

# BP in Angola Sustainability Report 2014

[bp.com/sustainability](http://bp.com/sustainability)



Building a stronger,  
safer BP

# The scope of this report

This report covers the activities of BP Angola, focusing on our performance in 2014 while providing relevant updates on developments in 2015. It has been prepared by our business in Angola, which is based in Luanda. Data is shown for activities where we are the operator, unless indicated otherwise.

In the report, references to 'BP' and the 'BP group' shall mean BP p.l.c., its subsidiaries and affiliates and, unless otherwise stated, the text does not distinguish between the operations and activities of BP p.l.c. and those of its subsidiaries and affiliates. Unless

specified otherwise, references in this report to 'us', 'we', and 'our' shall refer to companies in the BP group operating in Angola.

Unless otherwise indicated all currency amounts are denominated in US dollars.

## Cautionary statement

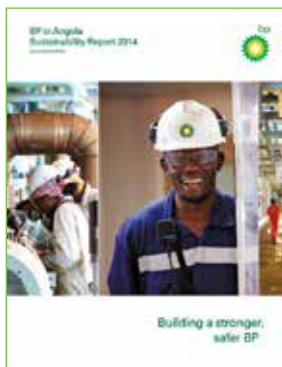
*BP in Angola Sustainability Report 2014* contains certain forward-looking statements with respect to the financial condition, results of operations and businesses and certain of the plans and objectives of BP with respect to these items.

By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that will or may occur in the future. Actual results may differ from those expressed in such statements depending on a variety of factors including future levels of industry product supply; demand and pricing; operational problems; general economic conditions; political stability and economic growth in relevant areas of the world; changes in laws and governmental

regulations; exchange rate fluctuations; development and use of new technology; changes in public expectations and other changes in business conditions; the actions of competitors; natural disasters and adverse weather conditions; wars and acts of terrorism or sabotage; and other factors discussed elsewhere in this document and in *BP Annual Report and Form 20-F 2014*.

Material is used within this document to describe issues for voluntary sustainability reporting that are considered to have the potential to significantly affect sustainability performance in the view of the company and/or are expected to be important in the eyes of internal or external stakeholders. Material for the purposes of this document should not, therefore, be read as

equating to any use of the word in other BP p.l.c. reporting or filings. *BP Annual Report and Form 20-F 2014* and *BP Strategic Report 2014* may be downloaded from [bp.com/annualreport](http://bp.com/annualreport). No material in this Sustainability Report forms any part of those documents. No part of this Sustainability Report constitutes, or shall be taken to constitute, an invitation or inducement to invest in BP p.l.c. or any other entity nor should it be relied upon in any way in connection with any investment decisions. BP p.l.c. is the parent company of the BP group of companies. Unless otherwise stated, the text does not distinguish between the activities and operations of the parent company and those of its subsidiaries.



◀ **Front cover imagery**  
Left image: Mechanical technicians at work, FPSO PSVM  
Centre image: Moises Capemba, Marine technician.  
Right image: A technician along the FPSO PSVM corridor.

# Contents

## Overview

### 4 An introduction from BP Angola's regional president

Darryl Willis reviews recent developments and prospects.

### 5 BP Angola in context

An overview of the context in which we carry out our business in Angola.

### 6 BP at a glance

What we do as a business and the value we deliver to society.

### 8 Our progress in 2014

An overview of key actions and progress.

### 10 BP Angola in figures

Five-year performance information on key measures.

## Focus areas

### 12 How we operate

How BP in Angola operates; operations and projects; our approach to developing our people.

### 25 Safety, health and security

Safety management and performance; our management of health and security.

### 30 Environment

Managing our impact; our objectives, targets and environmental performance.

### 36 Society

Our social investment strategy; working in partnership; our social projects.

## Our reporting

### 48 Find more online

BP's website includes case studies, country reports and health, safety and environmental performance data.





# Introduction from the BP Angola regional president



“

Our social investment programmes continue to make a difference to people's lives in the fields of education, enterprise development, health, environment and institutional capability development.

”

Darryl Willis

It gives me great pleasure to introduce this year's sustainability report for the BP Angola region – our fifth report of this kind, but my first since taking up my role as the BP Angola regional president.

As the report makes clear, these are very exciting times for BP in Angola, with exploration activities continuing in our new blocks, and an increase in production from block 31. In addition to working to maximize the benefit from known resources, we have advised the government in discussions about the development of future resources of gas. These are all signs of our commitment to Angola's future, backed by our plans for further investment between now and 2019.

In parallel, we continue to focus on delivering safe and reliable operations in blocks 18 and 31, where we have been the operator for many years. We maintained steady levels of production in 2014 and while our safety record improved in some areas, there was still room for improvement. We reduced the number of losses of primary containment, a key indicator of the safety of our processes. We remain committed to ensuring that everyone who works for BP Angola is safe, every single day.

Our success in Angola is witnessed by the strength of our relationships. We engage constructively with various government ministries and the national oil company, Sonangol – sharing learning from our experience in fields such as security and human rights, and oil spill response. We work with a wide range of local partners and suppliers, and in 2014 undertook major consultation exercises with community groups in Benguela about our proposed new developments in block 24 and with stakeholders in Luanda about developments in block 19.

Our social investment programmes continue to make a difference to people's lives in the fields of education, enterprise development, health, environment and institutional capability development. We have supported a very diverse range of projects – including the construction of schools and health centres, giving opportunity to disadvantaged people, and building the skills and competency of students, professionals and others. Every one of these initiatives is important for those directly involved but they are also important for Angola as a whole, as its development continues.

The past year has not been without challenges. For example, we have faced operational challenges arising from the temporary shutdown of the Angola LNG facility, in which we are a shareholder. This has contributed to significantly high volumes of flaring from our operations. And of course, we are now operating in an environment with significantly lower oil prices, which will increase the need for everyone to operate efficiently – not just at BP, but throughout the sector worldwide.

Our Angola business is in good shape to meet the various challenges ahead. This is in no small measure due to the efforts of my predecessor, Martyn Morris, who has retired from BP after a long and distinguished career. His leadership was exemplary and his many successes were founded on the strength of the relationships he forged. I am privileged to take up where Martyn left off, and look forward to building on those achievements in the years ahead.

A handwritten signature in black ink, appearing to read 'Darryl Willis'. The signature is fluid and cursive, written on a white background.

Darryl Willis  
BP Angola Regional President  
May 2015

# BP Angola in context

Working in Angola, a developing country with a heritage of conflict, creates a demanding operating context for business in which a variety of economic, physical, and social challenges affect day-to-day activities.

## Economic and social capacity

Angola has remained stable and peaceful since the end of the civil war in February 2002. According to the International Monetary Fund (IMF), output in real terms has more than doubled in Angola over the past decade and output per capita has increased by more than half. Yet the transition from a period of conflict continues, with countrywide infrastructure reconstruction and a private and public economic-social recovery plan.

Despite progress, further development of Angola's institutions is needed to tackle a wide range of social challenges, such as poverty alleviation and health. Malaria is the country's principal fatal disease and the main cause of death among pregnant women and children. Cholera is still a concern, especially during the rainy season. Vaccination campaigns targeting polio have been running throughout the country in a bid to eradicate the disease.

## Development constraints

The condition of the country's physical infrastructure – power and water provision, the road and rail network, and health and education systems – poses daily challenges to the Angolan people and to businesses. The need for a larger and better skilled local labour force, and the intense competition for qualified local labour, can also constrain business development.

The government's reform agenda addresses a number of these important issues, including improving access to credit, the provision of training, and streamlining licensing procedures while reducing their cost. Implementation of these initiatives is vital to improve competitiveness.

## Economic diversification

As the second largest oil producer in Africa after Nigeria, Angola's oil sector continues to underpin the country's reconstruction and is the major source of foreign investment. Dependence on oil, however, means that Angola is heavily exposed to fluctuations in the oil price. To address this challenge, the government plans to promote growth in the non-oil sector, with a public sector investment programme that seeks to diversify the economy, complete reconstruction and address key infrastructure gaps. Lower government spending, however, will be required due to constrained budgets, and well-targeted social assistance programmes to mitigate the impact on the poor.

We recognize the risk to the country of over-reliance on the oil and gas sector, and the need to manage the high expectations that stakeholders have of our industry. While our key

contribution lies in maximizing oil and gas production (and hence government revenues), we play a supporting role in helping to develop the national economy. For example, we support economic diversification by buying goods and services from local suppliers, developing the skills of the local labour force and promoting education and enterprise development in our social investment programmes. We also contribute to poverty alleviation initiatives in some of our social investment projects.

## Ethics and transparency

Angola ranked 180 out of 189 economies in the World Bank's 'Ease of Doing Business' Index in 2014. Angola also presents significant challenges for compliance with anti-corruption laws and the promotion of ethical business practices, currently ranking 161st of the 175 countries listed in Transparency International's 2014 Corruption Perceptions Index. BP Angola provides extensive training to employees and contractors on our code of conduct and applicable laws, as well as an audit programme for current and potential partners, and additional scrutiny and management of high risk agents acting on our behalf.

## Environment

In recent years, the Angolan government has increased its efforts to protect the natural environment through legislation and monitoring of petroleum activities. BP supports the government's efforts and applies the same rigorous environmental standards in Angola as we do throughout our worldwide operations. Where appropriate in our operations, we work with the environmental authorities to assure that regulations are reasonable in the Angolan context and consistent with best international practices.

## Foreign exchange

In 2012, Angola enacted measures that fundamentally changed the long-standing foreign exchange regime for the petroleum industry. Under the new law, oil and gas operators must repatriate through Angolan registered banks the funds necessary to pay for goods and services provided in Angola, which must now be made in the local currency, kwanza. These changes imposed financial and administrative costs on oil producers and their service providers and reduced the amount of US dollars available in the local market. BP and other oil producers continue to consult periodically with the National Bank of Angola to ensure the law does not impact ongoing oil and gas operations and to assure continued compliance.



▲ BP employees interact at BP Angola office, Torres Atlantico.

# The BP group at a glance

BP delivers energy products and services to people around the world.

Through our two main operating segments, Upstream and Downstream, we find, develop and produce essential sources of energy, turning them into products that people need. We also buy and sell at each stage of the hydrocarbon value chain. In renewable energy, our activities are focused on biofuels and wind. We also have a 19.75% shareholding in Rosneft.

 **Business model**  
For more information on our business model see [bp.com/businessmodel](http://bp.com/businessmodel)

## Finding

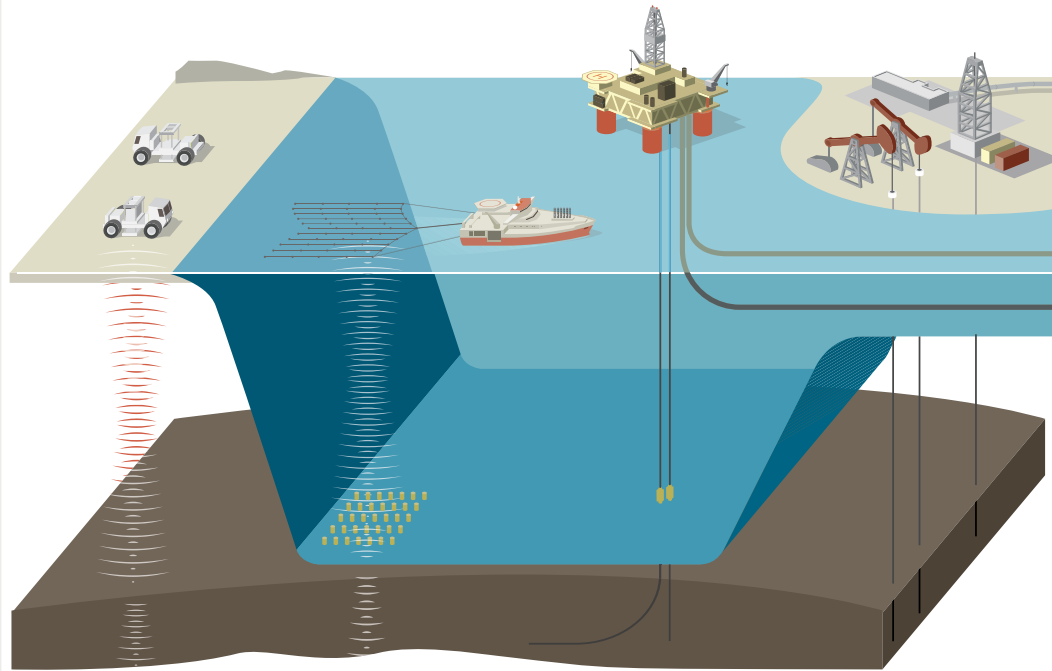
oil and gas

First, we acquire exploration rights, then we search for hydrocarbons beneath the earth's surface.

## Developing and extracting

oil and gas

Once we have found hydrocarbons, we work to bring them to the surface.



## Upstream

Our Upstream segment manages exploration, development and production activities.

## The value we deliver to society

We believe that societies and communities where we work should benefit from our presence.

Our projects and operations create jobs, opportunities for local suppliers and tax revenues for governments.

When we move into a new area we look for opportunities to create a positive impact. This includes supporting communities' efforts to increase income and improve standards of living.

### Economic value generated by BP

**\$359.8bn**

This includes revenue plus interest and dividend receipts, and proceeds from divestments.

 See [bp.com/annualreport](http://bp.com/annualreport)

### Economic value distributed to others

#### Suppliers

This includes our purchases from suppliers, contractor costs, and production, manufacturing and other expenses.

**\$311.6bn**

 See [bp.com/supportingsociety](http://bp.com/supportingsociety)

#### Governments

We contribute to economies around the world through the taxes we pay. We also pay taxes that we collect on our products and services.

**\$8.0bn**

 See [bp.com/financialtransparency](http://bp.com/financialtransparency)

## Transporting and trading

oil and gas

We move hydrocarbons using pipelines, ships, trucks and trains and we capture value across the supply chain.

## Manufacturing

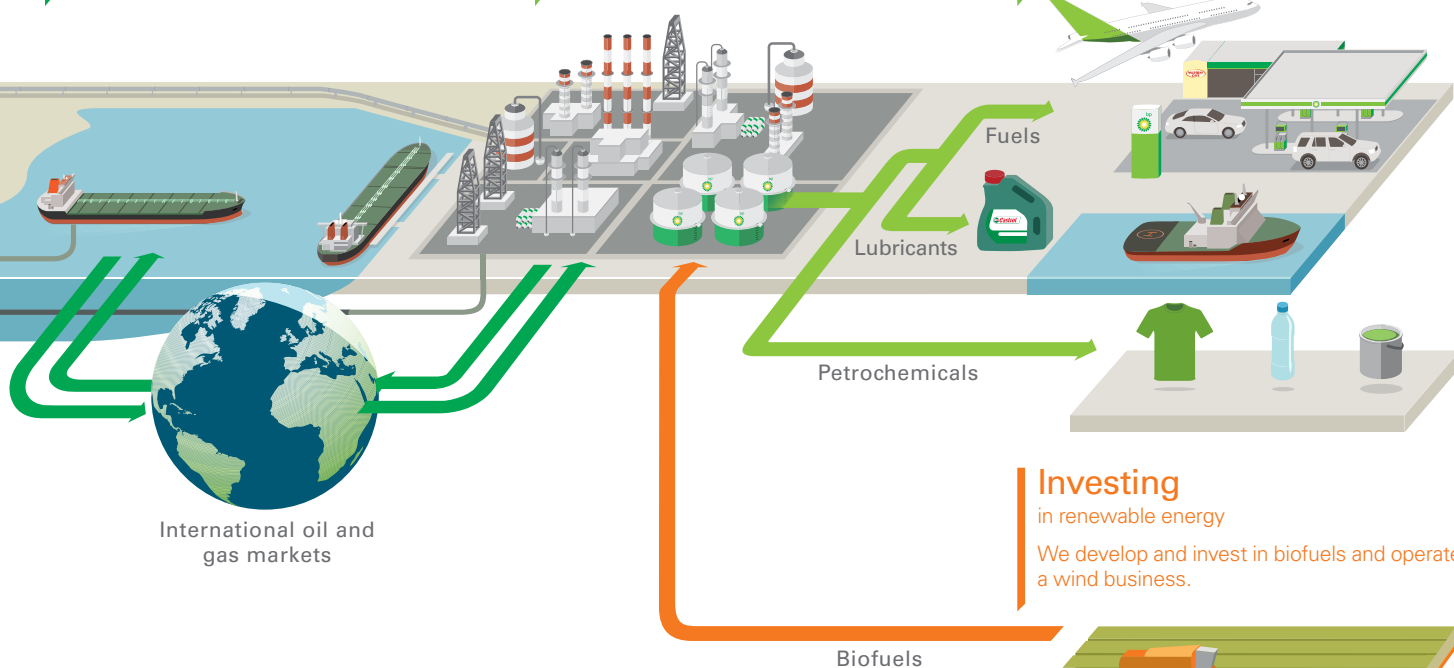
fuels and products

We refine, process and blend hydrocarbons to make fuels, lubricants and petrochemicals.

## Marketing

fuels and products

We supply our customers with fuel for transportation, energy for heat and light, lubricants to keep engines moving and the petrochemicals required to make a variety of everyday items.



