

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## 4.2 Management of change

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**Principle:** BP entities employ a formal, systematic process to document, evaluate, approve and communicate temporary and permanent changes that could impact safe, responsible and reliable operating activity.

**Group Essentials – Each BP entity shall:**

- 4.2.1 **Implement** and maintain a Management of Change (MOC) process for temporary and permanent changes.
- 4.2.2 Monitor **legal and regulatory requirements** and **BP Requirements** so as to be aware of changes in these that might necessitate changes to the **entity operating** activity.
- 4.2.3 Specify criteria for determining which proposed changes to **entity operating** activity require application of the MOC process, paying particular attention to those affecting plant, material, equipment, technology, process, products, services, procedures, practices, people and organization.
- 4.2.4 Include in the MOC process: **risk** assessment, identification and application of **risk reduction measures**; the required level of management approval; application of a review prior to implementing the change to verify that identified **risk reduction measures** are in place and identified training completed; and updating of relevant documents.
- 4.2.5 Communicate the details of the proposed change to affected members of the **workforce**.
- 4.2.6 Track MOC actions to closure.
- 4.2.7 Verify the original scope and duration of temporary changes are not exceeded without review and approval.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Management of Change (GRP 4.2-0001)

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## 4.3 Information management and document control

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**Principle:** BP entities develop, review and maintain secure and readily available the necessary and appropriate information, documents and records.

**Group Essentials – Each BP entity shall:**

- 4.3.1 Define and **implement** an information management and document control process to control the approval, publication, transmission, storage, change, retention and disposal of **controlled documents**.
- 4.3.2 Specify the types of information, documents and records that are to be **controlled documents** and maintain formal registers of these **controlled documents**.
- 4.3.3 Provide ready and secure access to **controlled documents**, removing obsolete information and documentation from circulation.
- 4.3.4 Maintain and retain BP **employee** health and medical records as **medical confidential** and occupational exposure records as **confidential**.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

- Code of Conduct (Privacy and employee confidentiality)
- Code of Conduct (Trade Restrictions, export controls and boycott laws)
- Code of Conduct (Working with Suppliers)
- Code of Conduct (Dealing with Governments)
- Code of Conduct (Accurate and complete data, records, reporting and accounting)
- Code of Conduct (Protecting BP's assets)
- Code of Conduct (Intellectual property and copyright of others)
- Code of Conduct (Digital systems use and security)
- Global Document (including e-Document) Management Policy
- Global E-mail Policy
- Privacy and Data Protection Policy
- Business Continuity Planning Standard
- Security of Information Standard

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## 4.4 Incident management

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**Principle:** BP entities report and investigate incidents; determine immediate and system causes and implement appropriate corrective actions; and share the learnings to reduce the likelihood of recurrence and improve operating performance.

**Group Essentials – Each BP entity shall:**

- 4.4.1 Develop and maintain an incident response capability.
- 4.4.2 Report and investigate incidents to establish immediate and system causes. Identify action plans to address identified causes with due dates for completion and track to completion.
- 4.4.3 Analyse collective results of incident investigations at defined intervals to identify trends in immediate and system causes. Develop action plans to address identified trends with due dates for completion and track to completion.

The following Group Defined Practices detail required business processes relevant to this sub element:

**Reporting of HSSE and Operational Incidents (GDP 4.4-0001)**

**Incident Investigation (Draft Implementation Practice GDP 4.4-0002)**

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## 4.5 Control of work

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**Principle:** BP entities employ a formal Control of Work process to provide a work environment that will allow tasks to be completed safely and without unplanned loss of containment causing environmental damage.

**Group Essentials – Each BP entity shall:**

4.5.1 *Implement* and maintain a process to plan work, identify hazards, assess *risk* and put in place *risk reduction measures* to allow work tasks to be completed safely and without unplanned loss of containment causing environmental damage.

The following Group Defined Practice details required business processes relevant to this sub element:

**Control of Work (GDP 4.5-0001)**

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## 4.6 Crisis and continuity management and emergency response

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**Principle:** BP entities prepare for and respond promptly to crisis and emergency events threatening harm to BP employees and contractors, company assets, and neighbouring communities and interruption in business operations.

**Group Essentials – Each BP entity shall:**

- 4.6.1 Identify crisis and continuity management scenarios utilising the *entity risk register*, the output of the *entity's Major Accident Risk assessment* and other information.
- 4.6.2 *Implement* and maintain crisis and continuity management plans to manage the scenarios identified. These will include procedures from initiation to response and recovery. At site level these plans shall include arrangements for evacuation and, where needed, for initial shelter-in-place.
- 4.6.3 Validate the plans through exercising them at defined intervals. Review the plans at least annually to reflect changes in hazards, *risks*, organisation or contact details, and *implement* identified improvements.
- 4.6.4 Provide access to trained personnel, resources, medical emergency and other facilities needed to *implement* and execute the crisis and continuity management plans.
- 4.6.5 *Implement*, maintain and exercise a documented process for accounting for personnel during and after an emergency evacuation.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Crisis and Continuity Management (GRP 4.6-0001)

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## Element 5 Assets

**Principle:** Our plants, facilities, assets and floating systems are fit for purpose throughout the lifecycle of the operation.

### 5.1 Project management

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**Principle:** BP entities manage projects for design and construction of new or modified plant, facilities, assets and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

**Group Essentials – Each BP entity shall:**

- 5.1.1 **Implement** and maintain a documented system for managing projects which provides for five stages of project development (Appraise, Select, Define, Execute and Operate) with approval at each stage-gate by an identified gatekeeper.
- 5.1.2 Identify **legal and regulatory** and **BP Requirements** applicable to the design, procurement, construction, commissioning, start-up and handover of the project facilities.
- 5.1.3 Document the project objectives in a statement of requirements and have them agreed by the identified gatekeeper.
- 5.1.4 Develop and **implement** a documented project execution plan which covers concept selection through to handover.
- 5.1.5 **Implement** and maintain a comprehensive Quality Assurance/Quality Control process for project design, procurement, construction, commissioning, start up and handover.
- 5.1.6 Integrate operations, maintenance, HSSE and, where applicable, marine expertise during concept selection, definition of engineering scope, design, construction, commissioning and handover of facilities.
- 5.1.7 Identify and assess the **risks** associated with the project interfaces to existing operations and **implement** plans to manage the identified **risks**.
- 5.1.8 Conduct documented HSSE reviews, pre-start up safety reviews and operational readiness reviews for projects, including projects on existing facilities, and close out agreed actions.
- 5.1.9 Conduct documented post-project reviews to identify lessons for future projects.

The following Group Defined Practice details required business processes relevant to this sub element:

**HSSE Review of Projects GP (48-01)**

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Group Investment Assurance and Approvals Process

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## 5.2 Design and construction

**Principle:** BP entities design, construct, modify plant, assets, facilities and floating structures to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

**Group Essentials – Each BP entity shall:**

- 5.2.1 Establish the basis of design following **BP Requirements** and considering new technology, business requirements, performance improvement, normal and abnormal **operating** conditions, start-up, shut down, ramp-up, turndown and decommissioning.
- 5.2.2 Design plant, assets, facilities and **floating structures** (including engineered systems, **marine systems**, structures and protective systems) in accordance with inherently safer design principles and **BP Requirements**.
- 5.2.3 Procure and construct plant, assets, facilities and **floating structures** in accordance with the design.
- 5.2.4 Develop and maintain a Marine Assurance Plan, to encompass the specification, design, construction and commissioning of the marine structure and systems of all floating production and storage units, in conjunction with BP Shipping and the Segment **Marine Authority**.
- 5.2.5 Delegate the supervision of the specification, design, construction and commissioning of all **Marine Vessels** to BP Shipping.
- 5.2.6 Manage and control deviations from design standards, entity practices and procedures through a deviation process. Manage subsequent changes through the MOC process.
- 5.2.7 Identify **safety and production critical** equipment and systems. Define and set **safe operating envelopes**, alarm parameters and required levels of inspection and maintenance.
- 5.2.8 Develop and **implement** a commissioning, start-up, handover and operating plan including a post start up review to confirm that construction is in accordance with design, all required verification testing is complete and all deviation and MOC actions are complete.

The following Group Defined Practices detail required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Inherently Safer Design (GP 48-04)

Hazard and Operability Study (GP 48-02)

Layer of Protection Analysis (GP 48-03)

Pipeline Integrity Management Systems (GP 43-49)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Management of Change (GRP 4.2-0001)

ETP Library contains all Engineering Technical Practices.

