

Index

- Abadan
 expatriate community, 15–17, 16
 refinery, 13, 20–2, 28 (fig.), 34, 46 (fig.),
 257, 269, 280, 285–8, 291, 292, 326,
 343–4, 405, 415, 490
- Abel Smith, Desmond, 49
- Abraham, William, 49
- Abu Dhabi, 9, 145–6, 163, 173 (fig.), 174,
 180, 200, 207, 219, 270, 472, 485
- Abu Dhabi Marine Areas (ADMA), 207,
 211, 246, 270
- Abu Musa, 469
- Achnacarry Agreement (1928), 4, 218–19,
 248, 253, 490
- acrylonitrile, 375, 377
- Adam, Robin, 61, 324
- Aden, 26–7, 72–3, 89, 176, 252, 291
 refinery, 26–7, 27, 28 (fig.), 46 (fig.), 401,
 403–4, 408, 415
- Admiralty contract, supplies under, 30, 36
- Africa, 9, 10, 26, 89, 106, 109, 218, 241,
 253–4, 261–7, 299, 335
- AGIP, 112, 232, 248–9, 251
- Akins, James, 476
- Alam, Asadollah, 154–6, 158–9, 181
- Alaska, 105, 108, 129, 185–95, 205, 211,
 271–7, 476, 495–6
- Alberta, 125–6
- Algeria, 8–9, 109, 115, 138, 169, 216,
 241–2, 450, 452–3, 462–5, 468, 474,
 477
- Allen, Sir Roger, 167
- Amerada, 9, 451, 453, 474
- Amini, Dr Ali, 43, 50
- Amoco, 202, 204 (fig.), 206 (table), 213
 (fig.), 232, 286
- Amoseas, 112, 117 (fig.), 201, 451–2
- Amouzegar, Jamshid, 177, 184, 459, 461,
 462
- Andreotti, Giulio, 250
- Anglo-Iranian Oil Company (AIOC), *earlier*
 Anglo-Persian Oil Company (APOC),
later British Petroleum Company (BP)
 name changes, 2
see British Petroleum Company; *name and*
subject headings throughout the index
- Anglo-Persian Oil Company (APOC), *later*
 Anglo-Iranian Oil Company (AIOC),
then British Petroleum Company (BP)
 name changes, 2
see British Petroleum Company; *name and*
subject headings throughout the index
- ANIC, 436, 438, 441–3
- animal feedstuffs, 426, 429, 432, 435–44
- Antar, 242
- antitrust, *see under* United States of America
- Antwerp refinery, 21, 27, 46 (fig.), 280, 288
- Arab League, 152
- Arab Petroleum Congress, 147–8, 151, 308
- Aramco, 5, 7 (fig.), 38, 145, 163, 169, 172,
 174, 246, 250, 451, 467, 469, 474–5,
 485
- ARCO, 124, 193–4, 204 (fig.), 206 (table),
 271–3, 275–7, 312, 453

- Argentina, 467
 Arif, Abdul Rahman, 168–9, 171
 Arif, Abdul Salam, 167–8
 Ashford, George, 322–3, 363, 365, 369–70, 379–83, 386, 388, 390, 392, 435–6
 Asia, 5, 9, 254, 434
 Asiatic Petroleum Corporation, 29
 Atlantic Refining, 193
 Atlantic Refining Company of Africa, 261
 Atlantic Richfield, *see* ARCO
 Atlas computer, 405, 407, 409–12, 414–15
 Australia, 4, 26–7, 36, 109, 252, 267–9, 288, 386, 399, 405, 415
 Austria, 95, 226, 239
 aviation fuel, 21–2, 29, 31, 89, 248, 398

 Baghdad Pact, 85, 145
 Baglan Bay chemical works, 357, 374, 388–9, 389
 Bahrain, 5, 83, 96, 145–6, 468–9
 Bakelite, 339, 341, 362
 Bakelite Xylonite, 362–3, 364 (fig.), 367, 382, 386, 388
 al-Bakr, Ahmad Hassan, 167, 171
 Bandar Mashur oil terminal, 156
 Bank of England, 42, 52, 131, 140, 324, 486, 488–9
 Banks, (Sir) Maurice, 58, 63 (fig.), 71, 317–20, 322, 399–400, 426, 430, 431
 Barker, Denis, 317–18, 321, 323
 Barran, (Sir) David, 453–5, 459
 Basra oil field, 85
 Basra Petroleum Company, 470, 479, 486
 Baxter, Lewis, 31
 Bayer, 340, 359–60, 364 (fig.), 377–8, 391, 393
 al-Bazzaz, Dr Abdul Rahman, 168
 Bean, Denis, 390–2
 Beckett, Angus, 80–1, 99, 199, 202
 Belfast refinery, 280
 Belgium, 226, 244, 247–8, 280, 457, 480, 489
 Belgrave, Robert, 66, 420
 Bellani, Professor L., 439
 Bingham report, 276; *see also* Rhodesia
 Biocca, Professor, 439
 Bischoff, Wilf, 190
 Board of Trade, 232, 234, 391

 Böckh, Hugo de, 100–2
 Bolivia, 467
 Bombay refinery, 257–8, 260
 Border Chemicals, 375, 377
 Boron brand, 277
 Boxshall, John, 420
 BP Alaska, 191, 277
 BP Australia, 268
 BP Autocare, 239
 BP Autoshop, 239
 BP Benzin und Petroleum AG, 243, 361, 364 (fig.), 444
 BP brand, *see under* oil marketing: BP Brand (and APOC/AIOC)
 BP Chemicals International Ltd, 390
 BP Chemicals Ltd, 322, 335, 386, 388, 390–3, 390 (table)
 BP Energol lubricants, 232, 239, 247
 BP Exploration Company, 106, 189
 BP Italiana 248–51
 BP Malaysia, 271
 BP Nutrition, 443–4
 BP Oil, 240
 BP Oil and Gas, 129
 BP Plastics, 377, 386
 BP Proteins, 435–43
 BP Shield, 229
 BP Singapore, 271
 BP Southern Africa, 261, 266
 BP Tanker Company, 52, 294, 297; *see also* British Tanker Company
 BP Trading, 68, 334, 420, 435, 437
 brands, *see under* gasoline; *specific companies and brand names*
 Brent oil field, 211
 Bridgeman, (Sir) Maurice, 57, 63 (fig.), 431
 appointed chairman, 57, 58, 316
 attitude to OPEC, 151, 153
 background, 50–1
 as candidate for chairmanship, 52–3, 56–7
 character, 56–7
 and exploration, 126, 189
 and Germany, 245–6
 and Iran, 154–5, 175, 177
 and Iraq, 165
 knighted, 319
 and management, 59–61, 67, 326, 328, 332

- Bridgeman, (Sir) Maurice (*cont.*)
 and marketing, 237
 and oil price cut (1960), 150
 and petrochemicals, 360, 381–5
 and profits, 307
 and proteins, 429, 431–2
 retirement, 322–3
 and vertical integration, 306
 view on Arabs, 164
- Bridges, Sir Edward (*later* 1st Baron), 42, 53, 131, 134–5
- Britain, *see* Great Britain
- Britannic House, 18, 329–30
- Britannica Petroli, 248
- British Gas, 202
- British Geon, 361–2, 364 (fig.), 366, 367, 386, 388
- British government
 and BP chairmanship succession, 51–8, 319, 322
 and BP dividends, 39–42, 44, 130–6
 BP shareholding, 3, 8, 39, 51, 139–40, 224, 252, 304, 312–13, 481, 489, 494
 economic policy, 40, 130, 133–4, 313, 382, 388
 government directors of BP, 41, 49, 52–6, 131, 324–5
 and Iranian oil negotiations, 154–5, 158–9, 174–5, 459, 473
 and Iraq oil negotiations, 164–7
 and Libyan oil negotiations (1970), 454–5
 and North Sea oil, 199, 202, 489
 and oil crisis (1973), 480–4
 and OPEC, 147, 153–5, 157–60, 456–61
 and overseas tax relief, 310–11
 and Persian Gulf, 176–7
 and Rhodesia, 265–7
 and Suez crisis (1956), 75, 77, 79–81, 84–5, 91, 96–9
 and UK oil market, 226, 229–30, 232–4, 240
see also Board of Trade; Foreign Office; Great Britain; Ministry of Fuel and Power; Ministry of Power; Treasury
- British Hydrocarbon Chemicals (BHC), 352–4, 353 (table), 355 (fig.), 356 (fig.), 357–8, 357 (table), 362, 364 (fig.), 367, 369–70, 372–3, 374–5, 375 (table), 376 (fig.), 379–82, 386, 388; *see also* British Petroleum Chemicals
- British Industrial Solvents, 341, 349, 362, 363, 364 (fig.), 371
- British National Oil Corporation, 489
- British Petroleum Chemicals, 350, 352–3, 370–1; *see also* British Hydrocarbon Chemicals (BHC)
- British Petroleum Company (BP), *first* Anglo-Persian Oil Company (APOC), *then* Anglo-Iranian Oil Company (AIOC)
- British government shareholding in, 3, 8, 39, 51, 139–40, 224, 252, 304, 312–13, 481, 489, 494
- Burmah Oil Company shareholding in, 49, 304, 313, 324, 486, 488
- divestments, 121, 125, 207, 246, 251, 270, 390, 443
- mergers and acquisitions, 121, 126, 239, 248, 261, 271, 273, 276, 312–13, 322, 377, 385–6, 388, 409–10, 423, 444
- name changes, 2
- planning, 333, 335, 396–7, 415–16, 419–21, 423, 433, 499
- strategy, 13–14, 45, 47, 61, 105–6, 205–6, 220, 243, 251, 299–300, 304, 306, 334–5, 494–6, 499
- trademark, 229
see also competitor comparisons; *name and subject headings throughout the index*
- British Petroleum Company of New Zealand, 268
- British Resin Products, 341–2, 361–2, 364 (fig.), 367, 386
- British Tanker Company, 19, 52, 68, 291, 292, 294; *see also* BP Tanker Company
- British Xylonite, 341–2, 367, 368
- Bunker Hunt, 117 (fig.), 451, 453, 474
- Bunker Hunt, Nelson, 118
- Bureau de Recherches de Pétrole (BRP), 241
- Burma, 253–4, 258, 467
- Burmah Oil Company, 4, 49, 218, 239, 252–3, 257–8, 260, 304, 313, 324–5, 486, 488
- Burmah-Shell
 agreements, 218, 252–4, 258, 260, 490
 area, 252–5