## Downstream

Our Downstream segment operates hydrocarbon value chains covering three main businesses – fuels, lubricants and petrochemicals.

## Economic value retained by BP

### Employees

We provide direct employment to more than 85,000 people around the world. Employee costs include salaries and benefits.

**\$13.9bn**

See [bp.com/people](http://bp.com/people)

### Capital providers

This includes \$5.9 billion in dividends paid to shareholders and \$4.8 billion distributed via our share repurchase programme, as well as finance costs.

**\$12.0bn**

See [bp.com/investors](http://bp.com/investors)

### Communities

Our social investment includes education, enterprise development and infrastructure programmes. This figure is in addition to social bonuses paid to governments as part of licence agreements.

**\$0.1bn**

See [bp.com/supportingsociety](http://bp.com/supportingsociety)

**\$14.2bn**

The majority of this is invested in capital expenditure and acquisitions.

See [bp.com/annualreport](http://bp.com/annualreport)

# Our progress in 2014

We aim to meet the world's energy needs by creating long-term value for our shareholders and the societies and economies in which we operate. Here we report on where we are today and some of our plans for the future.

## How we operate

Our operations are shaped by the BP group's approach to sustainability, our strategy and values and by our management systems and processes.

- Continue to focus on the quality of positions held by local nationals as well as the number of Angolans we employ.
- Invest a further **\$8.5 billion** in Angola from 2015 to 2019.
- Monitor progress of measures set out in our operating management system action plans.

What we said we would do

### 73%

of our total workforce based in Angola are Angolan nationals.



### 10%

of total BP group net oil production worldwide (excluding Russia) came from Angola in 2014, up from 9% in 2013.

### \$27 billion

invested in Angola up to the end of 2014.

Where we are today

- Further develop our Angolanization programme through the replacement of expatriates with Angolan nationals.
- Continue reliable and safe operations, in line with our operating management system requirements.
- Support the Angolan government in plans for developing gas resources.

What we plan to do next

- See a summary of our operational performance on page 20.
- Read about how we manage our people on pages 23-24.

For more information

## Safety, health and security

We have comprehensive programmes in place to strengthen safety, risk management and compliance.

- Enhance our operating discipline and self-verification systems to improve personal safety performance.
- Continue to focus on process safety, conducting the self-verification activities required to confirm effective use of process safety principles and practices.
- Continue to build health capability through deep technical expertise in our industrial hygiene and occupational health team.

### 0

fatalities in our operations – for the ninth consecutive year.

Significant reduction in losses of primary containment, but higher volumes of flaring and greenhouse gas emissions.

Improved and updated plans for health management, including updated malaria management and baseline studies on stress in the workplace.



- Continue to seek improvements in our personal safety performance.
- Confirm effective use of process safety principles and practices through rigorous self-verification.
- Maintain the awareness of our staff to health, safety and security risks – inside and outside the work environment.

- Read about how we are working to prevent incidents at our operations on page 26.
- Read about our efforts to engage with contractors to improve safety awareness and performance on page 28.

## Environment

We seek continuous improvement in our environmental performance and are committed to the continual reduction of our risks.

- Minimize our impact by taking a systematic approach to environmental management.
- Focus on our most significant impacts.
- Enhance our oil spill response preparedness and capability.

Some waste reductions have been made. Our goal remains to reduce emissions, including flaring which remains a major challenge.



Analysis and consultation on key environmental impacts associated with new developments carried out with government and local communities.

Initial coastal sensitivity mapping work is complete, and is now being extended – working with industry partners to ensure oil spill response preparedness.

- Apply implementation plans for various government environmental decrees.
- Continue offshore environmental monitoring initiatives to understand marine impacts.
- Continue to increase environmental and operating management system awareness.

- Read accounts of our environmental monitoring programmes in offshore deep water on page 32.
- See an overview of our 2014 environmental targets and performance on page 33.



## Society

We support social investment initiatives that strengthen the capabilities of Angola's people and institutions.

- Strengthen local communities and institutions to play a key role in Angola's socio-economic development.
- Support local institutions so that they can lead capacity building programmes.
- Continue to support government objectives of reducing poverty and enhancing social inclusion.

**\$1.6 billion**  
spent with local suppliers in 2014.

**\$7.5 million**  
spent in 2014 on a wide range of social projects.



**\$1.8 million**  
overall spend on educational projects.

- Continue to support social projects in education, enterprise development, and institutional capability development.
- Collaborate with partners and beneficiaries to implement our projects.
- Apply our updated framework for project evaluation and selection.

- 🔍 Read about our approach to social investment on pages 37-45.
- 📄 See an overview of our social projects on pages 38-40.



BP staff at the office, Torres Atlantico.



Ministers of Health and High Education during the launch of the simulation lab at UAN medical faculty.



View of Luanda Bay.



Benguela technology showcase, block 24.

# BP Angola in figures

Data on our safety, environment, people and operational performance from 2010 to 2014.

For the year ended 31 December

<b>Performance</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Total hydrocarbons produced (thousand barrels of oil equivalent (mboe) per day) (Op and non-op)	170	123	149	180	182
<b>Safety</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Fatalities – employees	0	0	0	0	0
Fatalities – contractors	0	0	0	0	0
Day away from work cases (DAFWC) <sup>a</sup> – workforce <sup>b</sup>	0	4	5	2	6
Day away from work case frequency (DAFWCF) <sup>c</sup> – workforce	0	0.083	0.093	0.035	0.10
Recordable injuries <sup>d</sup> – workforce	3	13	17	15	18
Recordable injury frequency (RIF) <sup>e</sup> – workforce	0.07	0.27	0.32	0.27	0.29
Total vehicle accidents	23	27	26	23	34
Total vehicle accident rate (TVAR) <sup>f</sup>	7.9	12.8	8.4	5.6	9.0
Severe vehicle accidents	4	1	2	0	1
Severe vehicle accident rate (SVAR) <sup>f</sup>	1.4	0.4	0.6	0	0.3
Hours worked – workforce (million hours)	8.3	9.6	10.8	11.3	12.3
Kilometres driven (millions)	2.9	2.5	3.4	4.1	3.8
<b>Environment</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Direct carbon dioxide (CO <sub>2</sub> ) <sup>h</sup> – (tonnes)	1,055,204	1,006,583	898,618	1,709,590	4,054,630
Indirect carbon dioxide (CO <sub>2</sub> ) <sup>i</sup> (tonnes)	0	0	0	0	0
Direct methane (CH <sub>4</sub> ) (tonnes)	2,444	2,079	3,220	9,618	24,091
Direct greenhouse gas (GHG) (tonnes CO <sub>2</sub> equivalent) <sup>j</sup>	1,106,528	1,050,242	966,229	1,911,568	4,560,541
Total gas flared (tonnes)	227,851	323,693	308,095	1,016,261	1,195,106
Sulphur dioxide (SO <sub>x</sub> ) (tonnes)	98	298	559	648	511
Nitrogen oxides (NO <sub>x</sub> ) (tonnes)	928.4	1,060	3,828	6,319	5,827
Non-methane hydrocarbons (NMHC) (tonnes)	6,766	11,391	1,568	3,118	3,013
Losses of primary containment <sup>g</sup>	0	0	7	22	4
Number of hydrocarbon spills <sup>k</sup>	0	1	5	6	6
Volume of product spilled (litres)	0	750	2,100	4,498	7,470
Volume of product unrecovered (litres)	0	0	1,000	2,455	2,943
Total hydrocarbon discharges to water (tonnes)	45.58	43	55	23	74
Hazardous waste disposed (tonnes)	1,035	887	760	762	1,220
Non-hazardous waste disposed (tonnes)	426	255	474	798	922
<b>Employees</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Angolan nationals <sup>l</sup>	507	575	680	738	806
Non-Angolan nationals based in Angola	113	156	302	310	298
Total	620	731	982	1,048	1,104

## Notes to figures:

- a DAFWC: An injury or illness is classified as a day away from work case (DAFWC) if as a consequence of it the member of the BP workforce could not have worked on any day after the injury or illness, irrespective of whether there was scheduled work, or when a physician or other licensed health care professional recommends that the member of the BP workforce stay at home but the individual comes to work anyway.
- b The BP workforce comprises all BP employees, all BP contractors and all BP directors.
- c DAFWCF workforce: The number of injury DAFWCs to the BP workforce for every 200,000 hours worked in the same period.
- d A recordable injury is an injury and illness incident that results in a fatality, a day away from work case, restricted work or job transfer, or medical treatment beyond first aid.
- e RIF: The total number of recordable injuries to the BP workforce for every 200,000 hours worked in the same period.
- f TVAR: Total Vehicle Accident Rate: the sum of all light vehicle and all mobile plant accidents per one million kilometres driven. Severe vehicle accident rate is the total number of work-related vehicle accidents (classified in accordance with guidance on severity levels), per one million work-related kilometres driven.
- g Loss of primary containment: An unplanned or uncontrolled release of material from primary containment.
- h Direct GHG emissions are the physical emissions from operations on an equity share basis.
- i Indirect GHG emissions are a consequence of the import by operations of steam, electricity and heat on an equity basis from third-party sources.
- j Greenhouse gas emissions include carbon dioxide and methane (converted to the quantity of CO<sub>2</sub> that would create an equivalent warming effect).
- k Hydrocarbon spill: An accidental or unplanned loss of hydrocarbon greater than or equal to one barrel from primary containment from a BP or contractor operation, irrespective of any secondary containment or recovery. (One barrel is equal to 159 litres, equivalent to 42 US gallons). Historic data has been revised to meet latest BP reporting definitions.
- l This number includes both Angolan nationals based at BP's operations in Angola and those on overseas assignments.



▲ BP employees on board Discoverer Luanda Drillship in block 31.



# How we operate

Our operations are shaped by the BP group's approach to sustainability, our strategy and values and by our management systems and processes.



## What we said we would do

Continue to focus on the quality of positions held by local nationals as well as the number of Angolans we employ.

Invest a further \$8.5 billion in Angola from 2015-2019.

Monitor progress of measures set out in our operating management system action plans.

## Where we are today

73% of our total workforce based in Angola are Angolan nationals.

10% of total BP group net oil production worldwide (excluding Russia) came from Angola in 2014, up from 9% in 2013.

\$27bn invested in Angola up to the end of 2014.

## What we plan to do next

Further develop our Angolanization programme through the replacement of expatriates with Angolan nationals.

Continue reliable and safe operations, in line with our operating management system requirements.

Support the Angolan government in its plans for developing gas resources.



# BP Angola's strategy

We aim to build a material, high-performing and sustainable business in Angola that benefits the country and our shareholders.

## Who we are

BP is one of the world's leading integrated oil and gas companies. We aim to create value for shareholders by helping to meet the growing demand for energy in a responsible way.

We have operations in almost 80 countries and globally we employ approximately 85,000 people. We had exploration and production activities in 28 countries in 2014, including Angola.

In 2014, the BP group produced 3.2 million barrels of oil equivalent per day for customers across the world.



▲ Area planning team Leader, block 18 & 31.



▲ A BP Operations Team Leader and Rolls Royce Engineer on-board the Greater Plutonio FPSO.

## A key part of BP

Angola is one of BP's key provinces for hydrocarbon exploration and development and a major part of the BP group's activity in deepwater exploration and production. Net production from BP Angola accounted for approximately 10% of total BP group net oil production worldwide (excluding Russia) in 2014.

We have interests in nine offshore deep and ultra deepwater blocks in Angola with a total acreage of more than 32,600km<sup>2</sup>.

## Our strategy

Our strategy in Angola is to build a material, high-performing and sustainable business that benefits Angola and our shareholders. We aim to maximize long-term value through safe and reliable operations, resource recovery, superior wells and project execution and disciplined appraisal of existing discoveries.

This strategy is closely aligned with the BP group strategy.

To pursue these goals, we seek to align our everyday business activities in Angola with the country's development. Our vision is for BP Angola to be recognized as the partner of choice and a positive contributor to Angola's development, making a difference to the wellbeing and advancement of the Angolan people and the country's economy.

We aim to further contribute to the socio-economic development of Angola by creating strategic partnerships for social and institutional development. We support a wide range of social projects in education, enterprise development, health, safety and environment, which aim to build capability and promote development in Angola.

🔗 See page 36 (Society) for more information.

◀ View of the plant of FPSO PSVM pipework plant.

## Timeline

### 1970s

Initial Amoco involvement in Angola.

### 1996

Amoco acquires rights to block 18.

### 1999

BP assumes operatorship of block 31.

### 2001

Launch of offshore technicians training programme.

### 2001-06

Exploration, pre-drill development wells drilling programme.

### 2005

The BP Serpent project makes new biodiversity discoveries in offshore waters.

### 2005

BP and oil industry partners launch CAE – the enterprise centre.

### 2006

Greater Plutonio FPSO construction is completed.

### 2007

First oil from Greater Plutonio; sanction for the Angola LNG project.

### 2008

BP makes 16th discovery in the ultra deepwaters of block 31; approval granted for the future development of block 31.

### 2009

BP makes its 19th discovery in block 31.

### 2010

BP invited to negotiate access to four new exploration blocks.

### 2011

BP and Sonangol sign new production sharing agreements as operator of blocks 19 and 24, with interests in blocks 20, 25 and 26.

### 2012

PSVM project first oil.

### 2013

PSVM FPSO reaches plateau production; first cargo delivered from Angola LNG.

### 2014

Block 24 exploration begins.

## BP's strategy and sustainability

**We believe that the best way for BP to achieve sustainable success is by acting in the long-term interests of our shareholders, our partners and society.**

We aim to create long-term value for our investors and benefits for the communities and societies in which we operate. We are working to become a simpler business, focusing on where we can generate the most value, and not necessarily the most volume, through our production. We are strengthening our portfolio of high-return and longer-life upstream assets, while building high-quality downstream businesses. All of this is underpinned by our expertise, technology and relationships. We strive to be a world-class operator, a responsible corporate citizen and a good employer.

Keeping a relentless focus on safety is naturally a top priority for us. Rigorous management of risk helps to protect the people at the frontline, the places in which we operate and the value we create. We continue to enhance our systems, processes and standards, including how we manage the risks that can be created by the actions of our contractors and the operators of joint ventures in which we participate. We understand that operating in politically complex regions and technically demanding geographies, such as deep water

and oil sands, requires particular sensitivity to local environments.

We can only operate if we maintain the trust of people inside and outside BP. We must earn people's trust by being fair and responsible in everything we do. We monitor our performance closely and aim to report in a transparent way. We believe good communication and open dialogue are vital if we are to meet the expectations of our employees, customers, shareholders and the local communities in which we operate.

Strong financial performance is vital, because it enables us to make the investments necessary to produce the energy that society requires, while rewarding and maintaining the support of our shareholders.

By supplying energy, we support economic development and help to improve quality of life for millions of people. Our activities also generate jobs, investment, infrastructure and revenues for governments and local communities.

 See [bp.com/strategy](http://bp.com/strategy)



▲ An Electrical Technician at the FPSO Greater Plutonio electrical room.

# Governance and management systems

High-level corporate governance policies guide our operations and detailed processes are applied in our day-to-day activities.



▲ BP Angola Operations Team during the first Offshore Technician forum.

## BP Angola's governance and management systems

The BP Angola regional leadership team has responsibility for the direction and oversight of BP Angola activities. It seeks to achieve the business strategy of creating a sustainable Angolan energy company, producing returns that contribute to the success of BP's exploration and production business.

Our governance principles and management systems provide a framework for determining what we are trying to deliver and how we go about that delivery. In line with the rest of BP, controls include the BP code of conduct and our principles for delegation of authority. These are designed to make sure employees understand what is expected of them.

As part of the control system, the BP Angola leadership team provides assurance that work focuses on the development and implementation of our strategy, provides assurance on performance and manages risks to delivery.

## BP's operating management system – the way we operate

OMS – BP's operating management system – helps us manage risks in our operating activities by setting out BP's principles for good operating practice. It brings together BP requirements on health, safety, security, the environment, social

responsibility and operational reliability, as well as related issues, such as maintenance, contractor relations and organizational learning, into a common management system.

Where necessary, we provide practices and procedures that outline how to meet the requirements. We review and amend our group requirements within OMS from time to time to reflect the company's priorities and experience or changing external regulations.

## Continuous improvement

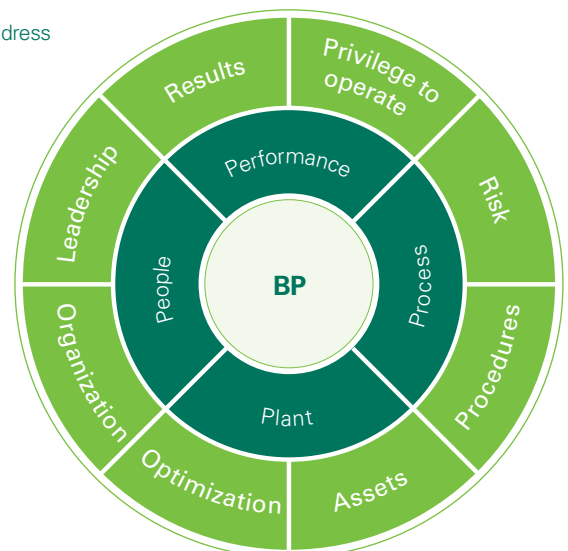
OMS also helps us improve the quality of our operating activities. All BP businesses covered by OMS undertake an annual performance improvement cycle, and assess alignment with the OMS framework. Recently acquired operations are required to transition to OMS. We use the performance improvement cycle to identify and implement opportunities to work more effectively across the business – from individual challenges on sites to how we plan and carry out assurance.