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## 5.3 Asset operation

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**Principle:** BP entities operate plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

**Group Essentials – Each BP entity shall:**

- 5.3.1 Operate plant, assets, facilities, floating structures and transport equipment within defined *safe operating envelopes*, in accordance with documented operating procedures and taking due account of manufacturers' recommendations.
- 5.3.2 Monitor, investigate and document excursions outside *safe operating envelopes* and unexpected failures of structures, materials and equipment. Identify and *implement* corrective actions.
- 5.3.3 At defined intervals review *safety and production critical* equipment and upgrade them as necessary to continue to achieve *safe, responsible and reliable operation* and competitive performance.
- 5.3.4 Verify both the adequacy and accuracy of production accounting metering instrumentation at defined intervals.
- 5.3.5 Measure, report and investigate performance shortfall, and develop a prioritised plan to reduce such shortfall and address identified immediate and system causes.

The following Group Defined Practice details required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Incident Investigation (Draft Implementation Practice GP 4.4-0002)

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Operating procedures (GRP 4.1-0001)

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## 5.4 Inspection and maintenance

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**Principle:** BP entities inspect and maintain plant, assets, facilities, floating structures and transport equipment to prevent injury to people, damage to the environment and achieve competitive performance over the lifecycle.

**Group Essentials – Each BP entity shall:**

- 5.4.1 Develop and **implement** an inspection, maintenance and turnaround strategy to manage identified **risks** and deliver availability in line with the **entity business strategy**. Include inspection, maintenance and turnaround actions in the **annual plan**.
- 5.4.2 **Implement** and maintain an inspection programme to determine the condition of **safety and production critical** equipment and systems, and verify and document they are **fit for service**. Verify that deficiencies identified from the inspection programme are investigated and corrected on a timely basis.
- 5.4.3 **Implement** and maintain a maintenance management system to plan, schedule, resource and record the results of inspection and maintenance work.
- 5.4.4 Evaluate inspection programme results and maintenance regimes, and modify the programmes to take account of the **risk** of equipment and system failure.
- 5.4.5 **Implement** and maintain a process to verify that equipment replacement or modification maintains **operating** integrity.
- 5.4.6 Verify equipment that has been out of service is fit-for-service prior to use.

The following Group Defined Practices detail required business processes relevant to this sub element:

Integrity Management (GDP 5.0-0001)

Inspection and Testing of Equipment in Service (GP 32-30)

Pipeline Integrity Management Systems (GP 43-49)

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## 5.5 Decommissioning and remediation

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**Principle:** BP entities plan for and manage the decommissioning or abandonment of plant, assets, facilities and floating structures and the remediation of the resulting HSSE impacts and risks.

**Group Essentials – Each BP entity shall:**

- 5.5.1 Identify and consider decommissioning and remediation needs during project concept selection and design approval, updating them as needed over the lifecycle of the asset.
- 5.5.2 Develop a **risk** based plan prior to decommissioning, long term shutdown, demolition or remediation and **implement** when required.
- 5.5.3 Identify and manage HSSE impacts of decommissioning and remediation on existing operations, neighbours and the local community.

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## 5.6 Marine operations

**Principle:** All marine activity in the BP Group is carried out in such a way as to prevent injury to people, damage to the environment and to achieve competitive performance over the lifecycle of the asset.

**Group Essentials – Each BP entity shall:**

- 5.6.1 Recognise BP Shipping's sole accountability for marine activity related to the transportation of *cargo by bulk*, with particular reference to the execution of the chartering, purchasing, leasing, selling and recycling of cargo carrying *marine vessels* and the provision of manning and technical management, voyage operation (including non customer facing scheduling), and vetting services for all cargo carrying *marine vessels*.
- 5.6.2 Procure, charter, select, contract, operate and maintain *marine vessels* used in exploration, development and production to a defined standard.
- 5.6.3 Conduct the scheduling of customer facing hydrocarbon transportation to a defined standard.
- 5.6.4 Operate and maintain Marine Terminals to a defined standard. *Implement* and maintain procedures that specify the requirements of a ship/shore interface.
- 5.6.5 Require that any *marine vessel* contracted for use by the BP *entity* meets a defined standard, fit for purpose and is vetted and approved by a defined process.
- 5.6.6 Produce an annual marine report on the scale of marine activity within the *entity* identifying associated marine *risks*.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

Marine Operations (GRP 5.6-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

BP Shipping Marine Assurance Policy

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## Element 6 Optimization

**Principle:** Our operations are continuously optimized to improve performance and delivery from our assets.

### 6.1 Plant optimization

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**Principle:** BP entities identify, evaluate and capture opportunities to improve operating unit performance.

**Group Essentials – Each BP entity shall:**

- 6.1.1 Identify and evaluate *operating* improvements and put prioritised plans in place to *implement* them.
- 6.1.2 Analyze production variances and put prioritised plans in place to reduce them.
- 6.1.3 Monitor the impact of changes to feedstocks and *operating* conditions on maintenance and inspection activities.

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## 6.2 Energy

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**Principle:** BP entities employ energy strategies to improve energy usage.

**Group Essentials – Each BP entity shall:**

6.2.1 Include energy usage in the *entity business strategy* and *annual plan*.

6.2.2 Assess, prioritize and *implement* technologies and other systems for improving energy usage.

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## 6.3 Feedstock and product scheduling and inventory

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**Principle:** BP entities manage feedstock inventories and schedule operations to meet production requirements that satisfy business and customer needs.

**Group Essentials – Each BP entity shall:**

- 6.3.1 Develop and *implement* a logistics, inventory and production scheduling process to meet business needs.
- 6.3.2 Review the effectiveness of this scheduling process at defined intervals and *implement* identified improvements.

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## 6.4 Quality assurance

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**Principle:** BP entities assure the quality of their materials, operating activities, products and services.

**Group Essentials – Each BP entity shall:**

- 6.4.1 Establish feedstock, intermediates and product specifications based on customer and business needs and operational considerations.
- 6.4.2 *Implement* and maintain quality assurance programmes to assure BP, *contractor* or supplier activities that are material to *operating* performance.
- 6.4.3 Monitor that products sold by BP meet product specifications. Respond to variances, identify immediate and system causes and take corrective action.

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## 6.5 Technology

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**Principle:** BP entities identify and implement technology to improve operating performance.

**Group Essentials – Each BP entity shall:**

- 6.5.1 Identify opportunities for application of new or existing technologies consistent with the *business entity strategy*.
- 6.5.2 Evaluate, select and apply preferred technologies.

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## 6.6 Procurement

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**Principle:** BP entities purchase feedstocks, materials and services to meet specifications, standards, delivery, and operating requirements which address lifecycle cost.

**Group Essentials – Each BP entity shall:**

- 6.6.1 ***Implement*** and maintain a procurement process for materials and services that defines specifications and standards; establishes a supplier selection process based on criteria that include HSSE considerations; meets delivery requirements; considers life-cycle cost; and provides clear procedures for changes to suppliers, materials and services.
- 6.6.2 Review the effectiveness of the procurement process at defined intervals and ***implement*** identified improvements.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Working with Suppliers)

Procurement and Supply Chain Management Guiding Principles

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## 6.7 Materials management

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**Principle:** BP entities manage materials to provide the required quality and availability to deliver operating performance.

**Group Essentials – Each BP entity shall:**

- 6.7.1 Identify and maintain the material inventories required to deliver *operating* performance.
- 6.7.2 For stored materials, *implement* and maintain a system to identify, inspect and protect them from deterioration, paying particular attention to those that form part of *safety and production critical* equipment.
- 6.7.3 Review materials management performance at defined intervals and *implement* identified improvements.

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## 6.8 Continuous Improvement

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**Principle:** BP entities develop a culture in the workforce to improve operating performance through defect identification, measurement and elimination.

**Each BP entity shall:**

- 6.8.1 Engage the **workforce** to build continuous improvement culture and behaviours.
- 6.8.2 Systematically identify **defects** in the plant, process, people and performance elements of the entity's **operating** activity and **implement** improvements utilising continuous improvement methodologies and tools.
- 6.8.3 **Implement** and maintain a process to capture learnings and sustain performance improvements in the local OMS.

