Mission - Defend and support BP's US businesses to maximize shareholder value. We serve this mission by:

- Building and maintaining relationships with government and communities to ensure strong business support

- Miligating external threats and leveraging opportunities to support business objectives

- Providing connectivity between BP Group and US businesses, overseeing ethics and compliance, US benefits, and diversity & inclusion

- Determining BP's positions and developing key messages on US policy

- Maintaining the corporate governance process, providing oversight of external obligations

- Providing on promoting BP's reputation as a safe, reliable and a compliant operator with employees, shareholders, and customers

- Providing internal and external coherence across BP's US businesses

A1. Group-Level R	Risks*									
Risk Level		Risk Description			Net Risk / Worst Credible Impact		SPA	Commentary		Statu
Group Leve Strategic & Commercial - underlying bu	- Failure to maintain	Damage to BP's Reputation				D4 / C3 Mary Streett		Fundamental controls and contingencies still good. Reputation work plans reflect updated engagement plans.		
Group Leve Strategic & Commercial - underlying be	- Failure to maintain	Harmful New US Regulatory and Tax Policies				C6 / B5 Mary Streett		Tax Policy/Rule plan continues to address this risk		
Group Leve Strategic & Commercial - underlying bi	- Failure to maintain	Compilance with the EPA Agreement				D2 / B3 John Mingé		Compliance Team in place with gatekeepers and SPAs, Monthly reports and quarterly Board updates.		
A2. Additional Sigr	nificant Busines	ss Risks (not submitted to Group)								
Risk Level		Risk Description			Severity		ELT Owner	Commentary		Statu
Significant BPA Bi	Business Risk	Failure to effectively transition Ombudsman Activity			E3 Randy Lat		Randy Latta	Activities fully transitioned to E&C and BI. Controls and monitoring in place and operating effectively.		•
Significant BPA Bi	Business Risk	Failure to manage bribery and corruption risks			E3 Abdinasi		Abdinasir Ali	Review Community Investment Policy in 2017 to ensure corporate giving is in line with the CoC		
Significant BPA Br	Business Risk	Risk of loss or unavailability of DWH data			E3 Craig Col		Craig Coburn	Transitioned to IT&S as part of normal BAU. Controls and contingencies in place and operating effectively.		
Significant BPA B	SPA Business Risk Failure to improve diversity and inclusion				E5 R		Ray Dempsey	New construct for D&I established Jan 2017, Minority Ambition underway		
B. KPIs										
			Unit	Owner	2016 Actual	2017 Plan	2017 Actual	2017 LE	Comments	Statu
Safety			RIF	JCM	0.0	0.0	0.0		See KPI review slides	
EPA External Compliance			Delivery	JCM	100%	100%	100%		2016 Annual report issued 3/29/17. EPA audit report in July, no findings.	
Gross Cash Costs			\$m	JCM	82	79		81	See KPI review slides - increase from plan due to HR D&I transfer	
Headcount - BP Staff				JCM	82	82		87	See KPI review slides	
Headcount - Contractors				JCM	6	6		3	See KPI review slides	
C. BP America Pric	·:4:									
	Priorities**	00/7 01/10/10/10			Owner	2017 Plan	Status		Comments / Assumptions	
Category	Priorities	Provide oversight and assurance of completion of residual DWH agreements and activities			JCM		Status	McKinsey work extended, still on track for delivery with DoJ		
		Provide oversight and assurance of completion of residual DVVH agreements and activities				V				
Governance & Oversight Gov	overnance/DWH (6)	Provide oversight for all material obligations			Craig Coburn	✓		Expect CSSP being substantially complete at year end 2017, a efforts will continue in 2018		
		Support integrity of the corporate governance process					Interventions and JCM champion to keep Boards e			