## Our operating management system

Over the past year in BP Angola, we have built on the foundations we put in place for developing OMS in 2013. The focus of our work in 2014 has been on improving OMS conformance in relation to the highest risk areas of our operations. To do this, the OMS team has worked closely with our business functions.

## Operating requirements

BP's OMS includes requirements that address eight focus areas.





## Our values

**We have five values that express our shared understanding of what we believe, how we aim to behave and what we aspire to be as an organization.**

### Safety

Safety is good business. Everything we do relies upon the safety of our workforce and the communities around us. We care about the safe management of the environment. We are committed to safely delivering energy to the world.

### Respect

We respect the world in which we operate. It begins with compliance with laws and regulations. We hold ourselves to the highest ethical standards and behave in ways that earn the trust of others. We depend on the relationships we have and respect each other and those we work with. We value diversity of people and thought. We care about the consequences of our decisions, large and small, on those around us.

### Excellence

We are in a hazardous business, and are committed to excellence through the systematic and disciplined management of our operations. We follow and uphold the rules and standards we set for our business. We commit to quality outcomes, have a thirst to learn, and to improve. If something is not right, we correct it.

### Courage

What we do is rarely easy. Achieving the best outcomes often requires the courage to face difficulty, to speak up and stand by what we believe. We always strive to do the right thing. We explore new ways of thinking and are unafraid to ask for help. We are honest with ourselves and actively seek feedback from others. We aim for an enduring legacy, despite the short-term priorities of our world.

### One Team

Whatever the strength of the individual, we will accomplish more together. We put the team ahead of our personal success and commit to building its capability. We trust each other to deliver on our respective obligations.

 [See bp.com/values](http://bp.com/values)

## Risk management

BP's risk management system is designed to help ensure that risks are identified, understood and managed so that we can deliver safe and strong operations.

Operating and business functions in Angola use group processes to continuously assess and manage any risks which might prevent us from achieving our business goals. In Angola, these processes include quarterly risk review sessions that focus on safety and operational risks that may result in harm to people or damage to the environment. The reviews cover a wide range of other technical and non-technical issues, such as strategic or commercial risk related to finance, legal and compliance issues, supply chain and external influences.

### Safety and operational risk

The risk management process for safety and operational risks aims to systematically address risks, such as loss of primary containment of hydrocarbons, by understanding the strength of the controls we have put in place to prevent a risk event from occurring. Controls also consider the mitigation activities we have ready to respond if a risk event was to occur, such as our emergency response plans. Risks associated with deepwater drilling in Angola are managed through these processes.

### New developments

Risk assessment is an integral feature of new developments and is also applied to smaller projects within operations, which typically deal with re-design or modification to existing equipment.

### Non-operated joint ventures

As part of the group risk assessment process, all regions in BP that have non-operated activities must understand the risks associated with the joint venture and determine the level of risk exposure to BP. Where there are exposure risks of a certain level, we develop an action plan to address them.

### Performance management

Our management approach includes actions to monitor, verify and audit our measures to mitigate risk to check they are effective. We systematically manage performance, using key indicators, by reviewing the actions we have taken so that future objectives are based on lessons learned.

To help us manage risk effectively, we apply group practices and procedures, which set out requirements in areas such as safety or environmental protection, and detailed guidance

on issues such as fraud reporting. Our employees are rewarded not just for what they deliver, but also how they have demonstrated behavior that reflects our values. As part of their individual performance review, employees set priorities regarding their contribution to safety, compliance and risk management; what they will deliver for the near and long term; and how they will do their job to ensure consistency with the company's values.

## Our values

To deliver sustained high performance, we recognize that we need to treat 'how' we do business as importantly as 'what' we do. Our values – safety, respect, excellence, courage and one team – are a core part of the 'how.' The values are embedded into our group-wide systems and processes, including our recruitment, remuneration, promotion and development assessments.

We have a dedicated ethics and compliance team in the Angola region who provide regular communication, training, and investigation in relation to all aspects of the code of conduct, gifts and entertainment, anti-money laundering, anti-bribery and corruption and related local policies such as the hosting of government officials. Progress against an annual plan is reviewed quarterly by the regional leadership team. The review covers topics such as training completed, communications, instances of breaches of the code of conduct and investigations.

### Our code of conduct

BP's code of conduct outlines our commitment to high ethical standards and compliance with applicable laws wherever we operate.

The code of conduct is based on our values and clarifies the ethics and compliance expectations for everyone who works for BP. It includes sections on operating safely, responsibly and reliably; our people; our business partners; the governments and communities we work with; and our assets and financial integrity.

The code takes into account key points from BP's internal standards related to anti-bribery and corruption, anti-money laundering, competition and anti-trust law, and trade sanctions.

### Who the code applies to

Our code applies to every employee and contractor in every BP wholly owned entity. In joint ventures and entities over which BP does not have overall control, the code outlines our expectations to influence our partners to follow similar principles. Where feasible, we seek a contractual commitment from our suppliers to





▲ BP employee asking a question during a meeting with the head of Global Wells Organization function.

comply and work in line with our code. We will consider terminating contracts where a contractor continues to fall below the standards set by BP or acts in a manner that is not consistent with our code.

The Angola region has a dedicated ethics and compliance team which provides regular communication, training, advice, and investigates code of conduct breaches. In 2014, we created a local Ethics and Compliance Committee (ECC), which includes selected members of the Angola region leadership team. The committee meets quarterly to review progress against the plan as well as statistics around training, breaches, investigations and cases on Open Talk – the confidential phone line and email service available to employees to register ethical concerns. The creation of this committee was an important landmark in our efforts to promote and embed ethical and compliant behaviour in the business.

The code requires that our employees or others working on behalf of BP do not engage in bribery or corruption in any form. We support this requirement by carrying out face-to-face and web-based anti-bribery and corruption training for employees in Angola.

The code also forbids employees from making, offering or promising to make a payment or transfer of anything of value (including the provision of any service, gift or entertainment) to government personnel or other officials for the intention of improperly obtaining or retaining business, or for any other improper purpose or business advantage. This prohibition also applies to third-parties acting on BP's behalf. To systematically monitor compliance with the BP Angola gifts and entertainment policy, we regularly analyze the number of gifts accepted and declined, and their value.

The code also highlights BP's policy of not permitting facilitation payments, which are payments made to secure or speed up routine legal government actions, such as issuing permits, even if these payments are nominal in amount. We take a zero tolerance approach to all forms of bribery and corruption.

We have established a comprehensive programme of reporting and monitoring on how the code of conduct is being implemented. For example, the number of declarations of conflict of interest declarations rose from three in 2013 to 12 in 2014. The number of investigations into alleged breaches of the code decreased from 20 in 2013 to 15 in 2014, although the substantiation rate of these cases increased from 67% in 2013 to 82% in 2014. Disciplinary action is taken if required, including employee dismissal, which is

undertaken in accordance with provisions in Angolan labour law. Four employees were dismissed in 2014, compared with seven in 2013.


We take steps to develop a culture of transparent business dealings in our own activities and in the wider business context. For example, at Agostinho Neto University, we have supported a Masters degree programme in oil and gas law and a Masters in oil and gas administration that includes a module on ethics and social responsibility, designed to demonstrate the benefits of conducting business in an ethical and transparent way.

Employees, regardless of seniority, certify that they have read and understood the code of conduct, making a self-declaration as part of their end-of-year performance review. Incorporating certification into these processes helps to emphasize that we are all required to do our jobs with high ethical standards and integrity, in line with our values and desired behaviours.

### Our partners in joint arrangements

We seek to work with companies that share our commitment to ethical, safe and sustainable working practices. Our code of conduct states that we seek to clearly communicate our relevant expectations to our business partners, agreeing contractual obligations where applicable.

As part of our anti-bribery and corruption programme, we trained a total of 52 senior employees from 30 contractor companies in Angola in 2013 and 2014. This engagement with counterparties will continue in 2015 and beyond.

 See page 31 for more information, including how we manage environmental and social impacts during operations.

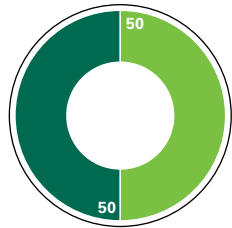
# Our operations

We have made substantial investments in Angola's offshore development projects since the 1990s, and are now expanding the scale of our activities

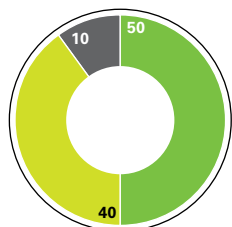
## Block percentages (%)

Operated assets

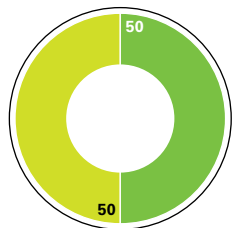
### Block 18



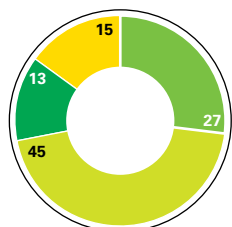
### Block 19



### Block 24



### Block 31



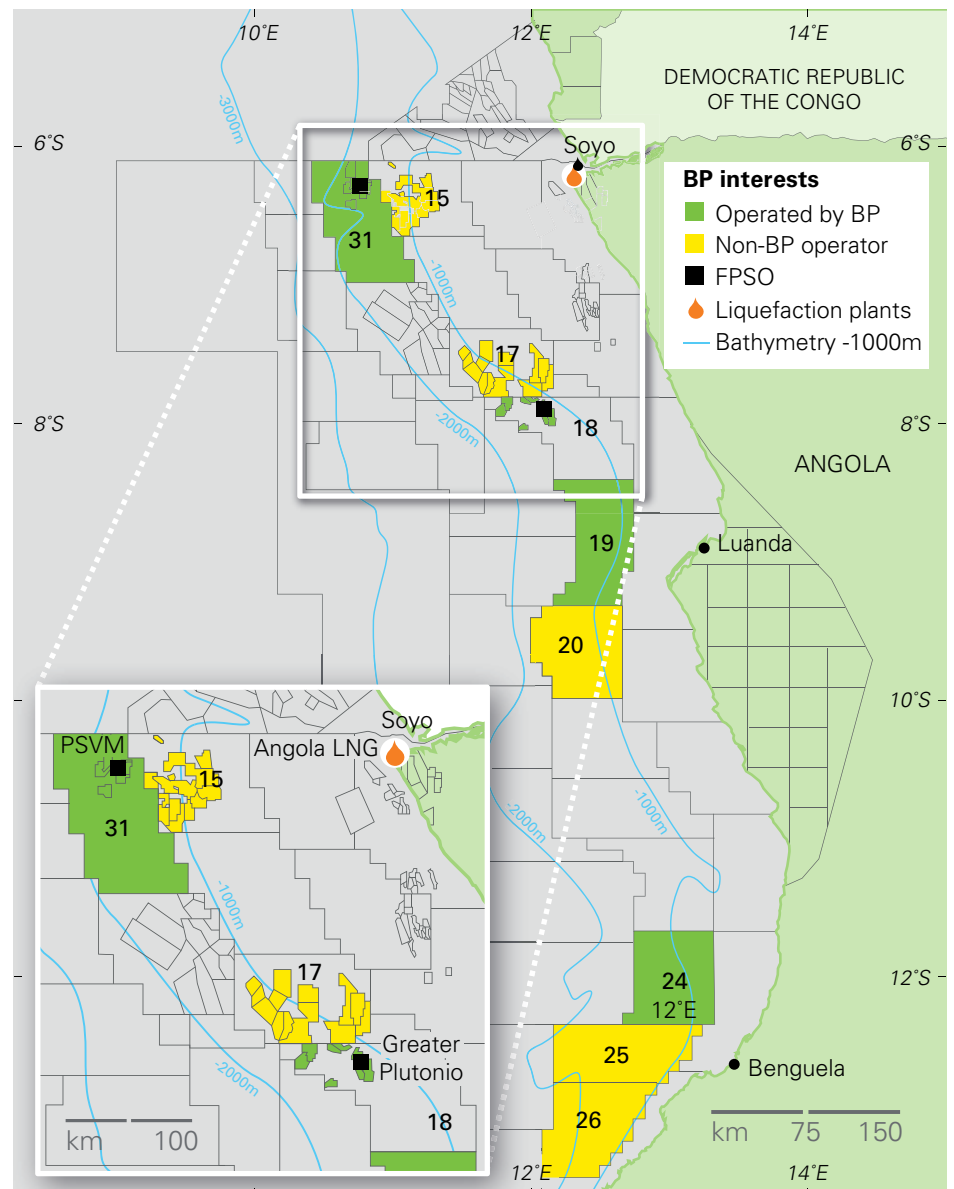
- BP
- Sonangol Sinopec International
- Sonangol Pesquisa e Produção
- China Sonangol
- Statoil
- Sonangol Sinopec International Thirty-one Ltd

BP has been in Angola since the 1970s, and in the 1990s acquired interests in four deepwater offshore blocks some 200 kilometres northwest of Luanda. In 2011, BP acquired interests in five new deepwater and ultra deepwater blocks in the Kwanza and Benguela basins to the south of the capital, making the Angola region one of the most important businesses in BP's portfolio.

BP is one of the largest foreign investors in Angola, having invested more than \$27 billion by the end of 2014 and with plans to invest an additional \$8.5 billion by 2019.

We are the operator of blocks 18, 19, 24 and 31 and have non-operated interests in blocks 15, 17, 20, 25 and 26 as well as in the Angola LNG plant in Soyo.

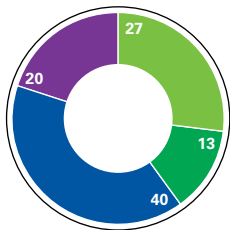
## Map of BP acreage in Angola



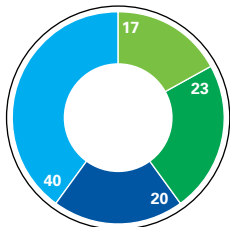
### Block percentages (%)

Non-operated assets

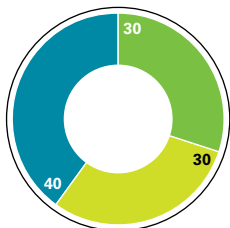
#### Block 15



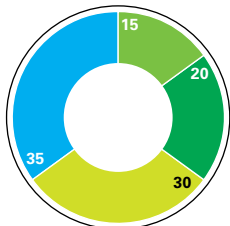
#### Block 17



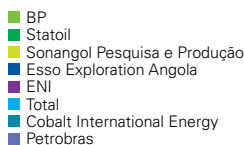
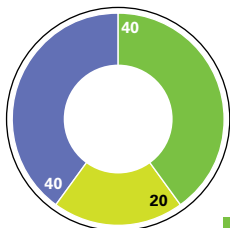
#### Block 20



#### Block 25



#### Block 26



### Operated assets

#### Block 18 – Operated by BP

**Partners:** BP 50%; Sonangol Sinopec International 50%

**Area:** 5,000 sq. kilometres

**Water depth:** 1,200-1,600 metres

**Fields:** The Greater Plutonio development, some 160 kilometres offshore, consists of five fields: Cobalto, Plutonio, Paladio, Cromio and Galio. Three additional fields (Cesio, Platina and Chumbo) form a future development.

**Daily production:** ~170,000 barrels per day (gross)

#### Block 19 – Operated by BP

**Partners:** BP 50%, Sonangol P&P 40%, China Sonangol 10%

**Area:** 5,000 square kilometres

**Water depth:** Varies from ~1,500 metres

**Fields:** None – exploration phase

**Daily production:** None

#### Block 24 – Operated by BP

**Partners:** BP 50%, Sonangol P&P 50%

**Area:** 5,000 sq. kilometres

**Water depth:** Varies from ~1,500 metres

**Fields:** None – exploration phase

**Daily production:** None

#### Block 31 – Operated by BP

**Partners:** BP 26.67%; Sonangol EP 45%; Statoil 13.33%; SSI Thirty-one Ltd 15%

**Area:** 5,349 sq. kilometres

**Water depth:** ~1,500-2,500 metres

**Fields:** PSVM, the first project on block 31, is some 321 kilometres from Luanda and comprises the Plutao, Saturno, Venus and Marte fields and is one of the deepest development projects in the world.

**Daily production:** ~170,000 barrels per day (gross)

### Non-operated assets

#### Block 15 – Operated by Esso Exploration Angola

**Partners:** Esso Exploration Angola 40%; BP 26.67%; ENI 20%; Statoil 13.33%

**Area:** 4,349 sq. kilometres

**Water depth:** 1,000-1,400 metres

**Fields:** Kizomba A (Hungo, Chocalho, Marimba North), Kizomba B (Kissanje, Dikanza), Kizomba C (Mondo, Saxi Batuque), Kizoma Satellites I (Clochas, Mavacola). Kizomba Satellites II (Kakocha, Bavuca, Mondo S) is under development. The Xikomba field ceased production in 2011.