- Oil Storage and Distributing Company of India, 253, 256–8, 259 (fig.)
- Oil Storage and Distributing Company of Pakistan, 257–8
- Burton, William, 286–7
- Butler, R. A. (*later* Baron), 40–1, 91, 131–5
- Cadman, Sir John (*later* 1st Baron), 50–2, 211
- Callaghan, James (*later* Baron), 310–12
- Caltex, 5, 242, 256–7, 259 (fig.), 262 (fig.), 268, 399
- Cameroons, 109
- Canada, 61, 87, 105, 107–9, 125, 140, 185, 288, 317, 380, 415, 417, 492
 exploration in 125–6, 127 (map), 128, 128–9, 205
 refining and marketing in, 271
- Canary Islands, 88–9
- Cape of Good Hope, 77, 84–5, 89, 93, 170
- Caribbean, 119–25
- Carrington, Peter, 6th Baron, 158
- Castrol brand, 232, 234, 239
- C-E-I-R Inc., 403–4
- C-E-I-R (UK) Ltd, 404–5, 407, 409–10, 412, 415
- Centraal Instituut vor Voedingsonderzoek (CIVO), 429–30
- Central Treaty Organisation (CENTO), 145, 147
- Ceylon, 253–4, 264
- Chambagnat, Alfred, 425–7, 426, 429, 430–1
- chemicals and plastics,
 BP (APOC/AIOC) and, 343, 351–2, 357, 358–61, 364 (fig.), 370–3, 375, 377–9, 386, 387 (fig.), 388–93
 BP–Distillers merger, 312, 370–3, 378–86, 388, 492
 BP–Distillers partnership, 343–4, 348–50, 352, 364 (fig.), 369, 375, 492
 BP–ICI joint plant, 393
 BP–ICI negotiations, 343–50, 391–3
 cyclical swings in, 350–1, 374, 388
 demand for, 350–1, 357, 388
 expansion, 352–4, 356 (fig.), 357–8, 374–5, 388–9
 in France, 358, 378, 390–1, 393
 in Germany, 340, 358–61, 391, 393
 integration, 341–2, 347–8, 351–2, 363, 370–3, 375, 377–8, 380
 partnerships, 350, 351–3, 358, 360–3, 364 (fig.), 365, 367, 369, 375, 377, 378, 388, 390–1, 393
 rationalisation, 391–2
 scale economies, 351, 374, 391
 in UK, 340–3, 350–1, 374–5, 386
 in USA, 340, 347
see also specific companies and chemicals
- Chenevier, Jean, 330–2, 430–1
- Chevron *see* Socal
- China, 269, 447, 493
- Churchill, (Sir) Winston, 13, 40, 47, 133, 481
- Cities Service Oil Company, 29, 271–2, 387 (fig.)
- Cleveland brand, 230
- coal, 6, 8, 216, 261, 265, 268, 269, 275, 293, 340, 341, 344, 351, 359, 449, 476, 480, 499
- Cobbold, Cameron, 1st Baron, 52–4, 56, 131, 140
- Colombia, 109, 119–22, 123 (map), 124, 124–5, 185, 188
- colonialism, 9–10, 15–18, 72–4, 106, 121, 220, 448, 473
- Colorado Oil and Gas, 190, 193
- Common Market, 226, 243–4, 393, 480; *see also* European Economic Community (EEC)
- Commonwealth Oil Refineries, 252, 268
- communism, 145, 147, 162–3, 165, 257, 433, 440, 447, 470–1, 493
- Compagnie Française des Pétroles (CFP), 29, 150, 470
 and French oil market, 240, 242
 and Germany, 245–6
 management, 328
 and ‘Message to OPEC’, 457
 and oil crisis (1973), 483
 shareholding in Abu Dhabi Marine Areas, 207
 shareholding in Consortium, 43, 245
 shareholding in Dubai Marine Areas, 207
 shareholding in Iraq Petroleum Company, 5–6, 7 (fig.), 8

- Compagnie Française des Pétroles (CFP)
 (*cont.*)
 in South Africa, 267
 and Suez crisis (1956), 80, 91
see also competitor comparisons
- competitor comparisons, oil companies (figs. and tables)
 chemical sales, 387
 debt ratios, 305
 drilling in Libya, 117
 exploration expenditures, 213
 market shares in India, 259
 market shares in South Africa, 262
 market shares in UK gasoline market, 233, 235
 market shares in Western Europe, 227
 oil finding costs, 206
 oil production, 144, 221
 oil products sales, 223
 oil reserves, 101, 204–5
 profitability, 303
 rankings among world's largest industrial firms, 2, 493
 refinery runs, 222
 sales in Western Europe, 225
 strengths and weaknesses, 289
- computers, 398–416, 419
- concessions, *see* oil concessions
- Consolidated Petroleum Company, 218, 238, 240, 490, 492
 Agreement (1928), 253–4, 260–1, 267
 area, 253, 255 (map), 335
 break-up, 260–7
 and decolonisation, 254, 256
- Consortium, 47, 49–50, 60, 68–9, 219, 246, 310–11, 317, 451
 agreement with Iran (1954), 43, 45; (1973), 473
 relations with Iran, 74, 85, 147, 153–60, 172–84, 453, 455, 471–3, 494
 shareholders, 43, 246
- Continental Oil Company (Conoco), 9, 204 (fig.), 206 (table), 207, 213 (fig.), 224, 232, 313, 451, 453, 474
- Continental Shelf Act (1964), 199
- Cooper Nutrition Products, 444
- Cox, Peter, 60, 101–2, 106, 108, 120, 126, 129, 189, 197
- Coxon, George, 35–6, 45, 47, 344
- cracking, *see under* refining
- Cumming, (Sir) Ronald, 379–85
- D'Amelio, Camillo, 441
- D'Arcy Exploration Company, 34, 59–61, 68, 106
- D'Arcy, William Knox, 100
- Deam, R. J. (Bob), 399–401, 403–4, 407, 409–11, 413–14, 416–23, 425–6
- decolonisation, 9–10, 74, 113, 121, 169, 176–7, 220, 254, 256, 260, 263–5, 267, 447–8, 494
- Deminex, 245–270
- Denmark, 95, 228
- Desmaris Frères, 240
- Deterding, (Sir) Henri, 3
- DEUCE computer, 398–400, 402–3, 405, 411
- Deutsche BP, 444, 488
- Deutsche Erdöl AG (DEA), 244
- Dinslaken refinery, 280, 361
- directors, *see under* management and organisation
- Distillers Company
 chemical and plastics interests, 341–3, 342, 354, 361–3, 364 (fig.), 365, 365, 367
 merger with BP, 312, 370–3, 378–86, 388, 492
 partnership with BP, 343–4, 348–50, 352, 364 (fig.), 369, 375, 492
- Distrene Ltd, 361–2, 364 (fig.), 386, 388
- dividends, *see under* finance
- Docksey, Pat, 427, 432
- Dominion brand, 230–1
- Douglas-Home, Sir Alec (*later* Baron Home of the Hirsell), 454, 459, 473
- Dow Chemical Company, 340, 362, 364 (fig.), 367, 388
- Down, (Sir) Alastair, 61, 128, 304, 317, 321–4, 326, 375, 380, 382–6, 388
- Drake, (Sir) Eric, 17, 35–6, 56, 58, 63 (fig.), 245, 317, 321
 appointed chairman, 322
 Tony Benn's view on, 111
 character, 319, 322
 and Distillers' merger, 384–5

- and Edward Heath, 481, 482
 and management reorganisation, 332–4
 and oil crisis (1973), 481–4
 and proteins, 437
 resistance to Libyan demands, 454, 456
 retirement, 324
 and Tehran negotiations (1971), 459
 drilling rigs, *see under* exploration for oil
 and gas
 Dubai, 145
 Dubai Marine Areas (DUMA), 207
 Duckhams, 239–40, 313
 Dummett, Bryan, 56, 58, 63 (fig.), 245, 317,
 321–3, 384
 Dunkirk refinery, 46 (fig.), 280
 Dunstan, Dr Albert, 33
 Du Pont, 342, 344–7, 350
- Eadie, William, 49
 Eagle, *see* Mexican Eagle
 Eakring, 195, 196
 Eastern Europe, 175, 307, 469, 493
 Ecopetrol, 122
 Eden, Sir Anthony (*later* 1st Earl of Avon),
 55, 75, 79, 81, 82, 91, 133
 Edjele, 115
 education, *see* schools and universities *under*
 human resources
 Egypt, 75, 81–4, 91, 96, 113, 143, 145,
 169–70, 179, 264, 467, 474–5, 477–9
 Eisenhower, Dwight, 75, 79, 83–4, 94, 99,
 138, 180–1
 Ekofisk oil field, 202–3
 El Bunduq oil field, 207, 270
 Elf, 242–3, 457, 483
 Elkington, Edward, 32, 36, 48, 52, 58, 320
 Energol brand, 232, 239
 energy conservation, 476, 480
 energy consumption, 6, 8, 76, 216, 219,
 229, 256, 268–9, 271, 279–80, 339,
 449, 476, 480, 496
 in Suez crisis (1956), 91, 95, 96, 99
 Ente Nazionale Idrocarburi (ENI), 8, 228,
 244, 249–50, 436, 438, 441, 443, 452,
 457, 495
 environmental concerns, 272, 439, 438,
 441–2, 476
 Epernon laboratory, 430–2, 431
- ERAP, 171, 242–3, 244, 457, 483
 Erdölchemie GmbH, 360–1, 364 (fig.), 372,
 378, 386, 391, 393
 Esso, 150, 226, 228, 230–2, 233 (fig.), 234,
 235 (fig.), 236–7, 242, 247–9, 251, 259
 (fig.), 332
 European Economic Community (EEC),
 479–80; *see also* Common Market
 expatriates, 9–10, 18, 72–4, 220, 448
 in Aden, 27, 72–3
 in Iran, 14–18, 16, 45, 58, 68–9, 70, 72,
 74
 in Latin America, 74
 in Nigeria, 73, 473
 in Papua New Guinea, 73
 exploration for oil and gas: BP (and
 APOC/AIOC)
 in Abu Dhabi (offshore) 207; (onshore),
 207
 in Alaska, 185–6, 187 (map), 188–95
 attraction to exposed anticlines, 102, 104,
 104–5, 122, 126, 188–91, 195, 205–6
 in Canada, 107–8, 125–6, 127 (map),
 128, 128–9
 capabilities, 218, 289 (table), 494
 chief geologists, 101–2, 104–8, 209
 in Colombia, 119–22, 123 (map), 124,
 124–5
 decision to diversify outside Middle East,
 45, 47, 105–6, 185
 drilling rigs, 200–1
 in Dubai (offshore), 207
 in east Africa, 106, 107
 emphasis on giant oil fields, 3, 105,
 118–19, 188, 195, 203, 205–7, 215
 expenditure, 109, 211, 212 (fig.), 213
 (fig.), 309
 ‘farm-ins’, 118, 122
 finding costs, 195, 206 (table)
 first-mover advantage, 3, 10, 105, 191,
 195, 205–6
 formative experience in Iran, 102, 104–5,
 126, 190, 195, 205
 frontier exploration, 105, 125, 129, 185,
 189, 191, 195, 205, 215
 geographical spread, 109, 185
 golden age in Middle East, 100–2, 103
 (map), 104–5