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## Element 7 Privilege to Operate

**Principle:** We deliver what is promised and address issues raised by our key stakeholders.

### 7.1 Regulatory compliance

**Principle:** BP entities comply with applicable legal and regulatory requirements.

**Group Essentials – Each BP entity shall:**

- 7.1.1 Identify applicable **legal and regulatory HSSE requirements**, determining how these apply to the **entity's** projects, operations, maintenance, inspection, marine, decommissioning and remediation activities, and products and services.
- 7.1.2 Put a process in place to identify and where necessary **implement** an MOC for changes to applicable **legal and regulatory HSSE requirements**.
- 7.1.3 Identify and document specific compliance tasks to meet applicable **legal and regulatory HSSE requirements**.
- 7.1.4 Establish and **implement** operational controls needed to accomplish the identified compliance tasks to meet applicable **legal and regulatory HSSE requirements**.
- 7.1.5 Assign and document accountabilities for the identified compliance tasks to meet applicable **legal and regulatory HSSE requirements**, and communicate these to the accountable individuals.
- 7.1.6 Verify completion of the identified compliance tasks to meet applicable **legal and regulatory HSSE requirements**, report and investigate instances of non-compliance and take action to prevent recurrence.
- 7.1.7 **Implement** and maintain a programme for verifying compliance with other (non HSSE) **legal and regulatory requirements**.
- 7.1.8 Communicate to the **workforce** the existence and importance of these compliance programmes.

The following Group Recommended Practice details recommended business processes relevant to this sub element:

HSSE Compliance Framework (GRP 7.1-0001)

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Trade Restrictions, export controls and boycott laws)

Code of Conduct (Dealing with Governments)

Code of Conduct (Protecting BP's assets)

Code of Conduct (Intellectual property and copyright of others)

Code of Conduct (Confidentiality)

Global Document (including e-Document) Management Policy

Privacy and Data Protection Policy

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## 7.2 Community and stakeholder relationships

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**Principle:** BP entities act to enhance their reputation with key stakeholders as a neighbour, partner, employer and investment of choice, and engage key stakeholders on the issues that affect them.

**Each BP entity shall:**

- 7.2.1 Identify key communities and stakeholders involved in or affected by its **operating** activities and designate accountabilities for managing the relationships with them.
- 7.2.2 Build relationships with identified key communities and stakeholders through early engagement, listening and responding to their expectations and concerns about its operations, projects and products.
- 7.2.3 Record external commitments made by the **entity** to the identified key communities and stakeholders and take action with respect to these commitments.
- 7.2.4 Establish and **implement** a process to receive communications from key communities and stakeholders; and document responses.
- 7.2.5 Identify and manage the environmental, health and social impacts of changes to **operating** activities on key communities and stakeholders.

**The following Group Defined Practice details required business processes relevant to this sub element:**

**Environment for Access, Major Projects, Non Major Projects in Sensitive Areas and Acquisition Activities (GDP 3.6-0001)**

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Community Engagement)

Code of Conduct (External Communications)

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## 7.3 Social responsibility

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**Principle:** BP entities deliver responsible operations conforming to BP Requirements and seek to have a positive influence on the communities in which they operate.

**Each BP entity shall:**

- 7.3.1 Identify whether there are social responsibility issues associated with their operating activities, and manage the associated impacts.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Fair treatment and equal opportunity)

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## 7.4 Customer focus

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**Principle:** BP entities develop and maintain transparent, sustainable BP customer relationships.

**Group Essentials – Each BP entity shall:**

- 7.4.1 Manage BP customer relationships consistent with the **entity business strategy** and **annual plan**.
- 7.4.2 **Implement** and maintain a process to make relevant members of the **workforce** aware of the importance of maintaining BP customer relationships.
- 7.4.3 **Implement** and maintain a process to receive and respond to BP customer feedback on HSSE, service and quality issues.
- 7.4.4 **Implement** and maintain a process for managing or assuring all BP supervised activities involved in the safe transportation, storage and delivery of products to BP customers.

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## 7.5 Product stewardship

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**Principle:** BP entities manage products throughout their lifecycle to satisfy legal and regulatory requirements and communicate potential HSSE impacts of products.

**Group Essentials -- Each BP entity shall:**

- 7.5.1 Maintain a register of products, and systematically assess them for HSSE hazards and *risks*, and the *legal and regulatory HSSE requirements* applicable to BP in relation to the products, from development through to end user for anticipated conditions of storage and use; reassess when changes occur.
- 7.5.2 Inform the *workforce*, BP's customers and other identified stakeholders about the relevant identified HSSE hazards and *risks* relating to products through the provision of material safety data sheets, warning labels or other communication media.
- 7.5.3 *Implement* and maintain a process to record, investigate and learn from product related HSSE effects and incidents reported to BP by other parties.
- 7.5.4 *Implement* and maintain a product recall procedure and emergency response procedure for product related HSSE effects and incidents reported to BP by other parties. Exercise the procedures at defined intervals.
- 7.5.5 At defined intervals assess, document, and *implement* opportunities that are consistent with the *entity business strategy*, to replace chemical constituents or products that may present a significant *risk* to health or the environment, with chemical constituents or products that may present a lesser *risk*.

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## Element 8 Results

**Principle:** Measurement is used to understand and sustain performance.

### 8.1 Metrics and reporting

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**Principle:** BP entities establish metrics to monitor and report delivery of operating targets and to promote continuous improvement.

**Group Essentials – BP entities shall:**

- 8.1.1 *Use leading and lagging indicators* to monitor progress against the objectives and targets in the *annual plan*.
- 8.1.2 Provide *employee* access to *operating* performance indicator information to support delivery of the *annual plan*.
- 8.1.3 Report *operating* performance data in accordance with *BP Requirements*.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Accurate and complete data, records, reporting and accounting)

Group Internal Control over Financial Reporting Manual (GCM)

FC&A Practices (Group HSSE Reporting)

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## 8.2 Assessment and audit

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**Principle:** BP entities perform assessments and audits of operating performance and management processes to assure compliance with legal and BP Requirements, and drive risk reduction and performance improvement.

**Each BP entity shall:**

- 8.2.1 *Implement* and maintain a *risk*-based internal self assessment programme to monitor that *operating* activities are being carried out in accordance with the local OMS, this shall include auditing of procedures and processes to validate they are performing as intended.
- 8.2.2 Plan and prepare for audits by Group S&O as per the S&O audit programme.
- 8.2.3 Identify and *implement* corrective actions with due dates for completion to address the findings of these self assessments and audits, and track to completion.
- 8.2.4 Assess at defined intervals the results from self assessments and audits to identify trends, emerging *risks*, opportunities to improve *risk reduction measures* and identify local OMS improvement opportunities.

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## 8.3 Performance Review

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**Principle:** BP entities use the results of assessments and audits, as well as inputs from other internal learning activities, to periodically review the continued adequacy and appropriateness of the existing local OMS and drive systematic improvements in performance.

**Group Essentials – BP entities shall:**

- 8.3.1 Conduct formal documented *Management Reviews* at least annually of the local OMS to determine its effectiveness in delivering continuous *risk* reduction and performance improvement across the Elements of Operating.
- 8.3.2 *Implement* and maintain a process to revise the local OMS with learnings identified at *Management Reviews* and in response to updates to Group, Segment and SPU requirements.
- 8.3.3 Track to completion improvement action items resulting from *Management Reviews*, reporting overdue action items to entity management at defined intervals.

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## 8.4 Budget management

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**Principle:** BP entities operate safely and profitably, planning and managing financial and human resources consistent with the annual plan, and to deliver operating performance.

**Group Essential – BP entities shall:**

- 8.4.1 Develop the annual budget to provide resources to deliver the activities in the *annual plan*.
- 8.4.2 Monitor and control costs and record reasons for any variances against the annual budget. Report to the budget approver new or changing *risks* which may cause significant variances.