**Daily production:** ~320,000 barrels per day (gross)

#### Block 17 – Operated by Total E&P Angola

**Partners:** Total 40%; Esso Exploration Angola 20%; BP 16.67%; Statoil 23.33%

**Area:** 4,349 sq. kilometres

**Water depth:** 1,200-1,700 metres

**Fields:** Girassol, Jasmin, Rosa, Dalia and Pazflor (Acacia, Hortensia, Perpetua, Zinia).

CLOV (Cravo, Lirio, Orquidea, Violeta) is under development.

**Daily production:** ~593,000 barrels per day (gross)

#### Block 20 – Operated by Cobalt International Energy

**Partners:** Cobalt International Energy 40%, BP 30%, Sonangol P&P 30%

**Area:** 5,000 sq. kilometres

**Water depth:** ~1,500 metres

**Fields:** None – exploration phase

**Daily production:** None

#### Block 25 – Operated by Total (TEPA)

**Partners:** Total 35%, Sonangol P&P 30%, Statoil 20%, BP 15%

**Area:** 5,000 sq. kilometres

**Water depth:** Varies from ~1,500 metres

**Fields:** None – exploration phase

**Daily production:** None

#### Block 26 – Operated by Petrobras

**Partners:** Petrobras 40%, BP 40%, Sonangol P&P 20%

**Area:** 4,838 sq. kilometres

**Water depth:** Varies from ~2,600 metres

**Fields:** None – exploration phase

**Daily production:** None

## What a turnaround

We completed essential planned maintenance and equipment inspection on the Greater Plutonio FPSO in 2014. This operation is known as a turnaround – a planned event necessary to carry out a defined scope of work to re-establish the mechanical characteristics and process performance of the equipment. Its purpose is to ensure the asset’s reliability by completing work that can only be done when production is suspended, thereby reducing risk and improving future reliability and production.

The turnaround required months of planning and involved a wide range of teams and functions, onshore and offshore. It was carried out safely, with no recordable injuries or incidents.

The work included the internal inspection of pressure vessels. Four process vessels were isolated, prepared for entry, cleaned and inspected, and then checked for corrosion and defects. Critical safety valves were tested and re-certified and maintenance and repairs were undertaken where necessary.

Work was also undertaken to tackle corrosion in the utility systems pipework. This involved repairs to the seawater cooling system, instrument air system and diesel supply systems. The turnaround also involved replacing valves with an improved design that will increase asset reliability, allowing robust isolation of equipment during operation to allow maintenance to be carried out. Essential upgrades and enhancements to the FPSO shutdown control systems were also carried out.

This was the second turnaround on the FPSO since it came on stream in 2007. The next turnaround is scheduled for 2016.



## Production sharing agreements

BP in Angola operates under production sharing agreements which set out the terms of engagement with the Angolan government. The agreements provide the framework for our relationship with Sonangol, the state-owned oil company, and include financial provisions relating to how operating costs are recovered, how profits are shared, and contain requirements on non-financial matters such as health, safety and the environment, the need to recruit and develop local workers and the preferential use of local suppliers where possible. Separate commercial arrangements apply to the Angola LNG plant, outlined below.

## Operational performance

Total net BP production from our major fields in Angola was 182 thousand barrels of oil equivalent per day in 2014, similar to net production levels in 2013.

### Block 18: Greater Plutonio

The Greater Plutonio development was the first BP-operated asset in Angola and consists of five distinct fields discovered between 1999 and 2001. The development uses a floating production storage and offloading vessel (FPSO) to process produced fluids and export crude oil. The FPSO is connected to the wells by a large subsea system.

### The Greater Plutonio FPSO

The FPSO is 310 metres long and has oil storage capacity of 1.77 million barrels, oil processing of

up to 240,000 barrels of oil per day, a produced and treated water injection rate of 450,000 barrels per day and gas handling of up to 400 million standard cubic feet per day. It is held in position by 12 mooring lines connected to anchor piles on the seabed.

In 2014, gross production from the Greater Plutonio FPSO averaged approximately 138,000 barrels of oil equivalent per day. The reliability of operations has increased markedly since first production in 2007.

The FPSO is a technically complex work environment where safety risks are inherent. We experienced four recordable safety incidents on Greater Plutonio in 2014, two of which were day away from work cases. We continued to encourage ‘near miss’ reporting – events that had the potential, in slightly different circumstances, to result in consequences that would have been recordable. Near miss reporting is valuable because it provides information on the likelihood of actual incidents and can contribute to continuous improvement.

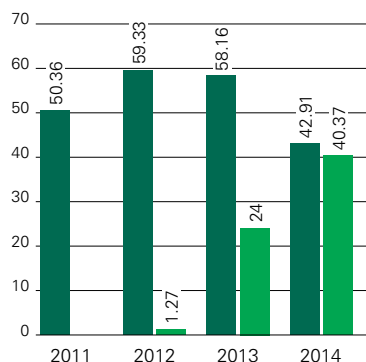
### Block 31: PSVM

Our large-scale deepwater Plutão, Saturno, Vénus and Marte (PSVM) operation reached its envisaged plateau production rate of 150,000 barrels per day, less than one year after starting production in December 2012. In 2014, production exceeded the previously envisaged plateau, averaging approximately 166,000 barrels per day with operating efficiency significantly improved over the course of the year.

## BP Angola region: net production

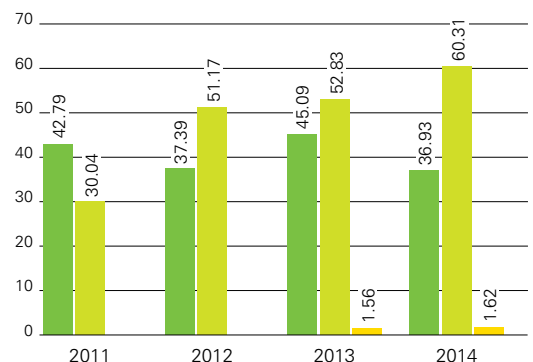
### Operated

- Block 18
- Block 31



### Non-operated

- Block 15
- Block 17
- ALNG







▲ An engineer with the operations team leader on-board FPSO Greater Plutonio.

PSVM consists of four fields named after the 'dwarf planet' Plutão, and the planets Saturno, Vénus and Marte – spread over an area 34 kilometres wide and in water depths of up to 2,000 metres. The fields produce hydrocarbons via a large FPSO, which was the first in Angolan ultra-deep water. It has storage capacity of 1.6 million barrels.

### Exploration

BP committed resources in 2011 to a 13 well exploration programme after our geoscientists assessed that there could be significant reserves in the pre-salt area – a geological stratum lying beneath thick layers of salt – in the Benguela and Kwanza basins.

BP has been involved in four of the 15 wells drilled by the industry in this area and in the two biggest discoveries to date, in the Lontra and Orca wells in block 20, operated by Cobalt International Energy. A total of eight discoveries have been made, all in the Kwanza basin. The total discovered resource to date is about 2 billion barrels of oil equivalent.

### Gas master plan

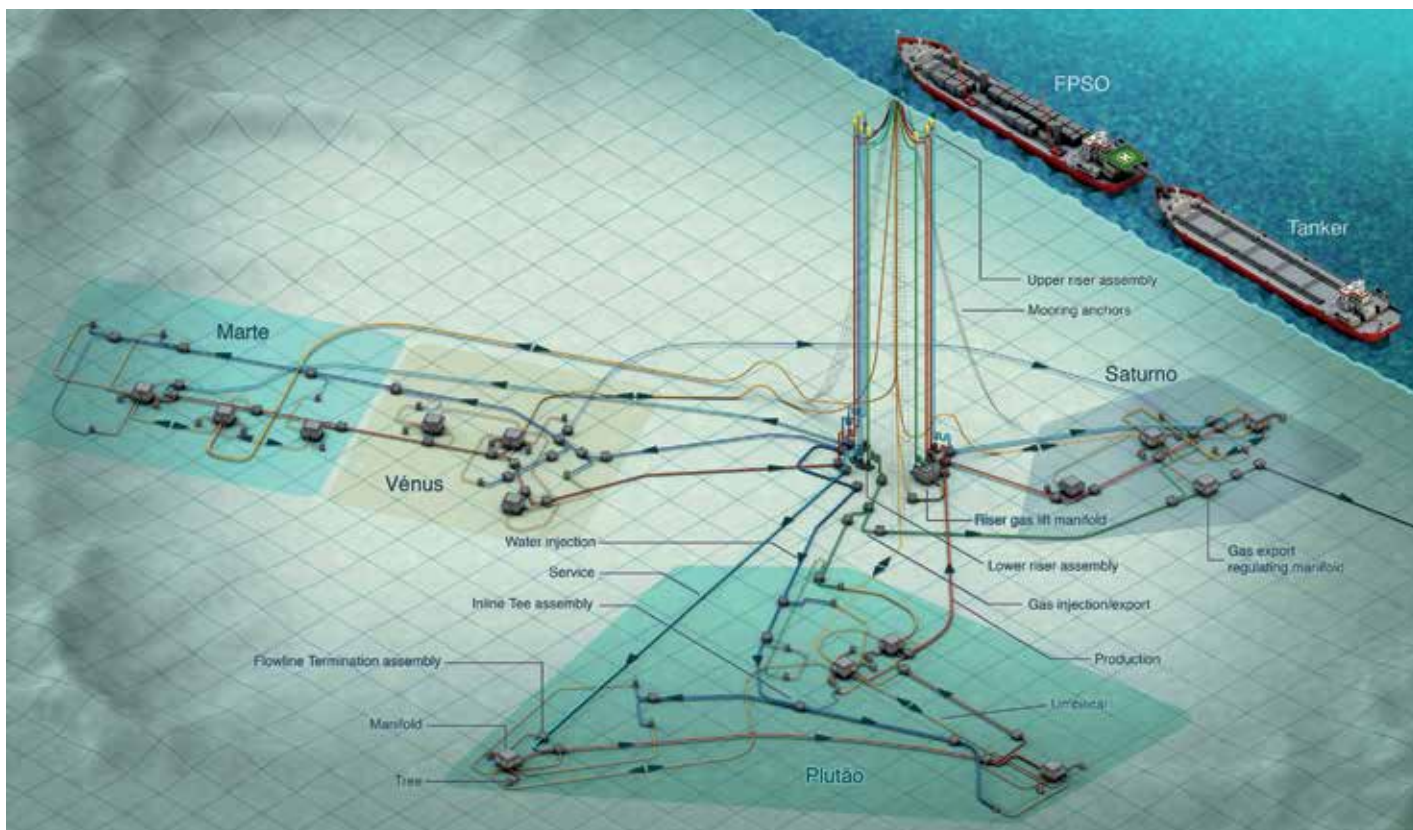
While oil is the backbone of Angola's economy, making up more than 90% of the country's exports, exploration in Angola is starting to target gas prospects. With the right policy framework and exploration success, Angola will be able to develop its gas resources. Independent industry sources believe the country's 'probable' reserves are more than 26 trillion cubic feet.

BP has offered to support the Angolan government in the development of a Gas Master Plan, and to work jointly on the development of natural gas resources in Angola. Gas development has the potential to contribute to the next phase of Angola's transformation by supporting the government's vision for domestic power generation, petrochemicals and revenue generation through exports of LNG and other products.

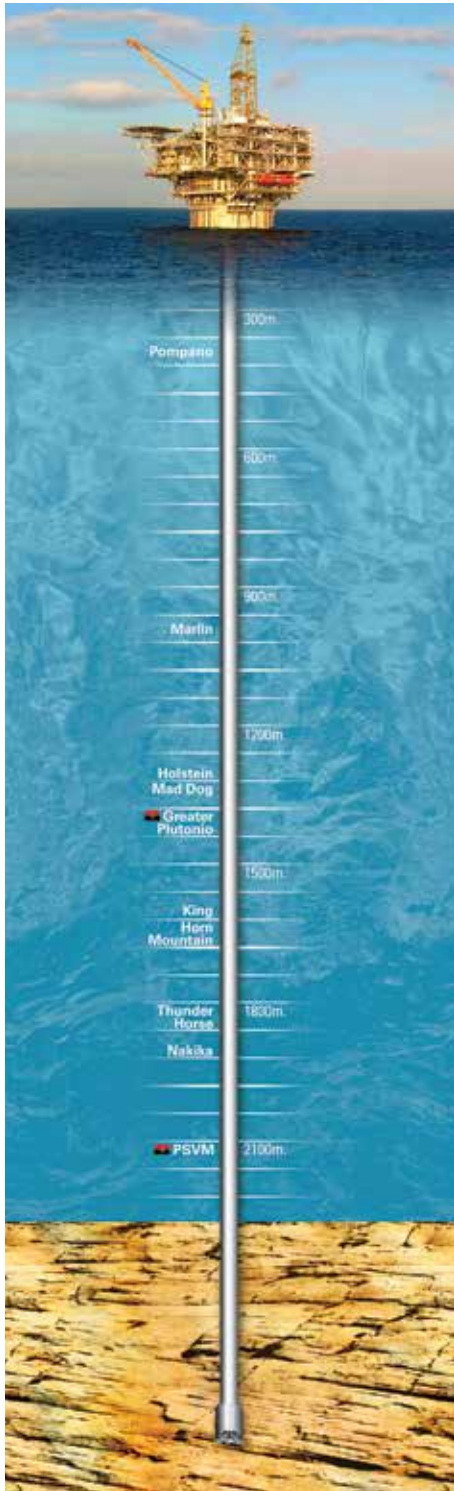
### Block 15 and 17 developments

Block 15, which started production in 2003, is currently producing approximately 320,000

### Field layout of PSVM and FPSO



## Deepwater drilling



barrels of oil per day (bpd). The fields in this block are maturing, and projects are seeking to extend production from marginal resources. For example, work continued on projects in satellite fields in the Kizomba field in 2014. The start-up of these smaller developments is anticipated in 2015.

Block 17 began production in 2001 and is currently producing approximately 600,000 bpd. The latest development project in the block, Pazflor, successfully started production ahead of schedule in August 2011 and produced approximately 210,000 bpd gross in 2014. The CLOV project (Cravo, Lirio, Orquidea and Violeta), began production in 2014, earlier than planned, and reached plateau production of 160 mboe/d.

The Girassol and Dalia infill drilling projects, which involve adding new wells in an existing field within the original well patterns to increase recovery, continued in 2014. Progress continued on the five-year, billion dollar Rosa multiphase pump project which is due to start up in 2015. We also continued to examine options to de-bottleneck the Dalia system – all measures designed to maximize oil recovery.

Remedial work continued on the Girassol FPSO, which was the first production facility in deepwater Angola in 2001. The work programme, over approximately five years, includes inspection, pipeline replacements and FPSO repainting where needed. Projects of this nature, intended to guarantee the FPSO's continuing integrity, are increasingly important in ageing assets.

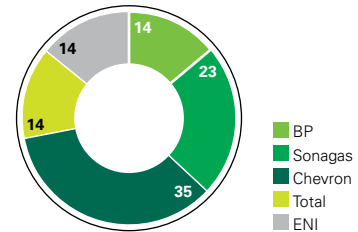
## Angola LNG

We are shareholders in the Angola LNG joint venture which owns a liquefied natural gas plant in Soyo in Zaire province in the north of Angola. Angola LNG is a joint venture between Sonangol, Chevron, BP, ENI and Total. BP has a 13.6% share in the venture. It is the first liquefied natural gas facility in the country and represents the largest single investment in the onshore Angolan oil and gas industry.

The plant has one LNG train with annual capacity of 5.2 million tonnes of production, as well as related gas liquids products. It will receive approximately one billion cubic feet of associated gas per day from a number of offshore producing blocks, transported through pipeline infrastructure.

In the first quarter of 2014, the Angola LNG plant produced and sold a number of LNG cargoes, along with its first liquefied petroleum gas, pressurized butane and condensate cargoes. Following a technical incident in April 2014,

## Angola LNG (%)



which caused an unplanned interruption to production, the plant's planned shutdown (originally scheduled for mid-2014) was brought forward to address both technical and plant capacity issues. The plant is envisaged to restart fully in 2016.

## BP's supply base in Sonils

BP's supply base, which officially opened in August 2007, is located on reclaimed land in the Sonils Logistics Integrated Services base near the port of Luanda and comprises offices, warehouses and yards. It is home to the logistics and infrastructure team and to representatives from a number of other functions such as procurement and supply chain management.

The team manages the transportation of personnel and equipment to and from both FPSOs (Greater Plutonio and PSVM), our three drilling rigs and three sub-sea support vessels. The logistics team stores materials and equipment for operations and administers logistics for all equipment used by the Angola business worldwide.

The logistics and infrastructure team worked through the whole of 2014 without a lost time injury. This covers the activity of approximately 600 people including BP staff, contractors and service providers in the marine, aviation, supply base and land transportation teams, operating 24 hours per day.

We are continuing to work to maintain this level of performance while meeting the new challenges of providing logistical support for the development of blocks 19 and 24.



# Developing our people

By developing the capability of our local employees, we aim to create a sustainable business in Angola and contribute to national development.

## INP job fair

BP Angola participated in the second National Institute of Petroleum (INP) job fair in September 2014, involving the Ministry of Petroleum and more than 30 companies from the oil and gas sector.

Our attendance made clear our willingness to collaborate with the INP and our goal of promoting our early development programme for technicians. The INP is a source of future potential employees for the entire industry, and has a goal of training some 8,000 students in professional petroleum disciplines by 2018.