- exploration for oil and gas: BP (and APOC/AIOC) (*cont.*)
- in Libya, 113–15, 116 (map), 117 (fig.), 118–19
 - in Nigeria, 109–10, 111 (map), 112, 112–13
 - in North Sea, 197, 198 (map), 199–203 offshore, 196–203, 197
 - oil discoveries, 118, 122, 194, 195, 203, 207, 208 (fig.)
 - organisation, 59–61, 105
 - in Papua New Guinea, 106–7, 108, 109
 - pessimism in early 1970s, 209, 211
 - strategy, 205–6
 - in Trinidad, 109, 120–1, 123 (map)
 - in UK, 109, 195–6, 196
 - and Venezuela, 119
- expropriation, 166–7, 171, 177, 211, 452, 470, 486, 487 (fig.); *see also* nationalisations
- Exxon, *see* Standard Oil (NJ)
- Faisal, King, 155, 469, 471, 474–5, 475, 477
- Falcon, Norman, 60, 106, 108, 197, 202
- Fallah, Riza, 159, 159, 472
- Far East, 2–4, 10, 267–71, 332, 335
- Far Eastern Agreement (1948), 269, 490
- Fateh oil field, 207
- 50:50 profit-sharing, 38, 43, 136, 138, 140, 249, 465
- filling stations, *see* service stations
- Fina, 230–1; *see also* Petrofina
- finance: BP (and APOC/AIOC), 495
- attitude to costs, 18–19
 - bonus share issues, 44, 135 (table), 136
 - capital expenditure, 38, 139–40, 304, 309–10, 313
 - compensation from Consortium, 310
 - debenture issues, 38, 139–40
 - debt, 39, 300, 304, 305 (fig.), 312–13, 314 (fig.)
 - dividends, 39–42, 44, 130–4, 135 (table), 136, 300, 302 (fig.)
 - downstream profitability, 308–10, 496
 - exploration expenditure, 209, 211, 212 (fig.), 213 (fig.)
 - investment grants, 311
 - non-trading income, 310–11, 314 (fig.)
 - overseas tax relief, 37 (table), 38, 136, 137 (table), 311, 382
 - profits, 36, 37 (table), 136, 137 (table), 138–9, 288–9, 300, 301 (fig.), 303 (fig.), 307–9
 - share issues, 304, 312–13, 314 (fig.), 383
 - share price, 44, 300, 302 (fig.)
 - see also* 50:50 profit-sharing; taxation
- Fisons, 381, 383
- Flanigan, Peter, 183–4
- Foreign Office, 40–2, 131, 146, 150, 153, 154, 155, 157, 158, 164, 165, 174, 457, 461
- Forth Chemicals, 352, 357, 362, 364 (fig.), 389
- Forties oil field, 203, 211, 313
- France, 6, 109, 171, 280, 297, 332, 407, 415, 459
- attitude to oil companies, 241, 244, 488
 - and national control of oil, 8–9, 241–5, 495
 - and oil crisis (1973), 478, 480–1, 483–5
 - oil market in, 226, 228–9, 240–3
 - petrochemicals in, 358, 378, 386, 390–1, 393
 - and proteins, 424, 427, 429–31, 435, 440
 - and Suez crisis (1956), 80–4, 91, 96–8, 143
 - see also* Compagnie Française des Pétroles; Elf; ERAP
- Fraser, Sir William (*later* 1st Baron Strathalmond of Pumpherston), 22, 48, 219, 306, 319, 320
- business acumen, 44
 - death, 323
 - and dividends, 39–44, 130–4
 - during Iranian nationalisation crisis, 20–1, 30, 32, 39–42, 47
 - management style, 59, 61
 - peerage, 53
 - and petrochemicals, 344–50, 371
 - and strategy, 47
 - succession to, 49–53
- Fraser, William (Billy) (*later* 2nd Baron Strathalmond), 60–1, 87–8, 316–17, 321, 322–3, 326, 385, 458–9, 460, 462, 465
- Gale, Sir Humfrey, 32, 69
- Gambia, 109

- gas, 6, 102, 125, 186–7, 189–90, 195, 197–8, 201–2, 242, 249, 257, 340, 480, 495
- gasoline, 24 (table), 88, 91, 216, 228–40, 242, 260, 261, 275, 351, 449, 476
- brands, 229–32, 234, 235 (fig.), 236–40, 273, 277
- grades, 229–30, 238–9
- manufacture of, 286–7, 340
- see also* service stations; solus trading
- Gass, (Sir) Neville, 320
- appointed chairman, 54–5
- as candidate for chairmanship, 52–3
- and dividends, 136
- in Iran, 48
- knighted, 56
- management style, 48, 58, 61
- and petrochemicals, 350, 371, 372
- retirement, 57
- succession to, 56–8
- Gelsenberg, 244–5, 360, 451, 453, 457, 474
- General Agreement on Participation (1972), 471–3, 485
- Germany, 6, 21, 109, 169, 239, 280, 407, 415, 459, 478, 486, 488
- oil market in, 226, 228–9, 243–7
- oil policy, 8–9, 243–6, 270
- petrochemicals in, 340, 358–61, 390–1, 393
- Gillespie, Robert, 52, 56
- Gillies, Fyfe, 429, 432, 434
- Goodrich, B. F., Ltd, 361, 364 (fig.), 388
- Gordon, Kenneth, 344–6
- Gothenburg refinery, 280, 285, 405
- Grange Chemicals, 352–3, 364 (fig.)
- Grangemouth
- chemical plants, 350, 352–4, 353 (table), 354, 357, 362, 367, 375, 388, 393
- microbiological research and development, 428–37, 442
- refinery, 21, 22, 46 (fig.), 88, 99, 230, 280, 287–8, 343, 347, 349–50, 352, 401, 403–4
- Great Britain, 13, 59, 113, 169, 280, 335, 398, 402, 411, 415, 457, 478
- decline of, 9–10, 75, 99, 143, 145, 162, 447
- and decolonisation, 9–10, 74, 176–7, 254, 256, 263–5, 267, 447, 494
- economy, 69, 130, 133, 374
- and empire, 5, 10, 17, 26, 72–3, 75, 99, 102, 106, 109, 120, 143, 146, 252–4, 341, 449, 473, 494
- and Europe, 196, 244, 393, 480
- and Iran, 40, 42–3, 85, 145, 155, 174–5, 451, 457–60
- and Iraq, 113, 145, 166, 469
- and Israel, 81, 82–3, 169
- and Kuwait, 85, 145–6, 152
- and Libya, 113, 454, 469
- and Middle East, 5, 10, 26, 81, 99, 102, 145–7, 162, 176–7
- and oil crisis (1973), 133, 480–4
- oil exploration in, 109, 195–203, 206
- oil market in, 219, 226, 229–40, 243, 247, 347, 490, 492
- onshore oil fields in, 34, 47, 59, 195–6
- and OPEC countries, 147, 158, 457–60
- petrochemicals in, 340, 350–52, 358, 370, 374, 388
- and Suez crisis (1956), 75, 77, 79–85, 87, 91–2, 94, 96–9
- and USA, 79, 82–4, 91–2, 99, 177, 447, 478, 493
- withdrawal from Persian Gulf, 146, 176–7, 182, 468–9
- see also* British government; North Sea oil and gas
- Greece, 95, 228, 478
- Greenway, Charles, 1st Baron, 52, 306
- Gröningen, 197, 198 (map)
- Gulbenkian, Calouste, 5
- Gulf Oil Corporation, 3, 24, 220
- in Alaska, 194–5
- in Canada, 271
- debt, 304
- in Italy, 251
- and Libya, 455
- in Nigeria, 112
- in North Sea, 201
- and proteins, 433
- shareholding in Kuwait Oil Company, 5, 7 (fig.), 146, 316
- in Venezuela, 119
- in Western Europe, 226
- see also* competitor comparisons; majors

