Industry collaboration and leadership

ABOUT IPIECA

IPIECA is the global oil and gas industry association for environmental and social issues. It develops, shares and promotes good practices and knowledge for the industry, enabling member companies to improve their environmental and social performance to meet society’s expectations. IPIECA is the only global association involving both the upstream and downstream oil and gas industry and is the industry’s principal channel of communication with the United Nations.

Through its member led activities and executive leadership, IPIECA brings together the collective expertise of oil and gas companies and associations. Its unique position within the industry enables IPIECA’s global membership to respond collaboratively and effectively to key climate and energy, environmental and social issues.

ABOUT THIS REVIEW

The theme of this year’s review, ‘Industry collaboration and leadership’ reflects the efficiency and effectiveness of IPIECA as a forum for industry on environmental and social issues.

IPIECA’s new strategic direction for 2017-2020, as well as the inputs into this four-year plan are described on pages 5-6. Highlights of IPIECA’s activities are provided on pages 9-21. Information on IPIECA’s governance, structure, officers and secretariat can be found at the back of the review.

For more information on IPIECA’s work, please register for email alerts and visit our website at www.ipieca.org.

Photographs reproduced courtesy of the following: cover: ©Alex Mustard; page 1 (top left, middle left and right), page 6 (bottom), page 13, 19, 22: ©BP; page 1 (top right), page 6 (top and middle), page 11, 15, 16, 18, 21: ©Shutterstock.com; page 1 (bottom): ©iStock; page 20: ©Jeffry A. Willadsen.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair’s statement</td>
<td>3</td>
</tr>
<tr>
<td>Executive Director’s foreword</td>
<td>4</td>
</tr>
<tr>
<td>IPIECA Strategic Review</td>
<td>5</td>
</tr>
<tr>
<td>IPIECA Membership</td>
<td>7</td>
</tr>
<tr>
<td>In focus: Reporting</td>
<td>9</td>
</tr>
<tr>
<td>In focus: Low-emissions pathways</td>
<td>11</td>
</tr>
<tr>
<td>Programme overview</td>
<td>13</td>
</tr>
<tr>
<td>Sustainable Development Goals</td>
<td>14</td>
</tr>
<tr>
<td>Climate and energy</td>
<td>15</td>
</tr>
<tr>
<td>Environment</td>
<td>17</td>
</tr>
<tr>
<td>Oil spill</td>
<td>19</td>
</tr>
<tr>
<td>Social</td>
<td>21</td>
</tr>
<tr>
<td>2016 events and publications</td>
<td>23</td>
</tr>
<tr>
<td>Governance</td>
<td>25</td>
</tr>
<tr>
<td>2016 Officers</td>
<td>26</td>
</tr>
</tbody>
</table>
In 2016, my first year as Chair, IPIECA continued to provide leadership and support for our members and the wider oil and gas industry. In challenging business conditions, our members worked together towards our vision of improving the sector’s environmental and social performance. Our activities underline the value of collaboration, and IPIECA continues to attract new members keen to contribute to and benefit from our work.

A key 2016 activity was completion of the strategic review, which will guide IPIECA’s strategic direction and plans for the next four years (see page 5-6). Developed with input and feedback from members and stakeholders, the strategy is designed to enhance our understanding and awareness of current and future issues, so we can better anticipate, adapt to, and effectively respond to operational and business challenges.

IPIECA’s work in 2016 was wide-ranging, and this report provides overviews of our key activities. I would like to highlight a few items that demonstrate the breadth and depth of IPIECA’s work. In the wake of COP-21 and the Paris Agreement, IPIECA developed a document *Exploring low-emissions pathways*, which we launched at COP-22 in Marrakech in November. IPIECA’s views were well received by stakeholders, who are increasingly interested in how the industry sees the energy transition that is underway.

IPIECA issued the second edition of *Local content*, a guide to understanding, delivering and deriving shared value from local content in relation to oil and gas projects. It is important that industry companies understand the challenges, opportunities, expectations and obligations relating to their operations. The guidance also suggests ways stakeholders can help create shared value through local content development.

We launched *Biodiversity and ecosystem services (BES) fundamentals*, which provides guidance for the management of BES impacts, dependencies, risks and opportunities in the oil and gas sector. The guide informs BES strategy development and decision making at both corporate and operational asset levels. IPIECA shared good practice examples at the 3rd *Biodiversity and Ecosystem Services (BES) Peer-to-Peer Training Workshop* in Bangkok, Thailand in November.

From January 2012 up until the end of 2016, IPIECA and International Association of Oil and Gas Producers (IOGP) collaborated on the Oil Spill Response Joint Industry Project to enhance global oil spill preparedness and response. Designed to update earlier reports and guidance, the OSR-JIP has generated good practice guidance, technical and research reports, and a range of useful tools. IPIECA will now pick up and deliver the required ongoing activity of the OSR-JIP through its Oil Spill Working Group.

Continuing our support for the UN Partnership for Clean Fuels and Vehicles, IPIECA hosted the group’s 11th annual meeting in London in June. Delegates from across industry, as well as governmental and stakeholder organizations, discussed the progress made towards two main goals – lead phase-out in gasoline and fuel desulphurization. Delegates reviewed topics including air quality issues, emissions standards in developing countries, and electric vehicles.

Water was another key area of IPIECA’s focus in 2016. Essential for our industry and society, this key global resource is coming under increasing pressure.

Complementing IPIECA’s 2015 *Global water tool for oil and gas* (a customised version of the WBCSD *Global Water Tool*), during 2016 we launched a *Water risk assessment tool e-learning course*.

To conclude, I would like to thank our members and IPIECA’s secretariat for their commitment and hard work in 2016. The input and expertise of our members’ employees are essential to our success, which is ably co-ordinated and supported by Brian Sullivan and his team. Thanks, too, are due to our Executive Committee for its leadership. On behalf of members, I would also like to recognize and thank my predecessor as Chair, Rick Mire (ExxonMobil), and Vice Chairs, Liz Rogers (BP) and Rosanna Fusco (Eni), who stepped down in early 2016 after completing their terms.

Looking ahead, it is clear that 2017 will be another year of challenges for our industry. I am confident that IPIECA’s new strategy and direction will enable IPIECA to efficiently and effectively support our member companies in overcoming the challenges ahead.

Rupert Thomas, IPIECA Chair
2016 was a year when IPIECA maintained its focus on key environmental and social issues for the industry, while supporting members as they responded to the changing market and business conditions. We will look to build on this approach as we deliver the next phase of IPIECA’s strategy.

For many member companies, the business environment has created organizational pressures that have impacted IPIECA’s most precious resource - the people who participate in the delivery and governance of our work programmes. Consequently, IPIECA has needed to prioritize and assess the importance of its activities, and to seek the views of members on the efficiency and effectiveness of IPIECA as a forum for industry collaboration and leadership. Importantly, business pressures have also presented IPIECA with an opportunity to review how and in what ways we can enhance and highlight the value of membership of this association.

