

EXTERNAL AFFAIRS				
Focus Area	Business Benefit	Target	Stretch Target	Team Lead
Supplier Diversity	Our efforts in supplier diversity are aimed at increasing our spend with minority and women-owned businesses to <b>strengthen our economic impact and deepen relationships</b> with lawmakers and key influencers at the state and federal levels.	Drive <b>increase in supplier diversity spend to 3% of total US procurement activity</b>	Grow <b>absolute supplier diversity spend over 2015</b> levels, despite anticipated reduction in overall US procurement activity	Debra Jennings-Johnson
STEM	Our strategic investment in STEM is necessary to fuel our company's growth and foster the talent we need to advance innovation in the energy industry and across the country. In the next decade, more than half of all new BP graduate hires will require a STEM degree. Direct benefit to the business is in increased employee affinity to BP via STEM community engagement, supporting Talent Attraction and US University Relations in establishing BP as a STEM employer of choice. Indirect benefits come in our ability to <b>leverage our STEM efforts with lawmakers</b> at the state and federal levels who recognize the importance of a high skilled workforce for their constituents.	Contribute to <b>brand recognition and favorability metrics</b> through STEM messaging and activities  Hold 5 strategic meetings with key lawmakers and/or staff to share BP's STEM impact and offer free resource for their communities.	Earn <b>national recognition</b> for leadership in STEM education programs and initiatives  Earn <b>NSBE 50</b> Top 10 ranking	Kathleen Martinez
Veterans	Our veterans outreach efforts position BP as an <b>employer of choice</b> among military veterans. Direct benefits include support for achieving OFCCP requirements in partnership with HR and Talent Attraction. Indirect benefits come in our ability to <b>leverage our Veterans efforts with lawmakers</b> at the state and federal levels.	Strengthen brand recognition and favorability metrics through Veterans outreach;  Maintain OFCCP audit compliance	Secure 3 <sup>rd</sup> party advocacy from partner organizations on issues of priority to BP businesses.  Earn <b>national recognition</b> as an employer of choice among military veterans ( <i>Achieved in 2015; may require different channels in 2016</i> )	Teri Poulton
Strategic Relationships	Our strategic relationships partners can be powerful 3 <sup>rd</sup> party advocates for issues that are critical to our business. Direct benefit comes when our <b>partners engage as influencers, supporters or defenders</b> on regulatory, legislative, or other policy matters. Indirect benefits comes in our ability to <b>access the network and platform</b> provided by our partners to deliver our messages.	Secure <b>public support and advocacy</b> from partners to mitigate risks and advance business interests	Leverage strategic relationship to <b>mitigate potential litigation</b> or other sensitive matter	Iris Cross / Kathleen Martinez

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Think Tanks	Think Tanks provide platforms for policy discussion and debate that supports our aim to be a “ <b>trusted voice</b> ,” and provide <b>access to intelligence</b> that can shape our strategic choices inside and outside the US.	Reduce cash costs associated with <b>launching key products</b> by leveraging think tank membership benefits;  Understand “network of networks” to tap potential 3 <sup>rd</sup> party advocates	Host an event at each of our think tank partners to highlight an exec or issue of priority to BP	Sally Kolenda
Trade Associations	Non-industry trade associations serve as <b>advocates on key issues</b> with legislative and regulatory officials, framing issues pertinent to our business with a different voice (i.e. NAM vs API).	Coordinate our relationships to ensure more impact across C&EA (including Federal and State & Local, S&P, and Comms)	Shape the agenda and priorities for the new NAM State Govt Relations Committee	Sally Kolenda
Legislative Caucus Non-Profits	The legislative caucus non-profit programs provide an <b>access point to 20% of the US Congress</b> to engage on issues of mutual interest and to shape understanding and perceptions of our company and our industry, <b>potentially earning supportive votes on critical legislation</b> .	Develop <b>4 events</b> that provide meaningful engagement and opportunities for BP staff with Members of Congress	Improve API-measured <b>voting record</b> among CBC, CHC, and CAPAC Members	Sally Kolenda