Other BP Requirements (not S&O function controlled) that are relevant to the delivery of this sub element:

Code of Conduct (Accurate and complete data, records, reporting and accounting)

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## Appendices: Maps of the requirements of existing Group documents to the Group Essentials and GDPs

### Appendix 1 – Integrity Management Standard

Integrity Management Reference		OMS Reference		GDP
		Sub-Element	Group Essentials	
3.1a	IM SPA	<u>OMS Part 1 Responsibility of Entity Leader</u>		
3.1b	Segment and operation engineering authority	1.5 <u>Accountability</u>	1.5.1	GDP 5.0-0001
		2.1 <u>Organization structure</u>	2.1.3	
3.2a	Staff with IM responsibility	1.5 <u>Accountability</u>	1.5.2, 1.5.3, 2.2.2, 2.2.3	
		2.2 <u>People and competence</u>		
		2.5 <u>Working with contractors</u>	2.5.5	
3.3a	IM hazards and risks	3.1 <u>Risk assessment and management</u>	3.1.1, 3.1.2, 3.1.5, 3.3.1	GDP 3.1-0001
		3.3 <u>Process safety</u>		
3.3b	Major accident risk	3.3 <u>Process safety</u>	3.3.2	GP 48-50 GDP 5.0-0001
3.4a	Facilities fit for service	5.2 <u>Design and construction</u>	5.2.1, 5.2.2, 5.2.6, 5.2.7	GDP 5.0-0001 GP 43-49 GP 48-02 GP 48-03 GP 48-04
		5.3 <u>Asset operation</u>		
		5.4 <u>Inspection and maintenance</u>		
3.5a	Protective systems	5.2 <u>Design and construction</u>	5.2.1, 5.2.7	GDP 5.0-0001 GP 43-49 GP 48-02 GP 48-03 GP 48-04
		5.4 <u>Inspection and maintenance</u>		
3.6a	Current procedures	4.1 <u>Procedures and practices</u>	4.1.3	GDP 5.0-0001 GP 01-01
3.6b	Site technical practices in construction	4.1 <u>Procedures and practices</u>	4.1.1	

Appendix 1 – Integrity Management Standard *Continued ...*

Integrity Management Reference		OMS Reference		GDP
		Sub-Element	Group Essentials	
3.6c	Standard operating procedures	4.1 <u>Procedures and practices</u>	4.1.1	
3.7a	Management of change	4.2 <u>Management of change</u>	4.2.1, 4.2.3, 4.2.5	
3.8a	Crisis and emergency management	4.6 <u>Crisis and continuity management and emergency response</u>	4.6.1 – 4.6.5	
3.9a	Investigate IM incidents	4.4 <u>Incident management</u>	4.4.2	GDP 4.4-0001 GDP 4.4-0002
		5.3 <u>Asset operation</u>	5.3.2	
3.10a	IM performance management	5.1 <u>Project management</u>	5.1.8	
		8.1 <u>Metrics and reporting</u>	8.1.1	
		8.2 <u>Assessment and audit</u>	8.2.1, 8.2.2	
		8.3 <u>Performance review</u>	8.3.1, 8.3.3	
4.1	Leading and lagging indicators	8.1 <u>Metrics and reporting</u>	8.1.1	

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## Appendix 2 – Control of Work Standard

Control of Work Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
3.1a	CoW policy and document control	4.2	<u>Management of change</u>	4.2.1 – 4.2.7
		4.3	<u>Information management and document control</u>	4.3.1 – 4.3.3
		4.5	<u>Control of work</u>	4.5.1
3.2a	Accountabilities	4.5	<u>Control of work</u>	4.5.1
3.2b	CoW roles understood	4.5	<u>Control of work</u>	4.5.1
3.2c	SPA	1.5	<u>Accountability</u>	1.5.3
3.3a	Roles – competency	2.2	<u>People and competence</u>	2.2.2
		4.5	<u>Control of work</u>	4.5.1
3.3b	Training – competency	2.2	<u>People and competence</u>	2.2.3
		4.5	<u>Control of work</u>	4.5.1
3.3c	Competency checked	2.2	<u>People and competence</u>	2.2.3
		4.5	<u>Control of work</u>	4.5.1
3.3d	Training/competency records maintained	2.2	<u>People and competence</u>	2.2.5
		4.5	<u>Control of work</u>	4.5.1
3.4a	Task planning and scheduling	4.5	<u>Control of work</u>	4.5.1
3.4b	Simultaneous operations	4.5	<u>Control of work</u>	4.5.1
3.4c	Work dependence	4.5	<u>Control of work</u>	4.5.1
3.5a	Task risk assessment	4.5	<u>Control of work</u>	4.5.1
3.5b	Worksite task risk inspection	4.5	<u>Control of work</u>	4.5.1
3.5c	Routine task risk assessment	4.5	<u>Control of work</u>	4.5.1
3.5d	Equipment fit for service	4.5	<u>Control of work</u>	4.5.1
3.5e	Task risk reduction	4.5	<u>Control of work</u>	4.5.1
3.5f	Emergency response	4.5	<u>Control of work</u>	4.5.1

Appendix 2 – Control of Work Standard *Continued ...*

Control of Work Reference		OMS Reference			
			Sub-Element	Group Essentials	GDP
3.6a	Permit required for certain work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.6b	Work under a permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.6c	Work site inspected	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7a	Understanding of permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7b	Workers understand permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7c	Operations understand permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.7d	Communication of hazards	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8a	Monitoring permitted work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8b	Interrupted work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8c	Hand over	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8d	Change to work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.8e	Permits accurate and available	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9a	Work disruption	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9b	Closure of permit	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.9c	System integrity	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3.10a	CoW program audited	8.2	<u>Assessment and audit</u>	8.2.1 – 8.2.5	
3.11a	Lessons learned	2.4	<u>Organizational learning</u>	2.4.1	
3.11b	Lessons learned implementation	2.4	<u>Organizational learning</u>	2.4.3	
3.12a	Obligation to stop work	2.3	<u>Operating discipline</u>	2.3.1	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
3.12b	Investigation of unsafe work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001

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## Appendix 3 – Driving Safety Standard

Driving Safety Standard Reference		OMS Reference	
		Sub-Element	Group Essentials
3.1	Vehicle fit for purpose	3.7 <a href="#">Transportation</a> 5.4 <a href="#">Inspection and maintenance</a>	3.7.2 5.4.2
3.1	Seat belts fitted	3.7 <a href="#">Transportation</a>	3.7.2
3.1	Risk assessment for motor cycle	3.7 <a href="#">Transportation</a>	3.7.4
3.2	Number of passengers	5.3 <a href="#">Asset operation</a>	5.3.1
3.3	Loads secured and within limits	5.3 <a href="#">Asset operation</a> 2.2 <a href="#">People and competence</a>	5.3.1 2.2.3
3.4	Drivers assessed, licensed, trained and medically fit	3.7 <a href="#">Transportation</a> 2.2 <a href="#">People and competence</a>	3.7.6 2.2.3
3.5	Drivers rested and alert	2.2 <a href="#">People and competence</a> 3.7 <a href="#">Transportation</a>	2.2.3, 2.2.5 3.7.6
3.6	Mobile communications	3.7 <a href="#">Transportation</a>	3.7.1, 3.7.3
3.7	Journey risk management	3.7 <a href="#">Transportation</a>	3.7.5
3.8	Seat belts used	3.7 <a href="#">Transportation</a>	3.7.2
3.9	Drugs, alcohol and substances	3.4 <a href="#">Health and industrial hygiene</a>	3.4.5
3.10	Safety helmets	3.7 <a href="#">Transportation</a>	3.7.1, 3.7.4

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## Appendix 4 – Group Security Standard

Security Reference		OMS Reference		
		Sub-Element		Group Essentials
3.1	Annual security risk assessment	3.5	<u>Security</u>	3.5.1
3.2	Security management plan	1.3	<u>Planning and controls</u>	1.3.1
		3.5	<u>Security</u>	3.5.2
3.3	Reporting security incidents	4.4	<u>Incident management</u>	4.4.2
3.4	Security SPA	1.5	<u>Accountability</u>	1.5.3
3.5	Security crisis response	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1 – 4.6.5
3.6	Security of information	3.5	<u>Security</u>	3.5.4, 3.5.5

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## Appendix 5 – Business Continuity Planning Standard

Business Continuity Reference		OMS Reference		
		Sub-Element		Group Essentials
3 i	Define roles and accountabilities and timetable	1.5	<u>Accountability</u>	1.5.3
3 ii	Identify mission critical activities	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1
3 ii	Conduct a business impact analysis	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.1
3 ii	Conduct a risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.3, 3.1.4 4.6.1
		4.6	<u>Crisis and continuity management and emergency response</u>	
3 iii	Identify risk reduction measures and recovery options	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2
3 iii	Develop the preferred strategy for business continuity	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2
3 iii	Build, implement and validate the chosen BCP	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.2, 4.6.3
3 iv	Develop training programmes prior to roll out of the plan	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.4
3 v	Develop procedures for embedding	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.3
				4.6.4

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## Appendix 6 – Marine Standard