In the face of market pressures, issues relating to climate and energy, the environment and social responsibility remained high on our members’ agenda, and this was reflected in IPIECA’s work during 2016. As we carried out our strategic review, it also became clear that members want this focus to continue as IPIECA sets out to deliver its four-year strategic plan to 2020. Our wide-ranging stakeholder community also provided confirmation that the issues we are addressing are of ongoing importance. For these reasons, members agreed that the association should look to strengthen and develop its industry leadership on climate and energy, environmental and social issues.

IPIECA’s membership continued to grow. Although Hunt Oil made the decision not to renew its membership, we were pleased to welcome four new company members - Kosmos Energy, Occidental, Pemex and Qatar Petroleum.

IPIECA also created a new membership category to recognise the importance of field service companies and engineering, procurement, and construction contractors in the delivery of environmental and social performance in the industry. Following the approval at the Extraordinary General Meeting in November, we quickly welcomed Baker Hughes, Bechtel, Petrofac and Schlumberger as members.

Opportunities to deliver value to the membership were taken by leveraging the knowledge and expertise of the secretariat to support member events and external conferences. IPIECA led or supported industry workshops on human rights, climate change and low-emissions pathways, and oil spill preparedness and response. These workshops took place in several global locations, which enabled members unable to travel to routine IPIECA working group meetings to benefit from participation. At the SPE Global HSE Conference in Stavanger, working group representatives and members of IPIECA’s secretariat presented a number of technical papers and took part on expert panels. IPIECA week in Houston in March provided members with the opportunity to efficiently participate in association meetings while also progressing interconnecting issues across the environmental and social spectrum and network with experts from different disciplines at a single location.

Although there was no cash outflow for the new office rent in 2016, a charge for office rent was included in the accounts (shown as “Other” costs) on the advice of the auditors.

As mentioned earlier, IPIECA’s most precious resources are the people who devote their time and energy to the work programmes and their governance. I would particularly like to thank the Executive Committee and the Leadership team for their support. I am looking forward to continuing to work with Rupert Thomas (Shell) as Chair, and Julia Martin (Chevron) and Jaime Martin Juez (Repsol) the new Vice Chairs.

The financial reserves of the association were maintained at the level achieved in 2015. This will enable the implementation of actions to limit the membership fees in 2017 as the first year of the new strategic plan. The net growth in membership showed in the fee income. Underlying costs were within the budget.

### Financial Summary, 2016

<table>
<thead>
<tr>
<th></th>
<th>Budget (£K)</th>
<th>Actual (£K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees</td>
<td>2200</td>
<td>2254</td>
</tr>
<tr>
<td>Other</td>
<td>109</td>
<td>109</td>
</tr>
<tr>
<td>Income</td>
<td>2200</td>
<td>2362</td>
</tr>
<tr>
<td>Staff costs</td>
<td>(951)</td>
<td>(1010)</td>
</tr>
<tr>
<td>Rent and services</td>
<td>(208)</td>
<td>(265)</td>
</tr>
<tr>
<td>Travel</td>
<td>(233)</td>
<td>(252)</td>
</tr>
<tr>
<td>Working groups</td>
<td>(808)</td>
<td>(607)</td>
</tr>
<tr>
<td>Other</td>
<td>(236)</td>
<td>(236)</td>
</tr>
<tr>
<td>Expenditure</td>
<td>(2200)</td>
<td>(2370)</td>
</tr>
<tr>
<td>Operating Cash</td>
<td>0</td>
<td>(8)</td>
</tr>
<tr>
<td>Reserves</td>
<td>993</td>
<td>985</td>
</tr>
</tbody>
</table>

Brian Sullivan, IPIECA Executive Director
IPIECA Strategic Review

‘The 2017-2020 Strategic Plan builds on strong foundations to maintain and enhance IPIECA’s leadership role in addressing climate and energy, and environmental and social issues for the global oil and gas industry, through development and sharing of good practices.

The Paris Agreement and the Sustainable Development Goals have introduced new challenges and opportunities for the industry and society as a whole. I believe our 2017-2020 Strategic Plan positions us well to navigate this changing business landscape. It will enable us to anticipate emerging issues, and inform our membership of the implications. It will also enable our members to effectively and visibly demonstrate their commitment to IPIECA’s vision to improve operations and products to meet society’s expectations for environmental and social performance.’

Julia Martin, IPIECA Vice Chair, Planning Champion, Chevron

2017-2020 STRATEGIC PLAN: ENHANCING MEMBER SUPPORT IN AN EVOLVING LANDSCAPE

Our 2017-2020 Strategic Plan is designed to maintain IPIECA’s leadership on climate and energy, environmental and social issues for the global oil and gas industry, while enhancing our ability to identify and anticipate emerging challenges. The new plan was developed through a process that assessed members’ needs, and reviewed their feedback both on IPIECA’s work and on critical issues, which they believe IPIECA is uniquely positioned to address. It also took account of our stakeholders’ insights into sustainability challenges the industry is facing.

Monitoring Centre, the International Maritime Organization, and the UN Working Group on Human Rights. Stakeholders were invited to share their insights into the sustainability challenges, priorities and trends facing IPIECA and the oil and gas industry, as well as to provide their perspectives on IPIECA’s thematic strategies.

The views expressed by stakeholders during the engagements concentrated around the following:

- Understand the impact of the Sustainable Development Goals and implementation of the Paris Agreement on IPIECA’s ambitions and work programme.
- Address IPIECA’s role in supporting an orderly transition of the oil and gas industry into a low-emissions future.
- Recognise the importance of climate change as a cross-cutting environmental and social issue.
- Explore opportunities for IPIECA to address issues at national/local level as well as keeping its global role and to share its technical knowledge with other sectors.
- Explore IPIECA’s role in internal benchmarking and measurement to support continuous performance improvement.
- Ensure IPIECA’s communications reach into all levels within members.
- Focus on realistic, clear and measurable actions for the next four years, and ensure that stakeholder relations are maintained through robust and frequent engagement to demonstrate progress and allow for regular input to an ever-changing landscape.

STRATEGIC PLAN INPUT

Members survey

Members took part in an online survey in early 2016 to provide feedback on the effectiveness of IPIECA and its working groups; scope; membership; and emerging issues that IPIECA should consider.

There is a high level of member satisfaction for all working groups in meeting company needs and meeting their objectives. Overall the membership feedback suggests opportunities for improvement rather than calls for significant change. Key suggestions were:

- To maintain focus on delivery of the current scope and ensure all activities focus on material issues for the industry.
- Review the working group structure related to environment issues.
- Continue to respond to the current tightening economic operating environment.
- Seek more collaboration within and outside the industry to ensure alignment and optimisation of resources.

Stakeholder feedback

Stakeholder feedback was gathered through an online survey in early 2016, including representatives from the UN, civil society organizations, NGOs, academia, financial institutions and investors. In addition, IPIECA hosted a face-to-face dialogue in May 2016 with stakeholders, and held one-to-one engagements with representatives of the UN Framework Convention on Climate Change, World Conservation
IPIECA’s strategic intent remains to provide leadership for the global oil and gas industry on climate and energy, environmental and social issues by:

- Anticipating challenges for the industry through increased focus on scanning and assessing emerging issues and developing appropriate responses.
- Enabling the industry to improve its environmental and social performance through more effective sharing and uptake of good practice.
- Informing global policy and external stakeholders pro-actively and credibly on environmental and social issues associated with the oil and gas industry.

