The greening of black gold: towards international environmental alignment in the petroleum industry
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Annex V. Overview of references to EMS in environmental reports

Early reporters

Amoco – first issue (First issue is 1990, examined was 1992)
Guidance for environmental management is provided by Amoco’s International Standard of Care (ISOC). The ISOC sets minimum standards for environment, health and safety practices and procedures which, in many of Amoco’s diverse international locations, go beyond compliance with regulatory requirements. Its purpose is not to export one country’s law and regulations to the other, but rather to set a minimum standard for our operations wherever we do business. The ISOC provides the framework for Amoco’s EH&S policy to “commit to leadership by operating and growing our business in compliance with legal requirements and Amoco’s EH&S operating standards which may be more stringent”. The system is integrated into new ventures from their inception to support responsible development and use of natural resources and protection of workers, customers and communities (p.4)
Framework of EHS-policy, management process & standards on EHS-topics

Amoco – latest issue
No latest issues, merged with BP.

ARCO – first issue (First issue is 1995, examined was 1998)
One of the keys to improved safety and environmental performance is ARCO’s new Operating Excellence System (OES). OES establishes a framework of common expectations for managing a wide range of operational activities, including health, safety and the protection of the environment, throughout all of ARCO. In short, the OES framework provides a systematic approach to meeting our EH&S commitments. The framework is designed to increase management involvement and accountability in preventing incidents, improving compliance, increasing productivity and efficiency and ensuring long-term operational excellence during the life-cycle of all activities. OES provides a mechanism for self-assessment and a process for ensuring continuous improvement. It is, in effect, a practical tool managers can use to assess their performance in the context of their own business environment to achieve both short- and long-term goals. For the short term, OES establishes expectations and creates an organised approach to the execution of daily activities. For the long-term, it allows for growth through a systematic process while providing a basis to align all of ARCO’s operations (p.6).
Framework of cycle elements: functioning OES programs, assess, findings, corrections.

ARCO – latest issue
No latest issues, merged with BP.

BP – first issue (1994)
No references in first issue.

Performance improvement is supported by a comprehensive set of specific expectations designed to meet our HSE policy commitments. We communicate these to everyone who works for us through a management system framework Getting HSE Right (p.9)

Chevron – first issue (1990)
No references in first issue.
As part of our effort to develop and implement a more integrated corporate responsibility strategy, we are reviewing our existing management systems and processes to identify where corporate responsibility considerations can be more fully or consistently integrated into them. Current processes are already in place to systematically address health, environment and safety considerations; ethics and compliance performance; and human resources issues.
The backbone of our company’s management systems is our Strategic and Business Planning Process. This process is designed to set and build internal alignment around the strategic direction for the company. It also incorporates an assessment of the future risks and uncertainties Chevron Texaco faces. Our Strategic and Business Planning Process sets performance objectives for each business unit, including those related to health, environment, safety and reliability. Managers at all levels are expected to systematically monitor performance against their objectives.
A significant component of our overall approach to managing our business is our Operational Excellence Management System (OEMS), which spells out specific requirements for management of health, environment and safety (HES) issues, in accordance with our HES Policy. Reliability and efficiency also are addressed by the OEMS.
First published in 2001, the OEMS includes many expectations previously in place in ChevronTexaco legacy companies, some dating to the early 1990s. The OEMS establishes a common set of expectations for ChevronTexaco businesses. These expectations cover areas ranging from facility design and construction through operation and decommissioning. The system is flexible enough to allow our businesses to address priority issues for their operations while meeting corporate-level expectations. Since the merger in October 2001, deployment of the OEMS has continued across our businesses, supported by a network of appointed “OE Champions.”
ChevronTexaco’s OEMS is consistent with other generally accepted environmental or HES management systems. The system establishes clear expectations for performance, processes for establishing priorities, and requirements for developing and implementing plans for continual improvement. The OEMS also provides for regular evaluation of the system’s effectiveness. The OEMS is designed to conform to the standard for environmental management systems outlined in ISO 14001. As of midyear 2003, some 29 facilities or operations within ChevronTexaco had received ISO 14001 certification.