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
3.1a	GMS SPA		<u>OMS Part 1 Responsibility of entity Leader</u>	
		1.3	<u>Planning and controls</u>	1.3.2
		1.4	<u>Resource and implementation</u>	1.4.2
		5.6	<u>Marine operations</u>	5.6.6
3.1b	Segment marine authority	1.5	<u>Accountability</u>	1.5.1 IM GDP 5.0-0001 (3.4)
3.1c	Marine authority	1.5	<u>Accountability</u>	1.5.1 IM GDP 5.0-0001 (3.5)
		1.5	<u>Accountability</u>	1.5.3
		2.2	<u>People and competence</u>	2.2.2
3.1d	Marine discipline experts	1.5	<u>Accountability</u>	1.5.3
		2.2	<u>People and competence</u>	2.2.1
3.2a	Marine practitioners job descriptions	1.5	<u>Accountability</u>	1.5.3
3.2b	Competency	2.2	<u>People and competence</u>	2.2.2, 2.2.3 IM GDP 5.0-0001 (3.4)
3.3a	Hazard evaluation, risk assessment, and MoC processes	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6
		4.2	<u>Management of change</u>	4.2.1, 4.2.4, 4.2.6 IM GDP 5.0-0001 (3.4)
3.3b	Risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.5 IM GDP 5.0-0001 (3.4)
3.4a	Sharing lessons learned	2.4	<u>Organizational learning</u>	2.4.1 GDP 4.4-0001 (3.2 10)
		6.8	<u>Continuous improvement</u>	6.8.3
		4.1	<u>Procedures and practices</u>	4.1.1, 4.1.4
3.4b	Incident investigation	2.4	<u>Organizational learning</u>	2.4.1 GDP 4.4-0002 3.1 Recommendations
		4.4	<u>Incident management</u>	4.4.2

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
3.5a	BP Entity Annual Marine Report	5.6 <u>Marine operations</u>	5.6.6	IM GDP 5.0-0001 (3.1, 3.4)
		8.1 <u>Metrics and reporting</u>	8.1.3	
		3.3 <u>Process safety</u>	3.3.2	
		2.2 <u>People and competence</u>	2.2.3	
3.5b	BP Shipping Annual Marine Report	8.1 <u>Metrics and reporting</u>	8.1.3	
3.6a	BP Shipping assurance of new construction and conversion	5.2 <u>Design and construction</u>	5.2.4	IM GDP 5.0-0001 (3.4, 3.5)
3.6b	BP Shipping assurance of modifications and operational activities	4.2 <u>Management of change</u>	4.2.1, 4.2.3	IM GDP 5.0-0001 (3.4.2)
		5.6 <u>Marine operations</u>	5.6.6	
		5.2 <u>Design and construction</u>	5.2.4	
3.6c	BP Shipping assessments of marine activity	8.2 <u>Assessment and audit</u>	8.2.1	
3.7a	Emergency Response Plan	4.6 <u>Crisis and continuity management and emergency response</u>	4.6.1, 4.6.2, 4.6.4	
3.7b	Emergency vessels not provided by a statutory body	4.6 <u>Crisis and continuity management and emergency response</u>	4.6.2	
		5.6 <u>Marine operations</u>	5.6.5	
3.7c	Emergency vessels suitable for the intended purpose	5.6 <u>Marine operations</u>	5.6.5	
3.8a	BP Shipping supervise design and construction of vessels	5.1 <u>Project management</u>	5.1.6	
		5.2 <u>Design and construction</u>	5.2.1, 5.2.4, 5.2.5	
3.8b	Marine construction and repair	2.5 <u>Working with contractors</u>	2.5.2	
		5.1 <u>Project management</u>	5.1.2, 5.1.6, 5.1.8	

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference		GDP
		Sub-Element	Group Essentials	
3.8c	Green Passports	5.2 <u>Design and construction</u>	5.2.4, 5.2.5	
		6.6 <u>Procurement</u>	6.6.1	
		3.6 <u>Environmentt</u>	3.6.1	
		5.2 <u>Design and construction</u>	5.2.4	
		5.5 <u>Decommissioning and remediation</u>	5.5.1	
3.9a	BP Shipping execution of Marine Activity	5.6 <u>Marine operations</u>	5.6.1, 5.6.2	
3.9b	BP Shipping accountability for the provision of manning and technical management	5.6 <u>Marine operations</u>	5.6.1	
3.9c	BP Shipping accountability for voyage operation	5.6 <u>Marine operations</u>	5.6.1	
3.9d	Standard of vessels/units contracted	5.6 <u>Marine operations</u>	5.6.1, 5.6.4, 5.6.5	
3.9e	Group Shipping and vetting policies	1.3 <u>Planning and controls</u>	1.3.2	
3.10a	Terminal compliance with onshore towage and port service practices	4.1 <u>Procedures and practices</u>	4.1.1, 4.1.4	
		5.6 <u>Marine operations</u>	5.6.1, 5.6.5	
		3.1 <u>Risk assessment and management</u>	3.1.4	
		5.3 <u>Asset operation</u>	5.3.1	
3.10b	Terminal risk assessments	5.6 <u>Marine operations</u>	5.6.4	
		3.1 <u>Risk assessment and management</u>	3.1.1, 3.1.4	
		5.6 <u>Marine operations</u>	5.6.4	
3.11a	Scheduling	5.6 <u>Marine operations</u>	5.6.1, 5.6.3	
3.11b	Vessels on contract	2.5 <u>Working with contractors</u>	2.5.3	
		5.6 <u>Marine operations</u>	5.6.1, 5.6.3, 5.6.5	
3.11c	Scheduling with approved procedures manual	1.5 <u>Accountability</u>	1.5.3	
		4.1 <u>Procedures and practices</u>	4.1.1, 4.1.2, 4.1.3, 4.1.5	
3.11d	Marine vessel/unit operator	5.6 <u>Marine operations</u>	5.6.1, 5.6.5	
		1.5 <u>Accountability</u>	1.5.3	
		2.2 <u>People and competence</u>	2.2.3	

Appendix 6 – Marine Standard *Continued* ...

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
		2.5	<u>Working with contractors</u>	2.5.1, 2.5.3
		5.6	<u>Marine operations</u>	5.6.3
3.11e	Scheduling by a competent person	2.2	<u>People and competence</u>	2.2.3
		5.6	<u>Marine operations</u>	5.6.3
3.12a	Project management in accordance with CVP	1.5	<u>Accountability</u>	1.5.1, 1.5.2
		5.1	<u>Project management</u>	5.1.1, 5.1.4
		5.2	<u>Design and construction</u>	5.2.4
3.12b	Specification, design, construction and commissioning in accordance with practices and requirements	5.2	<u>Design and construction</u>	5.2.1, 5.2.2, 5.2.4
				IM GDP 5.0-0001 (3.3, 3.5) GP 48-04, GP48-01, GP48-02, 48-03, GP01-01
3.12c	Specification, design, construction and commissioning using competent Marine Specialists	1.5	<u>Accountability</u>	1.5.3
				IM GDP 5.0-0001 (3.4)
		2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		5.1	<u>Project management</u>	5.1.6
		6.6	<u>Procurement</u>	6.6.1
3.12d	Construction and conversion projects ready in all aspects for service	2.2	<u>People and competence</u>	2.2.3
				HSSE Review of Projects GP (48-01)
		4.1	<u>Procedures and practices</u>	4.1.1
		5.1	<u>Project management</u>	5.1.5, 5.1.8
		5.2	<u>Design and construction</u>	5.2.8
3.12e	HSSE and capability review prior to contractual commitment	2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		6.6	<u>Procurement</u>	6.6.1
3.12f	Green Passport	3.6	<u>Environment</u>	3.6.1
		5.1	<u>Project management</u>	5.1.8

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
		5.5	<u>Decommissioning and remediation</u>	5.5.1
3.13a	The BP operation develops a process to purchase marine vessels/units	2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		5.2	<u>Design and construction</u>	5.2.4
		5.6	<u>Marine operations</u>	5.6.2
		6.6	<u>Procurement</u>	6.6.1
3.13b	The BP operation develops a process to charter or contract marine vessels/units	2.2	<u>People and competence</u>	2.2.3
		2.5	<u>Working with contractors</u>	2.5.2
		5.6	<u>Marine operations</u>	5.6.2, 5.6.5
		6.6	<u>Procurement</u>	6.6.1
3.13c	Selection of marine vessels units for Exploration shall only be used with the approval of the MA	2.5	<u>Working with contractors</u>	2.5.3
		5.6	<u>Marine operations</u>	5.6.2, 5.6.5
3.14a	Marine vessels/units shall be inspected and vetted prior to commitment to contract	5.6	<u>Marine operations</u>	5.6.6
3.14b	The MA shall be the sole decision maker on the suitability of marine vessels/units			IM GDP 5.0-0001 (3.1, 3.5)
3.14c	Any marine vessel/unit contracted shall be reviewed prior to use	5.6	<u>Marine operations</u>	5.6.5
		2.5	<u>Working with contractors</u>	2.5.2
		5.1	<u>Project management</u>	5.1.2
		5.6	<u>Marine operations</u>	5.6.5
3.14d	Any marine vessel/unit contracted for time charter shall be reviewed prior to commitment	2.5	<u>Working with contractors</u>	2.5.2
				IM GDP 5.0-0001 (3.5)