The underlying intent of the review is to ensure IPIECA remains relevant to members and supports them in managing and responding to industry’s internal and external challenges and opportunities. Accordingly, IPIECA’s activities will align with the thematic strategies of climate and energy, environment, and social responsibility, and our approach will be holistic and integrated.

To ensure the 2017-2020 Strategic Plan reflects the evolving global environment, it will be reviewed periodically under the direction of the Executive Committee. The Committee will also consider longer-term issues identified during the strategic review including collaborating with national/regional associations to explore IPIECA’s role at the local level and assess how IPIECA work programmes can support members’ activities beyond oil and gas (e.g. renewables, biofuel).

THEMATIC STRATEGIES

The refreshed direction for each of the themes is highlighted below. Across all themes, the next steps in leadership for IPIECA will include:

- Increasing the industry’s ability to anticipate the interdependence of climate change risks and environmental and social impacts for the industry.
- Enabling the industry to improve environmental and social performance through the use of benchmarking and reporting.

**Climate and energy**

- Convene the industry to assess and understand climate and energy issues and build alignment on low-emissions pathways.
- Enable the industry as a key part of a low-emissions future by developing a long-term strategic direction and engagement plan, and support the global industry in scaling up activities to address climate change risks.
- Represent members and communicate oil and gas as a key part of the solution to enable a low-emissions future.
- Communicate members’ progress and performance and proactively inform key stakeholders to provide technical input on selected topics.

**Environment**

- Proactively engage with stakeholders to anticipate expectations on environmental issues, share learnings and bring the industry’s input to the fore.
- Enable companies to improve their environmental performance and reduce their footprint by providing good practices and tools.
- Understand the application of impact assessment and mitigation hierarchy approaches in the oil and gas industry for improving environmental performance.
- Represent the industry on approaches for oil spill preparedness and response, working closely with other associations to communicate with both national and global regulatory groups around oil spill response.
- Provide a forum for industry to share knowledge on the science, tools and techniques around oil spill preparedness and response.

**Social**

- Enhance membership awareness on key social issues and progress alignment on how to manage them.
- Enable members to anticipate emerging expectations for the oil and gas industry around social issues, and define key strategic focus areas for IPIECA engagement and actions.
- Provide the primary forum for enabling social performance improvement in the industry and demonstrating progress.
- Enable members to align on reporting social indicators and metrics.
IPIECA Membership
IPIECA’s global membership continued to grow in the past year where we welcomed 11 new members, including four new corporate members, Pemex, Occidental, Kosmos Energy, and Qatar Petroleum, and two new association members, AMEXHI and VNPI. Through the creation of a new membership category which recognises field service companies and engineering, procurement, and construction contractors, we welcomed five associate members Schlumberger, Baker Hughes, Petrofac, Bechtel, Wood Group.
Many people and organizations understand the oil and gas sector’s business and participate in dialogue with companies on the effects of their activities – the impacts, benefits, risks and trade-offs. Expectations of business are high, and there is increasing demand for greater transparency and accountability. Sustainability reporting is an important way for industry companies to engage with stakeholders and help foster informed dialogue and understanding. It can enable a company to show how it is managing socio-economic impacts and climate, environmental, health and safety risks in different locations and operating conditions. Reporting can also deliver recognisable business benefits including:

- **Enhanced business value** as investor confidence grows in response to evidence that the company is managing important risks and positioning itself to take advantage of emerging opportunities.
- **Improved operations** as employees develop a deeper understanding of their company’s sustainability values and performance indicators provide insight to support continuous improvement.
- **Strengthened relationships** as local community leaders, civil society representatives, government officials and regulators, and other key stakeholders learn how the company responsibly manages sustainability issues.
- **Enhanced trust and credibility** as customers, suppliers and the wider society understand the company’s brand, operations and products.

IPIECA provides a forum for oil and gas companies to work together to improve the quality and consistency of industry reporting, to identify and respond to external trends or concerns, and to encourage wider uptake of reporting across the sector.

**IPIECA’S REPORTING GUIDANCE**

IPIECA’s *Oil and gas industry guidance on voluntary sustainability reporting 3rd edition* offers a framework for reporting and includes a set of performance indicators for sustainability issues. It is designed to help a range of industry professionals - from sustainability managers to communications, environmental, health and safety or socio-economic specialists - to develop corporate level reporting for internal and external stakeholder audiences. The guidance is also flexible: it can support both new and more experienced reporters, and help individual companies respond to their own particular important issues. It is also designed to help companies to report performance in different ways— such as single country activities, large projects, or one specific operation — and in formats appropriate for different audiences.

The guidance focuses on the sustainability issues relevant to the oil and gas industry. These issues have been defined through a combination of industry consensus and input from an independent panel of stakeholders with expertise in the sector and sustainability reporting. The guidance is applicable across the entire spectrum of oil and gas industry activities, from extraction and transformation of natural resources to the global supply of energy and other essential products to customers.

Recent years have seen an evolution in existing frameworks on voluntary sustainability reporting, the emergence of new voluntary initiatives, and, in some countries, mandatory sustainability reporting requirements. Consequently, many oil and gas companies face increasingly complex challenges regarding what and how they should report. For this reason, IPIECA has an essential and ongoing role to provide companies with a robust industry-developed framework that can help shape the structure and content of their sustainability reporting and keep them abreast of new developments and issues.

**REPORTING SURVEY**

In 2016 IPIECA conducted a survey among member companies to assess the use of the IPIECA guidance across the industry, gauge the uptake of other reporting frameworks, and understand overall reporting trends. The survey explored ways that companies use sustainability reports and how they add value.

Survey results indicated that the top reporting issues are currently climate change, health and safety performance, social responsibility and human rights, and business ethics and transparency. Two key emerging issues are the UN Sustainable Development Goals and water management. The results also identified an increasing drive from stakeholders and investors for companies to report in greater detail, particularly on environmental and social aspects.

**In focus: Reporting**

90% of our members produce sustainability reports

Of the 90% who report, 75% use the IPIECA guidance

---

9 — IPIECA Annual Review 2016
CLIMATE REPORTING

IPIECA aims to provide leadership and support for the industry’s efforts to enhance its climate reporting. As stakeholder focus on this issue increases, IPIECA’s members see and support the need for more transparency. The organization has a strong background in developing industry guidance, and this expertise is already being applied to the latest developments in climate reporting.

In 2016, IPIECA also launched *Estimating petroleum industry value chain (Scope 3) greenhouse gas emissions*. This document outlines a number of approaches used by the oil and gas sector to estimate scope 3 emissions, complementing and providing industry context to existing standards and guidance documents. Scope 3 emissions are those generated from value chain activities that are not accounted for and reported in the company’s scope 1 and 2 corporate inventories. The document draws on the World Resources Institute and the World Business Council for Sustainable Development GHG Protocol Scope 3 Standard, and represents one of the first industry-specific documents to be released for any sector.