Category	Priorities**	2017 Objectives	Owner	2017 Plan	Status	Comments / Assumptions
Governance & Oversight		Provide oversight and assurance of completion of residual DWH agreements and activities	JCM	✓		McKinsey work extended, still on track for delivery with DoJ
	Governance/DWH (6)	Provide oversight for all material obligations	Craig Coburn	✓		Expect CSSP being substantially complete at year end 2017, appeals efforts will continue in 2018
		Support integrity of the corporate governance process	Susan Baur			Interventions and JCM champion to keep Boards effective.
	Redacted - First Amendment			✓		Deliverables complete, including impact assessments, briefings and advocacy for our priorities
				✓		Many goals achieved on priority rules, platform/relationships built for ongoing reform campaigns
				✓		Led fully integrated communications & government/regulatory affairs campaign that led to final EPA decision to maintain PoO
	Access (8)	Secure more favorable lease terms (royalty and duration) and greater development flexibility in deepwater GoM through new regulation/legislation	Cindy Yeilding	✓		Priorties established, advocacy plan developed and implemented
Protect & Deliver Value						Deliverables complete, still on-going challenges
	Redacted - First Amendment					
				✓		Completed advocacy/engagement, new threat via DOE NOPR to subsidize coal/nuclear - building coalition/campaign to oppose
				✓		Analysis complete – to be networked with the team in 1Q18
	Remediation (10)	Assure the right oversight is in place for execution plans consistent with strategies for each RM site	JCM			
People	D&I (7)	Progress the US minority ambition, strengthen D&I performance in the workforce	Ray Dempsey	✓		Implemented plans, increased MWBE % spend and received external recognition
		Identify and develop minority owned businesses to expand the pool of qualified vendors/suppliers	Ray Dempsey			3Q17 YTD MWBE spend down to 3.3% vs 3.3% at YE 2016. Anticipate 3.5% at YE 2017
	Capability (11)	Deliver BP America People Plan	Helena Fyda			People Plan in place, managed through people forum meetings, quarterly meetings in place
	One BP leadership (11)	Support morale and motivate staff leveraging BP America identity and tone from the top on Values&Behaviors, E&C, and Code of Conduct	JCM			
Coherency	One BP leadership (11)	Provide leadership and oversight for US employee programs via the Benefits Committee	JCM			
	Reputation (11)	Build relationships and establish credibility with new government officials, especially senior members of Trump administration	Mary Streett	✓		Active outreach programs establish good relationships with new adminstration
		Educate new government officials about BP's US economic impact	Mary Streett			
		Build and maintain relationships with local government and communities to ensure business support	Joe Ellis			
		Continue to improve perception of BP as a 'safe and reliable operator' among target audiences	Liz Sidoti	✓		Delivering fit-for-purpose programs - next polling in January
		Balance group climate commitments against new political realities in the US	Mary Streett			
	Outreach (11)	Leverage BP membership in major trade groups, boards, and participation in events in service of top business priorities	Cindy Yeilding	./		OTC and API accomplishments - work still underway on other trade associations

^{*}All Risks updated during Annual Risk Review Oct 2016

**Numbers reference 'BP America 2017 Priorities' reviewed by BP America business leaders on Dec. 14, 2016

Actively Managed Monitor and Support Silent running

Provide oversight for all material obligations

During 2017 further resolve outstanding claims (substantially winding up the DHECC) and positioning BP to litigate the remaining 'tail' i

- 1. Plan on DHECC wind down and agreed structure with PSC and court to support residual activity
- 2. Fit for purpose process for addressing Backend Litigation on Medical Settlement
- 3. Plan to address remaining 'tail' litigation

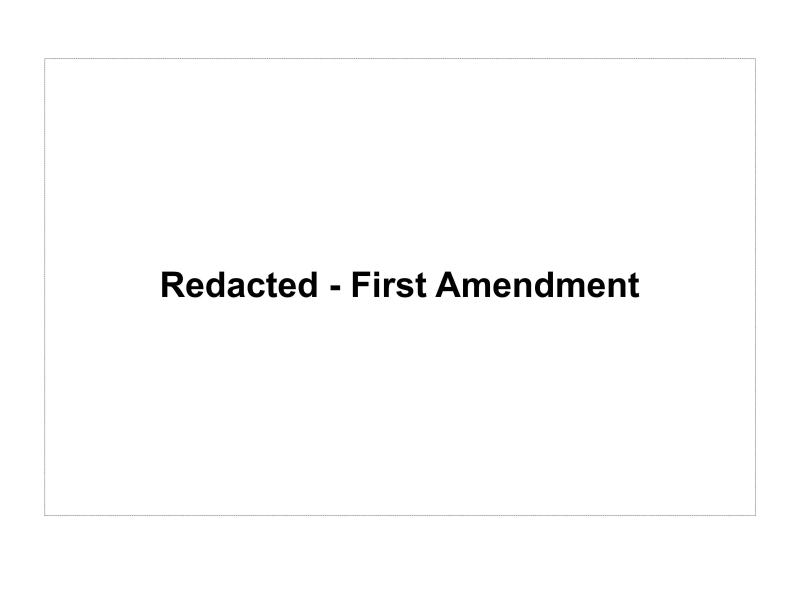
n the future.

Redacted - First Amendment

Redacted - First Amendment

te regulatory cost and risk.		
ithout diluting focus on the BLM V&F rule.		
sible.		
mits from 5 to 10 years.		

BPA_HCOR_00305311



Redacted - First Amendment

Defeat efforts in Whatcom County to restrict Cherry Point license to operate and future expansion

Defeat or significantly mitigate efforts by the Whatcom County Council to restrict Cherry Point's ability to operate and expand while bolstering Cherry Point's standing with voters and policy makers to improve the landscape in which we operate for the long-term.

Q1 Deliverables

- 1. Conduct education meetings with every Cherry Point employee and contractor.
- 2. Meet with each member of the Planning Commission and County Council.
- 3. Execute paid media plan.
- 4. Mobilize all allies to attend public hearings.

