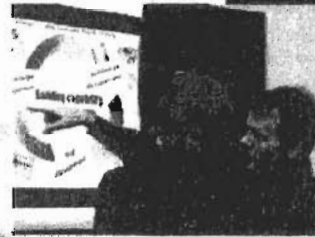
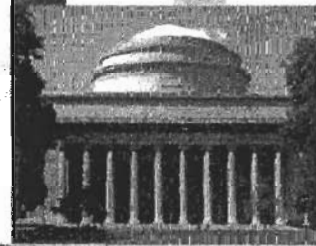


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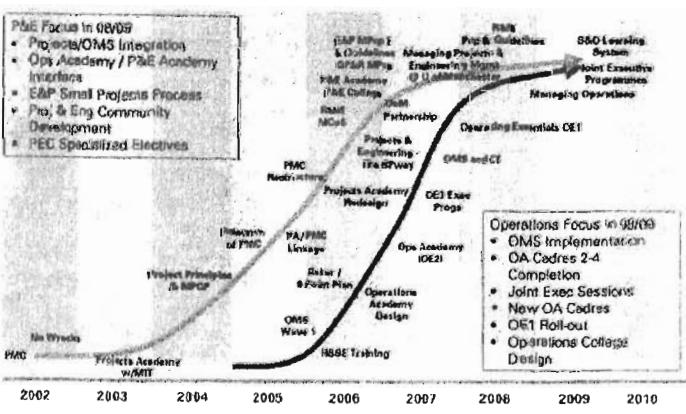
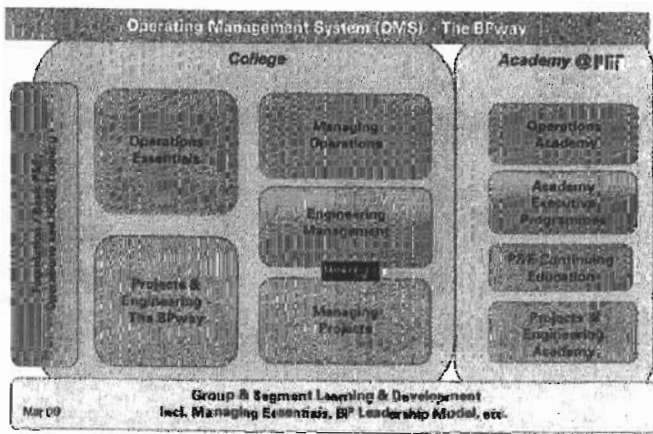
Safety & Operations Learning Programmes – May 2009

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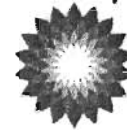
The following summarises the main curricula and framework for our Operations, Projects and Engineering Education in Safety & Operations (S&O). This education system has developed and grown as a key element in the evolution of OMS and our BP Way for Projects.

This S&O Learning System serves and supports the BP Group and continues to evolve to meet business needs. Participants in the programmes are drawn from all Segments to promote learning and sharing of best practice.



Safety & Operations Learning Programmes – May 2009

bp



Operations Essentials



operations essentials

BP Lead: Urbain Bruyere

Vendor/Partner: TDS, TBA, APN, ESI

Location: Global

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
Operations	I to G	c. 20 – on site and e-learn		1000 (08) 2000 (09)	4000-5000		by 2010

* some FLLs and MLLs attendees may lie outside of typical Grade range

Brief Description

Operations Essentials is a world-class capability programme leveraging the best learning techniques. It is targeted at Operations and Maintenance First Level Leaders (Supervisors) in Operations and Maintenance. Middle Level Leaders (OIMs/Superintendents) also participate in the sessions. OE Cross-level and team-based events are designed for the FLLs and MLLs to work together on local issues. The programme is aimed at embedding the BP way of operating as defined by OMS to deliver safe, reliable and efficient operations. It is a site-based modular programme, tailored to the site needs.

- 2000 participants to attend one module or more in '09
 - o Modules planned with most of the E&P SPUs, Refineries, A&A sites and some Distributed Businesses
 - o 46 Process Safety modules already requested for 2009 – c. 900 participants

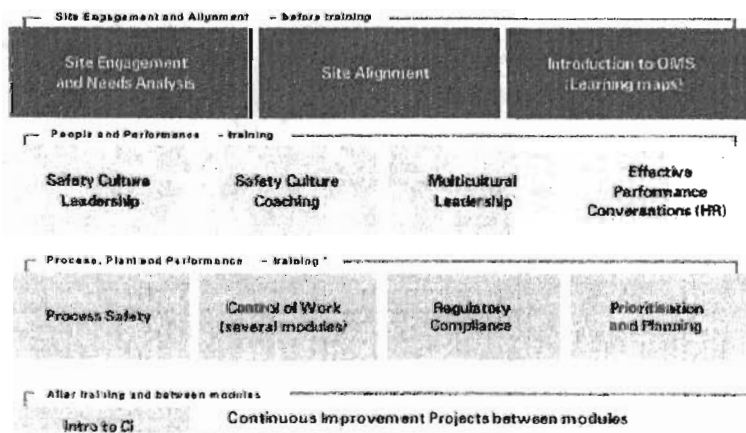
- Global infrastructure
 - o Supply chain; train the trainer in progress to meet demand.
 - o HR back office successful in meeting demand
- Curriculum: Phase 1 complete: 13 days of classroom and 15 hours of eLearning, Phase 2 focused on Control of Work:
 - o Comprehensive range of modules for all levels up to site leaders covering CoW Leadership, Hazard Identification, Task Risk Assessment, and Isolations (up to 3 days and 9 hours of eLearning)

Target Audience: Operations, Maintenance and HSSE FLLs

Duration: The programme will roll-out globally and a typical participant will be expected to take two to three years to complete OE.

