



OPERATIONS
INTEGRITY
MANAGEMENT
SYSTEM



ExxonMobil



■ ExxonMobil remains steadfast in its commitment to achieve and maintain excellence in Safety, Health and Environment (SHE). Many of our operations and products present potential risks to people and to the environment. Recognizing these risks is inherent in our businesses, and we believe the best way to fulfill our commitment is through practices designed to enable safe, secure and environmentally responsible operations. We do this through clearly defined policies and practices, and with rigorously applied management systems designed to deliver results.

The Operations Integrity Management System (OIMS) is a cornerstone of our commitment to managing risk and achieving excellence in performance. Over the decade from 1994 through 2003, our safety performance has improved substantially. Lost-time work incidents have been reduced ninefold. Risk to the environment has been reduced, as evidenced by a fivefold reduction in marine spills. We have been cited by Lloyd's Register Quality Assurance for "being among the leaders in the extent to which environmental management considerations have been integrated into our ongoing business practices."

All operating organizations are required to maintain the systems and practices needed to conform to the expectations described in the attached OIMS Framework.

To drive improvement, the Framework is periodically updated. This revision strengthens Framework expectations with respect to leadership, security, environmental performance, behavior-based safety and human factors, and is intended to:

- help reinforce our belief that all safety, health and environmental incidents are preventable
- promote and maintain a work environment in which each of us accepts personal responsibility for our own safety and that of our colleagues, and in which everyone is willing and able to intervene to ensure the safety and wellness of others

We believe these measures will help drive ExxonMobil ever closer to our goal that "Nobody Gets Hurt."


Lee R. Raymond
Chairman and CEO



OPERATIONS INTEGRITY MANAGEMENT SYSTEM | *The Framework*

EXXONMOBIL IS COMMITTED TO CONDUCTING BUSINESS IN A MANNER THAT IS COMPATIBLE WITH THE ENVIRONMENTAL AND ECONOMIC NEEDS OF ALL COMMUNITIES IN WHICH WE OPERATE, AND THAT PROTECTS THE SAFETY, HEALTH AND SECURITY OF OUR EMPLOYEES, THOSE INVOLVED IN OUR OPERATIONS, OUR CUSTOMERS AND THE PUBLIC. THESE COMMITMENTS ARE DOCUMENTED IN OUR SAFETY, HEALTH, ENVIRONMENTAL, PRODUCT SAFETY AND SECURITY POLICIES. THESE POLICIES ARE PUT INTO PRACTICE THROUGH A DISCIPLINED MANAGEMENT FRAMEWORK CALLED OPERATIONS INTEGRITY MANAGEMENT SYSTEM (OIMS).

EXXONMOBIL'S OIMS FRAMEWORK ESTABLISHES COMMON WORLDWIDE EXPECTATIONS FOR CONTROLLING OPERATIONS INTEGRITY RISKS INHERENT IN ITS BUSINESSES. OPERATIONS INTEGRITY ADDRESSES ALL ASPECTS OF EXXONMOBIL'S BUSINESS, INCLUDING SECURITY, THAT CAN IMPACT SAFETY, HEALTH AND ENVIRONMENTAL PERFORMANCE.



THE OIMS FRAMEWORK INCLUDES 11 ELEMENTS. EACH ELEMENT CONTAINS AN UNDERLYING PRINCIPLE AND A SET OF EXPECTATIONS. THE OIMS FRAMEWORK ALSO INCLUDES THE CHARACTERISTICS OF, AND PROCESSES FOR, EVALUATING AND IMPLEMENTING OI MANAGEMENT SYSTEMS.

APPLICATION OF THE OIMS FRAMEWORK IS REQUIRED ACROSS ALL OF EXXONMOBIL, WITH PARTICULAR EMPHASIS ON DESIGN, CONSTRUCTION AND OPERATIONS. MANAGEMENT IS RESPONSIBLE FOR ENSURING THAT MANAGEMENT SYSTEMS SATISFYING THE FRAMEWORK ARE PUT IN PLACE. THE SCOPE, PRIORITY AND PACE OF MANAGEMENT-SYSTEM IMPLEMENTATION SHOULD BE CONSISTENT WITH THE RISKS ASSOCIATED WITH THE BUSINESS.