Q2 Deliverables

- 1. If County Council adopts harmful language in 1Q and the company opts to pursue a legal remedy, create and execute a long-term campaign
- 2. Continue educating employees and shoring up support among allies to mitigate policy risks in the future and create a healthier policy envir
- 3. Create sustainable effort by Whatcom Business Alliance to educate voters about Whatcom County's opportunity to have good jobs and additional business investment while also preserving a healthy environment.
- 4. Complete the ongoing assessment of how resources are being used to ensure alignment with business objectives and recommend calibrati

Q3 Deliverables

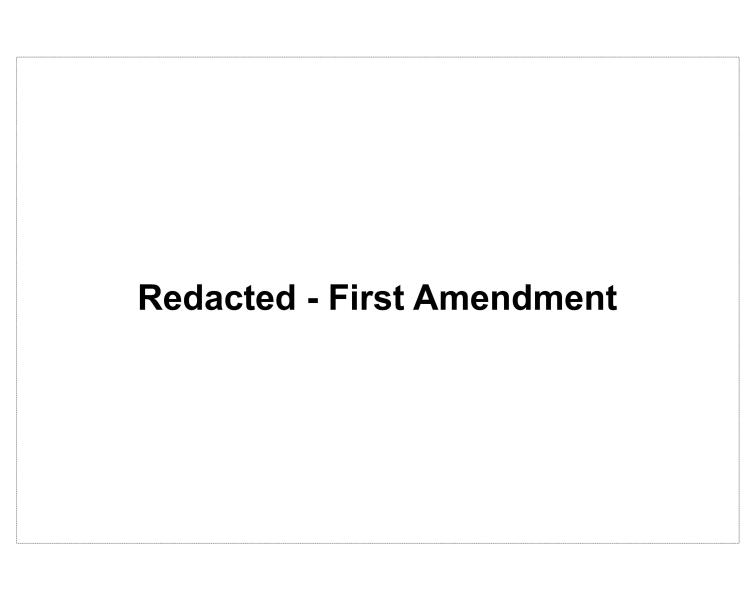
- 1. Continue educating employees and shoring up support among allies to prepare for mobilization for public hearings.
- 2. Continue executing long-term campaign to bolster Cherry Point with policy makers.

Q4 Deliverables

- 1. Continue educating employees and shoring up support among allies to prepare for mobilization for public hearings.
- 2. Continue executing long-term campaign to bolster Cherry Point with policy makers.

to justify the need for legal action.
onment to protect Cherry Point long-term.

on of external spend.



Iders.

Analysis of US policy on energy transition & potential impact on BP

Assess current and emerging developments and policies in the US with potential impact on long-term structure of US energy systems an

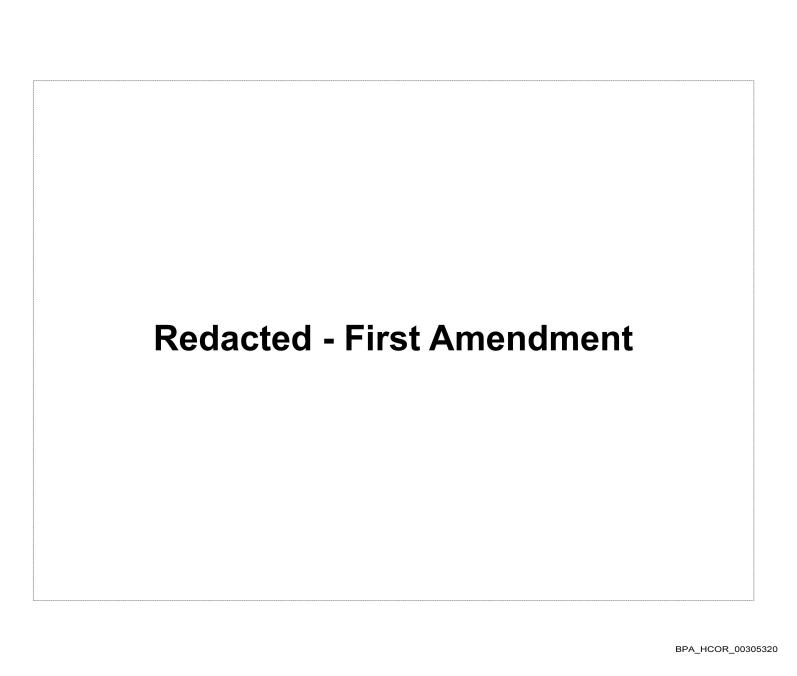
Q1 Deliverables

1. Detailed scope of the study and delivery plan

Q3 Deliverables

2. Analysis (slide pack)

d BP businesses in the US.



ion

ible voice on energy policy

rtising

Reputation - Safety Campaign

Continue to improve the perception of BP as a "safe and reliable operator" among target audience

Q1 Deliverables

- 1. Roll out new safety ads by mid-March.
- 2. Improve or maintain safety metrics in polling among target audiences.
- 3. Amplify the new content internally to educate and empower employees.

Q2 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Continue to amplify the new content internally to educate and empower employees.
- 3. Create new "sponsored content" with media companies.

Q3 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Decide whether we will continue to advertise during remainder of year.

Q4 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Determine 2018 advertising strategy.

s so that we can continue to protect and expand our license to operate in the U.S.