- Hamadi, Saadoun, 459, 461, 464
Hamburg refinery, 46 (fig.), 280
Hammer, Dr Armand, 451–2
Harden, Orville, 49, 50
Harmer, (Sir) Frederic, 41, 49, 52–3, 55–6, 59
Harper, Sir Kenneth, 49
Harris, Paula, 330, 331
Harrison, Sir Geoffrey, 153, 155, 158
Harvey-Jones, (Sir) John, 391–2
Hayman, (Sir) Graham, 349–50, 371, 379–80
Heath, (Sir) Edward, 166, 311, 313, 322, 456, 459, 478, 481–4, 482, 489
Heath Eves, (Sir) Hubert, 344–5
Herridge, Geoffrey, 164–6
Hoechst, 340, 359, 360
Hong Kong, 269, 271
Horton, (Sir) Robert, 419–22
Hoveyda, Abbas, 453
Hull (Saltend) chemical works, 341, 342, 349, 362, 363, 365, 381–2, 385
human resources: BP (and APOC/AIOC)
 emphasis on British nationality, 14, 16–17, 71–3, 326, 328
 expatriates, 14–20, 31–3, 70–3, 326
 female staff, 14, 70, 330, 331
 head office staff numbers, 31–2, 70, 326, 327 (fig.), 336
 male bias, 14, 70, 330
 redundancies and redeployment, 32–4, 326
 restrictive agreements with other companies, 15, 329
 schools, 13, 17, 32, 70–1, 323
 shortages, 68–9
 social type, 329
 staff benefits and facilities, 14–15, 17, 329
 staff promotion, 15, 329
 training and recruitment, 68–70, 326, 402
 universities, 49, 50, 56, 58, 69–71, 101, 317–18, 320–1, 322–3, 399, 402, 410, 423
 see also expatriates; management and organisation
Humble Oil, 93, 192–4
Hunter, John, 369, 381–2, 386, 388–9, 391–2
IBM computers, 398, 403, 405, 411
ICI, *see* Imperial Chemical Industries
Idris, King Mohammed, 113, 119, 120, 182, 450–1
IG Farben, 340, 358–9, 360
Imperial Chemical Industries (ICI), 15, 33, 443, 444
 and BP, 343–50, 391–3
 and chemical industry, 340–3, 352, 358, 361, 365, 370, 372, 374–5, 377, 378, 380, 381, 386, 388
Imperial Oil, 125
imperialism (and anti-imperialism), 5, 9–10, 143, 145–6, 156, 159, 163, 165–6, 176, 182, 448, 450, 452, 473, 474, 494–5
 and BP (APOC/AIOC), 10, 17, 58, 72, 74, 99, 102, 109, 252–4, 260, 267, 494
 see also colonialism; decolonisation
import controls, *see under* USA
independent oil companies
 in Canada, 126, 271
 and competition, 9, 106, 126, 138, 224, 226, 228, 232, 451
 in Consortium, 43
 and Libya, 115, 118, 451–3, 455–7, 474
 and OPEC, 457
 in USA, 6, 93
 in Western Europe (incl. UK), 9, 138, 224, 226, 228, 232, 233 (fig.), 240, 242, 244–5, 248–9
India, 4, 58, 75, 146, 218, 252–4, 256–60, 267, 386, 495
Indian Oil Company, 257
Indian Oil Corporation, 258, 259 (fig.)
Indian Refineries Ltd, 257
Indonesia, 4, 153, 160, 170, 271, 438, 449, 467
integration, vertical, 3–4, 62, 64–7, 220, 242, 245, 272, 275, 277, 288–9, 306–8, 341, 351–2, 363, 369, 370–3, 375, 377–8, 380, 383, 386, 394, 395 (fig.), 398, 401, 402–7, 411, 414–18, 420, 423, 481, 488; *see also* operational research
Intercol, 122, 125
International Energy Agency (IEA), 485
International Industry Advisory Board (IIAB), 481–2

- Intizam, Abdullah, 50
- Iran, 48, 112, 170, 219, 345–6, 452, 484, 486
 and BP (APOC/AIOC), 3, 5–6, 7 (fig.), 10, 13–22, 24, 29–30, 31–35, 40–45, 47, 48–9, 58, 60, 66, 68–70, 85, 100–6, 108, 120, 126, 153, 155, 172, 190, 195, 203, 205, 207, 218–19, 299, 306, 319, 326, 335, 438, 486, 488, 490–4
 and Consortium, 43, 45, 47, 68, 74, 85, 147, 153–6, 158–60, 172, 174–81, 183–4, 317, 453, 455, 471–3, 494
 geology, 102, 104
 oil concessions in, 5–6, 13–14, 19, 39, 48, 59, 100, 102, 218, 299, 306, 345–6
 and oil embargo (1967), 175–6
 oil nationalisation, 10, 20, 40–5, 48, 126, 175, 467, 492
 oil production in, 173 (fig.)
 oil revenues, 38–41, 43, 146 (table), 176–81, 183–4, 219, 484
 and OPEC, 148, 151–6, 158–61, 457–9, 471, 484
 and participation, 469, 471–2
 political situation in, 158
 and the West, 79, 85, 145–7, 162–3, 170, 172, 174–5, 177–80, 182–3, 450, 458, 468–73
see also Shah of Iran
- Iranian Oil Participants (IOP), *see* Consortium
- Iraq, 38, 76, 112, 126, 161, 172, 228, 450, 452
 and BP (APOC/AIOC), 5, 13, 17, 24, 30, 38, 59, 77, 100, 102, 136, 140, 164, 207, 219, 250, 486
 and Britain, 85, 113, 145–6, 152, 469
 Law 80, 166–7, 171, 470
 Law 97, 171
 Law 123, 171
 oil concessions, 5, 13, 102, 164–7, 171, 451, 470
 and oil crisis (1973), 478–9
 and oil embargo (1967), 169–70
 oil nationalisation, 166–8, 171, 250, 469–70, 472, 478–9, 485–6
 oil production in, 173 (fig.)
 oil revenues, 146 (table)
 and OPEC, 148, 151–2, 160–1, 459, 462, 465, 477
 political situation in, 113, 145–6, 152, 157, 163–9, 171, 470
 and Suez crisis (1956), 80, 85, 96
 and the West, 145, 162–3, 170–1, 462, 474
see also Iraq National Oil Company; Iraq Petroleum Company
- Iraq National Oil Company (INOC), 167, 171
- Iraq Petroleum Company (IPC), 32, 59–61, 451
 expropriation of, 166, 171, 469–70
 nationalisation of, 250, 470, 472
 oil concessions, 5, 102, 207
 pipelines, 76–9, 83, 85, 89, 96, 168, 169
 relations with Iraq, 160, 163–71
 shareholders, 5–6, 7 (fig.), 240
- Iricon Agency, 43
- Israel, 81–4, 96, 143, 161–3, 169–70, 176–7, 179, 182–3, 296, 450, 452, 474–80, 495
- Italiana Carburanti, 248
- Italproteine, 436–43
- Italy, 113, 244, 378, 459, 486
 and BP (APOC/AIOC), 109, 248–51, 280, 294, 405, 407, 415, 436–43
 corruption in, 250, 488–9
 and oil crisis (1973), 480
 oil market in, 228, 248–51
 and proteins from oil, 436–43
 state oil interests, 8–9, 244, 248–51, 436, 457, 493, 495
see also ENI
- Jackson, Basil, 47, 54, 69, 320
 appointed chairman, 52–3
 and dividends, 134–5
 and management reorganisation, 33, 61
 in New York, 18, 49
 and petrochemicals, 371
 resignation, 54–5, 58
 views on management, 18–20
- Jalloud, Major Abdesselam, 456–7, 463–5
- Jameson, James, 344–6, 378
- Jamieson, J. Kenneth, 183
- Japan, 294, 447, 449, 457, 459, 494

- Japan (*cont.*)
 and BP (APOC/AIOC), 207, 211, 246, 252, 268–70, 297, 307, 433–4, 438, 489
 economic growth in, 6, 216, 269, 448–9
 national concern over oil supplies, 8–9, 268–70
 and oil crisis (1973), 479–80, 484–5, 489
 oil imports, 6, 170, 249, 268–70, 449, 466
 oil market in, 6, 216, 268–70, 271
 oil tankers, 270, 293, 297
 and proteins from oil, 433–4, 438
 Japan Petroleum Development Corporation, 270
 Japinex, 246, 270
 Jenkinson, George, 189
 Jet brand, 232, 233 (fig.)
 Jordan, 145, 169
- Kanegafuchi Chemical Company, 434, 436, 438
 Kendall, Professor Maurice, 409
 Kent refinery, 21, 23, 27, 46 (fig.), 85, 88, 99, 230, 280, 288, 401, 403–4
 Kent, (Sir) Peter, 106–8, 188, 203, 209, 211
 Kenya, 18, 106, 109, 264, 267
 Kern oil fields, California, 109, 310
 Kern Trinidad Oilfields, 121
 Keswick, (Sir) William, 49, 325
 Kharg Island, 156
 Kimmeridge oil field, 195
 King, Dr Frederick, 432
 Kirklington Hall research station, 33
 Kirkuk, 76, 83, 85, 470
 Kirmanshah, 43
 Kissinger, Henry, 180, 449, 458, 471, 478, 484
 Kufra agricultural project, 451, 453, 465
 Kuwait, 26, 38, 85, 112, 138, 162, 172, 174, 180, 405, 450, 486
 attitude to the West, 145, 162, 170, 450, 474, 477
 and BP (APOC/AIOC), 5, 13, 21–2, 24, 26, 30, 38, 85, 87, 100–2, 145–6, 207, 219
 and Britain, 145–6, 152
 oil concessions in, 5, 13, 102, 270, 306
 and oil embargo (1967), 170
 oil production in, 173 (fig.)
 oil revenues, 146 (table)
 and OPEC, 148, 151–2, 160, 457–8, 467
 and participation, 467, 472, 485
 political situation in, 145–6, 152, 162, 170
see also Kuwait Oil Company
 Kuwait Oil Company (KOC), 32, 59–61, 316–17, 451, 467
 nationalisation of, 485
 participation in, 485
 shareholders, 5, 7 (fig.)
 Kwinana refinery, 26–7, 36, 46 (fig.), 288, 399–401, 403–4
 Kyowa Hakko Kogyo Company, 433–4, 438
- Laidlaw, (Sir) Christophor, 323–4, 330
 Latin America, 3, 4–5, 16, 74, 109, 119–25, 307, 467
 Lavera
 chemical plants, 358, 391
 microbiological research and development, 424–35, 442
 refinery, 46 (fig.), 280, 286, 358, 424
 Laverton refinery, 27
 Lebanon, 76
 Leduc oil field, 125–6
 Lee, Sir Frank, 51, 56
 Lees, Dr George, 60, 101–2, 104, 106, 108, 195, 197
 Levy, Walter, 466
 Libya, 9, 138, 161, 163, 180, 216, 228, 232, 249, 457, 486
 attitude to the West, 113, 145, 185, 450, 452, 462, 474
 and BP (APOC/AIOC), 109, 114–15, 117–19, 185, 205, 219, 226, 451–2, 454–5, 456, 463
 exploration in, 114–15, 116 (map), 117–19, 451
 Libyan Producers' ('safety net') Agreement, 456–7
 oil concessions in, 114–15, 118–19, 184, 244, 451, 453, 469
 and oil embargo (1967), 170
 oil nationalisation, 119, 250, 452, 456, 464, 468–9, 474, 486