OIMS 11 Elements



ELEMENT 1: MANAGEMENT LEADERSHIP, COMMITMENT AND ACCOUNTABILITY

Management establishes policy, provides perspective, sets expectations and provides the resources for successful operations.

Assurance of Operations Integrity requires management leadership and commitment visible to the organization, and accountability at all levels.

- 1.1** Systems for Operations Integrity management are established, communicated and supported at every level in the organization.
- 1.2** Managers visibly demonstrate commitment and personal accountability for Operations Integrity, promote an open and trusting environment, and understand how their behaviors impact others. Commitment is demonstrated through active and visible participation.
- 1.3** Supervisor knowledge and skills are developed to effectively apply Operations Integrity management tools and systems.
- 1.4** Management establishes the scope, priority and pace for System implementation and improvement, considering the complexity and risks involved with their operations and products.
- 1.5** Roles, responsibilities, authorities and accountabilities within the Systems are known and exercised.
- 1.6** Clear goals and objectives are established for the Systems, and performance is evaluated against these goals and objectives.
- 1.7** Expectations are translated into procedures and practices.
- 1.8** The workforce actively participates in the Operations Integrity process, and relevant learnings are shared across the organization.
- 1.9** Performance is evaluated, and the degree to which expectations are met is assessed. The results are stewarded to corporate management.
- 1.10** Managers responsible for businesses Operated by Others (OBO) communicate OIMS principles to the Operator and encourage the adoption of OIMS or similar systems.



ELEMENT 2: RISK ASSESSMENT AND MANAGEMENT

Comprehensive risk assessments can reduce safety, health, environmental and security risks and mitigate the consequences of incidents by providing essential information for decision-making.

- 2.1 Risk is managed by identifying hazards, assessing consequences and probabilities, and evaluating and implementing prevention and mitigation measures.
- 2.2 Risk assessments are conducted for ongoing operations, for projects and for products in order to identify and address potential hazards to personnel, facilities, the public and the environment.
- 2.3 Periodic risk assessments are performed by qualified personnel, including expertise from outside the immediate unit, as appropriate.
- 2.4 Risk assessments are updated at specified intervals and as changes occur.
- 2.5 Assessed risks are addressed by specified levels of management appropriate to the nature and magnitude of the risk, and decisions are clearly documented.
- 2.6 A follow-up process is in place to ensure that risk-management decisions are implemented.

ELEMENT 3: FACILITIES DESIGN AND CONSTRUCTION

Inherent safety and security can be enhanced, and risk to health and the environment minimized, by using sound standards, procedures and management systems for facility design, construction and startup activities.

- 3.1 Project management procedures are documented, well understood and executed by qualified personnel.
- 3.2 Criteria are established and procedures are in place for conducting and documenting risk assessments at specific project stages to ensure that Operations Integrity objectives are met.
- 3.3 The design and construction of new or modified facilities use approved design practices and standards that:
 - meet or exceed applicable regulatory requirements
 - embody responsible requirements where regulations do not exist
 - address other important considerations, including security and Human Factors
- 3.4 Deviation from approved design practices and standards, or from the approved design, is permitted only after review and approval by the designated authority, and after the rationale for the decision is documented.
- 3.5 Quality-assurance processes are in place, which ensure that facilities and materials received meet design specifications and that construction is in accordance with the applicable standards.
- 3.6 A pre-startup review is performed and documented to confirm that:
 - construction is in accordance with specifications
 - Operations Integrity measures are in place
 - emergency, operations and maintenance procedures are in place and adequate
 - risk-management recommendations have been addressed and required actions taken
 - training of personnel has been accomplished
 - regulatory and permit requirements are met



ELEMENT 4: INFORMATION/DOCUMENTATION

Accurate information on the configuration and capabilities of processes and facilities, properties of products and materials handled, potential Operations Integrity hazards, and regulatory requirements is essential to assess and manage risk.

