Strategy

Vision - In the U.S., BP is viewed as a transformative leader in the energy industry and the employer of choice for top talent.

Mission - BP America works in service of our U.S. businesses and our people, to deliver the BP group strategy.

Group Strategy

Set the tone for safety leadership

Advance the energy transition and the low-carbon agenda

Preserve the corporate governance process including oversight of internal and external risks and obligations

US Businesses

Drive coherence across the US to identify similarities and best practices to improve competitiveness

Advocate for sensible policy and regulations by engaging with key stakeholders and influencers

	Ad Ad Our Peopl Ci Ci	rive coherence across the US to identify similarities and best practices to improve competitive dycoate for sensible policy and regulations by engaging with key stakeholders and influence dyance BP's reputation, promoting our contributions to the industry and our commitment to te e ultivate a diverse and respectful workplace that reflects BP's values and expected behaviors reate a modern work environment that enables innovation, facilitates collaboration, and attre stain and continue to enhance the ethics & compliance and business integrify programs	rs the U.S. eco			es where	we do business
A1. Group	-Level Risks*						
Ri	sk Level	Risk Description	Net I	Risk / Worst lible Impact	Owner	Status	Comments
Group Level Risk: Strategic & Commercial		Damage to BP's reputation		D4 / C3	M. Streett	0	No changes to risk profile, all controls still in place and operating effectively; Live discussions: ANWR, Trade Associations
Group Level Risk: Strategic & Commercial Group Level Risk: Strategic & Commercial Group Level Risk: Strategic & Commercial		Harmful new US regulatory and tax policies		C6 / B5	M. Streett		Federal tax/reg risk factors lower but State/Local still significant (e.g. Washington State). Reviewing resource allocation at state level.
		Failure to comply with the EPA agreement D2 / B3 BP America Geopolitical C2 / B4		D2 / B3		Iding	No changes to risk profile, all controls still in place and operating effectively
				M. Streett		Global risks continue to grow, all controls still in place and operating effectively	
A2. Addi <u>tio</u>	nal Significant	Business Risks (not submitted to Group)					
	sk Level	Risk Description		Severity	ELT Owner	Status	Comments
Significan	t Business Risk	Failure to improve diversity and inclusion	E4		R. Dempsey	0	Risk profile shifting with increased litigation risks, controls in place and operating
Significan	t Business Risk	Failure to sustain Ethics & Compliance and Business Integrity improvements beyond the term of the Monitor.	E 5		D. Dio	0	Ethics & Compliance Committee established and priotize BP Values through comms.
B. Objectiv	res						
B. Objectiv Focus	Priorities	Objectives	Owner	Status			Comments
		Objectives Providing data, sharing best practices, and supporting improvement efforts in conjunction with S&OR		Status			Comments Board Support & Deep Dives
	Priorities	·		Status			
	Priorities Set the tone for	Providing data, sharing best practices, and supporting improvement efforts in conjunction with S&OR Communicating performance and setting expectations through internal communications and town	G. Cuadra S. Dio	0	end		3oard Support & Deep Dives Identify Opportunities