13 elements of OEMS: security of personnel and assets; facilities design and construction; safe operations; management of change; reliability and efficiency; third party services; environmental stewardship; product stewardship; incident investigation; community awareness and outreach; emergency management; compliance assurance; legislative and regulatory advocacy. (p. 6/7)

Conoco implemented an SHE management system that serves as a framework for business units to use in addressing specific needs. The system is based on a renewable cycle for continuous improvement that begins with understanding the company’s SHE policies, continues through planning and implementation of those policies and ends with performance reviews. Then the cycle repeats itself to attain higher levels of proficiency and improved performance at each step. The system is aligned with other recognized management tools and standards such as [examples].
Each step in the SHE management system consists of technical/functional elements that describe what level of proficiency must be achieved to ensure continuous improvement.
Business are required to conduct an annual management self-assessment to measure progress in each element. These findings, as well as those from company-level SHE audits are incorporated into the business actions plans, thereby initiating the next cycle of continuous improvement.
In addition, these results are used to set individual managers’ qualitative and quantitative performance goals. Their degree of success in achieving those goals is considered in performance reviews and can increase or decrease their compensation.
The SHE management system enables operating groups to fulfill their responsibilities for the implementation of Conoco’s SHE policies, and ensures that processes are in place for continuously improving our SHE performance (p.10)

To ensure safety and environmental processes and processes are implemented systematically, each Conoco business is required to implement SHE management systems in accordance with a corporate standard for managing safety, health and environmental issues. All SHEMS are based on a continuous improvement cycle with phases of Plan, Do, Assess and Adjust. Sites undergo regular audits to assess their implementation of safety and environmental systems (p.34).
The SHEMS has 14 elements: policy, assessment, standards, planning, integrity, procedures, roles and responsibilities, training, communication, documentation, emergency preparedness, audits, metrics, review.
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ENI – first issue (First issue is 1995, examined was 1996)
All ENI sectors have a special organisational structure to manage issues connected with safeguarding health, ensuring safety in the workplace and protecting the environment. Every activity has its own characteristics, as does every industrial site meaning that management systems take different forms and involve different organisational levels, while also reflecting the industrial background of the sector concerned (p.2)

ENI – latest issue (2001)
In ENI’s HSE management system, Eni SpA and the operating companies/divisions have different roles. Eni SpA is responsible for defining and updating Group guidelines, ensuring the coordination of the HSE system planning and auditing at company sites, promoting the dissemination of information and best practices and consolidating HSE performance indicators. Divisions and companies are responsible for planning, executing and controlling operations with a view to continuous improvement. Commitments regarding HSE are an integral part of the process of planning and controlling industrial and commercial activities. To this end, divisions and companies operate HSE management systems in compliance with the latest international standards (p.12)

Exxon – first issue (1990)
No references in first issue

ExxonMobil – latest issue (2002)
In 1992, we developed the Operations Integrity Management System (OIMS) a comprehensive structured process to manage these safety, health and environmental activities. Under OIMS, management, with support from technical experts, regularly assesses operations. Each year, about one-third of ExxonMobil’s major operations are reviewed by experts from outside the organisation. Under OIMS, we review specific hazards that we believe could have major incident potential and take steps to mitigate risks. (p.7)

The OIMS process requires continuous evaluation and improvement of management systems and standards. OIMS establishes a common language for discussion and internal sharing of successful systems and practices among different parts of ExxonMobil’s business.

The OIMS framework comprises 11 elements, each with clearly defined expectations that every operation must fulfill. Management systems put into place to meet OIMS expectations must show documented evidence of the following five characteristics:

- The scope must be clear and the objectives must fully define the purpose and expected results
- Well qualified people are accountable to execute the system
- Documented procedures are in place to ensure the system functions properly
- Results are measured and verified that the intent of the system is fulfilled; and
- Performance feedback from verification and measurement drives continuous improvement of the system.

OIMS requires each operating unit to be assessed by experienced employee teams from outside that particular unit approximately every three years. Self-assessments are required in the other years.

The 11 OIMS elements are:
- Management, leadership, commitment and accountability; risk assessment and management; facilities design and construction; information and documentation; personnel and training; operations and maintenance; management of change; third-party services; incident investigation and analysis; community awareness and preparedness; operations integrity assessment and improvement. (p.8)

PDVSA – first issue (First issue is 1995, examined was 1998)
The development and establishment of management systems for the safe handling of environmental risks was continued: EMS (SGA), Process Safety Management (GSP) and Occupational Health System (GSO) as well as the Risks in the Operational Surroundings Management System (GRE). The conceptual design of the Integral Risk Management System (SISMAR), which will serve as information technology platform for this managerial model was also completed (p.11)

PDVSA – latest issue (2001)
System not mentioned

Statoil – first issue (First issue is 1991, examined was 1996)
Statoil’s policy of being in the forefront on HES forms the basis of its management system in this area. The main features of the system are:
- Line managers are responsible for HES management in the organisation
- A specialist network of HES committees across organisational boundaries ensures that personnel are allocated to priority tasks, and promotes cooperation and the transfer of experience
- HES&Q committees cover all parts of the business, with the top committee chaired by the chief executive
- The group’s HES policy and reports
- Specific environmental strategies plus standards for HES measures in the group’s national and international operations
- A four-year rolling environmental plan for the group, based on its business plans
- Use of a number of improvement tools and methods such as [examples] (p.4)
Statoil's management system for HSE forms an integrated part of the group's total management system and is described in the governing documents. A key element in the HSE management system is registration, reporting and assessment of relevant data. HSE performance indicators have been established to assist this work. The intention is to document quantitative developments over time and strengthen the decision-making basis for systematic and purposeful improvement efforts (p.49)

Texaco – first issue (1990)
No references made in first issue

Texaco – latest issue
No latest issue, merged with Chevron.