- oil price and tax rises (1970), 450–5
oil production cuts, 184, 452–4, 456
oil production in, 173 (fig.)
and OPEC, 153, 160, 455–6, 458, 462–5, 477
political situation in, 113, 182, 450
and Tripoli Agreement (1971), 462–5, 474
see also al-Qaddafi, Muammar
- Libyan American Oil Company, 115, 117 (fig.), 118
- Lima refinery, 275
- linear programming (LP), 397–423 *passim*, 408 (fig.)
- Liquichimica, 436, 439–40, 442–3
- Llandarcy refinery, 13, 30, 46 (fig.), 70, 88, 99, 230, 280, 287–8, 343, 347, 357, 400–1, 403–4, 407, 415
- Llewellyn, David, 427, 429–30
- Lloyd, Sir John, 17
- Loudon, John, 49, 50, 92, 95, 148
- lubricants, 2, 231–2, 234, 239–40, 242, 247
- Lulworth Bay, 196, 197
- Maadi Pact, 148
- Mabrouk, Ezzedin, 463
- McCloy, John J., 178, 183
- McCull, Stuart, 403, 412, 414, 418, 420
- McDonald, (Sir) Alexander, 381–5
- McGowan, Harry, 1st Baron, 345–6
- Macmillan, Harold (*later* 1st Earl of Stockton), 55, 57, 81, 84, 91, 98, 135, 166
- Madagascar, 106, 109
- Magnus oil field, 211
- majority ('Seven Sisters')
alliances and joint interests, 3–7, 43
and Arab oil embargo (1967), 170, 481
competition from non-majority, 9, 106, 138, 449
control of international oil industry, 1–2, 6, 45, 105–6, 143, 151, 449, 477, 489, 490, 499
management structures, 62, 64–7
name changes, xxviii
and oil crisis (1973), 480–1, 483
and oil prices, 13, 140, 148, 150, 451–65, 474, 477, 489
and oil-consuming (importing) countries, 8–9, 79–81, 84, 92–6, 138, 163, 220, 224, 240–2, 244, 249, 256, 269, 449, 460, 464, 475–84, 488–9, 495
and oil-producing (exporting) countries, 5–7, 43, 106, 143–61, 162–84, 449–65, 467–77, 485–6, 489, 494–5
and OPEC, 150–61, 455–61, 462–5, 468–9, 471–2, 477
origins, 2–3
and parent (US and British) governments, 5, 79–81, 83–4, 91–9, 147, 151, 153–5, 157–60, 162–7, 174–5, 177–9, 183, 454–60, 468, 471, 473, 475–8, 488
and participation, 467–9, 471–2, 485–6
restrictive agreements, 4, 253
and Suez crisis (1956), 79–81, 83–4, 91–9, 481
and USA, 224, 271, 488
vertical integration, 3–4, 62, 308
and Western Europe, 8–9, 226, 228, 240–2, 244–6, 249, 488
see also competitor comparisons; *specific companies*
- Makins, (Sir) Roger (*later* 1st Baron Sheffield), 54–6
- Malaysia, 254, 271
- Malta, 109
- management and organisation: BP (and APOC/AIOC)
board of directors, 48–58, 63, 316–19, 320–1 (table), 322–4, 325 (table), 334
emphasis on British nationality, 14, 16–17, 71–3, 326, 328
chairmanship succession, 50–8, 319, 322, 324
centralisation, 58, 62, 66–7, 326, 328, 335
conditioned by expatriate service in Iran, 14–20
departure of 'old Iranian hands', 33, 45, 48–9, 58
head office functional departments, 18–20, 33–6, 58–62, 326, 328, 333–4
hierarchy, 58–9, 329–30, 333
Management Consultancy Group, 335, 422–3
Management Study Group, 332–4, 419–20

- management and organisation: BP (and APOC/AIOC) (*cont.*)
 regional co-ordination, 62, 66–7, 326, 334
 reorganisation (1971), 334–6
see also Britannic House; expatriates; human resources
- management and organisation: other companies
 Royal Dutch–Shell, 64–5, 328, 332–3
 Socal, 64
 Société Française des Pétroles BP, 330–2
 Socony Mobil, 64
 Standard Oil (NJ), 36, 64, 332
 other companies, 67
- Marathon Oil Company, 9, 224, 451, 453, 474
- Marcus Hook refinery, 273, 275
- Marghera (Venice) refinery, 248, 251, 280
- marine bunkering, 26, 30–1, 88–9, 90 (fig.), 96, 252
- marketing, *see oil marketing*
- marketing allowances, 154, 156, 161
- Marun oil field, 178
- Masjid-i-Suleiman oil field, 3, 13, 218
- Mattei, Enrico, 8, 249
- Mercury computer, 402–3, 405, 406, 411
- Mexican Eagle, 219, 237
- Mexico, 4, 467
- microbiological research, *see under* proteins
- Middle East, 256, 494
 BP (APOC/AIOC) and, 3, 5–6, 7 (fig.), 10, 16, 30, 45, 47, 77, 85, 87, 99, 100–2, 103 (map), 105–6, 109, 112–13, 119, 122, 143, 144 (fig.), 188, 195, 203, 206–7, 211, 214 (fig.), 215, 226, 269, 299, 306, 490, 492, 494, 496
 Britain and, 5, 10, 26, 81, 99, 102, 145–7, 162, 176–7
 political instability in, 100, 113, 143, 145–7, 157–8, 177
 USA and, 99, 143, 162, 169–70, 176, 177, 179–80, 183, 452, 456, 471–9
see also oil concessions; OPEC; Persian Gulf; *specific countries*
- Middle East Emergency Committee (MEEC), 79–80, 83–4, 91–2, 94, 96, 99
- Milazzo refinery, 405
- Ministry of Fuel and Power, 51, 52, 56, 79, 131, 230
- Ministry of Power, 56, 199, 202, 322
- Mitchell, Derek, 412
- Mobil brand, 2, 230–3, 236
- Mobil Oil, 244, 307
 and energy shortage (1973), 476
 and Libya, 451, 453–5
 name changes, 2–3
 and proteins, 433
 shareholding in Aramco, 7
 shareholding in Iraq Petroleum Company, 7
 in UK, 230–2, 236
 and US–Arab relations, 183, 475, 477
 in Western Europe, 226
see also competitor comparisons; majors; Socony; Socony-Vacuum; Socony Mobil
- Mollet, Guy, 82
- Monopolies Commission, 232, 234, 239, 444
- Monsanto, 352, 364 (fig.), 377
- Monti, Attilio, 251
- Montreal refinery, 140, 282, 288
- Morris, Frederick, 31, 34–5
- Mosul oil field, 76, 85
- Motor Accessories Manufacturers' Association, 232
- motor spirit, *see* gasoline
- Mozambique, 266–7
- multinationals
 attitudes to, 220, 244, 447–8, 449–50, 494
 expropriations/nationalisations of, 486, 487 (fig.)
 spread of US multinationals, 224, 275, 447, 494
see also majors
- Munro, Sir (Richard) Gordon, 49, 52–3, 55
- Murco, 232
- Musaddiq, Muhammad, 10, 20, 42, 99, 113, 126, 143, 146, 164, 180, 451
- Naftkhana oil field, 59
- Naphtachimie, 358, 364 (fig.), 372, 378, 386, 390–1, 393
- Nasser, Gamel Abdel, 75, 76, 79, 81, 97, 99, 113, 143, 169, 182, 294, 474
- National Benzole Company, 240

- National brand, 230–1, 235 (fig.), 236–7, 240
- National Iranian Oil Company (NIOC), 43, 175, 472–3
- nationalisations, 486, 487 (fig.), 495
- in Algeria, 452, 463, 468
 - in Argentina, 467
 - in Bolivia, 467
 - in Burma, 467
 - in Ceylon, 264
 - in Egypt, 264, 467
 - in India, 260
 - in Indonesia, 467
 - in Iran, 10, 20, 43, 467
 - in Iraq, 249–50, 470, 478–9, 485–6
 - in Kuwait, 485
 - in Libya, 249–50, 452, 456, 464, 469, 474, 486
 - in Mexico, 4, 467
 - in Peru, 467
 - in Saudi Arabia, 485
 - in Somalia, 264
 - in South Yemen, 264
 - of Suez Canal, 75
 - in Syria, 264
 - in Trinidad, 121
 - in USSR, 6, 467
- see also* expropriation; participation
- nationalism (and nationalists), 8–9, 20, 75, 99, 100, 121, 143, 148, 160, 165, 220, 224, 244, 254, 264, 269–70, 307, 450, 493–5
- Netherlands, 80, 226, 244, 247–8, 280, 309, 429, 432, 459, 478–80
- Neutral Zone, 138, 270
- New Zealand, 4, 109, 267–9
- Newby, W. J. (Bill), 403–4, 409–10, 412–14, 419, 421
- Nigeria, 9, 18, 109, 112, 112–13, 138, 169–70, 216, 219, 473–4, 484, 486
- BP (APOC/AIOC) in, 73, 109–10, 111 (map), 112–13, 119, 185, 226, 414
- Ninian oil field, 211
- Nixon, Richard, 179–81, 181, 183–4, 448, 457–8, 471, 473, 476–8, 480, 485
- North Rumaila oil field, 166–7, 171
- North Sea oil and gas, 185, 195–203, 211, 313, 435, 489, 495–6
- nutrition, *see* BP Nutrition; proteins
- Oasis group, 115, 117 (fig.), 451, 453
- O'Brien, Tim, 181
- Occidental, 9, 224, 451–3, 456–7, 465, 474, 486
- OEEC Oil Committee, 80–1, 91, 94, 95, 96, 97, 99, 481–2
- OEEC Petroleum Emergency Committee (OPEG), 91, 92, 94, 95, 96, 97, 99, 481
- Oelwerke Julius Schindler refinery, 21
- oil companies *see* independent oil companies; majors; state-owned oil companies
- oil concessions, 5, 7 (fig.), 8, 45, 106, 109, 143, 147, 161, 184, 249, 251, 253, 270, 455, 465, 467, 489
- in Abu Dhabi, 207, 472, 485
 - and BP (APOC/AIOC), 3, 5, 6, 7 (fig.), 10, 13–14, 19, 20, 43, 59–60, 74, 100, 102, 106, 109–10, 111 (map), 114–15, 116 (map), 118–19, 120–1, 122, 126, 164–7, 171, 175, 177–8, 180–2, 207, 219–20, 237, 246, 251, 288, 299, 345–6, 451, 454–5, 468–9, 470, 473, 485–6, 494–6
 - in Colombia, 122
 - in Dubai, 207
 - expropriations of, 166–7, 171, 177–8, 180, 452, 470
 - in Iran, 3, 6, 7 (fig.), 20, 43, 45, 102, 175, 471–3
 - in Iraq, 5, 7 (fig.), 38, 102, 164–7, 171, 470, 478–9, 485–6
 - in Kuwait, 5, 7 (fig.), 38, 102, 270, 467, 472, 485
 - in Libya, 114–15, 116 (map), 118–19, 184, 244, 451–5, 456, 464, 468–9, 474, 486
- nationalisations of, 10, 20, 43, 452, 456, 464, 467, 468–9, 470, 474, 478–9, 485–6, 495
- in Nigeria, 109–10, 111 (map), 474, 486
- participation in, 246, 467–8, 469, 471–3, 474, 485–6, 489
- in Qatar, 13, 38, 101, 102, 472, 485
- relinquishment of, 164–6, 175
- in Saudi Arabia, 5, 7 (fig.), 38, 145, 163, 246, 270, 467, 469, 471–2, 485
 - in Trinidad, 120–1

