2019 Annual Operating Plan - BP America sion - In the U.S., BP is viewed as a transformative leader in the energy industry and the employer of choice for top talent. De America works in service of our U.S. butinesses as www.

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Redacted - First Amendment

Redacted - First Amendment Group Level Risk:
Strategic & Commercial

Demage to BP's reputation Group Level Risk:
Strategic & Commercial

Hammful new US regulatory and tax policies D2 / B3 C. Yeliding No changes to risk profile, all controls still in place and operating effectively Group Level Risk: Strategic & Commercial BP America Geopolitical C2 / B4 M. Streett R. Dempsey Risk profile shifting with increased controls in place and operating D. Dio Ethios & Compliance Committee e priorize BP Values through commit oviding data, sharing best practices, and supporting improvement efforts in conjunction with S&OR G. Cuadra communicating performance and setting expectations through internal communications and town halts S. Dio 8. Dio O M. Streett C. Yeliding C. Yeliding S. Dio S. Dio Providing support to Bargaining Governance Board to help balance interests of key stakeholders.

Ensuring energency operating or business continuity plans (EOP) at lator bengaining after are rebust in 8. Dio he event of a work stoppage or other disruption of operations. dentifying opportunities to integrate BP America activities to simplify, maximize value, and increase cornoctitiveness for BP. 8. Dio O s. Dio Strengthening relationships with multi business! multi segment suppliers and drive competitiveness through collaborative relationships. Drive the supplier diversity agenda. 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. M. Street Moved from Reputation M. Streett M. Streett inaging external opportunities and threats that affect BP's businesses in the U.S. olding targeted opportunities to speak at public forums and with special interest groups to convey BP's S. Dio najor trade groups, NGO's, boards, and external events in service of top Group and business C. Yeliding S. Dio sting a U.S.-wide Discretly & Inclusion program that complements businesses' diversity activities, grosses ambitions, and underpins a outlure of inclusion in the workforce. R. Dempsey S. Die edding an effective speak-up outbure and the integrity of the Employee Concerns program to urage reporting and handling of concerns at the earliest opportunity. reciping a Houston office long-term plan and securing funding for ongoing modernization efforts. G. Cuadra R. Saeriz G. Cuadra icing the employee experience with a focus on building a sense of community and wellbeing. R. Dempsey stabilishing a BPA Ethics & Compliance Committee and utilizing it to sustain and improve on the ogress made under the Ethics Monitor. king performance data and engaging in material breaches to assure proper controls are in place, isstancy across the U.S., and to identify emerging risks. s. Dio Group Strategy 0 T1+T2 Incidents per 200K hrs for all US Businesses, per Orange Book Data Rute GHG Emissions Reduction in emissions (2017 was 50.5 MteCO2 equivalent) 0 0 88.6 Gross Cash Costs CCUS budget approved, self-help options to mitigate other pressures 0 FTE 110 Headcount - BP FTE Mary to provide communications metric US External Comms As measured by quarterly reviews. Legislation and Regulatory Delivery of entity plans as agreed with regional and segment leadership 50 jects; identify opportunities to leverage synergies between regions / segments or be functions to deliver increased business value and competitiveness Synergies & Competitiveness 0 Supplier Diversity Mix Diversity & Inclusion 0 56 Delivery of Annual Plan 0 0 80 0 Deliver FM3 Scope date 30/06/2019 Modern Work Increase in GoM Leesman Survey Results 0 %