	Provide oversight and governance	Holding regular and productive meetings of BP America Board of Directors and subsidiary boards	S. Dio	0	
		Providing oversight and assurance of completion of residual Deepwater Horizon agreements, legal processes, and other related activities	C. Coburn	0	
		Providing oversight for major risks and material obligations through reviews at BP America Board meetings	S. Dio	0	
		Providing support to Bargaining Governance Board to help balance interests of key stakeholders. Ensuring emergency operating or business continuity plans (EOP) at labor bargaining sites are robust in the event of a work stoppage or other disruption of operations.	S. Dio	0	
	Drive coherence across the U.S. to leverage synergies and enhance competitiveness	Identifying opportunities to integrate BP America activities to simplify, maximize value, and increase competitiveness for BP.	S. Dio	0	
		Strengthening relationships with multi business/ multi segment suppliers and drive competitiveness through collaborative relationships. Drive the supplier diversity agenda.	S. Dio	0	
		Providing crisis and business continuity leadership for Group level audit findings and where events span multiple businesses or segments, impact BP reputation at a national level, or threaten BP license to operate in the U.S.	G. Cuadra	0	
U.S. Businesses		Clarifying and consolidating national and local agendas to link together business strategy, local investments, community outreach, and communications.	M. Streett	0	Houston/Texas engagement plan
	Advance BP's reputation	Advancing BP's reputation with the public, employees, and in communities where we operate through social investments.	M. Streett		Local community investment and engagement with key stakeholders
		Managing external opportunities and threats that affect BP's businesses in the U.S.	M. Streett		Influence carbon policy in WA, OR and the northeast, and nuclear subsidies in PA and OH, and advance pro-development legislation in TX.
		Seeking targeted opportunities to speak at public forums and with special interest groups to convey BP's leadership position and transformative investments.	S. Dio	0	
	Engagement with Stakeholders	Leveraging major trade groups, NGO's, boards, and external events in service of top Group and business priorities.	M. Streett		MOU with EDF on methane; CERAWEEK, OTC, CLC, CEO Climate Dialogue Harvard/Tufts
	Diverse and Respectful Workplace	Providing oversight of and promoting BP's Values & Behaviors and Code of Conduct in the U.S.	S. Dio	0	
		Leading a U.Swide Diversity & Inclusion program that complements businesses' diversity activities, progresses ambitions, and underpins a culture of inclusion in the workforce.	R. Dempsey	0	
		Ensuring that employee benefits are competitive and reflect BP's values	S. Dio	0	
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	Embedding an effective speak-up culture and the integrity of the Employee Concerns program to encourage reporting and handling of concerns at the earliest opportunity.		C. Yeilding	0				
	Employer of Choice	Developing a Houston office long-term plan and securing funding for ongoing modernization efforts.		G. Cuadra	\circ			
		Delivering the BP America People Plan		R. Saenz	0			
Our People		Enhancing the employee experience with a focus on building a sense of community and wellbeing as part of the Westlake culture.		G. Cuadra	0			
		Optimizing BP Foundation to support employees contributions and natural disasters.		R. Dempsey	0			
		Establishing a BPA Ethics & Compliance Committee and utilizing it to sustain and improve on the progress made under the Ethics Monitor.			0			
	E&C/BI	Tracking performance data and engaging in material breaches to assure proper controls consistency across the U.S., and to identify emerging risks.	are in place,	S. Dio	0			
C. KPIs	C. KPIs							
			Unit	2018 Actual	2019 Plan	2019 LE	Status	Comments
	Group Strategy							
HSSI	E (Gabe)	US Recordable Injury Frequency	Rate		0.0		0	
HSSI	E (Gabe)	T1+T2 Incidents per 200K hrs for all US Businesses, per Orange Book Data	Rate		0.1		0	
GHG Emi	ssions (Gabe)	Reduction in emissions (2017 was 50.5 MteCO2 equivalent)	%		1		0	Sustainable Emmissions Reduction
Cyber Security (Finance)		Team score published	%	76	80		0	
Gross Cash Costs (Finance)		CCUS budget approved, self-help options to mitigate other pressures	\$		88.6		0	
Headcount - BP (Finance)		FTE	FTE		110		0	
		US Busine	esses					
	Redacted - First Amendment							
Our People								
Diversity 2	Inclusion (Ray)	Supplier Diversity Annual Spend	M\$?		0	
Diversity &	miciusion (Ray)	Delivery of BPA D&I Annual Plan	%		95		0	
V&B / E&C (Cindy)		U.S. Wide People Assurance Participation	%		80		0	
		Deliver EM2 Scope ov Recoment	dato		03			

On-track
Needs SPA internal intervention
Needs BP support intervention
Likely not deliverable

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Modern Work (Gabe)

Increase in GoM Leesman Survey Results