The BP booth was well-attended, with students eager to learn more about our operations, career opportunities and how they can join the company. Visitors were made aware of BP's technician programme whose graduates are now core members of Greater Plutonio and PSVM FPSO teams.

'This was a fantastic event for INP, which showed off the progress they have made in modernizing their campus facilities,' said BP's John Ketchum. 'It was also a good opportunity for BP to build on the partnership we have been establishing with INP to enhance professional development opportunities available in Angola. The BP team, with their enthusiasm about their careers and what BP has to offer, were clearly a highlight. Students and graduates saw a great example of BP's values in action – especially Excellence and One Team.'



## Angolanization

Across BP, our aim is for our workforce to reflect the local communities in which we operate.

Within Angola, this goal is reinforced by government expectations related to the recruitment, integration and training of Angolan nationals. These expectations are reflected in a number of legal requirements in areas such as local advertising for positions and visa restrictions which seek to control the entrance and permanence of non-Angolan workers in the country. A training decree also defines rules and procedures for the recruitment, integration, training and development of Angolan personnel. In this environment, it is critical for BP and other international oil companies to develop a local workforce.

The majority of the BP Angola leadership team is now based in Luanda. Approximately 73% of our total workforce based in Angola are Angolan nationals, but our need for qualified and experienced Angolan employees remains challenging in a market in which the required skills are in short supply. Competition for new and experienced recruits remains intense particularly as the number of oil and gas operators and partners active in Angola has grown.

## Learning and development

Despite progress, the pool of labour in Angola contains insufficient technically-skilled people for work in the disciplines required in the oil and gas industry, particularly as the majority of our employees work in operational environments where petro-technical skills are essential.

Our learning and development programmes aim to enable Angolans and others to gain the experience we require before they assume operational and leadership positions. Programmes provide participants with a foundation of technical skills and development opportunities tailored to their needs. This includes the BP Excellence programme, which provides a development structure featuring coaching and competency assessment that help individuals progress to senior roles. We established baselines and put personal development plans in place for participants in the Excellence programme throughout 2014. Our learning and development schemes are an important means to achieving the knowledge transfer required by our agreements with the Angolan government is achieved.

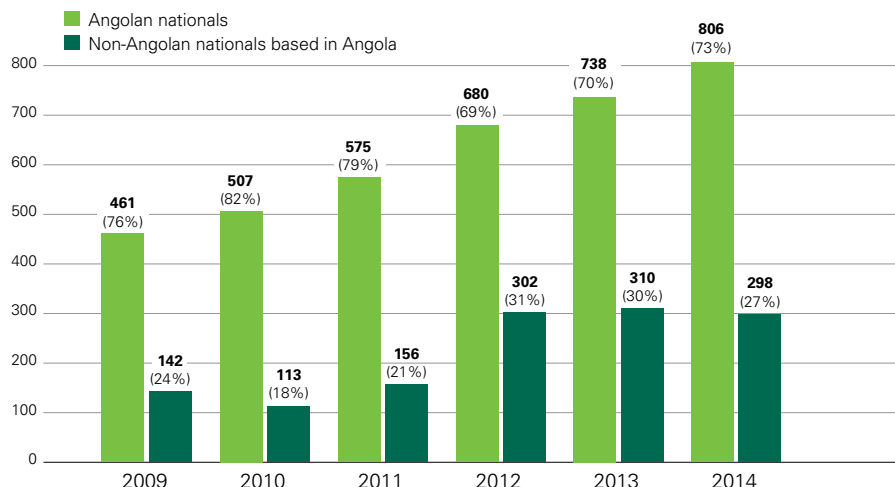
Nine Angolan leaders were promoted to first level leader roles in 2014, representing the first time these particular positions have been held by national staff. A further six Angolan first level leaders were promoted to senior level leadership roles. We now have national operations team leaders on both the Greater Plutonio and PSVM FPSOs.

## The scholarship programme

To develop the pool of skilled labour, we run a scholarship programme which supports students through university, typically in engineering disciplines. We support students during their studies, carrying out regular visits by the early development team and tracking and monitoring progress.

Since 2009, 32 graduates from our scholarship programme in chemical, electrical, mechanical,

## BP Angola workforce: Angolanization



Note: 'Angolan nationals' includes both Angolan nationals based at BP's operations in Angola and those on overseas assignments.

## Elite recruitment

BP Angola participated in the annual Elite Careers 2014 recruitment fair in Luanda in June 2014. This event attracts hundreds of graduates and experienced professionals, providing them with an opportunity to interact with the human resources teams of participating organizations.

BP's aim was to enhance the BP brand in Angola, to inform candidates of roles the company needs to fill, and to contact potential graduates and experienced candidates to achieve our annual target for the recruitment of Angolan nationals.

'The number of those attending is increasing every year, and the market is much more competitive as new operators come into the country,' says BP recruitment team leader Luzala Fuema. 'The Elite event has greatly aided our search for the best talent and those suitable for petro-technical roles. As part of the BP Angola resourcing strategy, we aim to enhance the employer brand and strengthen our attraction and sourcing approaches, which can be achieved through career fairs such as this.'

In 2013, the event attracted 1,657 participants, 93% of them with university degrees and 51% with more than three years' work experience. The numbers increased again in 2014, and Elite foresees this upward trend continuing in the future.



structural and petroleum engineering have joined BP in Angola. Each has graduated from the course, which involved them attending university in Turkey, South Africa or the UK. We have also supported engineering students studying in Angola. In addition, approximately 24 other BP-supported students are at various stages of their four-year degree programmes in engineering disciplines, and are expected to graduate by 2019 and to contribute to our graduate recruitment. In 2014, three engineering students started Master's programmes.

We require successful engineering graduates to undertake a final assessment which includes technical and behavioural interviews. Once this stage is successfully completed, they are employed by BP and enter the Challenge programme. In 2014, eight BP engineering students graduated and joined the business as Challenge engineers.

### The offshore technicians programme

The offshore technicians programme offers routes for study and vocational training to young nationals looking to develop a career in the oil and gas industry. Programme graduates provide a pool of qualified people to help meet future BP needs.

Trainees attend an intensive English language course followed by two to three years vocational training at a refinery / training centre operated by a BP-Shell joint venture in Durban, South Africa. In 2014, 27 BP students achieved international English language testing qualifications in a six-month immersion programme and subsequently joined the early development programme as technician, marine cadet, and engineering students. The vast majority of the current Angolan technician population on the Greater Plutonio and PSVM FPSOs came from the technician programme pool.

More than 190 trainees have graduated from the programme since it began in 2001. Six technician students graduated and joined offshore teams in 2014, including four production technician students who graduated one year ahead of schedule. Seven new technicians arrived at the Sapref training facility in Durban in 2014. Twenty more will follow, to continue the steady flow of technicians through to 2020.

### The Challenge programme

Aimed at graduates and postgraduates with up to three years' work experience, the BP Challenge programme was created in 1993 to help graduates develop their technical and professional skills.

The highly-structured, competency-based programme covers a range of disciplines, such as engineering, finance, subsurface and wells. It provides graduates with practical experience and formal training to build strength in their chosen discipline.

Participants undertake two to three job rotations over a period of three years. Each rotation provides appropriate field or operational experience. Individuals also receive up to 20 days of formal training every year, along with support, coaching, assessments and feedback. Once the three years are complete, graduates can go on to pursue a range of career opportunities, from technical specialists to leadership roles. Around 3,000 graduates have participated in this programme across BP.

We had a total of 79 Challengers working in the Angola region in 2014, and welcomed a new cohort to the business in the course of the year. In 2014, nine Challengers in operations graduated from the programme and moved into their first professional roles.

### Core training

In addition to these development programmes, core training is provided within technical disciplines such as human resources, finance, subsurface, drilling and completions, health, safety, security and the environment.

### Professional training

We are also building the capability of our human resources (HR) team. HR is not a mature profession in Angola and there is a relatively small pool of experienced professionals from which to recruit. Five BP Angola professionals, all Angolan nationals, completed training in 2014 which gave them internationally-recognized accreditation from one of the leading professional bodies for HR and people development. The training offers insight into a wider range of HR challenges and how to resolve them, including awareness of theory and how it can be applied. Much of the insight is practical.

### Retention

Our staff voluntary turnover rate was approximately 3.9% in 2014, (2013, 3.8% 2012, 7%). We are keen to enhance how we engage with our people, and to retain them within the business.

▶ BP HSE site Lead having a safety conversation with a contractor on-board FPSO PSVM.



# Safety, health and security

We have comprehensive programmes in place to strengthen safety, risk management and compliance.

## What we said we would do

Enhance our operating discipline and self-verification systems to improve personal safety performance.

Continue to focus on process safety, conducting the self-verification activities required to confirm effective use of process safety principles and practices.

Continue to build our health capability through the deep technical expertise of our industrial hygiene and occupational health teams.

## Where we are today

Zero fatalities in our operations – for the ninth consecutive year.

Significant reduction in losses of primary containment, and continued focus on process safety, including enhanced business resilience and continuity management.

Improved and updated plans for health management, including updated malaria management and baseline studies on stress in the workplace.

## What we plan to do next

Continue to seek improvements in our personal safety performance.

Confirm effective use of process safety principles and practices through rigorous self-verification.

Maintain the awareness of our staff in relation to health, safety and security risks – inside and outside the work environment.



# Safety management and performance

We take a rigorous approach to the management of risk, with the goal of delivering strong safety performance.



## Road traffic accident prevention

BP Angola participated in a national road traffic conference and accident prevention exhibition in Luanda in 2014.

The event aimed to raise awareness of the increasing dangers people face when driving, travelling, and crossing roads in Angola.

According to national road traffic police records, more than 2,843 road accidents were registered in the months of January and February 2014 in Angola, which caused injuries to 2,666 people and 681 deaths. Road traffic accidents are the second largest cause of death in the country after malaria. According to official statistics, last year alone, a total of 17,262 accidents occurred, equal to an average of 47 accidents per day countrywide.

'Road safety is a big concern, going from bad to worse,' said commissary-chief Paulo de Almeida at the opening of the event. 'The numbers are already high and our goal is to reduce them every year.'

BP participated with a booth that displayed information on our driving safety golden rule, and driving policy and practices used internally with BP drivers. We also made equipment and videos available, demonstrating safe driving practices in our operations. We provided a briefing on the policies and procedures applied to the three main elements that we manage: the driver, the vehicle and the road.

## Taking accountability for safety

Like other operating businesses across BP, we in BP Angola are accountable for delivering safe, reliable and compliant operations, with responsibility for identifying and managing risks and bringing together people with the right skills and competencies.

We seek to make sure that our operations comply with the group's operating management system (OMS), as described in the Governance and management section of this report. We assess and manage the range of operating risks we face with reference to OMS. We take action to improve the management of risk where necessary and carry out quarterly risk assessments which include major accident risk and other potentially high-consequence events.

## Safety performance

There were 18 recordable injuries across all our activities in the Angola business in 2014. Six of these resulted in days away from work; four in our operations and two in work on drillships. Our recordable injury frequency (RIF), which measures the number of injuries to the workforce per 200,000 hours worked, was 0.29 in 2014, (2013 0.27, 2012 0.32). There were no fatalities in our activities in 2014.

Road traffic accidents are a significant cause of death and injury in Angola. The risks from road travel are particularly high for us because of the long distances driven by our workforce – approximately 3.8 million kilometres in 2014. There was one severe vehicle accident in 2014.

For our own workforce, we train our drivers and maintain our vehicles, which helps us to manage the road safety risks for our employees and their

families. In the community, we have run high-profile road safety campaigns, with advertising on television and radio. We use journey risk management for long trips and an automated driving information system to monitor our drivers' behaviour.

## Managing the safety of our processes

We continue to concentrate on process safety, which involves applying good design principles along with robust engineering, operating and maintenance practices to maintain the safety of our operations. In our risk assessment process, we identify and develop mitigation plans for process and major accident risks. This covers risks that arise from drilling and completions activities, such as loss of hydrocarbon containment, and other production risks inherent in aviation and marine activities and oil spill response.

We had a total of four losses of primary containment in our operations in 2014, a significant improvement on our performance in 2013. There were also eight 'high potential' incidents, which are incidents that might have resulted in more serious consequences if circumstances had been slightly different. All high potential incidents are investigated by senior leaders. In all cases, immediate and management system causes and findings were established. We log actions and carry out reviews of learned with the accountable executive vice president in the relevant function.

We have continued to make progress in implementing actions arising from the Bly report, BP's investigation into the 2010 Deepwater Horizon accident in the Gulf of Mexico. The

## Crisis and continuity management: three-tier response model

### Incident Management Team (IMT)

- Led by a duty Incident Commander
- Primarily located in Torres Atlantico, Luanda
- Made up of six teams on rotation
- Full access to marine and aviation resources

Tier 1

### Business Support Team (BST)

- Primarily located in Torres Atlantico, Luanda
- Leadership provided by the region Vice Presidents
- Resourced to fit the response requirements
- Manages business continuity and country-facing issues

Tier 2

### Regional President and Segment (CST)

- Direct link to segment leadership
- Media support
- Assurance to segment on response capability
- Facilitate cross-business support as required

Tier 3



▲ Incident Management Team in action.

report made a series of recommendations designed to reduce risk in our global drilling activities. The BP Group expects the final recommendations to be completed by the end of 2015, as scheduled.

### Crisis and continuity management

Our Angola region crisis and continuity management framework defines accountabilities, outlines organisational arrangements, provides links to risk assessment processes, and describes the response teams based onshore. It also describes how we build capabilities through training, exercises and continuously improve our provisions through lessons learned. It sets out a three-tier response model (see the chart page 26).

An annual operating plan underpins the framework, which contains activities such as training and drills, and makes provision for how we should maintain the framework in the light of external developments and changing risks.

Response exercises are an important element of our approach. In 2014, we ran a business continuity exercise which sought to test a number of aspects of our response readiness such as our recovery time objectives for maintaining or recovering activities after an incident, and the capability of named responders to carry out their roles and responsibilities. The overall aim was to establish our general resilience levels when faced with a high impact incident. In the exercise, we simulated a cyber attack scenario causing business disruption of

escalating severity. Lessons learned from the exercise are being used to improve existing plans and processes.

We also developed and implemented a procedure to enable us to account for personnel at all times, and especially during and after an emergency. The web-based tool 'Send Word Now' enables us to have two-way communication with registered users to enable us to stay in contact. This mechanism now forms part of our crisis and continuity management framework.

### Oil spill preparedness

Across the BP group, including Angola, we have developed deepwater well-capping and tooling packages that can be deployed rapidly in the event of a deepwater well blowout. We also use a number of technologies to help us monitor safety and environmental issues in our deepwater drilling operations.

We also have detailed plans for oil spill response, which are approved by the Angolan government. The plans seek to make sure we are as well-prepared as possible in the event of an incident. We carry out emergency response exercises to confirm our incident management team is prepared to respond in the event of an incident. As described in the Environment section of this report, we have participated in a joint industry initiative to map coastal areas in order to understand environmental and social sensitivities, which would enable us to respond more effectively in the event of a spill.



▲ Offloading operation in action at the FPSO PSVM terminal.





### Trevor Barker

BP Vice President of Operations,  
Angola region

#### Contractors forum: everyone contributes to safety

BP Angola gathered around 100 contractor representatives to discuss safety and the part they play in contributing to safe and reliable operations.

The event included BP presentations on safety management and performance within existing operations followed by several contractor-led presentations on issues such as incident prevention measures, accident case management, and the promotion of safety observations among the workforce.

'Contractors play a major part in implementing our vision of safe operations. We urge everyone to contribute, regardless of their company, role or location. We value everyone's input.'

#### Working with contractors

As more than half of the BP global workforce hours are worked by contractors, the need to be rigorous and consistent in the way we engage and manage contractors is critical to our goal of ensuring our activities cause no accidents, no harm to people and no damage to the environment.

In Angola, many of our operations, including deepwater drilling, rely on the expertise of contractors. Our strategy is to form deep relationships with key contractors, underpinned by rigorous selection and performance management processes. Understanding and complying with contractual requirements, including the management of contractor employee competence, is critical to mitigating the risks inherent in our operations.

We have identified those contractors who provide services critical to managing safety at BP facilities. We seek to establish clear expectations of required and monitored safety performance for each contractor, with a senior BP leader assigned accountability for managing the relationship as well as overseeing the specific safety performance of the contractor. We hold meetings with our contractors to ensure our efforts are aligned and to continuously identify, manage and mitigate risks associated with our operations.

These meetings also enable our contractors to come together to review and discuss

performance and future plans. We focus on key performance trends, areas for improvement and recognition of good health, safety and environment practices observed within our operations.

#### Security

Our security professionals seek to provide protection throughout the Angola region against harm to people, assets, finance and investment, proprietary information and intellectual property and reputation. We regularly assess the security risks that our businesses face. For example, to mitigate personal security risks, we provide guidance to travellers and local employees on issues such as how to avoid becoming a victim of street crime.

BP is a signatory to the Voluntary Principles on Security and Human Rights, which provide a framework for companies to assess whether human rights issues are likely to arise as a result of security activities within local operations, and to allow appropriate precautionary steps to be taken. In 2014, we shared our experiences of implementing the Voluntary Principles with the Angolan government.