- 4.1 Drawings and other pertinent documentation necessary for sound operation and maintenance of facilities are identified, accessible, accurate and appropriately safeguarded.
- 4.2 Information on the potential hazards of materials involved in operations is kept current.
- 4.3 Information on potential hazards associated with products, and guidance to enable proper handling, use and disposal, are documented and communicated.
- 4.4 Information on applicable laws and regulations, licenses, permits, codes, standards and practices is documented and kept current.
- 4.5 Pertinent records covering operations, maintenance, inspections and facility changes are maintained.

ELEMENT 5: PERSONNEL AND TRAINING

Control of operations depends upon people. Achieving Operations Integrity requires the appropriate screening, careful selection and placement, ongoing assessment and proper training of employees, and the implementation of appropriate personnel safety and occupational health programs.

- 5.1 A process is in place for screening, selection, placement and ongoing assessment of the qualifications and abilities of employees to meet specified job requirements.
- 5.2 Criteria are in place to ensure that necessary levels of individual and collective experience and knowledge are maintained and are carefully considered when personnel changes are made.
- 5.3 Initial, ongoing and periodic refresher training is provided to meet job and legal requirements and to ensure understanding of the proper protective measures to mitigate potential Operations Integrity hazards. This training includes:
 - assessment of employee knowledge and skills relative to requirements
 - training documentation
 - assessment of training effectiveness
- 5.4 The assessment and documentation of, and feedback on, employee performance address Operations Integrity elements.
- 5.5 A process for the management of personnel safety, including security-related considerations, is in place. It is expected that:
 - employees and contractors consistently recognize and proactively mitigate operational, procedural and physical hazards
 - employees and contractors proactively and routinely identify and eliminate their unsafe behaviors and those of their co-workers
 - Human Factors are addressed
 - behaviors, unsafe conditions and other precursors that can lead to incidents are recorded, analyzed and addressed
- 5.6 A process for the management of occupational health is in place. Based upon assessed risk to personnel, exposures are monitored, proper protective and preventive measures are implemented, early detection and diagnosis are provided, and pertinent health data is recorded and reviewed.



ELEMENT 6: OPERATIONS AND MAINTENANCE

Operation of facilities within established parameters and according to regulations is essential. Doing so requires effective procedures, structured inspection and maintenance programs, reliable Operations Integrity critical equipment, and qualified personnel who consistently execute these procedures and practices.

- 6.1 Operating, maintenance and inspection procedures are developed and implemented. These procedures include Human Factors considerations and are updated at specified intervals and when changes are made.
- 6.2 A work permit process incorporates checks and authorizations that are consistent with mechanical and operational risks.
- 6.3 Critical alarm, control, shutdown, security and emergency-response equipment is identified and tested, and it undergoes preventive maintenance.
- 6.4 The temporary disarming or deactivation of critical alarm, control, shutdown, security and emergency-response equipment is managed.
- 6.5 Operations with potentially higher risk are managed with special procedures.
- 6.6 Interfaces between operations are assessed, and procedures are in place to manage identified risks.
- 6.7 Environmental Aspects are addressed and controlled, consistent with policy, regulatory requirements and business plans. They include the tracking of emissions, discharges and wastes.
- 6.8 Applicable laws, regulations, permits and other governmental requirements are met, and the resulting operating requirements are documented and communicated to those affected. Compliance is periodically verified.
- 6.9 Proper long-term shutdown or abandonment of facilities is planned and managed.
- 6.10 Quality-assurance processes are in place, ensuring that facilities and materials received meet designated specifications.

ELEMENT 7: MANAGEMENT OF CHANGE

Changes in operations, procedures, site standards, facilities or personnel must be evaluated and managed to ensure that Operations Integrity risks arising from these changes remain at an acceptable level.

- 7.1 A process is in place for the management of both temporary and permanent changes.
- 7.2 The process for managing change addresses:
 - authority for approval of changes
 - analysis of Operations Integrity implications
 - compliance with regulations and approved standards
 - acquisition of needed permits
 - documentation, including reason for change
 - communication of risks associated with the change and required mitigation measures
 - time limitations
 - training
- 7.3 Temporary changes do not exceed initial authorization for scope or time without review and approval.



ELEMENT 8: THIRD-PARTY SERVICES

Third parties doing work on the company's behalf impact its operations and its reputation. It is essential that they perform in a manner that is consistent and compatible with ExxonMobil's policies and business objectives.