COMMUNICATIONS				
Focus Area	Business Benefit	Target	Stretch Target	Team Lead
Earned Media	Our Media Affairs efforts – including public thought leadership appearances, press interviews and site visits -- serve to protect BP's reputation by defending the company against misinformation and promoting the work BP does to safely and responsibly provide the energy the world needs.	Get more stories placed, particularly around the Economic Outlook, Sustainability Report, Technology Outlook, and Economic Impact Report as well as our climate position, safety story and business mission to safely and responsibly deliver the energy the world needs.	Focus on engaging non-traditional, specialty publications and outlets, while getting stories placed in national news outlets, ideally on the front page.	Liz Sidoti and Brett Clanton
Reputation	Our focus on safety this year through paid/owned/earned channels is intended to improve opinion leaders' and opinion formers' perceptions of BP as a safe company. Polling shows that a higher standing on safety is important for key audiences to view BP as trusted and credible.	Improve our standing on safety, as well as on trust and credibility, in polling through a safety messaging campaign that spans paid/owned/earned media.	Specifically, increase awareness of how BP is on a constant journey to become an even safer energy company, absolute scores on safety and our marks on safety relative to peers.	Liz Sidoti and Dave Welch
Content	To protect our license to operate and our reputation, we tell the BP story through a range of formats and channels, and it's even more important than ever -- in a low oil price environment when budgets are extraordinarily tight -- to do this work effectively and efficiently.	Develop and implement an overarching U.S. content strategy to ensure earned/owned/paid content and channel alignment.	Emerge as a corporate leader in this space and influence Group C&EA as it realigns its content creation and channel approach.	Liz Sidoti and Emma Meade

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Advertising	Sponsored content advertising is a powerful way to reach a specific audience focused on specific issues. We use sponsored content as a tool to push our messages directly to Washington, D.C., elites who set and influence energy policy – and can decide whether we keep our license to operate.	Do fewer and better sponsored content programs with strategically selected partners who are strong in both creative and promotion.	Emerge as a corporate leader in this space and a model for Group C&EA as it looks to do more sponsored content.	Liz Sidoti and Kelley Brown
Leadership Comms	Our employees are our greatest ambassadors, and our leadership needs stronger tools to be able to communicate with them and, thus, build credibility with them.	Develop and implement a program to better train and equip with appropriate messages GLs and SLLs in the U.S. to talk to employees and, when necessary, external stakeholders.	Increase employee confidence in their leadership across all the businesses in the U.S., according to Pulse 2016 scores, and have leaders be seen as frequently called upon SMEs with external groups.	Liz Sidoti and Carolyn Ballard

GOVERNMENT AFFAIRS				
Focus Area	Business Benefit	Target	Stretch Target	Team Lead
			10 Member of Congress Visits to Operations/Facilities in 2016	
			Develop (1Q) and implement (2Q) robust Convention engagement plan with roles for key Executives where appropriate.	
			Brief Presidential Campaign Policy Staff on issues of importance to BP (at appropriate time)	
BPXA	Expand license to operate and create additional value		Pass constitutional amendment in 2016 to allow development of the Alaska LNG project	
BPXA	Protect the company against increased costs of doing business and help preserve value		Defeat legislation or ballot initiative that would reverse oil tax reform that was confirmed in 2014	
Remediation Management / GOM	Mitigate legacy environmental liabilities		Pass legislation to enact litigation reform and obtain the governor's signature	
Fuels NA	Protect the brand by eliminating opportunities for misuse and other liability issues; preserve canopy space for preferred products		Defeat E15 mandate legislation in every state in which BP has a retail presence	
Fuels NA	Earlier-than-anticipated permitting reduces risk of ENGO opposition gaining traction among policy makers and protects Cherry Point Refinery's ability to expand value		Obtain coker heater replacement permit in 2016, one year earlier than currently anticipated	
Fuels NA	Preserve ability of Cherry Point Refinery to continue		Defeat growing effort	

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	operations and future, potential growth.		within Whatcom County, Washington for the County Council to downzone future industrial growth. Considering momentum of this issue including growing coalition of ENGO's and Lummi Tribe, stopping this effort will be quite an accomplishment.	
Tax			Develop and implement comprehensive tax plan for 2016 including relationship development plan for Rep. Kevin Brady including visit to Houston Campus in 2016. Develop and implement a plan for internal engagement with businesses to identify priorities (1Q and 2Q). Develop and implement plan for external engagement with think tanks and consultants (2Q/3Q)	

REGULATORY AFFAIRS				
Focus Area	Business Benefit	Target	Stretch Target	Team Lead
Methane	Minimize onerous and costly requirements and maximize flexibility to adopt emerging, lower cost leak detection & repair (LDAR) technologies.	Final EPA and BLM rules include a rapid on-ramp (based on specific criteria under development) for alternative LDAR technologies without requiring additional rulemaking.	BLM final rule exempts small-volume wells (known as "stripper wells") from LDAR if they do not have vibrating equipment or tanks.  OR (possible joint target with Government Affairs): Final BLM Venting & Flaring Rule delayed past 2016	David van Hoogstraten
Ozone Background	Avoid/ limit new ozone non-attainment areas, which could necessitate that downstream and upstream facilities install control technologies and delay/block permits for new production.	Final EPA Exceptional Events Rule (EER) allows states to demonstrate that a <i>specific</i> source of background ozone (e.g. international transport) caused it to exceed a NAAQS standard, thereby preventing a non-attainment designation.	Final EER or other agency action/guidance also allows states to aggregate <i>all</i> sources of background ozone together to demonstrate that background ozone caused an exceedance of the ozone NAAQS and avoid a non-attainment designation.	Amy Trojecki
Polar Bear Incidental Take Regulation (ITR) for AK	Avoid Marine Mammal Protection Act (MMPA) legal compliance risk by obtaining DOI authorization to incidentally take either by rule or enforcement discretion.	FWS/DOI grant interim relief that allows for incidental take during any lapse period.	Final ITR and Letter of Authorization (LOA) in effect by August 3 <sup>rd</sup> (i.e., no lapse).	Jim Nolan