We provide regular on-site training to our contracted security providers to maintain their awareness of risks and the procedures they must follow in the event of an incident, such as the requirement to notify and engage local authorities.



Engaging suppliers – BP Operations team holding a safety conversation during a contractors supplier forum.





▲ Health wellness – cardiovascular arrest diseases testing.

## Health and wellbeing

### Taking a risk-based approach

BP's operating management system shapes our approach to health management. We take a risk-based approach to managing the health of our employees, contractors and visitors and when engaging with the communities around us.

Given the environments in which we work, some employees may be exposed to common industry hazards such as noise, radiation or process-related chemicals such as benzene. We identify, assess and categorize health risks according to their severity and likelihood and apply controls that seek to reduce risks to levels as low as reasonably practical. We carry out health surveillance programmes to watch out for early signs of work-related ill health in employees exposed to certain health risks.

We recognize that health problems can arise for people whatever their working environment. For example, we carry out ergonomic assessments for office-based staff to counter risks such as repetitive strain injury and we completed work on a stress survey in 2014. Practical actions to prevent and mitigate factors that give rise to stress are being developed and implemented.

### Malaria management

Some health risks, however, such as those from outbreaks of disease, are largely outside our control. We put a combination of preventative measures in place to minimize risks or mitigate their impact. For example, we use a combination of methods to minimize the risk of malaria, to which many people are vulnerable because of their non-immune status. Following a malaria risk review in 2014, led by an external malaria specialist, we introduced new measures including the use of stand by emergency treatment packs. All our employees currently have access to these and we are monitoring their use. We also updated our malaria procedure, which now covers other vector-borne diseases specific to the region – such as dengue and chikungunya.

There were two cases of malaria in our workforce in 2014. We continue to take a multi-dimensional approach to minimizing the risk.

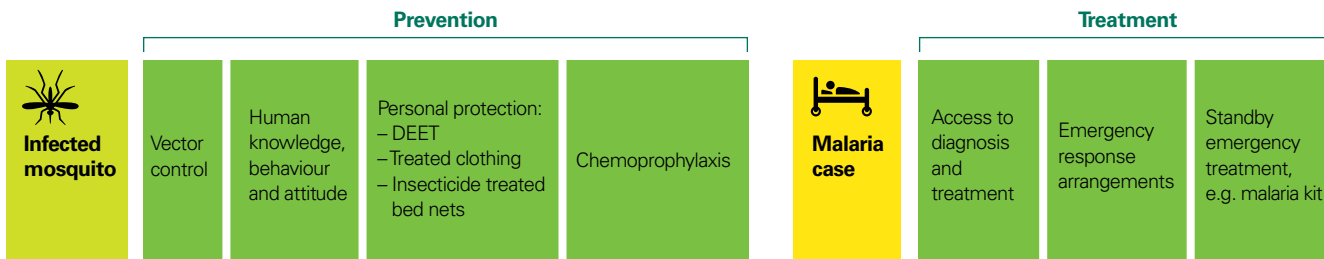
### Managing the risk of ebola

We also took action to manage the risk of ebola, following the outbreak in west Africa in 2013. This outbreak is widespread and complex and is proving difficult to contain given the fragile and under-resourced health systems in the affected countries. These conditions have prompted the World Health Organization (WHO) to declare the ebola outbreak a public health emergency of international concern.

While the likelihood of ebola affecting people in our organization is considered to be extremely low, the potential consequences for employee health and business continuity are extremely serious. We mobilized our Business Support Team and have been monitoring developments and providing the leadership team and those with responsibility for incident response regular and accurate updates. All non-essential travel to Guinea, Liberia and Sierra Leone has been delayed until further notice and business critical travel requires the approval of the Chief Medical Officer and the BP Vice President of Group Health. We launched a communications campaign to inform staff about the outbreak and our response. Our preparedness and response plan defines alert stages, escalation triggers, and response details. We have introduced a screening procedure for those travelling offshore and maintained close engagement with the Angolan Ministry of Health, ACEPA (the Angola oil industry body), embassies, the US Center for Disease Control and the WHO to assess our pandemic response preparedness.

To date, there have been no confirmed cases of ebola in Angola and consequently no travel restrictions to and from the country. We continue to monitor the situation closely.

## Preventing and treating malaria



# Environment

We seek continuous improvement in our environmental performance and are committed to the continual reduction of our risks.



## What we said we would do

Minimize our impact by taking a systematic approach to environmental management.

Focus on our most significant impacts.

Enhance our oil spill response preparedness and capability.

## Where we are today

Some waste reductions have been made. Our goal remains to reduce emissions, including flaring, which remains a major challenge.

Analysis and consultation on key environmental impacts associated with new developments is carried out with government and local communities.

Initial coastal sensitivity mapping work is complete, and is now being extended – working with industry partners to ensure oil spill response preparedness.

## What we plan to do next

Apply implementation plans for various government environmental decrees.

Continue offshore environmental monitoring initiatives to understand marine impacts.

Continue to increase environmental and operating management system awareness.

# Environmental management

We place the utmost importance on managing the environmental impact of all our activities.



▲ BP employees interacting on-board FPSO PSVM.

## Managing our impact

Our health, safety, security and environment (HSSE) policy sets out our expectations for HSSE performance in our operations.

In Angola, our principal operations are located offshore, more than 100 kilometres from centres of population. Potential environmental impacts from our activities fall mainly in the following areas:

- **Waste generation, management and disposal:** Hazardous and non-hazardous waste is produced from floating, production, storage and offloading (FPSO) operations, drilling rigs and onshore logistics sites.
- **Operational discharges:** These include drill cuttings generated when we drill into the seabed to construct a well. Mud or drilling fluids may adhere to the cuttings and when disposed of at sea may settle down and deposit on the seabed. The main process discharge from the FPSOs is warm seawater from the cooling system, containing traces of chemicals. From time to time, produced water with some oil is also discharged, depending on the volumes of water produced and the status of the operations.
- **Air emissions:** These are generated mainly from the combustion of fuels in power generation for drilling, marine vessels, gas turbines from FPSO operations, fugitive emissions, well clean-up and testing operations.

## Health, Safety and Environment Policy

Everybody who works in the BP Angola Region is responsible for contributing to the continuous improvement of our HSSE performance. We are committed to continual reduction of our risks.

Our goals are simply stated – **no accidents, no harm to people and no damage to the environment.**

We will operate all our facilities in the Region in a safe and efficient manner and care for all those on our sites or those impacted by our activities. We will continue to drive down the health, safety, security and environmental impact of all our operations by maintaining regulatory compliance, reducing waste, emissions and discharges, using energy efficiently and assuring a safe work environment for our workforce.

We will lead our organization in the Region to:

- **Systematically** apply the Operating Management System (OMS) to all our GOO, GWO and GPO operating activities to continuously reduce risk and deliver Performance improvement in a safe, compliant, and environmentally and socially responsible manner;
- **Identify, manage and mitigate** risks in all of our activities through a rigorous risk management process and intervene when 'emerging risks' become apparent;
- **Comply** with all applicable legal requirements, company policies and procedures;
- **Consult, listen and respond** openly to our customers, employees, local stakeholders, neighbors, public interest groups and those who work with us;
- **Work with others** – our partners, suppliers, competitors and regulators – to raise the standards of our industry;
- **Openly report** our performance, good and bad;
- **Recognize those who contribute** to improved HSSE performance;
- Continuously improve our performance by improving the leadership, capability and capacity of our organization;
- **Sustain** OMS to enable safe, compliant, responsible and reliable operations and review the effectiveness of the system at least annually.

Our business plans include measurable HSSE targets. We are all committed to meeting them. "How We Work In Angola" contains information on our organization, how integrate our activities, how we set and communicate our HSSE objectives and how we monitor performance.

Working safely and complying with all applicable legal requirements is a condition of employment with BP. Staff and contractors must not tolerate deviations from legal requirements, unsafe acts, behaviours or conditions. All who work for and with BP are obliged and have the authority to stop work they consider unsafe or that contravenes legal requirements.

**Darryl Willis** BP Angola Regional President, May 2015

◀ View of a section of FPSO PSVM offloading hose.



## Deep water environmental monitoring

DELOS (Deep-ocean environmental long-term observatory system) was deployed by BP in 2009. The aim of the project is to increase understanding of the deep water areas where we have facilities offshore, and provide long-term monitoring to enhance deep sea scientific research.

Two monitoring platforms have been put in place: one within 50 metres of a sea floor well and a second 16 kilometres from any sea floor infrastructure. The platforms will be deployed for 25 years.

During its first five years of operation, the harsh environment for data acquisition (at depths of approximately 1,400 metres) has affected the quality of some of the data we have been able to obtain from the observation modules. The modules are retrieved from the sea floor every 12 months for data offloading, instrument calibration and battery re-charging. We have gradually refined the operation and the system is now a proven concept for data acquisition.

In 2014, we completed an independent review of data gathered by the DELOS equipment and by remotely operated vehicles, which covered parameters such as oxygen concentration, salinity, turbidity, and temperature. Photographic information was also analysed. The review found a very large and statistically significant month to month variation in the numbers of fish seen at the cameras but no significant temporal difference in the composition of the fish assemblage. There was also no detectable difference between near and far block 18 locations.

We also reviewed acoustic information to learn about noise on the sea bed and its source – whether natural or from facilities. The quality of the data received was not sufficient to draw firm conclusions about noise sources and impacts, but we are committed to continuing this work, which will form part of a wider programme of future monitoring and evaluation. A number of academic papers and conference presentations on the work of the project have been made. Increasing the quality of deep-water data available will make a valuable contribution to marine science.

- **Accidental spills:** If an incident occurs and oil or chemicals are released to the environment, they have the potential to pollute the waters and land, affecting flora and fauna as well as users who depend on these resources.

- **Underwater noise:** This results from vertical seismic profiling carried out during drilling operations and regional seismic surveys during exploration and appraisal. The noise induced in the water column has the potential to affect marine fauna. Potential effects on marine mammals are of particular concern.

### Taking a systematic approach

We operate an environmental management system (EMS) which is certified against the requirements of international standard ISO 14001. The EMS provides a systematic approach to managing environmental impacts and minimizing them wherever possible. We have mapped the system elements against the requirements of our operating management system (OMS) to ensure they remain suitable, adequate, and effective.

The EMS, which covers the Greater Plutonio production operations, all seismic, drilling and supply base activities in BP Angola, and onshore office facilities was independently audited in 2013. This was in accordance with the three-year cycle required for ISO 14001 re-certification. In 2014, the PSVM FPSO was included in the certification.

### Complying with legislation

Our compliance management system is an important tool in our drive to achieve safe, reliable and compliant operations. It enables us to identify relevant legislation, assess its applicability, examine controls and assign actions.

BP submitted an implementation plan for Executive Decree 97/14 which repealed a previous decree from 2012 on operational discharge management. The new decree allows salt cuttings to be discharged to sea with less than 1% oil on cuttings, and includes plans for the phase out of chemical discharges to sea. We are involved in an industry working group on this topic.

For new projects, we carry out environmental impact assessments (EIAs) to assess potential impacts and define mitigation measures.

### Environmental monitoring

We conduct monitoring of specific deepwater environments so we can better manage the potential impacts from our operations and exploration. This helps us in planning drilling activities, laying pipelines and building offshore platforms, as well as in responding to oil spills. To maximise efficiency, we carry out monitoring

in joint industry projects to learn lessons and share costs.

We began observing environmental conditions when we started seismic and drilling activities at our Greater Plutonio project in 2002. As a result, we developed actions intended to manage environmental impacts, including adjusting the use of drilling chemicals to minimize effects on seabed fauna.

In 2014, for example, we commissioned a study by Oceanlab at Aberdeen University of scavenging fish and invertebrates that live and feed near the sea bed. The BP Robust Biodiversity (ROBIO) baited time-lapse photographic lander was deployed twice in the waters of block 31 at depths of 1,760 and 2,073 metres. The study observed, classified and analysed a diverse range of species.

Our monitoring stations in block 18 gather data on ocean currents, temperature, sound and water chemistry, and take photographs of marine life. They are designed to be in place for 25 years. This helps us to understand long-term patterns in the deepwater environment and manage any changes that may be due to our operations.

### Community consultation

We undertook an extensive community consultation exercise in 2014 in connection with the environmental and social impact assessment for block 24. Public meetings were organized in the Benguela community, and we held a technology exhibition for local people to inform them about oil and gas operations. We welcomed comments and questions from community members and involved BP environmental and social subject matter experts to respond to queries about the project, its potential impact and mitigation measures. The public hearing was attended by more than 200 people, including representatives from central government, local government and local tribes' administration as well as people involved in the fishing industry.

We also hosted a public consultation at our Luanda office on our drilling programme in block 19. The full-day event was attended by a range of stakeholders including the Ministry of Petroleum, the Public Waste Agency, universities and members of the public. Feedback and questions focused on spill contingency and vessel movement management.

In Soyo, we hosted a public consultation about our seismic activities in block 31, and had participation from local authorities, fishermen, and students.



# Environmental performance

We report on key environmental issues such as air emissions, waste management, water discharges, spills, noise and biodiversity.



▲ FPSO Greater Plutonio in operation.

## Objectives and targets

We set annual objectives and targets to help achieve our goal of continuous improvement in our environmental performance. When setting these objectives, we concentrate on our most significant environmental impacts. Target setting takes account of risks, legal requirements and our specific business circumstances.

## Performance

### Air emissions

Our routine emissions to the atmosphere result primarily from Floating, Production, Storage and Offloading units (FPSOs) gas flaring. Venting from the FPSOs and rigs, and power generation, including that from vessels, constitute additional emission sources. The emissions from these sources include carbon dioxide, methane, non-methane hydrocarbons, and oxides of nitrogen and sulphur (NOx and SOx). Our operations seek to minimize flaring and venting wherever possible.

Our flaring volumes increased in 2014 compared to 2013. In April, the Angola Liquid Natural Gas (ALNG) plant was shut down following an incident. Our two FPSOs Greater Plutónio and PSVM (Plutão, Saturno, Marte and Venus) were therefore unable to export their gas to ALNG as planned. In order to minimize flaring from the PSVM FPSO a second gas injection well was drilled and placed on injection. However, the outcome of the ALNG plant shutdown, together with higher production and hence associated gas from PSVM, resulted in higher flare volumes overall in our operations in 2014 compared to 2013.

Our flaring policy, updated after the ALNG shutdown, helps to minimize our flare volumes from Greater Plutonio and PSVM operations. In the future we will be able to reduce flaring through gas export to the Angola Liquefied Natural Gas (ALNG) plant. The volume of flaring is dependent on the availability of the plant to receive gas. There may be intermittent flaring during start-up procedures and when the gas compression facilities are unavailable. In these circumstances, flaring allows production to continue from the complex subsea system that cannot be readily stopped and re-started. Flaring may also be required for safe operations, such as during major process upsets.

Our equity share direct greenhouse gas emissions increased in 2014 totalling approximately 1,263 thousand tonnes of carbon dioxide equivalent (2013 1,148 thousand).

Emissions of SOx and NOx both decreased in 2014. A number of factors accounted for the decline. One of the most significant was the use of fuel gas instead of diesel in our processing systems.

### Waste

We manage our waste through operational controls, setting objectives and targets, monitoring, auditing and conducting research or investigations when necessary. We seek to implement the waste hierarchy of eliminating, reducing, reusing and recycling waste from our operations in Angola, wherever possible.



▲ Staff interacting on-board FPSO PSVM.



▲ Gas cargo vessel leaving ALNG terminal in Soyo.

### Targets and performance in 2013 and 2014

Area	Target and performance in 2013	Target and performance in 2014	Comment
<b>Standards and policies</b>	Update and roll out regional flaring policy.	Conduct at least one self-verification to test Greater Plutonio /PSVM compliance with the regional flaring policy.	
<b>Chemical management</b>	Develop a plan to implement the BP Angola region environmental chemical management procedure.	Update Environmental Chemical Management procedure to comply with Executive Decree 97/14.	Timescales were affected by the timing of the introduction of new legal requirements. We are currently completing a statutory plan to submit to government in 2015.
<b>Statutory plans</b>	Update all statutory plans to incorporate the new regulatory compliance requirements.	Update all statutory plans to incorporate the new regulatory compliance requirements.	
<b>Waste management</b>	Develop a tank cleaning and slops transfer procedure.	Update regional waste transfer notes to comply with Decree 190/12 and ensure management of change has been completed.	
	95% of waste transfer notes to be filled correctly.	No specific measures were set.	
	Improvement based on 2012 baseline – no waste transfer notices missing by the end of the year.	Have Greater Plutonio sewage waste system certified by certification body.	
<b>Operational efficiency</b>	Conduct detailed assessment to better understand the feasibility of modifying Greater Plutonio to allow for sand collection and onshore disposal.	No specific measures were set.	
<b>Awareness and reporting</b>	Update wells environmental compliance reporting procedure.	Update waste management and EMS awareness training module with focus on computer-based training.	Training has been extended to cover onshore staff as well as offshore staff, and is currently being rolled out.

■ Completed or progress in accordance with plan.  
■ Achieved partially or later than planned: some concerns over ability to deliver.  
■ Not completed.

Our strategy, implemented through our waste management guidance at a facility level, seeks to ensure that we meet regulatory requirements and follow acceptable industry practices including the need to oversee the activities of any waste contractors working on our behalf.