- 8.1 Third-party services are evaluated and selected using criteria that include an assessment of capabilities to perform work in a safe and environmentally sound manner.
- 8.2 Third-party performance requirements are defined and communicated. They include:
 - responsibility for providing personnel appropriately screened, trained, qualified and able to perform specified duties
 - a process for self-monitoring and stewardship
- 8.3 Interfaces between organizations providing and receiving services are effectively managed.
- 8.4 Third-party performance is monitored and assessed, feedback is provided, and deficiencies are corrected.



ELEMENT 9: INCIDENT INVESTIGATION AND ANALYSIS

Effective incident investigation, reporting and follow-up are necessary to achieve Operations Integrity. They provide the opportunity to learn from reported incidents and to use the information to take corrective action and prevent recurrence.

- 9.1 A process is in place for reporting, investigating, analyzing and documenting actual safety, security, health, environmental and regulatory-compliance incidents and significant near misses.
- 9.2 Procedures are in place for the Law Department to investigate, analyze and advise on incidents when necessary.
- 9.3 Procedures exist for actual incidents and near misses, other than those investigated by the Law Department, which:
 - provide for timely investigation
 - identify root causes and contributing factors
 - determine actions needed to reduce the risk of this incident and related incidents
 - ensure that appropriate legal action is taken and documented
 - reflect legal input
- 9.4 Findings are retained, periodically analyzed to determine where improvements to practices, standards, procedures or management systems are warranted, and used as a basis for improvement.
- 9.5 A process is in place to share lessons learned from actual incidents and near misses among ExxonMobil organizations, and to interact with others as appropriate to facilitate improvements in performance.



ELEMENT 10: COMMUNITY AWARENESS AND EMERGENCY PREPAREDNESS

Community awareness is a key factor in maintaining public confidence in the integrity of our operations. Emergency planning and preparedness are essential to ensure that, in the event of an incident, all necessary actions are taken for the protection of the public, the environment and company personnel and assets.

- 10.1 Community expectations and concerns about our operations, including those of the workforce, are recognized and addressed in a timely manner.
- 10.2 Emergency-preparedness and response plans are documented, accessible and clearly communicated. The plans, based on assessed Operations Integrity risks, include:
 - organizational structure, responsibilities and authorities
 - internal and external communications procedures
 - procedures for accessing personnel and equipment resources
 - procedures for assessing essential Operations Integrity information
 - procedures for interfacing with other ExxonMobil and external emergency response organizations
 - process for periodic updates
- 10.3 Equipment, facilities and trained personnel needed for emergency response are defined and readily available.
- 10.4 Simulations and drills are periodically conducted, which include consideration of external communications and involvement.



ELEMENT 11: OPERATIONS INTEGRITY ASSESSMENT AND IMPROVEMENT

Assessment of the degree to which expectations are met is essential to improve Operations Integrity and maintain accountability.

- 11.1** Operations are assessed at predetermined frequencies to establish the degree to which the Operations Integrity expectations are met.
- 11.2** The frequency and scope of assessments reflect the complexity of the operation, level of risk and performance history.
- 11.3** Assessments are conducted by multidisciplinary teams, including expertise from outside the immediate unit.
- 11.4** Findings from assessments are resolved and documented.
- 11.5** The effectiveness of the assessment process is reviewed periodically, and findings are used to make improvements.



EACH OPERATING UNIT MUST HAVE IN PLACE PROPERLY DESIGNED AND DOCUMENTED MANAGEMENT SYSTEMS THAT ADDRESS ALL THE EXPECTATIONS SET OUT IN THE OIMS FRAMEWORK.

MANAGEMENT SYSTEMS PUT IN PLACE TO MEET OIMS EXPECTATIONS MUST INCORPORATE THE FOLLOWING FIVE CHARACTERISTICS TO BE EFFECTIVE. IT IS IMPORTANT FOR ALL FIVE CHARACTERISTICS TO BE DOCUMENTED.

SCOPE AND OBJECTIVES. Scope defines the System's boundaries and identifies interfaces with other systems, organizations and facilities. Objectives clearly define the System's purpose and expected results.