Delivery Mechanism: Some on-site training / workshops plus e-learning supported by virtual events.

Nomination Process: via Line



Safety & Operations Learning Programmes – May 2009

bp



Managing Operations

BP Lead: Gareth James / Ian Livett
Vendor/Partner: tbc

Location: tbc

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
Operations	G-F			0	1500	0%	

n.b. Some attendees may lie outside of typical Grade Range.
 Target Audience is best estimate.

Managing Operations is a new key capability program in support of the BP Forward Agenda and the delivery of OMS in support of Safe, Responsible, Reliable and Efficient Operations across the Group.

Whilst the proposed Operations College includes a wider suite of programs from Basic Operations training, through Operations Essentials (OE1) and Managing Operations, the aim of this Needs Analysis is focused on development of additional curricula primarily aimed at mid level leaders (MLLs) in a program we are calling "Managing Operations".

An Appraise stage DSP which documents the working team's recommendations for the delivery of this Project to develop the Managing Operations program within the Education map and to pilot up to 3 short term impact courses in 2009 has recently been approved.

Target Audience: Operations / Maintenance / HSSE MLLs working in an Operations environment. (e.g. OIMs, Site Superintendents, Maintenance Superintendents, OCMs, HSSE Managers).

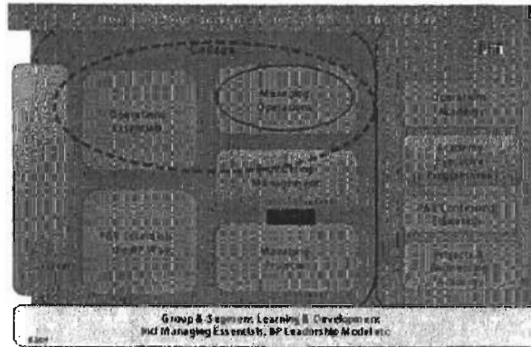
Duration: Yet to be defined

Delivery Mechanism: Yet to be defined

Nomination Process: via Function and Line

Guiding Principles

- Content will be designed to underpin the delivery of front line business performance improvement, and its success will be measured on the basis of that improvement
- Segments define their respective learning and development needs - Project team members represent their segment's needs
- Common needs may lend to shared solutions; any such solutions may be agreed to be developed on a Group-wide basis – this defines content
- Group S&O owns and is accountable for development and operation of Group-wide learning offers



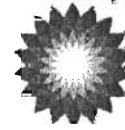
- Segment-specific requirements will be developed and managed by segments
- Bringing OMS to life, Process Safety and Continuous Improvement will be focus areas through the content of the offering
- Bias is to blended learning programs driven by a detailed needs assessment.

Expected Outcomes

- Operational performance improves
 - o Business impact seen in reduced Process Safety incidents and increased operational efficiency
 - o OMS / CI come alive in the businesses and become part of day to day operations
 - o Radical acceleration in line engagement using CI based defect elimination to build on OMS foundation to improve operating performance
- MLL Capability Improves
 - o Delegate skills and competencies improve
 - o Behavior change of delegates support business performance improvements
 - o Clear Career paths – frame for structured career progression in operations
- Program seen as adding value and operations community engaged
 - o Successful pilots lead to programs at scale
 - o Program assessments validate that they are making a difference
 - o Knowledge sharing across community improves
 - o Consistency of educational programs eliminating duplication and inconsistency of programs.

Safety & Operations Learning Programmes – May 2009

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Operations Academy

operationsacademy



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BP Lead: Steve Marshall / Ian Livett / Ronan O'Neill
Vendor/Partner: MIT (Nelson Repenning)

Location: MIT, Boston

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
Operations	F-D	40	2-3	236 (C1-6)	500	47%	~ 2011

n.b. some attendees may lie outside of typical Grade Range. -- Target Audience is best estimate.

Introduction:

A more systematic and rigorous approach to the management of safe operations is critical to the success of BP. The Operations Academy (OA) was established to enhance the safety and operations capability of BP's Operations Leaders across the Segments, and also to develop the Executive Leaders' ability to nurture this capability throughout the Group. Together these leaders will be able to transform BP's operations into a safe, reliable, sustained source of competitive advantage.

To date, nearly 240 Operations Leaders have attended the OA in 6 Cadres since it started in July 2007, and there continues to be high demand for places in the program. 40 more participants will be enrolled in 2009, and it is envisaged thereafter that 80 new participants per year will attend.