2018 Westlake Property Management Operating Plan Our vision is to provide an innovative, flexible and efficient work environment consistent with BP's values and brand. The BP workforce will experience a safe, secure, and reliable work environment. Risks Catastrophic Building and/or Structure Failure - Lack of Integrity management results in building and/or structure failure exposing staff to injury or illness (e.g., floor collapse, garage level collapse partial construction collapse, central plant incident) Safety & Operational Tom Halaska Serious Fire on occupied floor results in fatal smoke inhalation - Fire and smoke exposures on an occupied floor could result in multiple fatalities Blue Safety & Operational Tom Halaska Injury/Fatality Due to Workplace Violence - A worker could come to the worksite and randomly shoot at staff or children in a given work area Strategic & Commercial Tom Halaska Injury/Fatality Due to Terrorism - A terrorist could come to the campus and instigate an event with the intent of killing large numbers of people Strategic & Commercial Tom Halaska Metrics 2017 Actual 2018 Plan 2018 LE Comments / Assumptions Safety, Compliance & Risk Management Unit 1 47 Recordable Injury & Illness Frequency (RIIF) # 0.32 < 0.5 DAFWC Monitor 0 >0 based on OSHA regulations? 0 Training (Required) % 90% 95% On-time Audits/Inspections/CTMs Dave's Quarterly Plan % 95% 99% 0 Unplanned Outages # 0 Nigel People Management Unit 2017 Actual 2018 Plan 2018 LE Comments / Assumptions Mid-Year Review Discussions % N/A 100% My Profile Updates / Career Development % N/A 100% Value Unit 2017 Actual 2018 Plan Comments / Assumptions 89.1 ↔ Above Region Function Cash Cost \$m (BP Gross) 40.4 89.1 crease due to One Campus consolidation and rent Total Function Canex \$m (BP Net) 8.6 13.5 13.5 Function Specific Owner 2018 Plan 2018 LE Comments / Assumptions TH. MN - Support Site Leader on 2018 HSSE Plan Implementation Ongoing HSE--Campus MN - Chair WLC HSSE Committee ost quarterly meetings in Jan, Apr, Jul and Oct DB - Develop and execute a plan to simplify HSE procedures - Define and communicate HSE roles and responsibility matrix HSE-- Internal MN DB - Evaluate PSS and recommend program path forward MNew - Review roles & responsibilities to support WLPM - Evaluation of all C&CM plans including the business specific MNew C&CM - Implement ICS training (100/200) for all WLPM members of the IMT cluded on all WLPM staff MyPlans TH DH, MNew - Evaluate options for A4P solutions (3Q) - Prepare for and participate in the Group Security Assurance audit (4Q) DH, CD scheduled from 4Q2017 to 4Q2018 Security DH - Documented procedures for C-Cure (3Q) DB - Evaluate and choose visitor management (1Q) Identify options prior to move back to WL1 KS - Complete C-Cure transfer to BP network (4Q) - Identify training opportunities specific to Property Mgmt TH People & Leadership ТН - Engage in quarterly team building activities Ongoing TH, KS - Develop campus strategy - Champion IFM Global transformation plan to deliver \$3m (\$6m stretch) over the three years TH, CD IFM KPIs with 2 Global KPI incentives Strategy тн - Chair IT&S/WLPM/IP Advisory Council for strategic alignment - Host Americas PMEN and support GRE Workplace Forums PMEN (4x/yr) and GRE Workplace (3x/yr) KS - Support M&T activities TH Ongoing Modernization & Transformation KS - Identify and execute continuous improvement projects dentify 3-5 for improvements CD, NB - Maintenance Excellence - APEX Maintenance Excellence reporting monthly Update and execute 5-year Operations Plan w/ planned Operations and Services CD, NB Jpdate procedure and follow (2Q) outages CD, NB Energy Plan- 1Q agreed, Milestones met 4Q - Develop and implement Energy Efficiency Plan DB, BH - Evaluate, update and implement CMP (2Q) BH, AM - CMP re-training and re-orientation to entire WLPM (2Q) Return to WL1 (2Q) ccording to approved FMs ВН вн WL1 First Floor (2Q-4Q) ccording to approved FMs Project Delivery вн GoM 2.0 space consolidation (3Q-4Q) ccording to approved FMs вн Deliver capital plans (1Q-4Q) - Revise Drawing Management program requirements and populate DMS with current project drawings TW OMS Activities and Milestones OMS Category 2018 Plan Comments / Assumptions Description Status eldentify policy and procedure gaps for each service line, including comprehensive playbook reviews (2Q)

Develop action plan to close documentation gaps (2Q)

Show progress on action item closure (4Q)

Gather IT&S Specifications and Standards to include into the Policy / procedural gaps being identified (40%) Procedures & Practices (4.1.2, 4.1.3, 4.1.4) Procedures TW. KS WLPM Design & Construction Guidelines documentation (3Q) Procedures Define OMS Strategy тн Review OMS requirements and define OMS strategy Milestone status: Milestone status:

Delivered

Delivered - Ongoing

Delivery on schedule

Delivery behind schedule

In year delivery at risk

Recommended by		Date:	
	General Manager, WLPM		
Approved by	<u> </u>	Date:	
	Head of Upstream Technology		