PROCESSES AND PROCEDURES. Processes address the steps that describe what the System does and how it functions. Procedures address the key tasks required by a process.

RESPONSIBLE AND ACCOUNTABLE RESOURCES. Approval authorities, experience and training requirements that qualify people to carry out their roles and responsibilities are specified for both implementation and execution of the System.

VERIFICATION AND MEASUREMENT. A System must be checked to see whether it is functioning as designed and is achieving its stated purpose. There are two components. Verification determines that processes and procedures are functioning and being effectively executed. Measurement confirms the quality of System processes and determines that System objectives and results are being achieved.

FEEDBACK AND IMPROVEMENT MECHANISMS. These mechanisms help ensure that actions are taken to continuously improve the System. They use findings from assessments, and from verification and measurement activities, to enhance System suitability, capability and effectiveness.



ONGOING EVALUATION IS ESSENTIAL TO MAKE SURE THAT THE EXPECTATIONS IN THE FRAMEWORK ARE BEING MET. OIMS EMPLOYS INTERNAL AND EXTERNAL ASSESSMENT PROCESSES TO GAUGE THE DEGREE TO WHICH THE EXPECTATIONS ARE BEING SATISFIED. SUCH EVALUATIONS PROVIDE THE INFORMATION NEEDED TO FURTHER IMPROVE BOTH PERFORMANCE AND SUPPORTIVE MANAGEMENT SYSTEMS.

THE ASSESSMENT PROCESS FOCUSES ON EVALUATION OF MANAGEMENT SYSTEMS. TWO SYSTEM DIMENSIONS ARE INCLUDED IN THE EVALUATION:

1. SYSTEM STATUS

- Extent to which the five characteristics of an Operations Integrity Management System are built into the System design and properly documented.
- Extent of deployment, including communication, training and establishment of measurement, verification and feedback processes.

2. SYSTEM EFFECTIVENESS

- Extent of conformance to System requirements and documentation.
- Quality of System execution.
- How well the System is working and whether the stated objectives are being achieved.

OIMS RATINGS

Both System status and effectiveness are evaluated at a level of 1 to 4, with 4 being the highest level. The overall System evaluation is an integration of status and effectiveness.

The overall assessable unit rating is based on the average of the individual System evaluations.

ASSESSMENT FREQUENCY

External assessments are conducted every three to five years, with the frequency within that range determined by the Operations Integrity performance of the assessable unit and the level of risk in the unit's operation.

Internal assessments are conducted annually in the intervening years. Systems judged by Functional Business Unit management to have the greatest Operations Integrity impact for each assessable unit are assessed annually. Other OI Systems are assessed at approximately the midpoint of the interval between External OI Assessments.



LESS EFFORT IS REQUIRED IN OPERATIONS THAT HAVE MANY SOUND AND WELL-DOCUMENTED PROCESSES AND PRACTICES ON WHICH TO BUILD. NONETHELESS, ACHIEVING A HIGH LEVEL OF CONFORMANCE TO OIMS EXPECTATIONS TYPICALLY REQUIRES A SUSTAINED EFFORT OVER SEVERAL YEARS.

OIMS IMPLEMENTATION IS NOT A STAND-ALONE EFFORT. IT MUST BE DRIVEN BY LINE MANAGEMENT AND INTEGRATED WITH OVERALL BUSINESS PLANS. PROGRESS MUST BE TRACKED CLOSELY AT THE UNIT LEVEL. QUARTERLY REVIEWS ARE TYPICALLY NEEDED IN THE EARLY STAGES. PROGRESS IS STEWARDED TO SENIOR BUSINESS MANAGEMENT AT LEAST ANNUALLY.

IMPLEMENTATION IS A MULTISTEP PROCESS INVOLVING:

- Training
- Gap identification
- System development or enhancement, including proper documentation
- System evaluation and improvement

OIMS REQUIRES THE ESTABLISHMENT OF SPECIFIC IMPLEMENTATION RESPONSIBILITIES:

- Management Team for leadership, accountability, prioritization and resourcing
- System Owners or Sponsors (typically managers) who approve the design and deployment of the System and review its effectiveness
- System Administrators (Custodians/Coordinators) who consolidate measurement and verification results as well as develop System improvement proposals





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