In doing this, we exercise a duty of care over our waste management practices in Angola – using waste transfer notes to document the movement of waste from generation through transfer and handling by approved contractors, through to disposal.

The amount of hazardous waste disposed of in 2014 was 1,220 tonnes (2013 762, 2012 760). A number of factors contributed to the increase including a 50% increase in the number of wells in block 18, and greater quantities of used oil, drums, paints and batteries. In block 31, tank cleaning activities plus a campaign to dispose of lead acid batteries also resulted in an increase in total volumes.

The amount of non-hazardous waste produced totalled 922 tonnes (2013 798, 2012 474). From the total waste generated, we re-used or recycled 377 tonnes which accounts for approximately 18% of the total waste generated in 2014, mostly wood and metal.

#### Water discharges

We try to manage our wastewater discharges so that we do not adversely affect the quality of the receiving waters. The wastewater streams that we manage include ballast water, bilge, cooling water, produced water, grey and black water, and rainwater run-off. An important part of our strategy lies in the chemicals selection process. We endeavour to select chemicals that pose little or no risk to the environment in accordance with established criteria.

We monitor the amount of oil in produced water from Greater Plutonio and PSVM. Produced water is injected into the well formation, which eliminates the negative impact of oil discharges to the environment. We monitor and report on the number of occasions when we exceed desired levels for oil in water, known as 'oil in water excursions'.

#### Losses of primary containment and oil spills

There were a total of six spills of more than one barrel from our activities in 2014. Three of these were from our wells operations, and three from production operations. The total volume spilled from all these incidents was approximately 7,470 litres (equal to approximately 47 barrels). Just three of these spills reached the sea (the volume was 2,943 litres) and the other three were contained. Our approach is to minimize the amount of oil or chemicals that reach the

environment, develop actions to prevent reoccurrence and report all incidents to the regulators as required by law.

#### Spill preparedness

To enhance our oil spill preparedness and response capability we have been actively involved in a coastal sensitivity mapping initiative supported by ACEPA. The project, which was initiated in 2010, identified environmental and social sensitivities along the northern Angolan coast, where there is potential for oil spill impact. The information was then integrated within a geographic information database.

As a result of new exploration activities in southern Angola, the joint industry project has been extended to cover southern coastal areas. Different oil and gas operators are leading specific parts of the project: BP's role involves confirming on the ground the accuracy of data gathered by remote sensing equipment. The information generated will provide the basis for a tactical response plan, including aspects such as where spill response equipment might be most effectively deployed in the event of an incident.

#### Noise

To mitigate and avoid negative effects from noise on marine fauna, BP has implemented noise controls at all its seismic operations. This includes having observers of marine mammals on board the sound source vessels, making provision for stopping operations when vulnerable fauna are present in the area and introducing safe operational practices such as soft starts, in which the power used during seismic activity builds up from a low level to give adequate time for marine mammals to leave the vicinity.



▲ Presentation of Marine Turtle conservation FILDA.

# Society

We support social investment initiatives that strengthen the capabilities of Angola's people and institutions.



## What we said we would do

Strengthen local communities and institutions to play a key role in Angola's socio-economic development.

Support local institutions so that they can have ownership and play a lead role in capacity building programmes.

Continue to support government objectives of reducing poverty and enhancing social inclusion.

## Where we are today

Supported local suppliers, spending \$1.6 billion with them in 2014.

\$7.5 million spent in 2014 on a wide range of social projects.

\$1.8 million overall spend on educational projects.

## What we plan to do next

Continue to support social projects in education, enterprise development, and institutional capability development.

Work as much as possible with partners and beneficiaries to implement our projects.

Apply our updated framework for project evaluation and selection.



# Building capacity

We invest in education and enterprise development, help to build the capacity of local institutions and we work to establish effective partnerships supporting social and economic development.



## \$7.5 million

was spent on community programmes in 2014.



BP's Vice President for Communications & External Affairs (second from right) receiving a Sirius Award on behalf of BP Angola.

### Our social investment strategy

BP Angola's community and social investment programmes seek to support our long term business strategy. We aim to mitigate non-technical risks to our business and the social and environment impacts of our operations in Angola, support our political and social risk action plan, and support the government's development priorities.

Our social and community relations agenda is intended to contribute meaningfully to national development. We look to achieve this by supporting the enhancement of human capital in Angolan communities and institutions. This is based on the premise that countries and communities where we operate should benefit from our presence – through the oil we produce, the taxes we pay, wealth and jobs created, knowledge transfer and capability building, and the investment of our time and money in people. We are working towards improvements that are measurable and contribute to the development of institutional capability as well as the real and independent development of local communities.

We make corporate social investments in three main areas:

- Education
- Enterprise development
- Institutional capability development

We also consider projects relating to health, safety, and the environment where there is a significant shared benefit to BP and local communities.

### A partnership approach

To deliver our projects and programmes, we work with strategic partners who implement the projects we finance. Where possible, we involve

potential beneficiaries in order to empower them and promote the durability of the project.

We pay special attention to developing the human and institutional capability of the organizations we work with.

This participative approach encourages the engagement of various stakeholders, such as implementing partners, beneficiaries, government, academia, religious organizations, NGOs and the private sector. Our aim is to engage openly and transparently, through dialogue and consultation with government, communities and other representatives of civil society who have a legitimate interest in our operations.

### Project selection and evaluation

We provide framework guidance to implementing partners to help develop project plans and objectives. The process involves a direct relationship between all parties in which BP evaluates the proposals and provides support to set goals and performance indicators. Each project proposal is evaluated in accordance with a clear process, overseen by a project selection committee.

### Our social projects

Over the past decade, BP has invested millions of dollars through various channels in social initiatives. In 2014, we spent approximately \$7.5 million on community programmes.

The table below summarizes projects undertaken since 2007 which were still active in 2014, and highlights new initiatives begun in 2014. In response to requests from our stakeholders, we have provided more information on the purpose, location and spending details associated with each project.

BP employees celebrating after receiving their diplomas for completing the CIPD programme in human resources.

## BP Angola and partner social projects

Project name	Purpose	Location	Timescale	Total budget (US\$)	Funding	Partners
 <b>Education</b>						
Conservation of marine turtles	Apply research to support the preservation of marine turtles in the coast of Angola, provide university students practical experience and raise awareness among local communities of the need to preserve turtles	Benguela, Luanda, Namibe, Zaire	2011-2014	586,000	BP100%	Faculty of Science (Agostinho Neto University)
Medical lab simulator	Equip a medical lab to allow students and professionals to have practical lessons, especially for procedures and skills required during emergency or trauma situations	Luanda	2013-2014	250,000	Block 18	JMJ& Medical Faculty (Agostinho Neto University)
Master's degree in oil and gas law and oil and gas administration	Build a local knowledge base in petroleum law and management	Luanda	2007-2014	1,439,000	BP100%	CEJES (Agostinho Neto University)
Dynamic reading	Contribute to the intellectual development of young people through enhancement of reading and presentation skills. Also allow knowledge exchange between students in different classes and different social backgrounds	Luanda	2013-2015	227,700	BP100%	Marketing 4 You and WN
Community and Professional Internship programme	Offer university students work experience with direct contact with communities in urban, semi-urban and rural areas with the aim of supporting them in the preparation of degree theses; provide them practical experience of the labour market and key social issues	Bengo, Benguela, Cunene, Huambo, Moxico, Luanda, Uíge	2010-2014	785,000	Block 31 and BP100%	Development Workshop
Master's degree in environmental governance and management	Build the capacity of technical staff to develop skills related to the sustainable exploration of resources and protection of the environment	Luanda	2014-2015	278,500	BP100%	Science Faculty (Agostinho Neto University)
Social research with universities	Enhance social research and knowledge base in Angolan universities, focusing on two critical social topics: child wellbeing and development	Benguela, Luanda, Huambo, Cuando Cubango, Malanje, Zaire	2014-2015	200,000	BP100%	Piaget University and Instituto Superior João Paulo II (ISUP)
Sendi Mission construction of orphanage	Provide access and better conditions for children in pre-urban and rural areas	Huíla	2014-2015	300,000	Block 31	Rise Angola
Research project – potato production and visibility	Carry out research into the development and production of potatoes in different soils, involving farmers, students and teachers	Huambo	2014-2015	280,000	Block 31	JMJ and Faculty of Agronomy – José Eduardo dos Santos

Project name	Purpose	Location	Timescale	Total budget (US\$)	Funding	Partners
Construction of school in Lar Patriota	Provide access and better conditions for children to enhance their learning experience	Luanda	2012-2015	1,500,000	Block 31	João Melo
Construction of Cacucaco School – Pequena Semente	Provide access and better conditions for children in the Little Seeds orphanage and surrounding communities	Luanda	2014-2015	325,000	BP100%	Rise Angola
Construction of school in Bocoio – Nosso Sonho	Provide access and better conditions for children and young adults at the first secondary school in this municipality	Benguela	2013-2014	1,000,000	Block 18	Rise Angola



### Enterprise development

Integrated project in rural development	Help rural communities adopt agricultural best practices and techniques	Benguela	2013-2014	200,000	Block 31	Akwatoko
Support programme for Angolan inventors and creators	Support the stimulation of STEM (Science, Technology, Engineering and Mathematics) education and activities by rewarding top scholastic and independent innovators	Luanda, Bie, Cuanza Sul, Huila	2012-2014	186,000	BP100%	Science and Technologies Ministry and Marketing 4 You
Integrated rural development project	Create technical capacity in the area of production and waste management to increase the production of cereals and vegetables as well as improving fishing mechanisms to benefit families affected by HIV/AIDS	Cunene	2012-2014	200,000	Block 31	Mafiko



### Capability development

Road safety	Assist the road traffic authority in educating and raising public awareness of safe driving practices	Nationwide (key focus in Luanda, Malanje and Bie)	2010-2015	3,000,000	Block 18 and BP100%	DNTV and Sete Caminhos
Water and sanitation programme	Promote sustainable access to safe drinking water that is physically accessible and affordable to rural communities in addition to enhancing the governance of the sector and promoting an approach to water supply and sanitation based on risks	Bie, Cunene, Huambo	2011-2015	829,000	BP100%	Development Workshop (DW)



Project name	Purpose	Location	Timescale	Total budget (US\$)	Funding	Partners
Divina Providência Hospital	Improve hospital services; and train staff and families in the area of malnutrition	Luanda	2010-2014	510,000	Block 18	Hospital Divina Providência
Jesus Salva clinic	Improve the quality of health care provided by providing training for nurses and by refurbishing the clinic's infrastructure	Moxico	2011-2015	410,000	Block 31 and BP100%	Jesus Salva
Kifika medical center	Purchase medical equipment and provide training to enable an improvement in service quality and a greater number of operations for children in Angola suffering from hydrocephaly	Luanda	2013-2014	680,000	Block 31	JMJ Consultants
Mainstream psychosocial support into child services professionals	Assist in building the capacity of 200 social assistants, educators and other specialists of the Angola Children's Association (INAC)	Luanda, Cunene	2014-2015	280,000	BP100%	ADRA and REPSSI
Green Namibe	Introduce modern irrigation techniques and ensure the plantation of 5,000 trees and study their adaptation in dry climates	Namibe	2010-2014	680,000	BP100%	Liga 4 de Abril
Alfa Braille	Promote social inclusion among the visually impaired, through the teaching of braille and with their family members in orientation and mobility	Luanda, Moxico	2011-2015	357,000	BP100% and Block 31	AACAG
Support for special education needs programmes	Provide intensive and interactive training to people living and working with special needs children	Luanda	2013-2014	267,000	Block 18	JMJ Consultants, Cecana and Pitanga Center
SOS Village	Provide childrens' and orphans' services with approaches related to care and psychosocial support	Huambo	2013-2015	110,000	Block 31	SOS Angola
Rehabilitation of youth and community centre	Facilitate social interaction among young people, reduce juvenile delinquency, drug use and negative social practices. Provide practical experience for vocational trainees in the centre	Moxico	2012-2014	1,226,000	Block 31	Selesianos Dom Bosco
Sports and citizenship	Support the registration of underprivileged children and provide civil education and social support to prevent juvenile delinquency	Huambo	2013-2015	300,000	Block 18	Petro Atlético Huambo

# Supporting education

We support projects in Angola that improve educational institutions and vocational training as well as helping individuals gain access to primary and secondary level schooling.



## \$1.8 million

Overall spend on educational projects.

Our support for education seeks to help pupils, teachers and educational institutions while also contributing to broader challenges such as enabling access to education, promoting socio-economic integration by providing opportunities for vocational training, and improving the condition of rural schools.

We seek to complement the efforts of the government by building capacity. That can include improving school buildings, increasing the scientific and technical capability of teachers and school leavers, supporting university education, developing the capacity of institutions to provide better educational services, or helping individuals gain the skills and opportunities they need to contribute to society.

We believe that education helps individuals become better citizens. Our support includes programmes with a number of disadvantaged groups.

### Developing people's skills

We also focus our efforts on developing people's skills so that they can make a valuable

contribution to the country's development. These initiatives are often linked to strengthening training and development institutions.

### Supporting engineering and science

BP and University Agostinho Neto (UAN) signed a cooperation agreement in 2005 which aims to improve the quantity and quality of engineers and geoscientists in Angola. Further protocols were signed with the medical faculty, through JMJ Consultants, in 2013 and with the science faculty in 2011 and 2014.

The range of programmes undertaken provide financial assistance for internal scholarships, text books and laboratory equipment, programmes to improve teaching skills, and other education equipment, materials and facilities. The overall aims include increasing the scientific and technical knowledge of teachers and students and improving the quality of the services provided.

As part of these agreements, we have supported the creation of a medical simulation laboratory and a chemistry and microbiology

## BP Angola and partners fund new school for the Mfumu community

BP Angola and its block 31 partners recently inaugurated a new primary school for 1,000 pupils in Mfumu community, located on the outskirts of M'banza Congo, the capital of Zaire province. The school has a total of 12 classrooms and an administrative area with office space, for teachers and administrative staff.

The location of the school will help reduce the distance children have to travel in order to have access to education. The project was initiated by missionaries of the Ordem dos Frades Menores (Capuchinhos) Monks and cost a total of \$420,000 of which BP, Sonangol and the block 31 partners provided \$340,000.

The Zaire provincial government contributed by equipping the school with desks, chairs, computers, and by supplying 40 teachers. They are committed to providing further support. 'We have learned today that we can only solve problems by investing in human capital. A child without education today is an unprepared grown-up of tomorrow,' wrote the children in the message that was read at the opening ceremony.

'It is an honour to witness the formal handover of this school to the people of M'fumu,' said BP Angola Communications Manager Antonio Vueba. 'It is our contribution to the development of this community as many more children will now have access to basic education'.

During his address, the vice-governor of Zaire province Dr. Alberto Sabino said: 'For us, it is a joy to witness this initiative which tackles the needs of our children. The partnership between the public sector and private companies together with the church, for the construction of more schools will help to build the next generation'.

This is the third project that BP Angola and its block 18 and 31 partners have implemented with the Ordem dos Frades Menores Capuchinhos. In 2012, BP and its block 18 partners opened a school in Camabatela, Kwanza Norte – and a children's centre in Uíge was opened in 2013 with the support of block 31.

These projects are part of BP Angola's partnership with government and communities to provide access and better educational conditions for local children.



▲ Pupils during an opening of a primary school.

## Community internship programme

BP and its block 31 partners support a programme to provide internships for college graduates from Angolan universities. The initiative, which is run by the Development Workshop, aims to offer practical experience for graduates to put their skills to use in the community and other institutions to better prepare them for entering the job market.

Hermingarda Campos, an accounting and business administration Major at the Catholic University, recently completed a six-month internship under the programme at Mira Consulting, which specialises in financial audit, fiscal advisory, and consultancy services.

'I wanted to gain experience in a real business environment. All the theoretical knowledge we acquire on our course has a practical use at work, but we only get to know how to apply it through experience in a professional environment', said Hermingarda.

On completion of the internship, Hermingarda was offered a position at the firm, and continued her work there as an assistant accountant.



University graduates during a Discover BP day in the Onjango suite, technology exhibition room, at BP office – Torres do Carmo.

laboratory at UAN. The medical lab enables students to undertake practical lessons, especially for procedures and skills required during emergency or trauma situations.

Students and interns have also gained experience working in the microbiology lab, and some have gone on to become full-time lab technicians.

We have also partnered with the Academy for Educational Development to install a geographical information system (GIS) laboratory and develop an applied professional users' course. With the new system, the faculty has already been able to train university students and provide refresher training for government officials and others that use this technology in their day to day work.

### Building legal capacity in oil and gas

In 2007, we assisted the UAN law faculty in establishing a postgraduate (LLM) programme in oil and gas law. The objective of the programme is to create a strong network of Angolan

professionals with thorough knowledge and understanding of the oil and gas industry. The course contains a wide range of modules including ethics and transparency, oil and gas technology, contracts, tax and environmental law.

BP initially committed \$2.3 million to fund three sessions of the programme and has also provided technical assistance. A new agreement has been signed to cover the programme up to 2017.

Building on the programme's success, the university's law faculty has announced the establishment of a Research Centre for Legal, Economic and Social Studies (CEJES) which will be responsible for running all their post-graduate programmes.