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Renewable Fuels Standard	Guide API to a practical reform approach that maximizes IST benefits and minimizes ethanol mandate.	API advocacy strategy refreshed to include new partners, positions necessary to get RFS reform passed by 2017	RFS reform bills introduced in House and Senate to cap RVO below 10% and create appropriate mechanisms to facilitate substitution of advanced molecule for corn ethanol  As part of 2017 RVO rulemaking, EPA amends Cellulosic Waiver Credit (CWC) mechanism to allow wet gallon RIN holders to fully participate in RFS market.	Mike Brien
OSHA RAGAGEP Guidance	BP America maintains discretion to set own safety standards and limits scope of Process Safety Management (PSM) rule to its statutory basis	OSHA amends their RAGAGEP Guidance in a way that mitigates regulatory risks to our refineries, chemical facilities and gas plants.	OSHA completely withdraws or significantly amends the Guidance to pose no regulatory risks to our businesses beyond the pre-guidance period (i.e., status-quo).	Marcelo Panelo
OSHA incentive program guidance	BP America maintains its balanced incentive program without drawing enforcement action or other challenge by OSHA.	Guidance amended to be consistent with 2014 OSHA VPP guidance (allowing BP to continue to use safety metrics like RIF rates as part of balanced incentive program)	None – same as target	Marcelo Panelo
Continental Divide – Creston (CDC) Environmental Impact Statement (EIS)	Allow L48 and their business partners to proceed with project in 2016 (has been delayed for ~10 years).	EIS issued and final agency approval obtained.	None – same as target	Amy Trojecki

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Lesser Prairie Chicken	UNDER REVIEW	Maintain incidental take protection under WAFWA plan so that Lower 48 can continue to operate in LEPC habitat without risk of penalties for incidental take	Obtain incidental take protection under the Stakeholder Strategy Conservation plan, which includes better protections for the bird at a lower cost, so that Lower 48 can operate in LEPC habitat without risk of penalties for incidental take.  AT will check whether this will happen in 2016. May depend on when FWS re-promulgates the LPC listing. May drop this from our 2016 target list.	Amy Trojecki

STRATEGY & PLANNING				
Focus Area	Business Benefit	Target	Stretch Target	Team Lead
S&P	Coordinated planning will make outreach efforts more impactful and therefore more effective.	Create campaign plan for big regulatory issues such as methane and RFS.	Create a campaign plan for our activities on climate change.	Shanan Guinn and Arturo Silva
PAC	The BP Employee PAC is a nonpartisan political action committee that encourages voluntary employee participation in the political process. The funds raised through the PAC allow BP to build relationships with candidates who are supportive of sound energy policy.	Maintain receipts of ~408k and ~40 Chairman's Level members	Given the current budget environment and likely loss of headcount, our stretch goal is to maintain contributions at the ~408k per year level.	Karen Hyland and Monita Olive
CAP	CAP serves as a grassroots voice and way for BP employees, retirees, friends and neighbors to receive information on important policy and business issues that affect BP, and provides the tools for <u>engagement</u> , when appropriate, with influencers, stakeholders and elected officials.	Maintain current CAP council structure (8 Councils)	Develop new CAP Council at the Toledo and Whiting Refineries. Grow events by 15%.	Karen Hyland and Monita Olive
Special Projects	BP MS 150 – BP is the title sponsor of the BP MS 150 bike ride. It is a very popular event in Houston and with our employees and gives BP a signature event in our U.S. headquarters. The ride allows us the opportunity to reaffirm our commitment to the community while highlighting BP's commitment to safety.	Manage Team BP's participation and BP's sponsorship of the ride in a professional manner with excellence and safety as our priorities.	Develop a safety campaign to complement our sponsorship of the ride. Increase BP ridership and fundraising in spite of the current economic environment.	Tara Harrison
Crisis Response	Help eliminate confusion and potential reputational issues on spill estimates.	Have a series of conversations with executives on the concept and start a real conversation on whether or not we want to do this.	Reach agreement, socialize and implement a spill volume estimate rule for all BP businesses.	Shanan Guinn