The Financial Standards Board (FSB) set up the Task Force on Climate-Related Financial Disclosure (TCFD), comprised of 32 members from across the G20’s constituency covering a broad range of economic sectors and financial markets. The TCFD seeks to review and develop voluntary climate-related financial disclosures that are consistent, comparable, reliable, clear and efficient, and provide decision-useful information to lenders, insurers and investors. IPIECA has engaged with their work throughout the year, submitting our views at the end of the Scoping Phase in March, and meeting with the TCFD secretariat. IPIECA will continue to monitor developments in climate reporting to enable its members to be at the forefront of this evolving field.

IPIECA’S CLIMATE CHANGE REPORTING FRAMEWORK

IPIECA’s *Climate change reporting framework* provides voluntary guidance for oil and gas companies when developing climate-related corporate sustainability reports. It expands on the core topics listed in the *Oil and gas industry guidance on voluntary sustainability reporting 3rd edition* and includes sections on:

1. Climate change positions, policies or principles
2. Responsibilities and accountabilities
3. Stakeholder engagement approaches
4. Implications of shifting energy supply/demand and climate policy
5. Corporate risk management approaches
6. Emissions mitigation strategies, programmes, initiatives and activities
7. Addressing greenhouse gas regulation
8. Research and development
9. Historical performance data
10. Assurance

Stakeholders provided feedback on the pilot guidance in 2016. The final guidance will be released during 2017.
In December 2015, the 21st Conference of the Parties (COP-21) to the UN Framework Convention on Climate Change (UNFCCC) resulted in a global agreement that, for the first time, committed all Parties to take action on climate change within the context of sustainable development. The Agreement ‘aims to strengthen the global response to the threat of climate change ... by holding the increase in the global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels’. Early in 2015, ahead of the signing of the Paris Agreement, IPIECA engaged with its members and stakeholders and released The Paris Puzzle, a series of papers intended to address what IPIECA sees as key components of efforts to address climate change and demonstrate our commitment to meeting the challenge. Collectively, these papers highlight the fundamental role and contribution of the oil and gas industry in making the transition to a low-emissions future. In 2016, IPIECA continued its work on climate change, energy transitions and the future role of oil and gas.

In March 2016, IPIECA held a workshop on Low-emissions pathways, which brought together experts from academia, business, governments, and international and non-governmental organizations. The workshop explored the implications and next steps from the Paris Agreement and other developments associated with the long-term policy and technology response to climate change. The key messages from the workshop were that:

- Nationally Determined Contributions (NDCs) are a key component of the Paris Agreement, though there are significant challenges to understanding their cumulative effects.
- Projections of current NDCs appear inadequate to achieve the stated aim of global average temperatures well below 2°C, and governments are expected to increase their ambition in the future.

- Carbon markets (and broader changes to financial investment flows) may enable the global reallocation of investments and capital, facilitating the transition to a lower-emissions economy.
- Facilitated by the Paris Agreement, non-state actors may begin to play a more active role in addressing the risks of climate change, as evidenced by the launch of a range of voluntary initiatives and partnerships during COP-21.
- Action to address climate change must also continue to support economic growth, energy access for all, and the other UN Sustainable Development Goals.
- Key components in transitioning to a lower-emissions energy system include: energy efficiency; expanding the use of natural gas, including coal substitution; deployment of renewable and nuclear energy; fuel switching for transport; and significant deployment of carbon capture and sequestration.

Later in the year, IPIECA released Exploring low-emissions pathways: Advancing the Paris Puzzle. This publication builds on the Paris Puzzle and provides a perspective on the common elements and enablers of pathways to meet a low-emissions future. Meeting the aims of the Paris Agreement implies a transformation of the energy system over the course of this century. There are many possible pathways to reach a low-emissions future. However, almost all pathways share three common elements: improving efficiency and saving energy; reducing emissions from power generation; and deploying alternative low-emission options in end-use sectors. Carbon capture and storage (CCS) will likely be key to the second two elements, and without large-scale deployment of this technology, realizing a low-emissions pathway will be much more difficult and costly. None of these solutions can be delivered without the critical enablers of collaboration, effective policy, market-based measures, and increased financial flows.
COP-22 AND IPIECA SIDE EVENT

The entry into force of the Paris Agreement came less than a year after it was formed and provided continued momentum for the negotiations. COP-22 held in Marrakech, Morocco in December 2016, saw meetings under the Convention, as well as the Kyoto Protocol, and for the first time, the Paris Agreement. It focused on actions to deliver the technical details needed to flesh out the Agreement and achieve set targets. Key areas of negotiation included the transparency framework for national commitments, mitigation and adaptation measures, the nature of new market mechanisms, and the details around a global stocktake in 2018. More specifically, there were announcements of national 2050 low-emissions development strategies, 100% renewables pledges by 47 vulnerable countries, and a roadmap to achieve the goal of mobilising $100 billion in climate finance by 2020 for climate action in developing countries.

IPIECA engaged in COP-22 through its role as an official observer, as we do every year since 1992. This year saw the launch of Exploring-low emissions pathways at a side-event in the International Emissions Trading Association business pavilion. The event brought together experts from the oil and gas industry, UN Environment, and other stakeholders to consider the key elements and enablers of low-emissions pathways. IPIECA shared its view that the current energy system will require significant transformation if it is to meet both global energy demand and address the climate change challenge. Using highlights from the paper, IPIECA also suggested potential pathways and technologies to meet a low-emissions future. A panel discussed support for carbon pricing, an IPIECA member company’s work on mobile (light-duty vehicle) CCS, and the need for better methane emissions management.

Achieving the long-term aims of the Paris Agreement will require worldwide action among governments, business and civil society. It will also require the private sector to apply its creativity and innovation to address the world’s most urgent societal challenges. The oil and gas industry plays an important role in providing the energy that is essential for the growth of strong economies. It is working to be part of the solution, helping to ensure these benefits both for today and for future generations, while supporting efforts to reduce emissions.

IPIECA will continue to engage its members, the wider industry, and stakeholders throughout 2017, explore solutions and be a constructive partner in the discussion and resolution of climate issues.

EXPLORING LOW-EMISSIONS PATHWAYS: ADVANCING THE PARIS PUZZLE

- IPIECA welcomes the Paris Agreement as an important step in addressing the risks of climate change. Significant policy action, technology development and business response will be needed beyond the current Nationally Determined Contributions to achieve its aims.
- Meeting the aims of the Paris Agreement implies a transformation of the energy system over the course of this century. Throughout this transition, oil and gas will continue to be an important part of the broad energy mix needed to deliver affordable, reliable and modern energy products and services.
- There are many possible pathways to reach a low-emissions future, most of which share three common elements: improving efficiency and saving energy; reducing emissions from power generation; and deploying alternative low-emission options in end-use sectors. Carbon capture and storage is a key technology to support this transition.
- Governments, business and industry, investors, consumers and civil society will need to collaborate closely to enable the transition to a low-emissions future.
- The oil and gas industry provides more than half of the world’s energy and is an essential partner in sustainable development. It is using its skills, capabilities and resources to play a key role in helping to transform energy systems.
Programme Overview
In September 2015, the United Nations General Assembly adopted a set of Sustainable Development Goals (SDGs) as part of the 2030 Agenda for Sustainable Development. They build on the successes of the Millennium Development Goals (MDGs), while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice.