Target Audience: Senior Site Operations and HSE Leaders

Duration: 3 x 2 Week Terms plus Continuous Improvement Interterm Projects

Delivery Mechanism: Classroom plus virtual community supported by Community calls etc

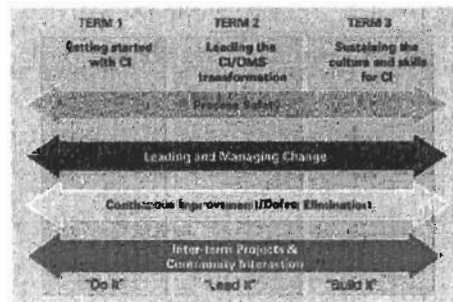
Nomination Process: Segment SPAs and S&O leadership

Objectives and Philosophy of the Academy:

The OA delivers two programs, viz. the Operations Academy (OE2), for Operations Leaders, and the Executive Program (OE3), for the senior Executives, and both share the common underpinning themes of:

- Continuous Improvement (CI)/Defect Elimination: - creating a long term way to continuously improve our operations through our people and processes: 'establishing CI as part of BP's DNA'. And, understanding how the principle of 'defect elimination' is applicable to all aspects of BP's Operations, helping first to meet the Essentials of risk mitigation, legal compliance and BP basic requirements and then beyond towards Efficiency and Operations Excellence.

- Listening to and empowering the front line as agents of change
- More systematic and rigorous work methods: to establish the Operating Management System (OMS) as the common language and framework across BP's Operations
- Enhancing our organizational and change leadership skills to ensure sustainability of our efforts
- Building a strong community of operations leaders across the company which owns and continues to develop BP's approach to operations
- To deepen the technical capability of leaders at all levels with particular emphasis on process safety management



Program Architecture

The structure of the Operations Academy (OE2) curriculum is:

- x 2-week terms spread over c. 18 months
- Pilot Interterm Continuous Improvement project between terms 1 and 2
- Pilot Interterm Continuous Improvement Leadership project between terms 2 and 3

The terms at MIT are intended to introduce the tools to start thinking about things differently; however the real learning comes when people put this into practice. During the interterm periods between MIT terms, participants apply Continuous Improvement to real-life problems at their work site.

Safety & Operations Learning Programmes – May 2009

bp



**Academy Executive Session
for Operations and Project & Engineering**



BP Lead: Steve Marshall / Ronan O'Neill /

Vendor/Partner: MIT (Nelson Repenning / Donald Lessard)

Location: MIT, Boston

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
Executives	D-A	12-20	2-3	90+ OE3 80 + PE Exec	60	—	~ 2010

n.b. some attendees may lie outside of typical Grade Range – Target Audience is best estimate.

Introduction:

OE3 aims to educate Senior Executives as to how they may support the change efforts of their OE2 population. The program began in October 2007 with attendance by the Group Chief Executive, and since then nearly 100 Executives have attended in 4 programs.

A second iteration of this program is currently being designed, and will actually integrate the earlier OA OE3 program and the Executive program of the Projects and Engineering Academy. This will be offered in pilot form to the Group Chief Executive and his Executive team in July 2009; thereafter a full version will be offered to the top 50 Executives in 2 sessions, one in September 2009 and the second in March 2010.

Note this programme is run in parallel with the Operations and Projects and Engineering Academies. Please see their programme descriptions for further details.

Target Audience: BP Executive Leadership and those in significant leadership positions relating to BP Operations and Projects involving multiple sites.

Duration: 2-3 days

Delivery Mechanism: Facilitated Classroom Discussions

Nomination Process: via Executive Team / GVPs

Objectives and Philosophy

The Executive Session has common themes with our Ops Academy programmes:

- Continuous Improvement (CI)/Defect Elimination: 'establishing CI as part of BP's DNA'. And, understanding how the principle of 'defect elimination' is applicable to all aspects of BP's Operations, helping first to meet the Essentials of risk mitigation, legal compliance and BP basic requirements and then beyond towards Efficiency and Operations Excellence.
- Listening to and empowering the front line as agents of change
- To establish the Operating Management System (OMS) as the common language and framework across BP's Operations
- Enhancing our organizational and change leadership skills to ensure sustainability of our efforts
- To deepen the technical capability of leaders at all levels with particular emphasis on process safety management

Program Architecture:

- 2-3 day programme
- Ongoing Continuing Education

The objective of the Academies Executive Session is to support BP's current change efforts by:

1. facilitating a disciplined review on the current state of operations;
2. aiding leadership in systematically reflecting on their own contributions to that current state; and
3. developing shared commitments to specific, verifiable changes in system level understanding, commitment to systematic (the systematic application of core processes), and leadership behavior that support the Group's forward agenda.

Experience suggests that only through such disciplined review, thoughtful reflection, and concrete action can senior teams successfully change their own behavior and, consequently, that of the organizations they lead.

Safety & Operations Learning Programmes – May 2009

bp



Projects and Engineering College

BP Lead: Don Hurrell

Vendor/Partners: Various (Internal, ESI, UoM etc)

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion

n.b. Target Audience is best estimate – includes the P&E community (~2000) and 4-8000 others in BP that either do projects or support them.