- oil concessions (*cont.*)
see also taxation; royalty expensing; 50:50
 profit-sharing
- oil crisis (1973), 476, 479–89
- oil embargo (1967), 169–70, 176
- Oil Emergency London Advisory Committee (OELAC), 80, 83–4, 91
- oil marketing and sales: BP (and APOC/AIOC)
 advertising, 217, 236–7, 241, 366
 in Africa, 218, 253, 255 (map), 260–1, 262 (fig.), 263–7, 492
 in Australia, 252, 267–8
 in Belgium, 226, 247
 BP brand, 226, 230–1, 234, 235 (fig.), 236–8, 247, 253, 260, 263, 273, 273
 break-up of joint companies with Shell, 240, 261, 263, 267, 492
 and British empire, 252–4, 255 (map), 256, 267–8
 in Canada, 271, 492
 capabilities, 218, 288, 289 (table)
 crude oil sales, 30, 270, 306–7, 309, 495–6
 and Far East, 268–9
 finance and profitability, 288–9, 304, 306–10, 312, 496
 forecasts of oil demand, 289, 496
 in France, 226, 228, 240–3
 geographical reach, 492–3
 image, 229, 236–7, 242, 247, 248
 and India, 218, 252–3, 255 (map), 256–60
 in Iran, 30
 during Iranian nationalisation crisis, 21, 30–1
 in Iraq, 30
 in Italy, 228, 248–51
 and Japan, 269–70
 joint companies with Shell, 218–19, 253–4, 490
 late starter, 218, 254, 492
 in Malaysia, 271
 in Netherlands, 226, 247–8
 ‘New Look’, 229, 247
 in New Zealand, 267–8
 oil products sales, 223 (fig.)
 and Pakistan, 256–8
 restrictive agreements, 4, 218–19, 248, 252–4, 258, 260–1, 267, 268–9, 490
 in Rhodesia (Zimbabwe), 264–7, 265
 in Singapore, 271
 in South Africa, 261, 262 (fig.), 263, 263, 264
 during Suez crisis (1956), 88–9, 90 (fig.), 96, 99
 in UK, 226, 229–32, 233 (fig.), 234, 235 (fig.), 236–40, 490
 in USA 271–3, 273, 274 (map), 275–8, 492
 in West Germany, 226, 228, 243–8
 in Western Europe (excl. UK), 219, 224, 225 (fig.), 226, 227 (fig.), 228–9, 240–51, 279, 492
- oil markets
 competition in, 224, 243
 and decolonisation, 220, 254, 256, 263–4
 oil consumption in, 6, 216, 229, 269, 271, 496
 state intervention in, 220, 240–3, 244–6, 249–51, 256–8, 260, 264, 270, 277, 480–4, 486, 488–9
- oil prices
 oil companies lose control of, 477, 489
 posted price cuts (1958–9), 140, 147; (1960), 140, 148, 150
 posted price rises (1956–7), 93, 136
 (Algeria, 1970), 453
 (Libya, 1970), 184, 453, 455
 (Nigeria, 1971), 474
 (OPEC countries, December 1973), 484
 (Persian Gulf, 1970), 455
 (Tehran agreement, 1971), 460–1
 (Tripoli agreement, 1971), 465
 (summaries, 1970–4), 465, 484, 495
 (Yom Kippur War, October 1973), 477
 posted vs market prices, 138, 308, 476, 484
- oil production: BP (and APOC/AIOC), 144 (fig.), 221 (fig.), 491 (fig.)
 in Canada, 87, 129
 in Colombia, 124
 concentration on giant oil fields, 3, 100, 103 (map)
 concentration on Iran (pre-1951), 10, 13
 diversification during Iranian

- nationalisation crisis, 21–2, 24, 25 (fig.), 30, 45
- growth rate, 492
- in Iran, 25 (fig.)
- in Iraq, 25 (fig.)
- in Kuwait, 25 (fig.), 146
- in Libya, 118–19, 226
- in Middle East, 226
- in Nigeria, 112, 226
- pressures for increase, 162–3, 172, 174–84, 219, 269, 288–90, 299, 310, 494–5
- in Qatar, 25 (fig.)
- in Suez crisis (1956), 85, 87, 87 (table), 92
- surplus production capacity, 217, 219–20, 237, 243, 251, 310, 351
- in Trinidad, 87
- in UK, 87, 195–6
- oil reserves: BP (and APOC/AIOC)
- in Alaska, 195, 271–2, 495
- competitor comparison, 203, 204–5 (figs.)
- forecasts of exhaustion, 209
- in Libya, 119, 185
- in Middle East, 3, 100, 101 (fig.), 207, 269, 496
- outside Middle East, 109, 185, 195, 203, 495
- impact of nationalisations and participation, 211, 214 (fig.)
- in Nigeria, 112, 185
- in North Sea, 203, 495
- reserves: production ratio, 209, 210 (fig.)
- share of world's reserves, 101 (fig.), 203, 205 (fig.)
- Oil Service Company of Iran (OSCO), 473
- Oil Supply Advisory Committee (OSAC), 79, 80
- Oloibiri oil field, 110, 112
- Oman, 101
- operational research (OR), 397–423, 422
- OPEC, 307
- formation of, 140, 147–51
- and General Agreement on Participation, 471–2, 485
- members, 151, 153, 449, 584 n.11
- and oil companies, 151–61, 449, 455, 456–61, 462–5, 467–9, 471–2, 477
- and oil prices, 150, 152, 455, 456, 459–61, 463–5, 477, 484
- and participation, 467–8, 469, 471–2, 485
- and royalty expensing, 152, 156–61, 456, 460–1, 465
- and taxes, 455, 456, 461, 465
- and Tehran Agreement, 458–61, 477
- and Tripoli Agreement, 462–5
- Oronite Chemical Company, 353, 364 (fig.)
- Page, Howard, 150, 156, 475
- Pakistan, 145, 254, 256–58
- Pakistan National Oil Ltd, 258
- Pan American, 117
- Papua New Guinea, 73, 106, 108, 109
- Parkhurst, George, 156
- Parra, Francisco, 308, 556 n.18
- participation, 148, 166, 211, 246, 258, 467–74, 476, 477, 484, 485, 486, 489, 496; *see also* nationalisations
- Pattinson, John, 17, 31, 34, 48–9, 52, 57–8, 63 (fig.), 71, 126, 156, 317, 319, 320, 360, 371–2, 381–2
- Péchiney, 358–9, 364 (fig.), 377–8, 390
- Pennell, Monty, 193, 323–4
- Perez Alfonzo, Juan Pablo, 147–8, 149, 151, 155
- Persian Gulf, 26, 76–7, 85, 101, 176, 179, 450–1, 465, 470
- BP (APOC/AIOC) and, 88, 93, 105, 114, 200, 207, 250
- Britain and, 102, 145–6, 176–7, 468–9
- OPEC group, 455–62, 477
- USA and, 146, 176
- Peru, 467
- petrochemicals, *see* chemicals and plastics
- Petrofina, 21, 27, 230–2, 233 (fig.), 280, 288, 307, 457
- petrol, *see* gasoline
- petrol pumps, 231, 238–9, 247
- petrol stations, *see* service stations
- Petroleum Chemical Developments, 345–6, 392
- petroproteins, *see* proteins
- Philippines, 269, 271
- Phillips Petroleum Company, 202, 354, 375, 387 (fig.), 452

- Piercy, George, 458, 464
 pipelines, 76–9, 83, 85, 89, 96, 116, 118,
 156, 168–9, 238, 271–2, 277, 452
 plastics, *see* chemicals and plastics
 platformers, *see under* refining
 polystyrene, 352, 361–2, 367, 377
 polyvinyl chloride (PVC), 357, 361–2, 366,
 367, 377, 388
 ‘Pool’ gasoline, 229–31
 Port Arthur refinery, 273, 275
 Port Harcourt, 73, 110
 Portugal, 478
 Power brand, 230–1, 235 (fig.)
 prices, *see* oil prices
 production, *see* oil production
 profits, *see* 50:50 profit-sharing *and under*
 finance
 proteins from oil
 BP–ANIC joint venture, 436–43
 BP’s early lead, 427, 433
 competitors, 432–3, 434, 436, 443
 early feeding trials, 429
 economic viability, 432–3, 436, 437, 442
 idealism, 429, 433, 435, 436
 licensing agreements, 433–4, 437–8
 microbiological research and development,
 424–37, 428
 product approval problems, 436, 437,
 438–42
 production aims, 435, 437
 purchase of animal feed companies,
 443–4
 strategy review, 442
 withdrawal, 443
 Provincia oil field, 122, 123 (map), 124–5,
 124
 Prudhoe Bay, 191–3, 194–5, 203, 271, 273,
 275–7, 300, 310; *see also* Alaska
 PVC, *see* polyvinyl chloride
 al-Qaddafi, Muammar, 182, 184, 185,
 450–2, 455, 474
 Qasim, Abdul Karim, 145, 152, 157, 164–7
 Qatar, 38, 101, 145, 472, 485
 and BP (APOC/AIOC), 13, 24, 26, 38, 87,
 100, 102, 219, 270
 and Britain, 468
 and OPEC, 153, 160
 Rathbone, Monroe (‘Jack’), 148, 150
 Rawlings, Dr Alan, 400
 refineries, 281 (fig.), 282–4 (table); *see also*
 specific refineries
 refining: BP (and APOC/AIOC)
 in Aden, 26–7, 28 (fig.), 46 (fig.), 72–3
 in Australia, 27, 46 (fig.), 252
 and ‘beneficiation’ of crude oil, 418
 in Canada, 271
 capabilities, 288, 289 (table)
 concentration on Abadan (pre-1951), 13,
 22, 28 (fig.), 46 (fig.), 490
 cracking, 230, 286–8
 diversification during Iranian
 nationalisation crisis, 20–2, 26–7, 28
 (fig.), 29–30, 45, 46 (fig.), 47, 492
 finance and profitability, 140, 288–9, 304,
 306–10, 312, 496
 geographical spread, 492
 growth, 492
 and Japan, 268–70
 and linear programming, 399–408,
 411–16
 platforming, 288
 refinery runs, 220, 222 (fig.)
 refining capacity, 281 (fig.), 289, 496, 497
 (fig.), 498 (fig.)
 in Rhodesia (Zimbabwe), 266
 scale economies, 285
 shift to market locations, 279–80, 285,
 291
 in Singapore, 271
 strategy, 218, 220, 299, 496
 in Suez crisis (1956), 88–9, 92–3, 99
 in USA, 273, 275
 in Western Europe (incl. UK), 21, 27, 28
 (fig.), 46 (fig.), 226, 230, 238, 248–51,
 280, 281 (fig.), 285, 287–8, 496, 497
 (fig.), 498 (fig.)
 see also refineries
 Regent brand, 230–2, 233 (fig.), 236
 relinquishment, 164, 165, 166, 175
 Rhodesia (Zimbabwe), 264–7, 265, 266
 Richfield Corporation, 186, 192–3
 Rickwood, Frank, 106–7, 121, 193
 Rifaer, 248
 Rigidex polyethylene, 354, 367, 382
 Riza Shah Pahlavi, 100, 120