The SDGs represent a comprehensive and universal post-2015 agenda for equitable, socially inclusive, and environmentally sustainable economic development. They provide a common framework for navigating the most urgent economic, social, and environmental challenges of this generation, including the respective roles for all actors in our society in achieving sustainable development. Member states are expected to use the SDGs to frame their development agendas, and there is recognition that the private sector will play an important supporting role in achieving them.

**Sustainable Development Goals**

There are 17 SDGs, each with specific targets to be achieved by 2030.

**SDG ATLAS**

IPIECA, the United Nations Development Programme (UNDP), and the International Finance Corporation (IFC) are working together to create a shared understanding of how the oil and gas industry can most effectively contribute to the SDGs and the implications of the SDGs for the industry. The product of this collaboration will be a mapping document that traces the many points of intersection between the oil and gas sector and the SDGs, an SDGs Atlas.

The Atlas is intended to discuss the linkages between the oil and gas industry and the SDGs and create a shared understanding of how the oil and gas industry can most effectively support the achievement of the globally-endorsed framework of the SDGs. It maps the industry’s existing contributions to achieving the goals and encourages companies to identify additional opportunities to help countries progress towards the SDGs. It can also inform oil and gas companies and their stakeholders in developing a shared understanding of how the industry manages environmental and social challenges while maximizing economic benefits.

Working in close collaboration, the partners have assessed each of the goals and identified opportunities and examples of how oil and gas companies can integrate the SDGs into their core business, and how they can work with other stakeholders and leverage resources to address the SDGs. The Atlas will also include a set of case studies, illustrating examples of the oil and gas industry’s contributions.

The Atlas was issued for public comment in early 2017, and is intended to be published during the summer.

**THE ROLE OF THE OIL AND GAS INDUSTRY**

The oil and gas industry operates all over the world on a large scale, and impacts on all SDGs to some degree. The industry can already demonstrate meaningful contributions in many areas, and has the potential to further contribute to achievement of the goals in the coming years. There are also areas of challenge, where more work can be done to mitigate the adverse impacts of oil and gas development.

The industry will continue to play a pivotal role in ensuring access to energy in low-income countries, building critical infrastructure, and generating revenues. The oil and gas industry has a unique role to play to help implement many of the elements of the SDGs. Climate change stands out as a key challenge of our generation, and the Paris Agreement has, for the first time, committed all countries to take action on climate change. The global challenge is to ensure access to affordable, reliable, sustainable, modern energy, while moving towards a global energy system that has net-zero greenhouse gas emissions in the second half of this century.
Climate change represents a set of complex and evolving issues with wide environmental and social impacts. Addressing climate change whilst meeting growing energy needs is a key challenge for the oil and gas industry. IPIECA convenes members to assess and understand climate science and energy policy, help improve the industry’s performance and help stakeholders understand the role of oil and gas in low-emissions pathways.

CLIMATE CHANGE

IPIECA is helping the industry be part of the climate change solution by developing good practices on energy efficiency and greenhouse gas (GHG) emissions management, and bringing together experts to inform industry and stakeholder thinking on critical issues.

For more than 20 years, IPIECA and its members have been engaging in UN processes on climate change. Increasingly the focus of work is on pathways to meet a low-emissions future, in light of the Paris Agreement. In April, IPIECA brought together experts from industry, academia and civil society for a major workshop exploring the topic.

Throughout the year, IPIECA continued to monitor science and policy discussions, participating in international climate conferences, and engaging with stakeholders. In May, IPIECA attended the United Nations Framework Convention on Climate Change (UNFCCC) meeting in Bonn, Germany, the convention’s first official meeting since the Paris Agreement was made. IPIECA attended the 22nd Conference of the Parties (COP-22) in November, and held a side event to launch its new paper Exploring low-emissions pathways: Advancing the Paris Puzzle (see pages 11-12) and gave a presentation on its findings.

Webinars are increasingly used by IPIECA to communicate the latest knowledge on key issues around climate change. In 2016, webinars were held on the role of carbon capture and sequestration, and a series of three on carbon pricing. Each included contributions from experts within their field, and reached out to IPIECA members, the wider industry and stakeholders. Engagement with stakeholders will continue to be a key focus for IPIECA, and in April 2017 a roundtable will be held with UN Environment, to explore ways for oil and gas producers and consumers to reduce emissions.

Additionally, IPIECA has been at the forefront of supporting companies in addressing the growing importance of actions and transparency on climate change. This was demonstrated by IPIECA’s work on the development of the Climate change reporting framework (see page 10).

IPIECA continued to explore the issue of adaptation and resilience and commissioned a report surveying IPIECA member companies on their climate change adaptation and climate change risk management activities; as well as organizations external to the oil and gas industry on their approach to climate change adaptation. IPIECA aims to sharpen member companies’ understanding of climate change risk management and adaptation activities across the oil and gas value chain (upstream, midstream and downstream operations) and will convene a workshop in 2017 to learn from other practitioners and explore options for IPIECA work.

Climate change will remain a key priority for IPIECA in 2017, with continued work to engage and communicate on low-emissions pathways, and further work on what IPIECA sees as a key enabler of this - carbon capture and storage. Under its mandate to improve industry performance, IPIECA will develop methane emissions guidance, along with advance work on the Climate change reporting framework. Recognizing the impacts of climate change, IPIECA will explore the interrelated risks between climate change, environmental and social impacts.
FUELS AND PRODUCTS

The oil and gas industry is increasingly pressed to produce and supply more efficient fuels, as societal and environmental demands increase. IPIECA works with its members to provide cost effective solutions to reduce emissions in transportation.

As part of its monitoring of fuel developments, IPIECA attended the A39 Assembly of International Civil Aviation Organization (ICAO) in Montreal, Canada in 2016. The assembly supported a comprehensive approach for sustainable growth of international aviation that includes technology measures and standards, sustainable alternative fuels, operational improvements and market-based measures to reduce GHG emissions. IPIECA will continue to monitor ICAO discussions on GHG emissions and aviation fuels and in 2017 will attend ICAO events related to alternative fuel pathways, emissions and sustainability in aviation.

New publicly available studies have introduced the ‘cost of GHG avoided’ as a helpful metric to compare different light duty vehicle and fuel pathways in the transportation sector. The timeframe for technology projections and cost estimates spans to 2030. IPIECA recently commenced a ‘compare and contrast’ analysis of these public studies in an effort to understand similarities and differences among them and potentially identify key messages that could assist stakeholders and policy makers in evaluations of different policy options.
IPIECA promotes environmentally responsible operations by convening the industry and stakeholders to work on issues across the environmental spectrum, including Biodiversity and Ecosystem Services (BES) issue management together with IOGP, water management, and associated fuels and products impacts. IPIECA focuses on enabling companies to improve their performance by providing sound analysis, assessment tools, good practices, credible data sources and appropriate indicators.

**BIODIVERSITY AND ECOSYSTEM SERVICES**

Ensuring the protection and sustainability of BES continues to be a significant global issue. With increased understanding of the value of biodiversity and the services that natural systems provide, governments, lending institutions and companies have recognized that BES management can be critically important in avoiding costly redesigns and project delays, meeting stakeholder expectations, maintaining licence to operate, and gaining access to new business opportunities.