Brief Description:

Since its formation in 2002, the Projects & Engineering College (PEC) has provided learning opportunities to over 11000 delegates from the core and extended projects & engineering community in BP. The PEC includes residential programmes in Manchester, UK (i.e., Managing Projects and Engineering Management) and Houston, TX (i.e. P&E The BPway) as well as non-residential classes delivered globally (i.e., Basic Project Training and Specialised Electives).

Target Audience: Projects and Engineering Community and those involved with projects in BP

Duration: Classes vary from ½ day to 5 days. Residential programmes vary from 2 consecutive weeks (BPway) to 2 weeks over one year (Manchester programs)

Delivery Mechanism: Classroom, blended learning plus virtual community supported by Web/Community, R3, etc.

Nomination Process: Residential programs via Line

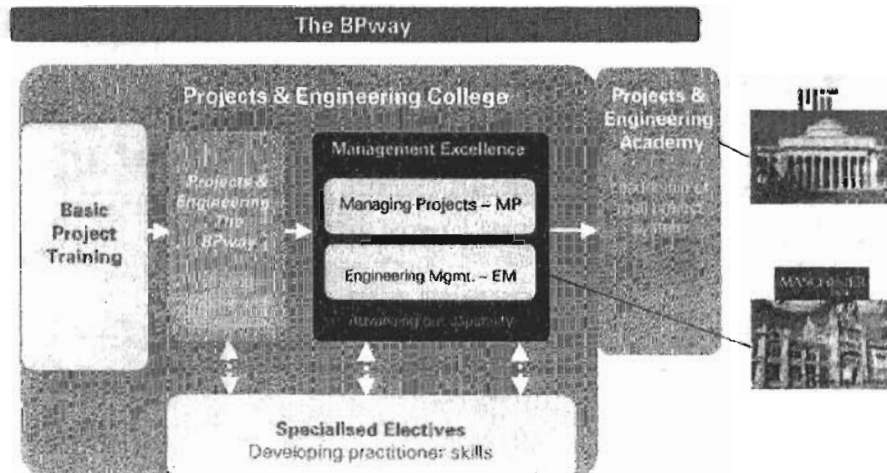
Manager and DoC or SDDN Lead. Other courses are via registration on PEC website, VTA and E&P Portal.

Goals: For further details see P&E College Catalog: <http://projects.bpweb.bp.com/pmc/>

The goal of the PEC is to provide learning opportunities to enhance the capability of the projects and engineering community to maximize the value created and captured by BP and its partners over the full life cycle of projects.

The PEC is working in close collaboration with the Projects & Engineering and Operations Academies to ensure a consistent, integrated approach across the life of our assets.

Demand continues to be strong for both residential and non-residential programmes and classes.



Safety & Operations Learning Programmes – May 2009



PEC – Basics and Specialised Electives Programme (BSEP)

BP Lead: Don Hurte/Mel Hizon/Mike Fairweather
Vendor/Partners: Various (Internal, ESI, UoM etc)

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E	K - F	Varies	165 in '08	Approx 11000 (since 2002)	6000-10000	in progress	ongoing

n.b. some attendees may lie outside of typical Grade Range. – Target Audience is best estimate.

Brief Description:

Since its formation in 2002, the Projects and Engineering College (PEC), formerly called Project Management College (PMC), has provided learning opportunities to over 11,000 delegates from both the core and extended projects community in BP. In early 2006, a project was initiated to design and develop a new Project Community Learning Architecture and its associated new residential programmes. The new residential programmes were supplemented by two PEC non-residential programmes – Basics and Specialised Electives Programme (BSEP).

Target Audience: Projects and Engineering Community and those involved with projects in BP

Duration: Varies from ½ day to 5 days

Delivery Mechanism: Classroom, blended learning plus virtual community supported by Web/Community, R3, etc.

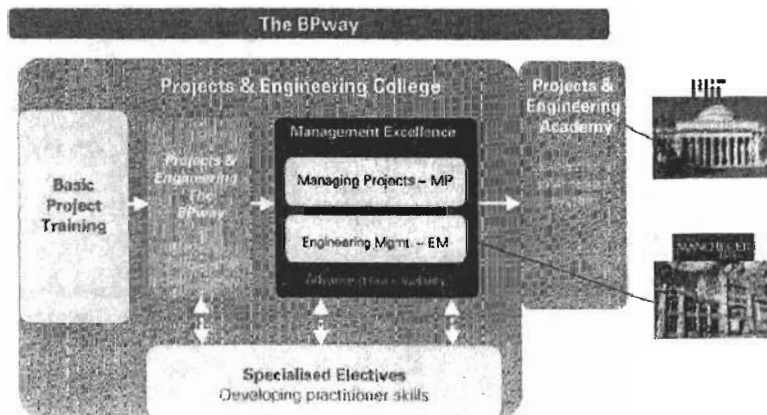
Registration Process: via PEC website, VTA and E&P Portal

Goals: For further details see P&E College Catalog: <http://projects.bpweb.bp.com/pmc/>

The Basic Project Training programme provides the introduction and foundation around CVP and PM concepts and fundamentals. Currently, there are three courses in this programme.

