

## Safety and Operations

### S&O Purpose

The primary purpose of the S&O function is to support the reduction of operating risk and improvement of operating performance of the businesses. The Segments/SPUs are accountable for identification and management of HSSE and operational risks. The S&O function provides an independent perspective on company-wide HSSE and operational risk to the GCE.

### S&O Accountabilities

The S&O function delivers its purpose with the following accountabilities:

- development and maintenance of the BP Operating Management System architecture, which includes underpinning engineering, operating and HSSE practices and tools
- provision of an independent S&O audit function to monitor risk as indicated by gaps to conformance with the OMS architecture
- provision of an independent view on the quality of MAR assessments and mitigation plans for those specific risks that are above the Group Reporting Line
- approval of the key S&O related functional posts at the segment or sub-segment level (Engineering Authorities, Marine Authorities, Operating Authorities, Operations and Projects TVPs)
- development of the S&O MI used at the executive level, maintenance of the Orange Book process and provision of S&O related MI for external reporting
- development and provision of the core capability development programs that will be delivered consistently across the company to underpin the achievement of the OMS intent in the matter of operations, engineering and projects
- coordination of an annual GORC review of group significant HSSE and operational risks
- provision of specific technical expertise and connection to industry best practice in the disciplines represented in S&O

### S&O Organisation

The S&O Function is comprised of the following teams and disciplines:

- HSSE (Health, Security & Crisis Management, Personal and Process Safety, Environment and HSE Compliance)
- Engineering
- Operations
- Projects / S&O Capability
- S&O Audit

The heads of these teams report to the Group Head of S&O, who reports to the GCE.

The S&O function will enact its accountabilities in a manner that maintains connectivity and coherence with the businesses priorities. There is a natural linkage that exists between group and segment functional heads driven by the promulgation of the OMS architecture. Additionally, the Group Head of Projects and Capability will have a “dotted line” to the relevant segment TVPs to ensure alignment and efficacy of the core S&O capability programs. The

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HSSE heads for each segment will retain a dual reporting relationship to the Group Head of HSSE and a “dotted line” to the relevant segment TVP/GVP.

### S&O Governance

The Head of S&O is a member of the Group Operating Risk Committee and shapes the agenda for its quarterly review of business HSSE and operational risk and performance. The function interfaces with the Main Board in support of the GCE at SEEAC meetings. S&O has semi-annual meetings with the GCE to review performance of the function. The priorities of the S&O function are tested and confirmed annually by the GORC. Specific authorities of the discipline heads pertaining to approval of deviations from OMS architecture are defined in the OMS.

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## Research & Technology

### Purpose of Research & Technology (R&T)

R&T is core to BP and intrinsically multidisciplinary. The primary purpose of R&T is to support the delivery of competitive business performance and new business development, through the research, development or acquisition of new technologies, while protecting and enhancing the scientific and technological skills of the Group.

The central role is to:-

- provide science and technology input into development of Group strategy & policy
- define the strategic and operating framework within which R&T activities throughout the company are carried out
- ensure that the right human capability is in place in critical areas (e.g., key science and technology leadership posts)
- illuminate the potential of emerging technologies and conduct research and development (R&D) in support of corporate renewal, and
- assure the quality of R&D associated with BP's major technology programmes

The role of R&T at the Segment and SPU level is to research, develop or acquire, demonstrate and support the deployment of new technologies in the SPUs, while maintaining and enhancing the science and technology skills needed for the short-term and long-term health of the business.

### R&T Structure and Accountabilities

There is a strong bias for embedding R&T activity in the businesses and we only conduct R&D centrally in relation to the long term renewal of the company where there is no natural home in the business.

In respect of R&T, Segment Technology Heads (E&P TVPs, R&M CTO) report directly to the Segment CEO and, through their teams, are accountable for:

- Technology synchronization with segment strategy
- R&T benchmarking, planning and portfolio resource allocation for the segment
- R&T capability development (held at Segment level) including infrastructure
- Segment R&D operations
- Support for deployment of technology in the SPUs

Other TVPs and Technology Program Directors report to business leadership below the Segment CEO and, through their teams, are accountable for:

- Technology alignment with SPU / Sub-Segment strategy
- R&T benchmarking, planning and portfolio resource allocation for the SPU
- R&T capability development in the SPU including infrastructure
- SPU Research and Development operations
- Support for deployment of technology in the SPUs

Note that some TVPs also manage activities that do not relate directly to the Group Head of R&T, e.g., S&O, common processes and non-R&D technical capability.

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The Group Head of R&T, supported by a small central team of world-class experts, is accountable for:

- Assessment of emerging science
- Input to Group strategy and policy, and BP's technology strategy
- R&D of long-term significance to the Group
- Establishing a framework for the management of technology and capability
- Assessment of the quality of R&D in BP's major technology programmes
- Testing for coherence and technology transfer across the Group
- Supporting ETM and businesses in building BP's external technology profile
- Holding relationships with the world class technology institutions, including core Universities where major long term research programmes are being conducted, and the CTOs of companies of strategic relevance to BP

The style and approach of the Group Head of R&T is to lead with a light touch as it relates to Segment activities.

### R&T Governance

The performance of the Segments / SPUs in the delivery of technology will be reviewed by the Group CEO as part of the quarterly OPR cycle.

Twice a year, ETM will review the quality of BP's R&D activities. In preparation for this review, the Group Head of R&T will provide an assessment of strategic progress and competitive benchmarks for key technology areas. One session per annum will include external and independent input from the Technology Advisory Council. The TAC will base their input on quarterly deep dives into selected major technology programs and engagement with BP's senior technology leaders, together with the inferences they draw from these related to BP's technology capability and management processes.

To ensure the quality of R&T across the Group, the Group Head of R&T will endorse Segment technology strategies, all Segment TVP appointments and will be consulted in respect of Segment technology plans. Similarly, the E&P TVPs / R&M CTO will endorse all appointment of SPU / Sub-Segment Technology Heads and Technology Programme Directors relevant to his/her area.

There will be a common technology management system for the company, outlining a few minimum expectations for the management of technology. Businesses will be required to adopt the minimum expectations (e.g., maintaining transparency of technology plans, having an IP strategy in place, having a clear plan for technology uptake, etc.). Processes and tools to deliver these expectations will be identified as best practice but not mandated.

The R&M CTO and E&P TVP Research will participate in the monthly R&T Leadership Team meetings chaired by the Group Head of R&T to address issues of coherence and technology transfer across the Group, provide input to strategy development and challenge/support the level of central R&T activity.

The Group Head of R&T will hold an extended leadership team meeting in the middle of each year to which all TVPs will be invited, the purpose of which is to assess strategic progress and shape the R&T agenda for the Group.

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