

2017 Delivery Plan - BP America										BP Confidential		June 13th, 2017
Mission	Mission - Defend and support BP's US businesses to maximize shareholder value. We serve this mission by: <ul style="list-style-type: none">Building and maintaining relationships with government and communities to ensure strong business supportMitigating external threats and leveraging opportunities to support business objectivesProviding connectivity between BP Group and US businesses, overseeing ethics and compliance, US benefits, and diversity & inclusionDetermining BP's positions and developing key messages on US policyMaintaining the corporate governance process, providing oversight of external obligationsProtecting and promoting BP's reputation as a safe, reliable and a compliant operator with employees, shareholders, and customersProviding internal and external coherence across BP's US businesses											
	A1. Group-Level Risks*											
	Risk Level		Risk Description			Net Risk / Worst Credible Impact		SPA		Commentary		Status
	Group Level Risk: Strategic & Commercial - Failure to maintain underlying business		Damage to BP's Reputation			D4 / C		Geoff Morrell		Fundamental controls and contingencies still good. Reputation work plans reflect updated engagement plans.		
	Group Level Risk: Strategic & Commercial - Failure to maintain underlying business		Harmful New US Regulatory and Tax Policies			D6 / C		John Mingé		Tax Policy/Rule plan continues to address this risk		
	Group Level Risk: Strategic & Commercial - Failure to maintain underlying business		Compliance with the EPA Agreement			D2 / C		John Mingé		Compliance Team in place with gatekeepers and SPAs. Monthly reports and quarterly Board updates.		
A2. Additional Significant Business Risks (not submitted to Group)												
Risk Level		Risk Description			Severity		ELT Owner		Commentary		Status	
Significant BPA Business Risk		Failure to effectively transition Ombudsman Activity			E3		Randy Latta		Activities fully transitioned into E&C and BI. Controls and monitoring in place and operating effectively.			
Significant BPA Business Risk		Failure to manage bribery and corruption risks			E3		Abdinasir Ali		Review Community Investment Policy in 2017 to ensure corporate giving is in line with the CoC			
Significant BPA Business Risk		Risk of loss or unavailability of DWH data			E3		Craig Coburn		Controls and contingencies in place and operating effectively.			
Significant BPA Business Risk		Failure to improve diversity and inclusion			E5		Ray Dempsey		New construct for D&I established 1/2017, Minority Ambition underway			
B. KPIs												
				Unit	Owner	2016 Actual	2017 Plan	2017 Actual	2017 LE	Comments	Status	
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 reported expected late July		
Gross Cash Costs				\$m	JCM	82	79		81	See KPI review slides McKinsey incremental spend not in LE		
Headcount - BP Staff				FTE	JCM	82	82		87	See KPI review slides		
Headcount - Contractors				FTE	JCM	6	6		6	See KPI review slides		
C. BP America Priorities												
Category	Priorities**	2017 Objectives				Owner	2017 Plan	Status	Comments / Assumptions			
Governance & Oversight	Governance/DWH (6)	Provide oversight and assurance of completion of residual DWH agreements and activities				JCM	✓		McKinsey work extended, still on track for delivery with DoJ			
		Provide oversight for all material obligations				Craig Coburn	✓		Impacts of recent 495 ruling under review			
		Support integrity of the corporate governance process				Susan Baur			2017 meetings scheduled; creating agenda alignment; review of projects ongoing			
<div>Redacted - First Amendment</div>												
Protect & Deliver Value	Access (8)	Secure more favorable lease terms (royalty and duration) and greater development flexibility in deepwater GoM through new regulation/legislation				Cindy Yelding	✓		Deliverables on track			
	Protect against anti-industry activism (1,3)	Redacted - First Amendment										
		Defeat efforts in Whatcom County to restrict Cherry Point license to operate and future expansion				Joe Ellis	✓		Did well with comprehensive plan issue, but did not remove all threats			
		Review and recalibrate resourcing requirements in high risk areas to address long term threat from anti-industry activism				Geoff Morrell						
		Preserve the role of gas as a destination fuel by working with regulators and ENGOS				Bob Stout	✓		Deliverables on track			
	Support API efforts to change oil and gas industry narrative and improve perception among Millennials				Liz Sidoti							
Energy Transition (4)	Provide analysis of energy transition trends in US policy and potential impact on BP				Seymour Khalilov	✓		Deliverables on track				
	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	✓		Minority Ambition launched, implementation plan underway			
		Identify and develop minority owned businesses to expand the pool of qualified vendors/suppliers				Ray Dempsey			YE 2016 MWBE spend up to 3.3% vs 2.7% at YE 2015			
	Capability (11)	Deliver BP America People Plan				Khymerly Booth			People Plan in place, managed through people forum meetings, first meeting held in Q2			
Coherency	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			Program delivery plan underway 1Q			
		Provide leadership and oversight for US employee programs via the Benefits Committee				JCM			Meetings to be set on a qtrly basis. Upcoming discussions on fiduciary rules, stock purchase and possible new investments			
	Reputation (11)	Build relationships and establish credibility with new government officials, especially senior members of Trump administration				Geoff Morrell	✓		Deliverables on track			
		Educate new government officials about BP's US economic impact				Geoff Morrell						
		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	✓		Deliverables on track			
		Balance group climate commitments against new political realities in the US				Geoff Morrell						
	Outreach (11)	Leverage BP membership in major trade groups, boards, and participation in events in service of top business priorities				Cindy Yelding	✓		Deliverables on track			

*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

13	Actively Managed
6	Monitor and Support
6	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

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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 environment
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 calibration

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.

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onment to protect Cherry Point long-term.

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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.

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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.