The Specialised Electives (SE) programme addresses the more complex needs of Projects and Engineering Community. These courses enable practitioners to attain knowledge and skills to a higher competence level on a specific discipline or function. Currently, the SE programme includes over 20 discipline specific courses associated with project management. Courses in this programme are reviewed every year for alignment with current BP learning strategies as well as latest BP Guidelines and Practices. An MOC process is followed to validate and seek Leadership approval around new course addition, deletion of existing courses, and refresh of existing course content.

Take-up of BSEP classes in 2008 were at its highest level since 2002 (approx 2600 delegates).



Safety & Operations Learning Programmes – May 2009

bp



Projects & Engineering - The BPway

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BP Lead: Dave Redeker / Don Hurrell
Vendor/Partner: TDS, TBA, APN, ESI

Location: Houston

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Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E plus project support functions	H - F *	50	3-4	337 (YE 2008)	~2000	17%	ongoing

* some attendees may lie outside of typical Grade range (e.g. mature hires and experienced staff).

BP Confidential

Brief Description

Projects & Engineering – The BPway – is the foundational learning experience for the projects and engineering community, and is designed to increase our capability to consistently deliver successful capital projects across BP.

Target Audience: people working on/supporting projects of all sizes across The Group

Duration: 2 Week Residential Term plus ongoing P&E Community engagement.

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Goals: Driving Rigor and Consistency across BP's Project Community

- Clearly define The BPway for selecting, developing and delivering projects in BP.
- Establish expectations regarding rigorous and consistent application of project and engineering fundamentals that provide the foundation for successful delivery
- Reinforce the role of the Project Principles, CVP and the Segment Common Processes as the structural foundation for The BPway
- Reinforce key project and engineering tools, skills, and specific roles and responsibilities within the project team
- Create a common projects language across the entire Group
- Strengthen the linkage between the members of the projects/engineering community, and between the community and its technical and senior leadership

Delivery Mechanism: Classroom plus virtual community supported by Web/Community calls, regional meetings, continuing education, etc

Nomination Process: each Segment and key Functions are assigned a pre-determined number of seats to fill in each program (E&P - 30, R&M - 13, AE - 2, Functions - 5). The DoC or Head of Discipline – Projects for each Segments/Function is responsible for providing nominees to fill those seats for each of the programs.

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Measures of Success: Based on post-program surveys with graduates and their supervisors

- 100% of the graduates have a better understanding of The BPway
- ~80% of graduates have changed their approach to projects based on what they learned
- 82% of graduate are recognized by their supervisors as ambassadors of The BPway.

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Week 1	Sat	Week 2
Planning for Success <ul style="list-style-type: none"> • Identifying/Deciphering the Business Opportunity • Selecting the Development Option 	Sr Leadership, Cafe	Delivering the Project <ul style="list-style-type: none"> • Realize the Plan • Implement the Plan • Handoff and Evaluate the Project
HSSE Moments		
Networking/Learning Cycles		
Integrated Case Study		
NPL/SME Support		

Safety & Operations Learning Programmes – May 2009



Managing Projects

MANCHESTER
2009

BP Lead: Alan Johnston / Don Hurrell

Vendor/Partner: University of Manchester

Location: Manchester

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E	G - E	30	3	148	xxx	xx%	tbc

n.b. some attendees may lie outside of typical Grade Range
Target Audience is best estimate. Brief Description:

Brief Description

Managing Projects focuses on the role of the project manager and the application of the BPway for Projects. MP is geared to increase our capability to consistently deliver successful capital projects across BP. The MP educational experience is focused on the management of small- to medium-sized projects as well as managing teams within more complex, major projects. MP also provides insights to support success in challenging multiregional business environments.

Target Audience: Project Team Leaders

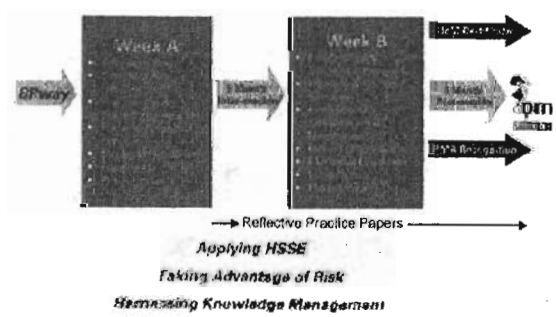
Duration: 1 year of study using the virtual learning environment to submit reflective practice assignments including 2 x 1 Residential Weeks

Delivery Mechanism: Classroom plus virtual community supported by Web/Community calls etc

Nomination Process: - to be confirmed (via SDDN and CAB?)

Goals:

- Teach the effective application of project management procedures, processes and skills learned in Projects – The BPway to deliver business value. Develop practitioners of the Project Principles, CVP and the Segment Common Processes to lead teams in their application.
- Provide insights on leading teams and contractors in more complex environments.
- Teach the development of project strategy and project portfolio strategy that aligns with business strategy in simple and more complex environments.
- Explore how to use project phases from Appraise through to Operate to effectively add value
- Deepen understanding of project value for stakeholders over the life cycle of the facility.
- Understand the management of risk and uncertainty through the project life.
- Reinforce a common projects language and increase knowledge and skill capability to effectively manage projects in BP across the segments.
- Strengthen linkage between: Project managers within the Project Community, Technical and senior leadership, Project managers and Major Project Leaders
- Teach leadership and long-term contractor relationships locally and in multiple regions.
- Teach the application of effective leadership and management techniques through the 3P Way
- Provide opportunity after MP for nomination to the PA and advanced PM certification.