Since the start of the initiative, the university has developed the programme into two full Master's degree courses. Students are now able to take either a Master's in oil and gas law or in oil and gas business management. More than 100 students graduated from the original post-

## Dynamic reading

BP Angola sponsored the second edition of the Angola National Dynamic Reading Contest held at Mediateca in Luanda. The event was also sponsored by the radio station LAC, the journalist training school Cefojor and the Angolan company WN Empreendimentos, among others. This edition opened the contest to include public schools and gained more sponsors.

The dynamic reading project aims to contribute to the development of young people by enhancing their reading and presentation skills. It also provides for knowledge exchange between students following different specialisations and with different social backgrounds, and trains teachers at participating schools to judge competing students.

The first stage of the contest takes place in schools with the coaching of pupils in the basic skills required to enter the competition. This consists of reading performance taking

into account creative interpretation, understanding punctuation, visual contact with the audience, interpretation gestures and the number of words read. The best students compete at municipal and then national level.

In the last two editions of the initiative, a total of 5,985 students and 189 schools took part. A new edition approved in October 2014 expanded the reach of the programme to include public schools, three provinces and capability building for teachers.

The schools that the winners attend also received vouchers to be spent on books and other equipment for their libraries – while training is provided for teachers from the participating schools.

'Reading increases vocabulary and general knowledge, stimulates imagination, develops critical sense and improves interpretation capability,' said Manuela Andreia, the runner-up in the 2014 edition. 'It is good for the soul.'

**100+**

graduates from programmes in oil and gas law business management.



graduate programme in oil and gas law. The students enrolled in the current two master's degree programmes are will write their dissertations in 2015. In addition BP is also funding a master's degree in environmental management and governance with the Faculty of Sciences of Agostinho Neto University.

The programme has enrolled students from a range of institutions such as oil companies, legal firms, the Ministry of Petroleum and Ministry of Finance. The programme's academic and networking opportunities have enabled its graduates to make a significant contribution in their chosen fields, thus reducing industry's reliance on foreign technical assistance.

In addition to training oil and gas professionals and future leaders of Angola in managerial, technical and legal aspects of the industry, the programme has raised awareness within government, industry and academia of the importance and benefit of ethics, transparency and good governance.

Medical Intern practicing on a dummy in Medical simulation Lab at UAN.



### Medical simulator opened in the UAN medical faculty

The first medical simulator laboratory in a teaching and learning institution has been opened in in Luanda, with equipment and training sponsored by BP Angola.

The brand new facility is designed to enable students and professionals to improve their technical skills when dealing with medical and surgical challenges. It is located at the University Agostinho Neto (UAN) Faculty of Medicine. This is part of BP Angola's programme to develop the institutional capability of Angolan universities to provide better services and improve the graduate profile of future professionals.

Representatives from BP Angola, along with senior government officials, health professionals and medical lecturing staff attended the opening ceremony at the university in March 2015, which is home for 870 students.

Medical simulation consists of methods and applications that replicate real systems, often using computer models and tools. The teaching is based on tasks, which show what should be done and how it should be done to achieve desired outcomes.

Among the innovative features of the new facility are six rooms equipped with 90 dummies and devices to simulate various clinical and surgical procedures, including a high sensitivity mannequin able to give feedback in set scenarios.

The minister for higher education, Adao do Nascimento said 'This state-of-the-art facility will bring students from theory into the real world of medical professionalism, and will make the difference between the present and the past by improving the teaching of medicine at the university'.

Also speaking at the event, the Minister of Health, Jose van Dunem, said 'The new tools and equipment will enable students to learn medical skills and practices and will add quality to their work, which will bring confidence and fewer medical errors.' He went on to congratulate BP and its block 18 partners – Sonangol and SSI – who supported the project, and said that medical training requires constant updating of knowledge and technical skills, which contribute to the rapid recovery of patients.



# Promoting enterprise development

We focus on promoting enterprise development to create more job opportunities and to help diversify Angola's economy.

Empowering people and giving them the opportunity to help themselves is an important aspect of socio-economic development. We have supported a micro-credit project in Huambo and Benguela since 2006, in partnership with ADRA, which is helping to boost economic diversification and the local economy by creating farmers' co-operatives and new commercial enterprises. The initiative has increased incomes and helped to improve living conditions for those involved.

Projects like this set a precedent for what can be achieved. But we recognize that government has the principal role to play in tackling the range of social challenges that Angola faces. We believe that we have a valuable role in providing technical expertise and in harnessing the commitment of our staff who give their time and experience to make a difference.

## Building local economic capacity

A key part of BP's strategy to build a safe and reliable, high-performing business in Angola is to enhance the capability of local companies and help create opportunities for future investment in the local oil industry.

We aim, therefore, to maximize local content in our operations and projects. Developing the capability of our Angolan staff and local companies drives job creation, economic growth and contributes to infrastructure development throughout the country.

Provisions within the production sharing agreement (PSA) seek to ensure that the social and economic benefits arising from our activities are shared for the country's good. For example, in conducting our operations, we are required to give preferential treatment in certain circumstances to local labour and to the acquisition of nationally-produced goods, machinery and equipment. In taking this approach, the PSA seeks to support local economic development while adhering to the standards of the international petroleum industry.

In 2014, BP Angola spent approximately \$1.6 billion with local suppliers.

## Engaging local suppliers

In October 2014, BP representatives participated in a forum and exposition on local content, organized by the Centre for Enterprise Development (CAE) in partnership with the Ministry of Petroleum and Sonangol.

The main objective of the event was to provide an open forum for discussion among stakeholders in the oil and gas business on the topic of local content and on how new companies can emerge and gain better understanding of the supply chain network of large companies. It also aimed to contribute to the creation of a solid supply base and to strengthen the ability of local companies to compete for business with their international counterparts.

Presentations made at the forum highlighted a number of common challenges facing local companies including the need to work within local laws that support international business principles and other safety and due diligence provisions.

The Minister of Petroleum highlighted the contribution of the operating companies in supporting the original establishment of CAE which was created to open up business opportunities for local companies. The event encouraged operating companies to continue to work with the Ministry of Petroleum and Sonangol to realise local content objectives.



▲ HSE Suppliers Forum.

# Capability development

Our social investment initiatives seek to build the capacity of local people and institutions so that they can better help themselves.



**Salvador Ferreira**  
Senior Sustainability &  
Public Affairs Advisor

## Supporting the national census

Salvador Ferreira, from BP's sustainability and public affairs team in Angola, was seconded in 2012 to the National Institute of Statistics, within the Ministry of Planning. His role was to assist the Institute in carrying out the first full census in the country since 1970.

Salvador's assignment involved taking responsibility for the development of a nationwide training strategy, and training manuals. The task involved recruiting more than 1,500 people to complete the information gathering required under the census. The challenges of finding suitably qualified people nationwide, data gathering in remote regions, and overcoming difficult communication problems put a real emphasis on robust logistics and a comprehensive training regime.

'For me personally, the secondment provided excellent experience, a set of new challenges, and the need to organise and train people in a very complex project. For BP, my time there reinforced our relationships with the government body and represented one way in which we could make a contribution to Angola's continuing development'.

Angola continues to face social challenges including poverty and living conditions that limit opportunities for many people. While there are many challenges in urban areas including Luanda, some of the most acute problems are found in rural areas distant from the capital.

The projects that we and our partners support contribute to development and seek to alleviate poverty. They cover practical initiatives such as improving access to basic services (such as schools, social centres, or hospitals) and helping individuals in their private lives – such as supporting victims of violence, or providing rehabilitation services.

We support a variety of projects that aim to improve community health, reinforce the importance of safety, and protect the natural environment.

Health projects have included refurbishing hospitals and clinical facilities, carrying out health screening and clinics in rural communities, and supporting infrastructure developments that have resulted in access to clean water and better sanitation.

Environmental projects include the Green Namibe initiative which is supporting the planting of trees to create a better environment and quality of life for local people in the city of Namibe. We have also been a long-standing supporter of a project to protect sea turtles in Angolan waters.

To promote safety, we continue to support projects that raise awareness of road safety in the community. For example, we conduct road safety workshops with groups of drivers, and run

## Supporting Angola's Paralympians

Angola is a country with one of the highest numbers of people with disabilities in the world. Paralympic sport enables their social integration.

BP Angola is proud to sponsor the Angola Paralympic committee and its athletes, renewing the support it provided for the London 2012 Olympics, and looking ahead to the 2016 Paralympic Games in Rio de Janeiro.

Paralympic sport instills values of importance to BP – such as trust, courage and excellence.

outdoor fairs, driver campaigns, and awareness events in schools, institutes and universities. These activities are in addition to our internal programmes to improve road safety, which are designed to meet the requirements of the BP driving safety standard, which sets out requirements for drivers and vehicles. We believe that our own policies and procedures on driving, such as using seat belts and not using mobile phones while driving, set a positive example in the community.

## Renovation of youth and community centre

With our partners in block 31, we are working on the renovation of a Dom Bosco centre outside Luanda, in Luena.

The aim is to provide a multi-use facility for educational, cultural, and sports purposes which should help to reduce juvenile delinquency, drug use and anti-social behaviour. Inauguration is scheduled for 2016.

The work is in its second phase, with 70% of the planned work completed. The project is using mainly local labour from its training centre (28 people in 2013 and 2014 and 22 in 2015).

BP Angola has also financed the restoration of a Dom Bosco vocational training centre, which

was re-opened in August 2013, in the residential district of Ingombota, in Luanda.

In its renovated premises, the centre will offer professional training to young people, enabling them to enter the labour market. Courses cover fields such as refrigeration and air conditioning, plumbing, welding, construction, computing, decorating and hospitality.

With capacity for more than 300 students per semester, the Dom Bosco Centre differs from other establishments because its graduates are offered internships in selected companies through their job placement scheme.

# Our stakeholders and our reporting

We engage with a wide range of stakeholders to understand and respond to society's expectations of us.



▲ UAN Lab specialists.

Our stakeholders are the many individuals and organizations who are affected in some way by our activities, whether it is in our role as an energy provider, an employer, or as a business that generates revenues and helps to boost local economies.

## Employees

We keep our employees informed about plans and developments in our business and in the wider market. We communicate through 'town hall' meetings where employees hear from the executive team, as well as panel discussions on industry themes. We have well-established channels to communicate with our employees and for them to raise any concerns they have. These include clear processes for dealing with problems, or grievances.

## Governments and regulators

We engage with the Angolan government on many fronts and we aim to maintain dialogue with all relevant government agencies, ministries and regulatory departments. We work closely with Sonangol on social projects across the country. Where our expertise is valuable, we provide information and guidance to government agencies. For example, in 2014 we shared our experiences of implementing the Voluntary Principles on Security and Human Rights with the Angolan government and we also shared lessons on dispersant use and oil spill response technologies.

## Our industry

We work through industry groups to help establish standards and address complex energy challenges. For example, we continued to work closely with ACEPA (the Angola oil industry association) on coastal sensitivity mapping, to help develop industry oil spill response preparedness.

## Contractors and partners

Like our industry peers, BP rarely works in isolation. Safe and responsible operations depend on the capability and performance of our suppliers, contractors and partners. To this end, we set operational standards through legally binding agreements. Training and dialogue also help build the capability of our contractors. We continued to work closely with our contractors in 2014.

## Local communities

Our wide-ranging social projects aim to support communities in building their capability, improving infrastructure, promoting education, supporting enterprise, and tackling social challenges such as poverty. We engage with communities when new projects are being developed. For example, we undertook extensive public consultation with the community in Benguela in 2014 to inform people about the proposed developments in block 24.

## Non-governmental organizations (NGOs)

Our social investment strategy involves working in collaboration with NGOs, who often act as implementing partners for our projects. We have established good relationships with a number of NGOs.

## Academic institutions

We provide financial and technical support to Agostinho Neto University on courses relating to the oil and gas industry. We have also supported their faculty of science with investment in laboratories and equipment. Our social investment strategy includes a focus on support for education. We aim to support people in developing their skills – through reading, for example, and we also support primary school education by renovating school buildings or building new schools.

## Engaging with stakeholders

In preparing our 2014 sustainability reporting, we held a workshop with stakeholders to discover their views on our reporting and to gain their perspectives on the key issues. Participants came from non-governmental organizations, academia, media representatives, religious organizations, private consultants, and sporting bodies.

Stakeholders also provided specific feedback on how they would like us to improve our reporting.

### What we heard

**More information on the details of social investment projects, such as funding arrangements and location.**

**The report should offer insight into the impact of social investment projects, including the views of project participants and beneficiaries.**

**The report should better reflect the gender diversity within BP Angola.**

### How we've responded

We have expanded the information provided in our summary table of projects in the Society section of the report.

We have included several comments from participants and beneficiaries in our description of social investment projects.

We have sought to reflect the gender diversity of our business, and given appropriate prominence to the work carried out by women in our workforce.



# Acronyms

AACAG	Associação Angolana dos Cegos e Ambliopes de Guerra (Association of War Related Blind and Partially-sighted Persons)
ACADIR	Associação de Conservação do Ambiente e Desenvolvimento Integrado Rural (Association for Environmental Protection and Integrated Rural Development)
ACEPA	Association of Companies for Exploration and Production in Angola
ADRA	Acção para desenvolvimento rural e ambiente (Action for Rural and Environmental Development)
AIDC	Associação Integrada do Desenvolvimento Comunitário (Integrated Association for Community Development)
ALNG	Angola liquefied natural gas project
BOPD	Barrels of oil per day
CAE	Centro de Apoio Empresarial (the enterprise centre)
CNAL	Clube dos Naturais e Amigos dos Lonados
DW	Development Workshop
EMS	Environmental management system
FPSO	Floating Production Storage Offloading vessel
GIS	Geographic information system
GOO	Global Operations Organisation
GPO	Global Projects Organisation
GWO	Global Wells Organisation
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno Deficiency Syndrome
HSE	Health, safety and the environment
HSSE	Health, safety, security and the environment
IMO	International Maritime Organization
INAC	Instituto Nacional da Criança (National Children's Institute)
IPIECA	International Petroleum Industry Environmental Conservation Association
ISCED	Luanda Higher Institute for Educational Sciences (Instituto Superior de Ciências da Educação de Luanda)
LNG	Liquefied natural gas
Mboed	Thousand barrels of oil equivalent per day
NEBOSH	National Examination Board in Occupational Safety and Health
NGO	Non-governmental organization
OMS	Operating management system
PSA	Production Sharing Agreement
PSVM	The Plutão, Saturno, Vênus and Marte fields
REPPSI	Regional Psycho-Social Support Initiative
S&OR	Safety and operational risk
SME	Small and medium-sized enterprise
UAN	University Agostinho Neto
UNDP	United Nations Development Programme



BP's corporate reporting suite includes information about our financial and operating performance, sustainability performance and also on global energy trends and projections.



#### **Annual Report and Form 20-F 2014**

Details of our financial and operating performance in print and online. Published in March.  
[bp.com/annualreport](http://bp.com/annualreport)



#### **Strategic Report 2014**

A summary of our financial and operating performance in print or online. Published in March.  
[bp.com/annualreport](http://bp.com/annualreport)



#### **Energy Outlook 2035**

Projections for world energy markets, considering the potential evolution of global economy, population, policy and technology. Published in January.  
[bp.com/energyoutlook](http://bp.com/energyoutlook)



#### **Sustainability Report 2014**

Details of our sustainability performance with additional information online. Published in March.  
[bp.com/sustainability](http://bp.com/sustainability)



#### **Financial and Operating Information 2010-2014**

Five-year financial and operating data in PDF and Excel format. Published in April.  
[bp.com/financialandoperating](http://bp.com/financialandoperating)



#### **Statistical Review of World Energy 2015**

An objective review of key global energy trends. Published in June.  
[bp.com/statisticalreview](http://bp.com/statisticalreview)

#### **For more information**

[www.bp.com/angola](http://www.bp.com/angola)

This provides an overview of BP Angola's activities and investments, including a focus on our employees and partners, and community and social investment initiatives.

[www.bp.com](http://www.bp.com)

This site contains information about the BP group including detail of its policies and values and reports on its activities and operations worldwide.

#### **You can order BP's printed publications free of charge from:**

##### **US and Canada**

Precision IR  
Toll-free: +1 888 301 2505  
Fax: +1 804 327 7549  
[bpreports@precisionir.com](mailto:bpreports@precisionir.com)

##### **UK and rest of world**

BP Distribution Services  
Tel: +44 (0)870 241 3269  
Fax: +44 (0)870 240 5753  
[bpdistributionsservices@bp.com](mailto:bpdistributionsservices@bp.com)

#### **Feedback**

We welcome feedback on this report. You can write to us at the address below, marked for the attention of the Communications and External Affairs team, or send an e-mail to us at [bpangola@bp.com](mailto:bpangola@bp.com)

BP Angola (block 18) B.V.  
BP Exploration (Angola) Ltd.  
Edifícios Torres do Carmo Torre 2  
Rua Lopes de Lima  
Travessa Américo Boavida  
Luanda – Angola

#### **Acknowledgements**

Design Steed Design  
Typesetting Steed Design  
Photography Henrique Malungo, Richard Davies,  
Rui Moreira de Sá, Joyce José

© BP p.l.c. 2015