IPIECA works to develop and share guidance to responsibly integrate the management of BES across the life cycle of oil and gas operations and embed BES issue management concepts within operational practices and management systems.

In 2016, an important element of the work to develop industry understanding and adoption of BES was the launch of the *Biodiversity and ecosystem services fundamentals*. This document provides guidance for the management of BES impacts, dependencies, risks and opportunities in the oil and gas sector. It includes essential information for BES strategy development and decision-making at the corporate level.

It is structured around six interrelated management practices, which together provide a framework for management of BES across the oil and gas asset life cycle (see Figure 1).

IPIECA and IOGP continued to help its members and the wider industry improve their BES issue management by holding the third *BES-peer-to-peer training workshop*. Hosted by PTTEP in Bangkok, Thailand, the two-day workshop gathered over 50 participants from 13 countries and 15 oil and gas companies to learn about the fundamental principles for managing BES issues throughout the lifecycle of oil and gas operations. It was a valuable opportunity for attendees to share practical on-the-ground experience and to learn from each other. The fourth workshop in the series will be held in 2018.

By monitoring and tracking emerging issues and external trends, and engaging with key stakeholders, IPIECA and IOGP are able to stay abreast of BES developments and help members plan for the future. An example of this work in 2016 was our attendance at the United Nations Environment Assembly’s (UNEA) second session. This provided detailed insight into UNEA negotiations, and strengthened our understanding of effective environmental management in relation to oil and gas operations, which is important for the industry’s future.

IPIECA also attended the 2016 International Union for Conservation of Nature World Conservation Congress Business and Biodiversity Forum, leading a session which highlighted IPIECA’s work developing and sharing good practices and practical tools with the International Council on Mining and Metals (ICMM) and the Equator Principles Association as part of the Cross Sector Biodiversity Initiative (CSBI).

---

**Figure 1:** The six BES management practices depicted in relation to the project timeline.
WATER

Water is an essential resource for oil and gas production. In an era of global concern about the availability and quality of water, the industry’s use and management of water can represent risks and opportunities. For this reason, IPIECA monitors and tracks external trends and issues concerning water. Through a combination of practical tools, good practices and a forum for sharing industry knowledge, IPIECA enables the oil and gas industry to be proactive in identifying potential water risks and managing water issues.

For the fifth year running, IPIECA attended World Water Week in Stockholm, Sweden to continue the dialogue with key stakeholders and share progress in the area of water management for the oil and gas industry. IPIECA held a side event, A vision for water in the oil and gas sector, outlining our recent work to develop a vision for the industry’s water management through to 2030.

Supporting the 2015 launch of the updated WBCSD Global Water Tool, in 2016 IPIECA developed the online Water risk assessment e-learning training course. This course is designed to extend uptake and implementation of the water tool by members and the wider industry, and help companies to effectively, efficiently, and easily monitor, assess and manage water risks. IPIECA will translate the e-learning course into Spanish and French in 2017.

IPIECA promotes information sharing and innovation, and in 2016 we increased our database of member case studies, which provide good practice examples of water stewardship and water management. Case studies include:

- A natural filter for water – the Nimr reed beds, Shell (2016)
- Embedding IPIECA guidance in projects, Shell (2016)
- Preserving freshwater through collaboration, Shell (2016)
- Water minimisation in refining, BP (2015)
- Water management, Repsol (2015)
- Assessing water risks in business development projects, Statoil (2014)
- Global mapping of Eni sites in water stressed areas, Eni (2014)
- GEMI Local Water Tool pilot test, ConocoPhillips (2014)

Natural capital

The concept and approach of Natural Capital, which assesses the monetary value of natural wealth and its ecosystems, is relevant across IPIECA environmental work streams. IPIECA is monitoring the concept to build an understanding of the various approaches and the relevance for the oil and gas industry.

FUELS AND PRODUCTS

In the downstream sector, IPIECA works with its members to provide a forum to share and develop refining industry good practice on environmental issues. A key example is IPIECA’s collaboration with UN Environment through the Partnership for Clean Fuels and Vehicles (PCFV) on lead removal from gasoline worldwide. Currently, only three countries remain that use leaded gasoline, a significant drop from 82 countries when this effort started in 2002.

As a founding partner and donor to PCFV, IPIECA hosted the 11th PCFV meeting in London in June 2016. During the two-day meeting, participants had the opportunity to discuss progress towards achieving the two main PCFV goals: the lead phase-out in gasoline and fuel desulphurization campaigns, including opportunities to promote a vehicle/fuel systems approach.

Under its mandate to provide industry leadership, IPIECA participated in several events and workshops throughout 2016, monitoring developments and contributing its technical expertise at key global conferences. For example, as part of its ongoing interface with the International Maritime Organization, IPIECA attended both Marine Environment Protection Committee (MEPC) meetings in 2016, and welcomed the decision at MEPC-70 in October to set a 2020 date for a Global Sulphur cap. IPIECA will continue to attend these meetings and discuss how the oil and gas industry can support the agreed implementation date.
Oil spills have the potential to create long-term environmental and socio-economic impacts, and therefore pose a significant risk that needs to be managed. For over 30 years, IPIECA has been working to harness the oil and gas industry’s collective expertise and technology on oil spill preparedness and response. While prevention is always the goal, the industry gives equally high priority to developing the capability to respond to spills, enabling its members to improve preparedness and response globally.

As a leader in technical expertise in oil spill response and preparedness, IPIECA engages with external stakeholders including regulators. In 2016 IPIECA attended and presented at many global events, and was particularly proactive during the Asia-Pacific Oil Spill Prevention & Preparedness Conference (SpillCon) held in Perth, Australia, where the IPIECA-IOGP Oil Spill Response Joint Industry Project (OSR-JIP), and Oil Spill Response Limited (OSRL) shared a stand for the associated exhibition. During the conference IPIECA presented a paper entitled Emerging best practices in oil spill response and the implications for regional preparedness and participated in the closing panel session on Future Risks and Opportunities in Maritime Environmental Emergency Response. IPIECA also presented on the Technical advances in the application of oil spill control agents.

IPIECA also participated in a number of international forums and conferences, including the IMO’s Marine Environment Protection Committee (MEPC) meetings and the Sub-Committee on Pollution Prevention & Response.

IPIECA-IMO GLOBAL INITIATIVE

One of IPIECA’s long-standing activities is our partnership with the International Maritime Organization (IMO) through the Global Initiative (GI), which brings together industry and governments to enhance oil spill preparedness and response. The GI is an umbrella programme under which governments, through the IMO, and the oil industry, through IPIECA, work together to assist countries in developing national structures and capability for oil spill preparedness and response. There are four regional programmes in support of the GI objectives.

The Oil Spill Preparedness and Response Initiative (OSPRI)

Since the establishment of the OSPRI, the GI has continued to establish excellent relations with governmental regional bodies (the Black Sea Commission and the Caspian Environment Programme), bringing clear and recognized support to the development of sustainable oil spill preparedness and response.

The Global Initiative for South East Asia (GI SEA)

GI SEA stepped up efforts to deliver its 2015-2017 Strategic Framework objectives. GI SEA continued to support the region in issues such as increased shipping traffic, increased exploration and production activities, a lack of consistency in the application of international legislation, effectiveness of regional agreements, and the effectiveness of national plans.