For further details see P&E College Catalog:
<http://projects.bpweb.bp.com/pmc/>

Safety & Operations Learning Programmes – May 2009

bp



Engineering Management

MANCHESTER
1824

BP Lead: Bill Hewitt / Don Hurrell

Vendor/Partner: University of Manchester

Location: Manchester

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E	F-G	30	3	130	xxx	xx%	1bc

n.b. some attendees may lie outside of typical Grade Range
Target Audience is best estimate.

Brief Description:

Engineering Management currently focuses on the education of engineers working in a projects environment, at Engineering Leadership level, (Engineering Authority, Engineering Manager, Engineering Team Leader and aspirants) in the BPWay of approaching Engineering in projects, as defined by the Group Engineering Principles. The focus is on the practical application of these principles and in the in the development of sound engineering judgment, and the skills to effectively lead Engineering teams. Emphasis throughout is on the practical application of knowledge and experience to generate value for the project. Note - It is planned to expend this programme to incorporate the role of the Operations Engineering Manager in the second half of 2009.

Target Audience: Engineers working in a projects or operations environment, at Leadership level. (Engineering Authority, Engineering Manager, Engineering Team Leader and aspirants)

Duration: 1 year of study using the virtual learning environment to submit reflective practice assignments including 2 x 1 Residential Weeks

Delivery Mechanism: Classroom plus virtual community supported by Web/Community calls etc

Nomination Process: to be confirmed (via SDDN)

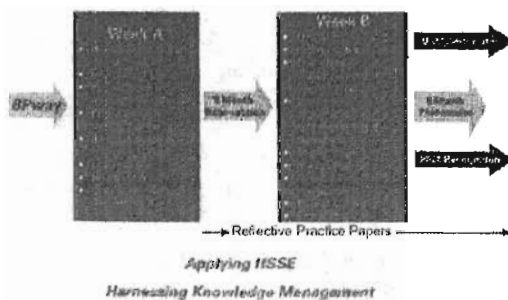
Goals:

Engineers will be guided in applying techniques, lessons of experience and examples of good judgment and practice to their current projects. They will be expected to start to do this in their jobs between the two academic weeks, and then continue to do so throughout their careers by forming a community of practice.

- Emphasise the important role of the Engineering Manager including its accountabilities and responsibilities
- Enhance the management and leadership skills necessary to confidently influence business leaders and ensure the correct EM decisions are made in a timely manner
- Enhance engineering management skills in the application of BP Engineering Principles to their everyday jobs in projects.
- Improve the quality of Engineering judgment of the participants
- Improve the confidence and ability of the participants to apply Engineering judgment throughout their projects.
- Improve the ability of the participants to effectively lead and manage engineering teams, and effectively interface with and utilise contractors.
- Build the breadth and depth of the Engineering community.

For further details see P&E College Catalog:

<http://projects.bpweb.bp.com/pmc/>



Safety & Operations Learning Programmes – May 2009

bp



Projects & Engineering Academy



projects&engineering
academy the world class

BP Lead: Tony Atkins

Vendor/Partner: MIT (Don Lessard)

Location: MIT, Boston

Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E	E-D	30-35	1-2	250	250 – 300	83%	30 per yr by 2010

n.b. some attendees may lie outside of typical Grade Range.

Target Audience is best estimate and reflects steady-state population.

Brief Description:

The P&E Academy is at the heart of the BP way of delivering world class projects through a system of continuous improvement over the full asset life cycle. It is a year-long program anchored by three, two-week residential terms on the MIT campus. Between terms, participants work in teams on inter-Term projects related to specific BP project issues. The overall architecture is designed around a framework of three broad themes: Leadership & Organizational Capability, Engineering & Technical Delivery and Business Context & Strategy, with each term focusing on a specific sub-theme: Projects & Technical Systems, Project Enterprises and Business Enterprises.

Target Audience: Senior Project and Engineering Leaders working in the projects environment.

Duration: 12 months (approx) comprising 3 x 2 week residential terms plus an interterm project

Delivery Mechanism: Classroom plus virtual community supported by Web/Community calls etc

Nomination Process: Segment nomination to CAB

Goals:

1. Develop the broad range of leaders who contribute to the development and delivery of projects.
2. Challenge these leaders to collaborate internally and externally, to integrate and to innovate, individually and collectively, to leverage project performance.
3. Improve the confidence and ability of the participants to apply projects and engineering judgment throughout their projects, to effectively lead and manage teams, to learn continuously and generate insights to improve the application of BP's projects system

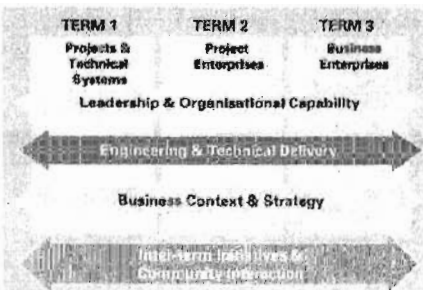
4. Share best practice across the community of project and engineering leaders.
5. Reinforce BP's reputation as an innovator and leader in world-class projects and attract and retain world-class talent for BP.