- Rockefeller, John D., 1–4, 218, 275, 488, 493
- Rogers, William, 180–1, 183, 458, 472–3
- Rostow, Eugene, 177–9
- Rotterdam refinery, 280, 285, 287, 407
- Rouhani, Fuad, 156, 157, 158–9, 168
- Royal Dutch–Shell, 29, 41, 49, 147, 148, 150, 151, 178, 224, 247
and Burmah–Shell agreement, 4, 218, 252–3
in Canada, 271
and Consolidated Petroleum Company, 218, 253–4, 260, 490
and Far Eastern Agreement, 4, 269
first mover in global oil industry, 3, 10, 13, 218, 490, 493
in France, 226, 242
in Germany, 228, 247, 360
in India, 252–3
and Iran, 155
in Italy, 228, 248–9, 251
in Japan, 268–9
and Libya, 114–15, 119, 451–5
management and organisation, 64–5, 328, 332–3
nationalised in USSR, 6
in Netherlands, 247–8
in Nigeria, 73, 109–10, 111 (map), 112, 185
and North Sea, 197, 199, 201–2, 211
and oil crisis (1973), 481, 483–4
oil production, 220
and OPEC, 155, 457
and operational research, 400
in Pakistan, 258
and petrochemicals, 340, 344, 352, 358, 360, 365, 370–2, 374–5, 380–1, 386, 387 (fig.), 391–2
and proteins, 433, 443–4
and Rhodesia (Zimbabwe), 265–7
shareholding in Consortium, 43
shareholding in Iraq Petroleum Company, 5, 7 (fig.)
and Shell–Mex and BP, 219, 236–8, 240, 490
in South Africa, 261, 263
and Suez crisis (1956), 79–80, 91–3
tankers, 290–2, 294, 296
in UK, 226, 230
in Venezuela, 5, 119
vertical integration, 4
in Western Europe, 226, 228
see also competitor comparisons; majors; Shell Transport and Trading; Shell brand
- royalty expensing, 151–61, 455, 456, 460, 465
- Sadat, Anwar, 474–5, 475
- Saddam Hussein, 171, 172, 470
- Safrap, 112
- Saltend, *see* Hull
- Samuel, Marcus (*later* 1st Viscount Bearsted), 290
- Santiago de las Atalayas, 122, 123 (map), 124
- Sarir oil field, 118–19, 185
- Sarom 99, 248
- Saudi Arabia, 76, 138, 174, 228, 452, 484
and BP (APOC/AIOC), 77, 101, 172, 205, 438
oil concessions, 5, 38, 145, 163, 270
and oil embargo (1956), 83, 96; (1967), 170
and oil majors, 172, 179, 474–5
oil nationalisation, 485
oil production in, 173 (fig.)
oil revenues, 38, 146 (table), 450
and OPEC, 148, 151, 153, 155, 160–1, 459, 462, 465, 467, 469, 471, 484
and participation, 246, 467, 469, 471–2, 485
and USA, 80, 145, 162–3, 183, 457–8, 471, 474–5, 477–8
and the West, 145, 172, 177, 450
see also Aramco
- Scicon, 410, 423
- Sea Gem*, 200–1
- Sea Quest*, 200, 201, 203
- Searle, Geoffrey, 420–1
- Senegal, 109
- Senez, Professor Jacques, 424–5
- service stations, 230–2, 234, 236, 247, 275, 277
and BP, 232, 234, 236, 238–9, 242, 247, 248, 263, 263, 265, 273, 279, 313
see also solus trading

- Seven Sisters, *see* majors
- Shacklady, Cyril, 438–9, 440–1
- Shah of Iran (Muhammad Riza Pahlavi), 20, 43, 51, 85, 146–7, 151–2, 154–6, 158–60, 162, 174–82, 176, 181, 184, 455, 457, 468–9, 470–3, 484–5, 494; *see also* Riza Shah Pahlavi
- Shell-BP Petroleum Development Company of Nigeria, 73, 110–12, 119, 185
- Shell brand, 226, 230–1, 234, 235 (fig.), 236–7
- Shell/D'Arcy Exploration Parties, 109
- Shell/D'Arcy Petroleum Development Company of Nigeria, 110
- Shell-Mex, 219
- Shell-Mex and BP, 219, 230–2, 233 (fig.), 234, 236–8, 240, 261, 378, 417, 490
- Shell Transport and Trading, 3, 290–1; *see also* Royal Dutch–Shell
- shipping: BP (and APOC/AIOC), 52, 68, 83, 97, 98, 218, 220
- in Arab oil embargo (1967), 170, 296
- British shipbuilders' uncompetitiveness, 293–4, 297
- conservatism of British Tanker Company, 19
- finance, 38, 140
- French national controls on, 242
- growth in size of tankers, 290–4, 295 (fig.), 296–8
- during Iranian nationalisation crisis, 20, 29–30, 36
- Japanese shipbuilders, 270, 294
- life at sea, 290–1, 293, 294, 296, 296
- other British shipowners, 292–3
- scale economies, 279, 290, 297
- shift to market-located refining, 47, 279
- and Suez Canal, 77, 83, 84, 97–8, 290–1, 294, 296–7, 452
- in Suez crisis (1956), 77, 78, 84–6, 88–9, 92, 96–9, 294
- 'supertankers', 291–4, 296
- surplus shipping capacity, 294, 496
- tanker fleet 1950–1975, 295 (fig.)
- VLCCs, 297–8, 298
- Sinclair Oil Corporation
- assets purchased by BP, 273–7, 312–13
- brand, 273
- joint exploration with BP, 122, 124–5, 188–93
- takeover by ARCO, 124, 272–3
- Singapore, 271
- Six-Day War, 161, 169–71, 176, 177, 183, 296, 449–50, 480
- Smith, Douglas, 347–8
- Smith, Sir Frank, 345–6
- Smith, Robert, 49
- Snow, Harold, 20, 30, 34–6, 49, 50, 53–8, 63 (fig.), 89, 148, 150, 316, 320, 370–2
- Socal, 2–3
- and Consortium, 156
- debt, 304
- in Libya, 451, 453, 455, 464
- multi-divisional structure, 64
- oil production, 220
- and petrochemicals, 353
- shareholding in Aramco, 5, 7 (fig.), 145
- and US–Arab relations, 475, 477
- in Western Europe, 226
- see also* Caltex; competitor comparisons; majors
- Société Française des Pétroles BP (SFPBP), 242–3, 330–2, 358, 364 (fig.), 378, 390, 424–5, 427, 429–31, 432, 444
- Société Générale des Huiles de Pétrole (SGHP), 358
- Socony, 2; *see also* Mobil Oil; Socony Mobil; Socony-Vacuum
- Socony Mobil,
- multi-divisional structure, 64
- name changes, 2–3
- in Nigeria, 110
- shareholding in Aramco, 145
- UK plastics interests, 377, 390
- see also* competitor comparisons; majors; Mobil Oil; Socony; Socony-Vacuum
- Socony-Vacuum, 21, 24, 30, 306–7
- name changes, 2–3
- shareholding in Aramco, 5, 7 (fig.)
- shareholding in Iraq Petroleum Company, 5, 7 (fig.)
- see also* Mobil Oil; Socony; Socony Mobil; Standard-Vacuum
- Sohio, *see* Standard Oil Company of Ohio
- solus trading, 231–2, 234
- Somalia, 106, 109, 264