The Global Initiative for West, Central and Southern Africa (GI WACAF)

The GI WACAF aims to strengthen the national oil spill response capability in 22 West, Central and Southern African countries. The project delivered sub-regional and national workshops and exercises across the region.

The Global Initiative for China

GI China capacity building activities are also organised on an ad-hoc basis in close coordination with the China Maritime Safety Administration (MSA).
IPIECA-IOGP OIL SPILL RESPONSE JOINT INDUSTRY PROJECT (OSR-JIP)

For 30 years IPIECA has been working to harness the oil and gas industry’s collective expertise and technology on oil spill preparedness and response. As part of this work, for the past five years IPIECA and the International Association of Oil and Gas Producers (IOGP) have collaboratively worked a Joint Industry Project on oil spill response (OSR-JIP).

The OSR-JIP was established in response to the 2010 Gulf of Mexico oil spill incident, and tasked with identifying learning opportunities from the response to the incident. Over its five-year lifespan, the OSR-JIP produced:

- 24 good practice guides, covering response, strategy, preparedness and impacts, which replaces the long-established IPIECA Oil Spill Report Series published between 1990 and 2008.
- 11 technical and research reports, developed to communicate technical good practice or to make it accessible to external parties. Subjects included work on dispersant licensing and approvals, dispersant logistics, In-Situ Burning equipment, post–spill monitoring, oil spill response preparedness for offshore installations, Oil Spill Response Organization (OSRO) assessment and volunteer management case studies, amongst others.
- 11 small research projects e.g. to find better methods of bench scale testing dispersants for their efficiency against various crude types and in areas such as residue characterization from In-Situ Burning operations.
- Several outreach and communication materials, including a range of simple videos/animations, ‘Glance/Scan’ sound-bite size PowerPoint presentations and ‘inreach’ materials; the ‘Confident Ambassador’ programme was used to train hundreds of industry staff worldwide.

The OSR-JIP also carried out over 140 visits, workshops and seminars in over 25 countries. By the end of June 2017, the OSR-JIP will complete the translation of all the good practice guides into French, Spanish, Portuguese and Russian: some are also being translated into German and Italian.
IPIECA provides a unique forum for the oil and gas industry to share information and coordinate responses to social issues and challenges. This helps IPIECA members operate responsibly and proactively contribute to society where it can, whilst engaging positively with communities and stakeholders. IPIECA’s work on social topics focuses on issues of human rights, local content, responsible security, Indigenous Peoples, social investment, health and issues in the supply chain.

**SOCIAL RESPONSIBILITY**

The oil industry operates in some of the most challenging locations in the world, and its activities can impact social and economic development of local communities. IPIECA works to identify and assess emerging social responsibility policies and standards, and to develop practical and experience-based tools and guidance to enhance members’ performance and awareness.

Oil and gas projects can have a range of impacts on the human rights of individuals, groups and communities that need to be effectively managed. IPIECA has been working on human rights issues and raising awareness for its members for over a decade. IPIECA participated in and contributed to every UN Annual Forum on Business and Human Rights to date, and in 2016 hosted an exhibition stand to share its good practice and knowledge with key stakeholders.

IPIECA continued to help its members improve their performance by developing a set of tools to support the business case for Corporate Social Responsibility and improve internal company due diligence processes for social performance. Three tools were developed:

- A tool to help practitioners define and describe social risks in terms familiar to the industry.
- An adverse impacts chart to describe the types of adverse social and human rights impacts which may lead to business risk.
- A financial proof points tool, to enable companies to systematically quantify the costs of failing to identify and address adverse social and human rights impacts.

Many companies and their host countries identify and target local content objectives as ways to create and share value from oil and gas developments.

The release of the second edition of the *Local Content* guidance in April offered oil and gas companies practical advice on how they can realize the potential value of local content.

The document also suggests ways that stakeholders can help create shared value through local content development.

IPIECA will continue to support members’ efforts to reduce and manage their social risks and help provide ways to demonstrate to stakeholders the business value of socially responsible operations.

**SUPPLY CHAIN**

As contractors and suppliers form a significant part of the business model for oil and gas companies, responsible management of supply chains is critical. Transparency and social performance throughout the supply chain are under increasing public scrutiny. Lack of management attention in this area can lead to reputation damage and affect business performance.

During 2016, IPIECA explored human rights and environment issues relating to the supply chain and informed members on how to manage risks and improve contractor and supplier performance. We also launched *Supply chain library of questions and resources*, an internal document prepared to help procurement practitioners and those engaged in supply chain to identify and manage the human rights and environmental risks in the oil and gas industry.
HEALTH

Many people in the oil and gas industry work in extreme climates and difficult environments where the health risks can range from disease to the presence of potentially hazardous chemicals. IPIECA, jointly with the International Association of Oil and Gas Producers (IOGP), aims to develop harmonized health guidelines/recommendations to support performance for its members. IPIECA develops guidance and recommendations on occupational, environmental and public health issues relevant to oil and gas companies and the communities where they operate.

Throughout the year, work continued on health performance. The 2015 data for Health leading performance indicators report published in May, gathered data from more than 20 IPIECA and IOGP member companies on a specific set of health performance indicators. This allowed companies to assess their health performance within individual companies, and compare performance between different parts of a company and between participating companies.

Oil and gas companies need to consider and understand the potential public health impacts of their projects and operations in order to define their responsibilities with regard to local communities and host governments. The updated version of the 2005 Health impact assessment guide defines and outlines the purpose and value of health impact assessments within the oil and gas industry, and details a six-step health impact assessment implementation process.

The Infectious diseases outbreak management manual provides guidance for local management and operations personnel on the prevention, identification and control of infectious disease outbreaks in locations where people live and work together in close quarters, such as offshore installations, on-board ships, and at remote camps.

Through a collaborative effort between contractors, operators, and subject matter experts including the Drug and Alcohol Testing Industry Association (DATIA), IPIECA launched the Oil and gas contractor drugs and alcohol testing guidelines.

To enhance member company performance and promote uptake and implementation of its guides, an informative flyer on Chikungunya and Zika viruses was developed. The document supports the existing Vector-borne diseases guide. In 2017, we will publish Spanish and Portuguese translations of the Vector-borne diseases guide, and a Portuguese version of the Cardiovascular diseases management guide.
2016 events and publications

- SPE Mexico Health, Safety, Environment, and Sustainability Symposium, Mexico City, Mexico
- IPIECA AGM, Houston, USA
- Net Positive Impact workshop, Houston, USA
- Low-emissions pathways workshop, Houston, USA
- Webinar: Pillar III on the ground: An independent assessment of the Porgera Remedy Framework
- Webinar: Supply chain library of questions and resources
- Webinar: Local content guidance for the oil and gas industry

- Spillcon 2016, Perth, Australia
- Adriaspilconf - Adriatic Spill Conference 2016, Opatija, Croatia
- Second session of the United Nations Environment Assembly, Nairobi, Kenya
- IPIECA stakeholder dialogue, Paris, France
- Webinar: International Finance Corporation financial valuation tool in practice
- Webinar: International Finance Corporation water valuation and risk in the financial sector
- Webinar: Sustainability Accounting Standards Board’s next steps