Measures of Success:

- P&E Academy has contributed to the development of new tools and processes such as the creation of the Project Principles, the development of MPCP, Risk Management Guidelines etc.
- More importantly, it provides the structure to bond the projects community and develop the BP way of doing projects.
- The alumni of the P&E Academy (including Cadre 9 graduating in March 2009) number some 250 project and engineering leaders across the Group and represent a vibrant and influential technical community in BP. P&E Academy Graduates account for the leadership of over 90 percent of BP's current capital investment in major projects.

The P&E Academy is at the heart of the BP way of delivering world class projects through a system of continuous improvement over the full asset life cycle.

- Developing the broad range of Project and Engineering leaders to deliver projects in a common way.
- Increased focus on engineering to deliver value throughout the project life cycle and create enduring linkage to Operations
- Continuous learning and application to improve our projects system and leverage project performance



- Strategic JV between BP and MIT
- Intensive residential & community learning programme
- 200+ graduates of the Academy, 60 more in the programme
- Executive sessions for EVPs, GVPs and Group Leaders (80+)
- Over 90% of BP's major projects are led by PEA graduates
- A strong community of leaders – reinforcing our reputation and attracting the best.

Safety & Operations Learning Programmes – May 2009



Projects & Engineering Masterclass

projects&engineering
academy the world class

Location: MIT, Boston

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BP Lead: Tony Atkins/Peter Duff
Vendor/Partner: MIT Don Lessard

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Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing programmes)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated time to Steady State completion
P&E	E-D	25	1-2	40	100	40%	ongoing

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Brief Description:

In July 2009 we will run our third annual Continuing Education Masterclass at the P&E Academy. This programme is part of our commitment to competence in the continued professional development of the very best of our P&E Leaders. It brings together a select group of Projects, Engineering and Operations leaders to consider key themes impacting the delivery of great projects.

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Target Audience: Senior Level Major Project and Engineering Leaders plus others senior leaders associated with Projects and Operations

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Duration: 3-4 Days

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Delivery Mechanism: Facilitated classroom discussion and engagement with key BP and MIT thought leaders

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Nomination Process: Programme is highly selective – nomination by TVP/HoD/DoC

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Goals:

The Masterclass aims to stretch the very best of our P&E Leaders and to advance their understanding and application of a number of key themes which apply to the delivery of safe and reliable projects and operations. These include:

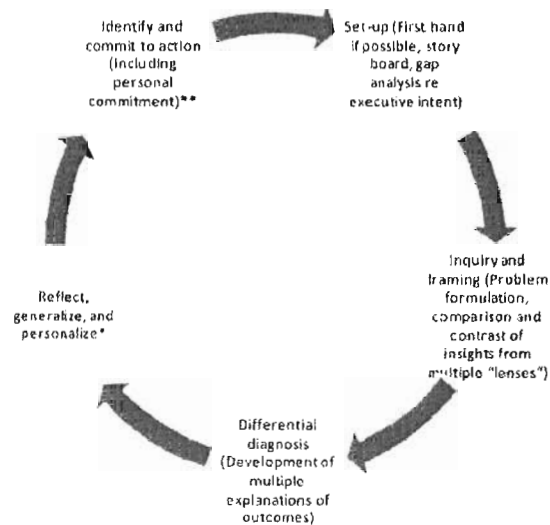
- **Process Safety** – How can we improve safe and reliable operating throughout the life-cycle of our assets by continuous and relentless focus on Process Safety Management?
- **Supply Chain** – How can we leverage our Supply Chain to improve project value and delivery? How do our Global Agreements, standardisation and sourcing strategies support this in the current economic and industry climate?
- **Continuous Improvement and OMS** – understanding what 'good' looks like and understand how CI, OMS/ BP Way and process safety align to deliver world class projects and operations. - How can we drive performance through better integration and the consistent application of OMS/BP Way? What is the role of Continuous Improvement in Projects and how can we learn within and across projects and operations.

This will aid our P&E leadership in systematically reflecting on their own contributions and developing individual and shared commitments to specific, verifiable changes in system level understanding, actions and leadership behavior that supports the Group's forward agenda and their delivery of great projects.

Continuous Improvement Rapid Learning Cycle:

Building on the success of our June 08 Masterclass, the first two to three days incorporate a series of learning cycles (building on the Joint Executive Session Model) and aligned to the BP agenda.

1. Understand how Continuous Improvement really works.
2. Understand People v Systems/Structure (reinforce Systems Thinking)
3. Understand the effect of personal behaviors when intervening / acting in similar situations
- What will you do differently?





HSSE College

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The HSSE College was launched in 2005 and is a single access point linking to internal tools such as Competencies Online (CoL) that connects the HSSE technical and professional competencies to HSSE role profiles and learning options.

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The HSSE learning offers range from classroom to online training to on-the-job experience and are intended to build the foundation HSSE competence for personal development.

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A significant portion of this 'key' foundation HSSE training and education is developed, managed and delivered locally in the businesses.