Appendix 6 – Marine Standard *Continued ...*

Marine Standard Reference		OMS Reference		GDP
		Sub-Element	Group Essentials	
		5.6 <u>Marine operations</u>	5.6.5	
		6.6 <u>Procurement</u>	6.6.1	
3.14e	No contract with external providers of vessel management services committed without BP Shipping agreement	2.5 <u>Working with contractors</u>	2.5.2	IM GDP 5.0-0001 (3.5)
		5.6 <u>Marine operations</u>	5.6.5	
3.14f	The competence of third party contractors shall be undertaken by BP Shipping prior to commitment	2.5 <u>Working with contractors</u>	2.5.2	
3.15a	Any contracted marine vessel/unit shall be provided with operational instructions and guidance	2.5 <u>Working with contractors</u>	2.5.1, 2.5.3	
		4.1 <u>Procedures and practices</u>	4.1.2	
3.15b	The BP operation shall prepare operations manuals	3.1 <u>Risk assessment and management</u>	3.1.2, 3.1.4	
		4.1 <u>Procedures and practices</u>	4.1.1, 4.1.2	

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## Appendix 7 – getting HSE right

gHSEr Reference		OMS Reference			
		Sub-Element		Group Essentials	GDP
1.1	Leadership behaviour	1.1	<u>Operating leaders</u>	1.1.3	
		1.6	<u>Communication and engagement</u>	1.6.3	
1.2	HSE communication	1.6	<u>Communication and engagement</u>	1.6.1	
1.3	HSE expectations in planning	1.3	<u>Planning and controls</u>	1.3.1, 1.3.2, OMS	
1.4	HSE goals, resources and metrics	1.3	<u>Planning and controls</u>	1.3.2	
		1.4	<u>Resource and implementation</u>	1.4.1, 1.4.2	
			<u>Accountability</u>	1.5.3	
		1.5	<u>People and competence</u>	2.2.1, 2.2.2, 2.2.3	
		2.2	<u>Metrics and reporting</u>	8.1.1	
		8.1			
1.5	HSE management systems	1.1	<u>Operating leaders</u>	1.1.1, 1.1.2	
		1.2	<u>Operating strategy</u>	1.2.2, 1.2.3	
		1.3	<u>Planning and controls</u>	1.3.1	
1.6	Leader's performance	1.1	<u>Operating leaders</u>	1.1.4	
		1.5	<u>Accountability</u>	1.5.3	
1.7	HSE targets	1.3	<u>Planning and controls</u>	1.3.2	
		8.1	<u>Metrics and reporting</u>	8.1.1	
1.8	Lessons shared	2.4	<u>Organizational learning</u>	2.4.1, 2.4.2	
2.1	HSE risk management processes	3.1	<u>Risk assessment and management</u>	3.1.1, 3.1.5	GDP 3.1-0001
2.2	Hazard and risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1	GDP 3.1-0001
2.3	Documented risk management	2.1	<u>Organization structure</u>	2.1.1	GDP 3.1-0001
		3.1	<u>Risk assessment and management</u>	3.1.1	
2.4	Project risk management	3.1	<u>Risk assessment and management</u>	3.1.6	
2.5	Updated risk assessment	3.1	<u>Risk assessment and management</u>	3.1.1	
3.1	Employee and contractor behaviour	1.6	<u>Communication and engagement</u>	1.6.3	
			<u>Culture</u>		
		1.7	<u>Personal safety</u>	1.7.1	
		3.2		3.2.2	
3.2	Personal performance	1.5	<u>Accountability</u>	1.5.3	
		2.2	<u>People and competence</u>	2.2.6	
3.3	Recruitment, selection and placement	2.2	<u>People and competence</u>	2.2.1	



Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference		OMS Reference			
		Sub-Element		Group Essentials	GDP
3.4	Workforce skills and training	2.2	<u>People and competence</u>	2.2.2, 2.2.3, 2.2.5	
3.5	Health risk management	3.4	<u>Health and industrial hygiene</u>	3.4.1, 3.4.2	
3.6	Medical support	3.4	<u>Health and industrial hygiene</u>	3.4.7	
3.7	Drugs and alcohol	3.4	<u>Health and industrial hygiene</u>	3.4.5	
3.8	Site induction	2.2	<u>People and competence</u>	2.2.4	
4.1	Contractor selection	2.5	<u>Working with contractors</u>	2.5.2	
4.2	Contractor risks	2.5 3.1	<u>Working with contractors</u> <u>Risk assessment and management</u>	2.5.1 3.1.1, 3.1.2,	
4.3	BP interfaces with suppliers	2.1	<u>Organization structure</u>	2.1.4	
4.4	Contractor deliverables	2.5	<u>Working with contractors</u>	2.5.3, 2.5.4	
4.5	Products and services meet HSE standards	6.6	<u>Procurement</u>	6.6.1	
4.6	JV HSE management systems	1.2	<u>Operating strategy</u> <u>OMS Part 4</u>	1.2.1	
5.1	Baseline HSE data	5.2	<u>Design and construction</u>	5.2.1	GDP 3.6-0001
5.2	Design for environment	3.6 5.2	<u>Environment</u> <u>Design and construction</u>	3.6.1 5.2.2, 5.2.3	
5.3	Project management and design review	4.1 5.1 5.2	<u>Procedures and practices</u> <u>Project management</u> <u>Design and construction</u>	4.1.1 5.1.1, 5.1.8 5.2.2, 5.2.3	GDP 5.0-0001
5.4	Learning and experience in construction	5.1	<u>Project management</u>	5.1.6	
5.5	Project hazard and risk management	3.1 5.1	<u>Risk assessment and management</u> <u>Project management</u>	3.1.1, 3.1.5, 5.1.8	
5.6	Deviations from design standards	5.2	<u>Design and construction</u>	5.2.3, 5.2.6	GDP 5.0-0001
5.7	Regulatory requirements and standards	5.1 5.2	<u>Project management</u> <u>Design and construction</u>	5.1.2 5.2.2	

Appendix 7 – getting HSE right *Continued ...*

gHSE Reference		OMS Reference			
		Sub-Element		Group Essentials	GDP
5.8	Quality assurance and inspection	5.1	<u>Project management</u>	5.1.5	
5.9	Pre start up reviews	5.1	<u>Project management</u>	5.1.8	
6.1	Post start up review	5.1	<u>Project management</u>	5.1.8, 5.1.9	
		5.2	<u>Design and construction</u>	5.2.6	
6.2	Regulations and integrity	5.2	<u>Design and construction</u>	5.2.2	
		5.3	<u>Asset operation</u>	5.3.1	
6.3	Operating parameters	5.2	<u>Design and construction</u>	5.2.2, 5.2.7	
		5.3	<u>Asset operation</u>	5.3.1, 5.3.2	
6.4	Procedures	4.1	<u>Procedures and practices</u>	4.1.1	GDP 5.0-0001
6.5	Pre use inspection and testing	5.4	<u>Inspection and maintenance</u>	5.4.5, 5.4.6	
6.6	Protective systems maintenance	5.3	<u>Asset operation</u>	5.3.3	
		5.4	<u>Inspection and maintenance</u>	5.4.2	
6.7	Simultaneous operations	5.1	<u>Project management</u>	5.1.7	GDP 4.5-0001
		4.5	<u>Control of work</u>	4.5.1	
6.8	Environmental impact	3.6	<u>Environment</u>	3.6.1, 3.6.2	
6.9	Waste management	3.6	<u>Environment</u>	3.6.1	
6.10	End of life	5.2	<u>Design and construction</u>	5.2.1	
		5.5	<u>Decommissioning and remediation</u>	5.5.2	
6.11	Plant modification maintains operations integrity	5.4	<u>Inspection and maintenance</u>	5.4.5	
7.1	HSE aspects of change	4.2	<u>Management of change</u>	4.2.1, 4.2.3, 4.2.4	
7.2	Regulatory changes	4.2	<u>Management of change</u>	4.2.2	
		7.1	<u>Regulatory compliance</u>	7.1.2	
7.3	Change affects managed	4.2	<u>Management of change</u>	4.2.3, 4.2.4	
7.4	Impact of changes on quality	4.2	<u>Management of change</u>	4.2.3	
		6.4	<u>Quality assurance</u>	6.4.1	
7.5	Temporary changes	4.2	<u>Management of change</u>	4.2.7	
8.1	Management of design data	4.3	<u>Information management and document control</u>	4.3.1, 4.3.2	
8.2	Compliance obligations identified	1.6	<u>Communication and engagement</u>	1.6.6	
		7.1	<u>Regulatory compliance</u>	7.1.1, 7.1.7, 7.1.8	

Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference		OMS Reference		
		Sub-Element	Group Essentials	GDP
8.3	Records retained	4.3 <u>Information management and document control</u>	4.3.1, 4.3.2, 4.3.3	
8.4	Technical documentation	4.1 4.3 <u>Procedures and practices</u> <u>Information management and document control</u>	4.1.1 4.3.2	
8.5	Medical and exposure records	3.4 <u>Health and industrial hygiene</u>	3.4.7	
9.1	HSE assessments for new products	7.5 <u>Product stewardship</u>	7.5.1	
9.2	Reassessment for products and intermediates	7.5 <u>Product stewardship</u>	7.5.1	
9.3	New markets or uses for existing products	7.5 <u>Product stewardship</u>	7.5.1	
9.4	Records retention	7.5 <u>Product stewardship</u>	7.5.1, 7.5.3	
9.5	MSDS and product information	7.5 <u>Product stewardship</u>	7.5.2	
9.6	Adverse effects reviewed	7.5 <u>Product stewardship</u>	7.5.3	
9.7	Product recall	7.5 <u>Product stewardship</u>	7.5.4	
9.8	24 hour emergency response	7.5 <u>Product stewardship</u>	7.5.4	
10.1	Stakeholder communications	7.2 <u>Community and stakeholder relationships</u>	7.2.1, 7.2.2	
10.2	Response to government and community	7.2 <u>Community and stakeholder relationships</u>	7.2.2, 7.2.4	
10.3	Impact of new business on communities	7.2 <u>Community and stakeholder relationships</u>	7.2.4, 7.2.5	ESR GDP
10.4	Impact on neighbours	5.5 <u>Decommissioning and remediation</u>	5.5.3	
		7.2 <u>Community and stakeholder relationships</u>	7.2.2	
10.5	Externally verified HSE report	3.6 8.1 <u>Environment</u> <u>Metrics and reporting</u>	3.6.3 8.1.3	
11.1	Emergency plans	4.6 <u>Crisis and continuity management and emergency response</u>	4.6.1, 4.6.2	
11.2	Emergency equipment	4.6 <u>Crisis and continuity management and emergency response</u>	4.6.4	

Appendix 7 – getting HSE right *Continued ...*

gHSEr Reference		OMS Reference			
			Sub-Element	Group Essentials	GDP
11.3	Emergency training	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.3, 4.6.4	
11.4	Emergency exercises	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.3, 4.6.4	
11.5	Emergency learning	4.6	<u>Crisis and continuity management and emergency response</u>	4.6.3	
12.1	Incidents reported, investigated and analyzed	4.4	<u>Incident management</u>	4.4.2	44-00-01, GDP 4.4-0002
12.2	Major incidents	4.4	<u>Incident management</u>	4.4.2	GDP 4.4-0002
12.3	Incident investigations closed	4.4	<u>Incident management</u>	4.4.2	
12.4	Investigation analysis	2.4 4.4 8.2	<u>Organizational learning</u> <u>Incident management</u> <u>Assessment and audit</u>	2.4.3 4.4.2 8.2.5	
12.5	Lessons shared in BP	2.4	<u>Organizational learning</u>	2.4.1	
12.6	Lessons shared in industry	2.4	<u>Organizational learning</u>	2.4.2	
13.1	HSE performance indicators	8.1	<u>Metrics and reporting</u>	8.1.1, 8.1.2	
13.2	HSE self assessments	8.2	<u>Assessment and audit</u>	8.2.1	
13.3	Performance review	8.3	<u>Performance review</u>	8.3.1, 8.3.2	
13.4	HSE behaviours	3.2 1.7	<u>Personal safety</u> <u>Culture</u>	3.2.2 1.7.1, 1.7.2	
13.5	Risk-based audit programme	8.2	<u>Assessment and audit</u>	8.2.2 S&O Audit	
13.6	Audit programme	8.2	<u>Assessment and audit</u>	8.2.2	
13.7	Audit programme findings tracking and use	8.2	<u>Assessment and audit</u>	8.2.5	
13.8	Systematic improvement	8.3	<u>Performance review</u>	8.3.1, 8.3.2, 8.2.3	
13.9	Report HSE data	8.1	<u>Metrics and reporting</u>	8.1.3	
13.10	Self assessment and assurance	8.2	<u>Assessment and audit</u>	8.2.1, 8.2.2 S&O Audit	

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## Appendix 8 – HSSE Compliance Framework (Emerald)

BP Global HSSE Compliance Framework Reference		OMS Reference		
		Sub-Element		Group Essentials
1	Risk assessment and prioritization			
1.1	Evaluate existing compliance processes and systems, identify gaps to this Framework and the Seven Elements, and identify improvement opportunities.	3.1	<u>Risk assessment and management</u>	3.1.3
1.2	Identify the activities, products and services (APS) of the business.	7.1	<u>Regulatory compliance</u>	7.1.1
1.3	Identify current and known future HSSE legal requirements and create a Compliance matrix of requirements applicable to the APS.	7.1	<u>Regulatory compliance</u>	7.1.1, 7.1.2, 7.1.3, 7.1.5
1.4	Identify "other" HSSE compliance requirements applicable to the APS (e.g. BP group standards, voluntary commitments made through industry associations or other BP commitments) and add these to the compliance matrix.	OMS Pt. 2	<u>All sub-elements</u>	All Group Essentials
1.5	Develop an understanding of the external compliance environment, including concerns of major stakeholders such as communities, governments, nongovernmental Organizations (NGOs) and other interested parties.	7.2	<u>Community and stakeholder relationships</u>	7.2.1, 7.2.2, 7.2.4
1.6	Evaluate the risk of non-compliance with HSSE legal and "other" requirements.	3.1	<u>Risk assessment and management</u>	3.1.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
		Sub-Element		Group Essentials
2	Compliance planning			
2.1	Develop a compliance plan that identifies the actions and resources required to close the compliance management programme gaps relative to this Framework and the Seven Elements and deliver the improvement opportunities identified in 1.1	1.3	<u>Planning and controls</u>	1.3.2
		1.4	<u>Resource and implementation</u>	1.4.2
2.2	Assign accountabilities to execute this plan, including identification of a single point of accountability (at senior leader level) for the HSSE compliance Programme.	7.1	<u>Regulatory compliance</u>	7.1.5
		1.5	<u>Accountability</u>	1.5.3
2.3	Identify and document compliance tasks for applicable legal and other requirements. Compliance tasks must be described at a level of detail which enables accountable individuals to fully understand what is required of them.	7.1	<u>Regulatory compliance</u>	7.1.3
2.4	Determine the resources and funding required to deliver the compliance plan and execute compliance tasks and reflect both in annual business plans.	1.4	<u>Resource and implementation</u>	1.4.2
3	Implementation			
3.1	Active and visible leadership that embraces an uncompromising commitment to compliance and supports a culture of integrity.	1.1	<u>Operating leaders</u>	1.1.2, 1.1.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
			Sub-Element	Group Essentials
3.2	Develop and deploy capability, resources and funding to maintain compliance processes and complete compliance tasks.	1.4	<u>Resource and implementation</u>	1.4.2
3.3	Assign, document and communicate accountabilities for performing HSSE compliance tasks.	1.5	<u>Accountability</u>	1.5.3
3.4	Identify and implement operational controls that clearly associate tasks with compliance requirements.	2.3 3.3 4.1 4.5 7.1	<u>Operating discipline</u> <u>Process safety</u> <u>Procedures and practices</u> <u>Control of work</u> <u>Regulatory compliance</u>	2.3.2, 2.3.3 3.3.1 4.1.1, 4.1.3 4.5.1 7.1.4
3.5	Communicate the HSSE compliance programme to the workforce and train individuals to discharge their specific compliance accountabilities.	2.2 4.1 7.1	<u>People and competence</u> <u>Procedures and practices</u> <u>Regulatory compliance</u>	2.2.2, 2.2.3, 2.2.5 4.1.2 7.1.8
3.6	Allocate significant compliance accountabilities only to individuals whose past behavior has been consistent with the goals of the compliance programme.	2.2	<u>People and competence</u>	2.2.3
3.7	Assign accountability to supervisors to assure accountable individuals' competency and effectiveness in performing assigned compliance tasks.	1.5	<u>Accountability</u>	1.5.2, 1.5.3
3.8	Implement incentive and disciplinary programs (e.g. remuneration, bonus and career progression) which reinforce and reward positive compliance behaviors and support consistent enforcement of the Code of Conduct and other HSSE requirements.	1.6	<u>Communication and engagement</u>	1.6.3