- Webinar: How the electronics industry addresses human rights issues in its supply chain
- Webinar: New human rights watch guidelines to protect migrant construction workers
- Webinar: Community consent and a new paradigm for the extractives
- SPE HSSE International Conference, Stavanger, Norway
- IMO Marine Environment Protection Committee-69 meeting, London, UK
- Sustainable Extractives Forum: how to manage risk and navigate uncertainty, London, UK

- Webinar: International Finance Corporation water valuation and risk in the financial sector
- Webinar: Sustainability Accounting Standards Board’s next steps

- Webinar: Community consent and a new paradigm for the extractives

JANUARY  FEBRUARY  MARCH  APRIL  MAY  JUNE

IPIECA Water-member case studies

IPIECA Health impact assessment for a large refinery

IPIECA Local content e-learning training course

IPIECA Community grievance international protocol - template concept

IPIECA Annual Review 2015 - Engaging as part of the solution

IPIECA Water risk assessment e-learning training course

IPIECA Annual Review 2015 - Engaging as part of the solution

THE GLOBAL OIL AND GAS INDUSTRY ASSOCIATION FOR ENVIRONMENTAL AND SOCIAL ISSUES

www.ipieca.org

THE GLOBAL OIL AND GAS INDUSTRY ASSOCIATION FOR ENVIRONMENTAL AND SOCIAL ISSUES

www.ipieca.org
Governance

IPIECA is governed by a General Committee of senior representatives from all IPIECA members. It meets twice a year at IPIECA’s Annual General Meeting and Extraordinary General Meeting to set the strategic direction and budget for the organization.

The General Committee is supported by an Executive Committee, which meets three times a year. The Executive Committee is composed of 15 representatives from member companies and is responsible for the association’s overall strategy and direction. It provides leadership on policy, work plans and priorities, budget and communications for IPIECA.

The work of IPIECA is supported by a number of specialist working groups and task forces through which members actively participate. These groups draw on the skills, knowledge and expertise, and experience of our international membership and operate with support from the IPIECA secretariat.

IPIECA currently has working groups on: biodiversity and ecosystem services, climate change, fuels and products, health, oil spill preparedness, reporting, social responsibility, and water. Our network of Working Groups manage the development and dissemination of good practice through publications, workshops and events around the world.

IPIECA’s strength is derived from the power of partnerships, through collaboration between our members and with external bodies.

IPIECA EXECUTIVE COMMITTEE 2016
- Rupert Thomas, Shell (Chair)
- Jaime Martin Juez, Repsol (Vice Chair)
- Julia Martin, Chevron (Vice Chair)
- Liz Rogers, BP
- Deena Clayton, ConocoPhillips
- Francesca Magilulo, Edison
- Rosanna Fusco, Eni
- Rick Mire, ExxonMobil
- Doug Maddams, Hess
- Michael Grenz, Noble Energy
- Alexandre Fachin, Petrobras
- Morten Mikkelsen, Statoil
- Omar Abdul-Hamid, Saudi Aramco
- Patricia Mani, Total
- Sandy Stash, Tullow Oil

IPIECA SECRETARIAT
- Brian Sullivan, Executive Director
- Sophie Depraz, Programme Director
- Rob Cox, Technical Director
- Becci Collacott, Manager – Social Responsibility and Reporting
- Amy Collins, Communications Manager
- Avella Daley, Office Assistant
- Libby Dix, Office Manager
- Anna Gray, Manager – Environment
- Madeleine Gray, Coordinator – Environment
- Tom Hughes, Coordinator
- Artemis Kostareli, Senior Manager – Environment
- Helen Murphy, Senior Manager – Social Responsibility and Reporting
- Lorena Perez-Bajo, Manager – Climate Change
- Robert Siveter, Senior Manager – Climate Change
- Bart Ziemkiewicz, Website and Communications Officer
# 2016 Officers

## WORKING GROUPS

### Biodiversity and Ecosystem Services

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Connick (Chevron)</td>
<td>Mark Johnston (BP)</td>
</tr>
<tr>
<td>Ethan Ditmanson (Noble Energy)</td>
<td>Deric Quaile (Shell)</td>
</tr>
<tr>
<td>Steven Dickinson (Total)</td>
<td>Ethan Ditmanson (Noble Energy)</td>
</tr>
</tbody>
</table>

### Climate Change

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xavier Riera-Palou (Shell)</td>
<td>Arthur Lee (Chevron)</td>
</tr>
<tr>
<td>Renato de Filippo (Eni)</td>
<td>Raed Albasseet (Saudi Aramco)</td>
</tr>
<tr>
<td>Florent Journet-Cuenot (Total)</td>
<td></td>
</tr>
</tbody>
</table>

### Fuels and Products

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elisabeth Vrahopoulou (ExxonMobil)</td>
<td>Marilyn Lauria (Shell)</td>
</tr>
</tbody>
</table>

### Health

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susanne Schunder-Tatzber (OMV)</td>
<td>Paul Hodgins (ConocoPhillips)</td>
</tr>
<tr>
<td>Erasmo Macera (Eni)</td>
<td>Stephen Jones (ExxonMobil)</td>
</tr>
<tr>
<td>Devan Kumarasamy (Petronas)</td>
<td></td>
</tr>
</tbody>
</table>

### Oil Spill Response

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Coolbaugh (ExxonMobil)</td>
<td>Richard Santner (BP)</td>
</tr>
<tr>
<td>Marty Cramer (ConocoPhillips)</td>
<td>Patricia Mani (Total)</td>
</tr>
</tbody>
</table>

### Reporting

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Louise Tyson (BP)</td>
<td>Mark Granquist (ExxonMobil)</td>
</tr>
<tr>
<td>Beatrix Wieczorek (Shell)</td>
<td>Hilde Røed (Statoil)</td>
</tr>
</tbody>
</table>

### Social Responsibility

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carolina Ortega (Noble Energy)</td>
<td>Linsi Crain (Chevron)</td>
</tr>
<tr>
<td>Arantza Hernanz (Repsol)</td>
<td>Anupama Mohan (Statoil)</td>
</tr>
<tr>
<td>Julie Vallat (Total)</td>
<td></td>
</tr>
</tbody>
</table>

### Water

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alistair Wyness (BP)</td>
<td>Jennifer Michael (Chevron)</td>
</tr>
<tr>
<td>Krish Ravishankar (Occidental)</td>
<td>Alfio Mianzan (Shell)</td>
</tr>
</tbody>
</table>

### TASK FORCES

### Communications

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Omayma Khan (BP)</td>
<td>David Eglinton (ExxonMobil)</td>
</tr>
<tr>
<td>Mark Downes (Shell)</td>
<td></td>
</tr>
</tbody>
</table>

### Supply Chain

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Watkinson (Shell)</td>
<td>David Alcock (BP)</td>
</tr>
<tr>
<td>Alexandra Andrieu-Umiastowski (Total)</td>
<td></td>
</tr>
</tbody>
</table>

### Sustainable Development Goals

<table>
<thead>
<tr>
<th>Chair</th>
<th>Vice Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rick Mire (ExxonMobil)</td>
<td></td>
</tr>
</tbody>
</table>