Late reporters

No references in first issue.

Elf – latest issue
No latest issue, merged with Total

Mobil – first issue (1996)
We plan to further improve our performance through the implementation of our EHS management system (EHSMS). We believe that the EHSMS will heighten employees awareness in key areas and focus their attention on achieving outstanding EHS performance.
Mobil's EHSMS is a set of expectations for business conduct that will help us achieve a high level of EHS performance around the world. The system addresses Mobil's core values to protect our people and the communities and the environment in which we operate.
Our EHSMS defines what management expects from all Mobil facilities and operations, but business units are empowered to determine how best to meet those expectations by setting their own priorities and tailoring practices to meet their own local culture and regulatory environment.
The EHS management system goes beyond a rule book or a set of procedures – it is an integral part of how we run our business. By using the same approach worldwide, our businesses can speak the same language when sharing solutions to common problems and facing new challenges (p.3)

Mobil – latest issue
No latest issue, merged with Exxon

Pemex – first issue (1999)
In May 1998, the strategic program started by defining the safety and environmental protection policy, from which a modern management system was developed, the Integrated Management System for Industrial Safety and Environmental Protection (SIASPA), which is the tool that allows the implementation of this policy and ensures its compliance (p.7)

Pemex – latest issue (2001)
SIASPA is further implemented in installations of the different divisions; most installations completed the requirements of the second level and proceed to reach the next level in the system as well as to complete internal audits for self-evaluation and verification which are part of the third level.
Examples of installation process, description of a symposium.
(Text in Spanish not literally translated)

HES management system is made up of four components.
-the HES policy: a broad statement that articulates the performance expected from our company and its employees
-the Process for Safety and Environmental Excellence (PSEE) a progressive series of steps that lead to higher levels of performance [17 elements described on 3.5 pages, introduced in 1994, first full year implementation 1997]
-Business plans and objectives: specific actions that business units and staff take to improve their performance
-Measurements: internal and external audits to assure that the policy is carried out. (p.3)

No references in latest issue.
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Repsol – first issue (1996)
To ensure fulfilment of the above, an Environmental Management System has been set up and adapted to the latest national and international standards, to be used as an ever more efficient tool to prevent environmental risks and reduce any adverse effects.

The EMS guarantees a systematic inclusion of environmental principles in all business decisions, as defined by the Company, in all business decisions, in every area of activity, from strategic planning, through to the daily running of processes and facilities. (p.7)

RepsolYPF – latest issue (2001)
The basis of environmental management is the Repsol YPF Environment Manual which distributes roles and responsibilities between the corporation and the Business Lines and sets for the Company as a whole a system of principles and management tools for the basis areas: organization, planning and monitoring, auditing and communication, to ensure that the principles and commitment adopted in the environmental field become a reality in day-to-day operations.

Among the centers that in 2001 developed their environmental management system as required by the Company are [examples]. Furthermore, the business units’ Management Systems have increasingly integrated the Environmental, Safety and /or Quality aspects. [example]
The basis management elements of the Repsol YPF EMS are: Organization, Planning, Environmental Audits and ISO certification [each described in approx. 15 lines] p. 8

Shell – first issue (1997)
One of the main reasons for implementing certifiable HSE management systems in all companies is to ensure a consistent approach to risk management across our operations (p.18)

By the end of 2000 all Shell companies managing major installations with significant environmental risks are scheduled to be certified as having environmental management systems that meet recognised independent system standards. As a minimum, this includes...[examples]. Standards include...[examples] (p.19)

All ships engaged in international trading and operated by Shell companies must have their HSE management systems accredited under.... (p.29)

HSE management systems are in place and our programme to certify major installations to the ISO 14001 standard is virtually complete. The challenge now is to implement such systems in all the new acquisitions. We expect to complete this process by the end of 2005, except for the Pennzoil-Quaker State Company where a plan will be finalised in 2003. (p.29)

Marathon – first issue
First issue not identified

Marathon – latest issue (2001)
No references made

Petrobras – first issue
First issue not identified

No references made

Total – first issue
No first issue for Total, see Elf.

Total – latest issue (2002)
Internal management systems tailored to each type of operation have been introduced in the area of the environment, as in the areas of safety and quality. These systems are the cornerstones of our continuous improvement process, which consists of setting goals, deploying initiatives, measuring and monitoring results, and reporting. This is a proactive, highly participatory process that leverages information, feedback, dialogue, awareness building and training for all parties. (p.13)