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference	
		Sub-Element	Group Essentials
3.9	Implement a contractor oversight process that highlights compliance tasks accomplished by contractors on behalf of BP and assigns accountabilities to BP employees to ensure that contractors complete these tasks.	2.5 <u>Working with contractors</u>	2.5.3
3.10	Implement fit-for-purpose management of change processes that identify and evaluate changes to HSSE compliance tasks and accountabilities as a result of changes in applicable compliance requirements, physical plant, technology, operational controls or personnel.	4.2 <u>Management of change</u>	4.2.1 – 4.2.3
3.11	Communication processes related to external stakeholders, including regulators in place.	7.2 <u>Community and stakeholder relationships</u>	7.2.2 – 7.2.4
3.12	Document control and records management processes that conform to applicable BP document management policies and enable the business to demonstrate compliance with legal and "other" requirements in place	4.3 <u>Information management and document control</u>	4.3.1 – 4.3.3
4	Measurement, evaluation, corrective action		
4.1	Conduct regular monitoring of HSSE compliance performance and completion of compliance tasks using Key Performance Indicators (KPIs) which measure the effectiveness of the compliance management process.	7.1 <u>Regulatory compliance</u> 8.1 <u>Metrics and reporting</u>	7.1.6 8.1.3



Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
		Sub-Element		Group Essentials
4.2	Periodically review and evaluate HSSE compliance processes and systems and identify opportunities for improvement.	3.1	<u>Risk assessment and management</u>	3.1.3
4.3	Implement processes to identify, investigate and correct compliance programme failures and potential compliance deviations.	4.4 7.1	<u>Incident management</u> <u>Regulatory compliance</u>	4.4.2 7.1.6
4.4	Institute processes to review the closure and effectiveness of corrective actions.	7.1 8.2	<u>Regulatory compliance</u> <u>Assessment and audit</u>	7.1.6 8.2.3, 8.2.4
4.5	Provide confidential channels through which the workforce can report compliance related concerns, compliance programme failures or potential compliance deviations which they do not wish, or feel unable, to raise with their line management.	1.6	<u>Communication and engagement</u>	1.6.2
4.6	Support an open environment where employees feel they can safely raise concerns and individuals who raise compliance concerns, either directly or through confidential channels, are protected from retaliation.	1.6	<u>Communication and engagement</u>	1.6.4
5	Management review			
5.1	Conduct annual management reviews of the HSSE compliance programme and compliance performance.	8.3	<u>Performance review</u>	8.3.1

Appendix 8 – HSSE Compliance Framework (Emerald) *Continued ...*

BP Global HSSE Compliance Framework Reference		OMS Reference		
		Sub-Element		Group Essentials
5.2	Maintain a written record of annual management review meetings.	8.3	<u>Performance review</u>	8.3.1
5.3	Address HSSE compliance in the annual compliance and ethics certification.	3.6	<u>Environment</u> <u>Reference Code of Conduct</u>	3.6.3
5.4	Create a process whereby annual risk assessment and compliance planning occur on regular schedule	3.1	<u>Risk assessment and management</u>	3.1.3
		7.1	<u>Regulatory compliance</u>	7.1.6
5.5	Provide management direction and advice for use in the next cycle of risk assessment and compliance planning.	8.3	<u>Performance review</u>	8.3.1, 8.3.2

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## Appendix 9 – ISO 14001 Environmental Management System

ISO 14001 Reference		OMS Reference	
		Sub-Element	Group Essentials
4.1	General requirements	OMS Part I	
4.2	Environmental policy	1.2 <u>Operating strategy</u>	1.2.2
4.3.1	Environmental aspects	3.1 <u>Risk assessment and management</u>	3.1.1, 3.1.3
		3.6 <u>Environment</u>	3.6.1, 3.6.2
		4.2 <u>Management of change</u>	4.2.3, 4.2.4
		6.4 <u>Quality assurance</u>	6.4.2
4.3.2	Legal and other requirements	7.1 <u>Regulatory compliance</u>	7.1.1, 7.1.2
		3.1 <u>Risk assessment and management</u>	3.1.1, 3.1.3
4.3.3	Objectives, targets and programme(s)	1.2 <u>Operating strategy</u>	1.2.4
		1.3 <u>Planning and controls</u>	1.3.2
		6.8 <u>Continuous improvement</u>	6.8.1
4.4.1	Resources, roles, responsibility and authority	1.4 <u>Resource and implementation</u>	1.4.2
		1.5 <u>Accountability</u>	1.5.3, 1.5.4
		2.1 <u>Organization structure</u>	2.1.2
		2.5 <u>Working with contractors</u>	2.5.1
4.4.2	Competence, training and awareness	2.2 <u>People and competence</u>	2.2.2, 2.2.3, 2.2.5
		4.1 <u>Procedures and practices</u>	4.1.2
4.4.3	Communication	1.6 <u>Communication and engagement</u>	1.6.1 – 1.6.4
		7.2 <u>Community and stakeholder relationships</u>	7.2.2, 7.2.4
4.4.4	Documentation	4.3 <u>Information management and document control</u>	4.3.1 – 4.3.3
		1.6 <u>Communication and engagement</u>	1.6.6
4.4.5	Control of documents	4.3 <u>Information management and document control</u>	4.3.2
4.4.6	Operational control	2.3 <u>Operating discipline</u>	2.3.1
		3.3 <u>Process safety</u>	3.3.1
		4.1 <u>Procedures and practices</u>	4.1.1, 4.1.3
		4.5 <u>Control of work</u>	4.5.1
		5.3 <u>Asset operation</u>	5.3.1
4.4.7	Emergency preparedness and response	5.2 <u>Design and construction</u>	5.2.1, 5.2.2
		4.6 <u>Crisis and continuity management and emergency response</u>	4.6.1 – 4.6.5
4.5.1	Monitoring and measurement	5.3 <u>Asset operation</u>	5.3.1 – 5.3.2
		8.1 <u>Metrics and reporting</u>	8.1.1
4.5.2	Evaluation of compliance	7.1 <u>Regulatory compliance</u>	7.1
		8.2 <u>Assessment and audit</u>	8.2.1 – 8.2.2

## Appendix 9 – ISO 14001 Environmental Management System

*Continued ...*

ISO 14001 Reference		OMS Reference		
		Sub-Element		Group Essentials
4.5.3	Non conformity, corrective action, preventative action	4.1	<u>Procedures and practices</u>	4.1.3
		4.4	<u>Incident management</u>	4.4.2, 4.4.3
		7.1	<u>Regulatory compliance</u>	7.1.6
		8.2	<u>Assessment and audit</u>	8.2.3 – 8.2.5
4.5.4	Control of records	4.3	<u>Information management and document control</u>	4.3.1 – 4.3.3
		8.1	<u>Metrics and reporting</u>	8.1.3
4.5.5	Internal audit	8.2	<u>Assessment and audit</u>	8.2.1 – 8.2.2
4.6	Management review	1.2	<u>Operating strategy</u>	1.2.2
		8.3	<u>Performance review</u>	8.3.1 – 8.3.2

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## Appendix 10 – Golden Rules of Safety

Golden Rules Reference		OMS Reference			
			Sub-Element	Group Essentials	GDP
1	Permit to work	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
2	Energy isolation	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
3	Ground disturbance	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
4	Confined space entry	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
5	Working at heights	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
6	Lifting operations	4.5	<u>Control of work</u>	4.5.1	GDP 4.5-0001
7	Driving safety	5.3	<u>Asset operation</u>	5.3.1	
		5.4	<u>Inspection and maintenance</u>	5.4.2	
		3.7	<u>Transportation</u>	3.7.2, 3.7.3, 3.7.4, 3.7.6	
		3.4	<u>Health and industrial hygiene</u>	3.4.5	
8	Management of change	4.2	<u>Management of change</u>	4.2.1, 4.2.2., 4.2.3, 4.2.4	

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