



**Meridian Resources B.V.**

## **Dutch Block E-13**

Appendix E – MRBV Corporate Management System.

August 2023



Meridian Resources strives to ensure a 'best practice' management system is in place for its operations in the North Sea that can maintain the highest standards in Health, Safety, environment, and economic performance of developing and producing assets. This is based on the team's extensive experience in operating dynamic independent oil and gas operating companies over the last few decades.

The system is designed top down to cover all the global standards such as ISO 9001, 14001, 18001, 21001, 31000 and 51000. Based on this the policies can be kept to 12 policies that provide clarity and certainty over the way MRBV operates and this translates into 42 key standards which are focussed around the process safety and risk.

Ensuring that the system is robust to allow interfaces with contractors and other operators is essential to minimise any gaps, overlaps, inconsistencies and conflict across multi companies operating systems.

Therefore, the four levels of the MRBV management system are;

- Leadership, commitment, and communication as MRBV realise that the organisational capability is where most failures lie in terms of delivery performance.
- Risk identification as MRBV realises this is not just a mechanistic process but one what require insight to reduce blind spots, hidden information and unknowns' and deal with issues around attitude, behaviour, bias and utility.
- Risk mitigation a MRBV realises that failure due to risk mitigation can be due to either controls not working, control actions not executed of specific actions not being executed.
- Monitor and review as MRBV realise that with clear facts and analyses performance can be reviewed and alternatives can be assessed to ensure expectations are met.

MRBV is a relatively new company and is in the process of completing its management systems. We are committed to having these systems ready and available within the coming months.

Our CEO completed this exercise with the MOL Group for the Western Europe business within a six-month period where they achieved top 10% feedback from both Lloyds register and Investors in people and therefore extremely confident that this will be achieved again. This suits the licence award as MRBV would need to complete additional subsurface modelling as part of its further technical work and FID approvals and ensure all support contracts and commercial arrangements are in place.

The following tables summarise the structure of the Meridian corporate management system.

## Purpose

To ensure MRBV can maximise the growth and value of the business against set goals and targets  
 To provide a framework that guides and directs MRBV in the execution of its business functions  
 To allow the correct level of control whilst supporting creativity and business innovation  
 To provide a platform that supports regulatory and stakeholder license approval  
 To support our reputations as a trustworthy and reliable upstream developer / producer

## Key Standards

Adherence and compliance with the following standards

ISO9001	Quality Management
ISO14001	Environmental Management
ISO18001	Occupational Safety
ISO2500	Project Management
ISO27001	Information Security
ISO33001	Risk Management
ISO55001	Asset Management
CCPS	Centre for Chemical Process Safety (20 elements)
IIP	Investors In People
UK HSE	UK HSE Executive Standards
QIMS	Proposed New Standard for Quality and Integrity Systems

## Key Policies

Health and Safety Policies	Organisation and HR Policies
Environmental Policies	Performance Management Policies
Bribery and Corruption Policies	Security and Control of Information Policy
Drugs and Alcohol Abuse Policies	Quality Management Policy
Physical Risk Management Policies	Crisis Management Policy

### Board view of main risks

- 20 key strategic risks
1. HSE
  2. Finance
  3. Growth
  4. Revenues
  5. Political
  6. Stakeholders
  7. Capital development
  8. Asset performance
  9. Investment / equity
  10. Organisation
  11. Acquisitions
  12. Supply chain
  13. Liabilities
  14. Commercial
  15. Governance
  16. Management system
  17. Government / regulatory
  18. Corruption et al
  19. Security
  20. Leadership / communication

### Indicative key thematic clusters 20 to 25

1. HSE
2. Studies alternatives
3. Transportation
4. Facilities
5. Scenario actions
6. Value engineering
7. Cost base
8. Routes to market
9. Finance
10. Commodity /equipment prices
11. JV partners
12. Regulator and planning
13. Contractual / commercial
14. Security
15. Organisational capacity
16. Team performance
17. Stakeholders
18. Pandemics
19. Communication
20. Crisis management
21. Climate change
22. Management system
23. Capital development
24. Information management
25. Global environment

### Bottom up risks

1. Health and safety risks
2. Environmental risks
3. Engineering risks
4. New technology risks
5. Project risks
6. Finance risks
7. Legal risks
8. Commercial risks
9. Contract risks
10. Human resource risks
11. Supply chain risks
12. IT / IS risks
13. Security risks
14. Planning and project services risks
15. Asset integrity risks
16. Knowledge risks
17. Controls risks
18. Quality risks
19. Resources risks
20. Communication risks
21. JV partner risks
22. Regulator risks