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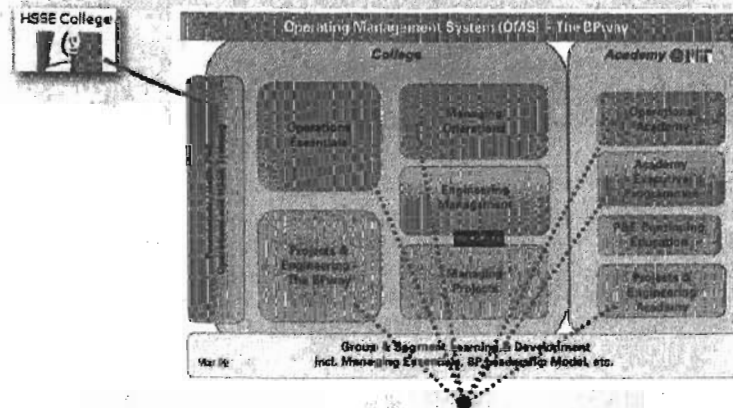
Group S&O owns several foundation education offers, some of which are provided below.

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There are a number of external sites that offer access to additional programs, including advance technical skills, through NEBOSH, IEMA, British Safety Council, PetroSkills, etc.

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HSSE College



The education required to build 'supporting' competence for leadership roles is available to the HSSE discipline through the various S&O education programs, i.e., P&E The BP Way, Operating Essentials, Managing Operations, and the P&E and Operations Academies.

These programs deliver knowledge and skills in leadership, change management, OMS, risk management, project management, process safety and continuous improvement to build the confidence and connectivity in our future leaders to deliver safe, reliable, compliant and efficient operations.

The HSSE College is continuously improved both in terms of the content and the tools to standardise, simplify and reduce complexity to enable efficient HSSE capability building across BP.

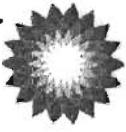
S&O-Owned HSSE Learning Offers

Process Safety Fundamentals	M. Broadribb	Classroom	3-4 Days
Investigation Manager	M. Lucas	Classroom	1.5 Days
Master Root Cause Specialist	M. Lucas	Classroom	3 Days
Occupational Injury & Illness Reporting	M. Lucas	Classroom	2 Days
Incident Investigation (Root Cause Analysis)	M. Lucas	Classroom	1. Day
Tr@ction & Business Objects for LTSAs	R. Emery	Classroom	3 Days
Control of Work	M. Finn	Web Learn	6 Hours
Golden Rules of Safety	M. Finn	Web Learn	1 Hour
Working With Contractors	M. Finn	Classroom	1 Day
SOC	C. Shelton	Classroom	1 Day
Legionella Management and Control	R. Alesbury	Classroom	3 Days
Fundamentals of Industrial Hygiene	R. Alesbury	Classroom	5 Days
HIV & AIDs	R. Heron	Web Learn	30 Min
BP Stress Tools (Modules 1 - 5)	R. Heron	Web Learn	3 Hours
Travel Health	R. Heron	Web Learn	20 Min
HealthMap	R. Heron	Web Learn	1 Hour

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Safety & Operations Learning Programmes – May 2009

Summary

Programme	Discipline	Typical Grade Range	Class Size	Programmes per Year	Participants to date (incl ongoing)	Estimated Total Target Audience	% of Target Completed or in Progress	Estimated Tons to Steady State/ Completion	Location	BP Lead	Vendor/ Partner
Operating Essentials	Operations	I-G	c. 20		1000 (08) 2000 (09)	4000-5000		by 2010	Global	Urban Enyera	TDS, TBA, APN, ESI
Managing Operations	Operations	G-F			0	1500	0%		tbc	Gareth James / Ian Livett	tbc
Operations Academy	Operations	F-D	40	2-3	228 (C1-B)	500	47%	- 2011	MIT, Boston	Steven Marshall / Iop, Livett / Egan O'Neill	MIT Nelson Reppening
Academy Executive Session	Executives	D-A	12-20	2-3	90+ O&E 90+ PE Exec	60		- 2010	MIT, Boston	Steve Marshall / Roan O'Neill	MIT (Nelson Reppening / Donald Lessard)
Projects & Engineering Careers										Don Hurrie	Various
PEC - BSEP	P&E	K - F	Varies	185 in '08	Approx 11,000 (since 2002)	5000-10000	in progress	ongoing		Don Hurrie	Various
Projects & Engineering The BPway	P&E plus project support functions	H - F	50	3-4	337 (YE 2008)	~2000	17%	ongoing	Houston	Dave Redeker / Don Hurrie	TDS, TBA, APN, ESI
Managing Projects	P&E	G - E	30	3	148	xxx	xx%	tbc	Manchester	Alan Johnston / Don Hurrie	University of Manchester
Engineering Management	P&E	F-D	30	3	130	xxx	xx%	tbc	Manchester	Bill Hewitt / Don Hurrie	University of Manchester
Projects & Engineering Academy	P&E	E-D	30-35	1-2	250	250 - 300	63%	30 per yr by 2010	MIT	Tony Atkins	MIT (Don Lessard)
Projects and Engineering Masterclasses	P&E	E-D	30-35	1-2	40	100	40%	ongoing	MIT	Tony Atkins / Peter Duff	MIT (Don Lessard)

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