- South Africa, 238, 240, 253, 261, 262 (fig.), 263, 263, 264, 266–7, 386
- South America, *see* Latin America
- Soviet Union, 6, 9, 75, 138, 143, 146, 148, 170, 171, 174, 175, 177, 178, 254, 269, 447, 467, 469, 479, 493
- Spain, 228, 478, 480
- Spearing, C. E., 349
- Spence, Jim, 191–2, 209
- Spillers, 443–4
- Sri Lanka, *see* Ceylon
- Standard Oil Company of California, *see* Social
- Standard Oil Company of New York, *see* Socony
- Standard Oil Company of Ohio (Sohio), 1, 274–7, 312
- Standard Oil (NJ) (*later* Exxon), 2, 4, 21, 24, 29, 30, 49–50, 93, 218, 256, 306–7, 449
- in Alaska, 192–4
- in Canada, 125, 271
- in Colombia, 120, 122
- and Consortium, 156
- and Esso, 226, 332
- first mover in global oil industry, 10, 13, 490, 493
- and Iraq, 167
- in Italy, 248
- and Libya, 115, 118, 451–5, 458, 464
- management and organisation, 36, 64, 332
- in North Sea, 197, 201–2, 211
- oil production, 220
- oil reserves, 203
- and OPEC, 151
- and operational research, 400, 410
- and petrochemicals, 340, 344, 360, 386
- and posted price cuts (1960), 140, 148, 150
- and proteins, 432–3
- shareholding in Aramco, 5, 7 (fig.), 145
- shareholding in Iraq Petroleum Company, 5, 7 (fig.)
- and US–Arab relations, 183, 475, 477
- in Venezuela, 5, 119
- in Western Europe, 226
- see also* competitor comparisons; Esso; majors; Standard-Vacuum
- Standard-Vacuum (Stanvac), 4, 256–7, 268
- state-owned (or financed) oil companies, 9, 106, 138, 220, 226, 449, 467, 495
- British, 489
- French, 5–8, 29, 43, 80, 91, 117 (fig.), 150, 171, 204 (fig.), 206 (fig.), 207, 226, 240–3, 244, 245–6, 267, 328, 457, 470, 483
- German, 8, 245–6
- Indian, 257–8, 259 (fig.)
- Iranian, 43, 175, 472–3
- Iraqi, 167, 171
- Italian, 8, 228, 244, 248–51, 436, 438–9, 441–3, 457, 495
- Japanese, 8, 270
- Libyan, 469
- Pakistani, 258
- see also* BP shareholding *under* British
- Government
- Steel, (Sir) David, 318, 321, 322, 456, 465, 479
- appointed chairman, 324
- appointed deputy chairman, 323
- character, 317
- early career, 61
- and Iran, 175, 178–81
- and regional co-ordination, 66–7
- Stevens, Sir Roger, 42–3, 49, 51
- Stockwell, Geoffrey, 61, 153, 155–6, 167
- Strathalmond, Lord, *see* Fraser, Sir William; *see also* Fraser, William (Billy)
- Sudan, 169
- Suez Canal, 26, 75–7, 78 (map), 79–85, 83, 89, 96–8, 97, 98, 161, 169, 170, 290–1, 294, 296–7, 450, 452
- Sunbury research centre, 15, 69, 70, 287, 343, 347, 400, 429, 432, 442
- Supertest Petroleum, 271
- Sutcliffe, John, 463–4
- Sweden, 94–5, 228, 280, 405
- Switzerland, 109, 140, 226, 239, 406, 407, 449, 486
- Syria, 76, 83, 85, 96, 143, 145, 168, 169, 170, 264, 452, 477, 478
- Talib, Naji, 168–9
- Tanganyika, 106, 107, 109, 263, 264
- tankers, *see* shipping

- Tanzania, *see* Tanganyika; Zanzibar
 Tariki, Abdullah, 147–8, 149, 151, 155
 Tavistock Institute of Human Relations, 236
 taxation, 133, 243, 250
 and dividends, 40, 41, 42, 132, 134–5, 310–11, 382
 double taxation relief, 37 (table), 38, 136, 137 (table), 310–11, 380, 382, 383
 and oil-producing countries, 36, 37 (table), 38, 136, 137 (table), 138, 140, 147, 152, 300, 308, 453–5, 456–7, 461, 465, 467, 470
 see also 50:50 profit-sharing; royalty expensing
 Technische Nederland Organisatie (TNO), 429–30
 Tehran Agreement (1971), 161, 455–61, 462, 460–2, 465, 467, 468, 476–7
 Tennessee Nigeria, 110
 Texaco, 3, 7
 in Canada, 271
 in Germany, 228, 244, 247
 and Libya, 451, 453, 455, 464
 oil production, 220
 in UK, 230
 and US–Arab relations, 477
 in Western Europe, 226
 see also Caltex; competitor comparisons; majors; Texas Company
 Texas, 3, 93, 94, 96, 140, 148, 273
 Texas Company, 3, 5, 7 (fig.), 24, 80, 145, 400; *see also* Caltex; competitor comparisons; Texaco
 Texas Railroad Commission, 93–4
 Thomas, Alwyne, 114, 190, 191
 Thorneycroft, Peter (*later* Baron), 55
 Toledo refinery, 275
 Toprina, 435, 436, 438–41, 442
 Total, 232, 240, 262 (fig.)
 Trans Alaska Pipeline System (TAPS), 271–2, 277
 Trans-Arabian Pipeline (Tapline), 76–9, 169, 452
 transportation, 78 (map), 86 (map); *see also* pipelines; shipping; Suez Canal
 Treasury, 39, 40, 41, 42, 44, 51, 52, 53, 54, 55, 56, 57, 81, 130, 131, 132, 134, 135, 136, 139, 272
 Trevelyan, Sir Humphrey, 166
 Triad Oil Company, 126, 128–9
 Trinidad, 87, 109, 120–1, 125, 185, 200
 Trinidad Leaseholds, 79–80, 349
 Tripoli agreements (1971), 458, 462–5, 467, 468, 474, 476
 Trouw and Company NV, 444
 Trucial states, 145, 468–9
 Tunbs, 469
 Tunisia, 109
 Turkey, 95, 113, 145, 170, 228, 279, 478
 Uganda, 18, 263–4
 Umtali refinery, 266
 Union Carbide, 340, 353, 362, 364 (fig.), 367, 382, 388
 Union Générale des Pétroles (UGP), 242
 Union Oil, 192–3, 272
 Unione Petrolifera, 250
 United Arab Emirates (UAE), 468
 United Arab Republic (UAR), 143, 145, 148
 United Kingdom, *see* Great Britain
 United Nations, 82, 84, 91, 96, 169, 199, 265, 424, 441, 454
 United States of America, 6, 38, 62, 77, 115, 125–6, 170, 195, 200, 268, 286–8, 398, 411, 433, 480, 494
 and Alaska, 185–6, 188
 anti-communism, 145–6, 162
 antitrust, 2, 79, 178, 272, 275, 277, 346, 455, 457, 488
 and Arab oil embargoes, 169–70, 478–9, 485
 and Arab relations, 169–70, 176, 179, 182–3, 474–6, 478
 BP and, 18, 29, 51, 66, 87–8, 109, 122, 125, 139, 188–95, 224, 244, 252, 271–8, 300, 310, 312, 492
 and Iran, 42, 146, 158, 162–3, 174–5, 177, 179–81, 183, 457–8, 468, 471–3, 485
 and Israel, 162–3, 169–70, 176, 182–3, 452, 474–6, 477–8
 and Libya, 113, 450–2, 454, 456, 474
 Middle East policy, 99, 145–6, 162, 179, 183, 456, 474–6, 479
 and oil crisis (1973), 480, 485–6
 and oil import controls, 8–9, 122, 138, 148, 224, 271, 476

- oil imports, 6, 448, 476
 and oil majors, 6, 163, 271, 310, 454,
 456–60, 464, 468, 471–3, 488
 oil market in, 6, 113, 125, 148, 188, 216,
 224, 269, 271, 449
 oil production in, 6, 8, 77, 93, 125, 310,
 448–9, 476
 and OPEC, 147, 153, 457–60, 468, 486
 and petrochemicals, 339–40, 347, 361–2
 and Saudi Arabia, 145, 162–3, 183,
 457–8, 471, 474–5, 477–8
 and Suez crisis (1956), 79–80, 82–4, 91–4,
 96, 98–9, 481
 and US oil majors, 79–80, 174–5, 177,
 178–9, 183, 224, 476–7, 488
 world role, 9, 99, 143, 254, 447–8, 493
 and Yom Kippur war, 477–9
 UNIVAC computers, 398, 415
 universities, *see under* human resources
 USSR, *see* Soviet Union
- Vacuum Oil Company, 2
 Venezuela, 5, 24, 77, 93, 119, 121, 139,
 140, 147–8, 150–1, 155, 160, 170, 200,
 312, 438, 455
 Very Large Crude Carriers (VLCCs), *see*
under shipping
 Visco-Static, *see* BP Energol lubricants
 Vohburg refinery, 280, 407
- Wakefield, C. C., 232, 234
 Walters, (Sir) Peter, 323–4, 417–18, 420
 Wareham, 195
 Warman, Harry, 107–8, 122, 188, 209, 476
 Warner, Rawleigh, 183, 246
 al-Wattari, Abdul Aziz, 167–9, 171
 Weeks, Ronald, 1st Baron, 49, 55–6
 West Sole gas field, 201–2
 Western Europe, 8–9, 109, 447, 454, 466,
 478–9, 494
 and Arab oil embargo (1967), 170
 and BP (APOC/AIOC), 14, 21, 27, 29, 68,
 89, 92–3, 96, 109, 138, 218–19, 224–9,
 243–5, 279–80, 281 (fig.), 285, 310,
 392–3, 435, 437, 490, 496, 497 (fig.),
 498 (fig.)
- economic growth in, 6, 216, 448–9
 economic nationalism in, 8, 243–4, 494
 exploration in, 109
 oil consumption in, 6, 113, 119, 138, 216,
 279, 449, 480, 496
 and oil crisis (1973), 479–80, 481–3, 485
 and oil majors, 6, 9, 77, 243–5, 488
 oil market in, 9, 75, 218–19, 224–9,
 243–4, 450
 and petrochemicals, 340, 392–3
 and refining, 21, 27, 29, 279–80, 281
 (fig.), 496, 497 (fig.), 498 (fig.)
 reliance on oil imports, 6, 75–7, 81, 449,
 451–2, 454, 479–80
 and Suez crisis (1956), 75–7, 79–81, 91,
 93–9
see also specific countries
 Westernport refinery, 405
 Williams, Dr Eric, 121
 Williamson, Colin, 411, 414, 419
 Wilton chemical plant, 346, 348, 349–50,
 352, 370, 375, 391, 392–3
 Wokingham chemical works, 377
 women, *see* female staff *under* human
 resources
 world economy, 1–2, 2 (table), 6, 9, 216,
 220, 251, 423, 447–8, 449–50, 466,
 476, 484–5, 493–4, 495, 496
 world oil discoveries, 208 (fig.)
 world oil reserves, 9, 101 (fig.), 205 (fig.),
 207, 208 (fig.), 209
 world reserves:production ratio, 209, 210
 (fig.)
 Wright, Sir Denis, 158, 458
- Yahya, Lt-Gen. Tahir, 157, 167, 168
 Yamani, Ahmed Zaki, 155, 459, 461, 464,
 469, 471–4, 477
 Yemen, 169, 176, 264
 Yom Kippur War (1973), 477–9
- Zahidi, General Fazlullah, 42, 50
 Zambia, 264
 Zanzibar, 106, 109, 264
 Zelten oil field, 115
 Zimbabwe, *see* Rhodesia