

Communications and advocacy



To ensure

No reputational accidents

Staff

Increase employee understanding of strategy and their role in delivering it (+20%)

Aim 7

Shareholders

Map and target those who influence ESG investors

Aims 8 & 9

Society

Increase recognition that bp is advocating for good climate policies in UK, US and EU (+5%)

Aim 6

All

Increase recognition that bp is performing even as it transforms (+5%)

All ladders up to long term goal - increase recognition (+8% by 2025) that bp is truly pivoting from IOC to IEC

Central C&A

C&A strategic planning



Measurement

Use data and research to generate actionable insights that inform campaigns and track performance.

- Use societal segmentation model to deliver insights that help drive our reputation and advocacy campaigns.
- Map and track ESG influencers
- Measure employees understanding of (and their role in delivering) our strategy and their willingness to advocate for our net zero.
- Increase T2/T3 leadership understanding of (and the value gained from) Pulse Live results and insights.
- Standardize media monitoring techniques to help identify influencer groups and communication risks and opportunities.
- Implement a standardised campaign measurement framework and analytics tools.

Corporate reporting

Use reporting to demonstrate delivery of our strategy and ambition, improve our transparency and secure stakeholder support.

- Deliver measurable improvements in priority ESG ratings scores through improved data and disclosure and engagement with research providers.
- Improve TCFD disclosures (increase in PwC benchmark scores), SASB and WEF/IBC disclosures.
- Publish new tax transparency report (2020) and new D&I report (2021).
- Be prepared to support response to potential shareholder resolutions at 2021 AGM.
- Build a robust 3-year reporting plan (transparency roadmap).

Digital

Execute a digital strategy for C&A that encourages innovation and uses the best platforms for listening to and engaging with our stakeholders.

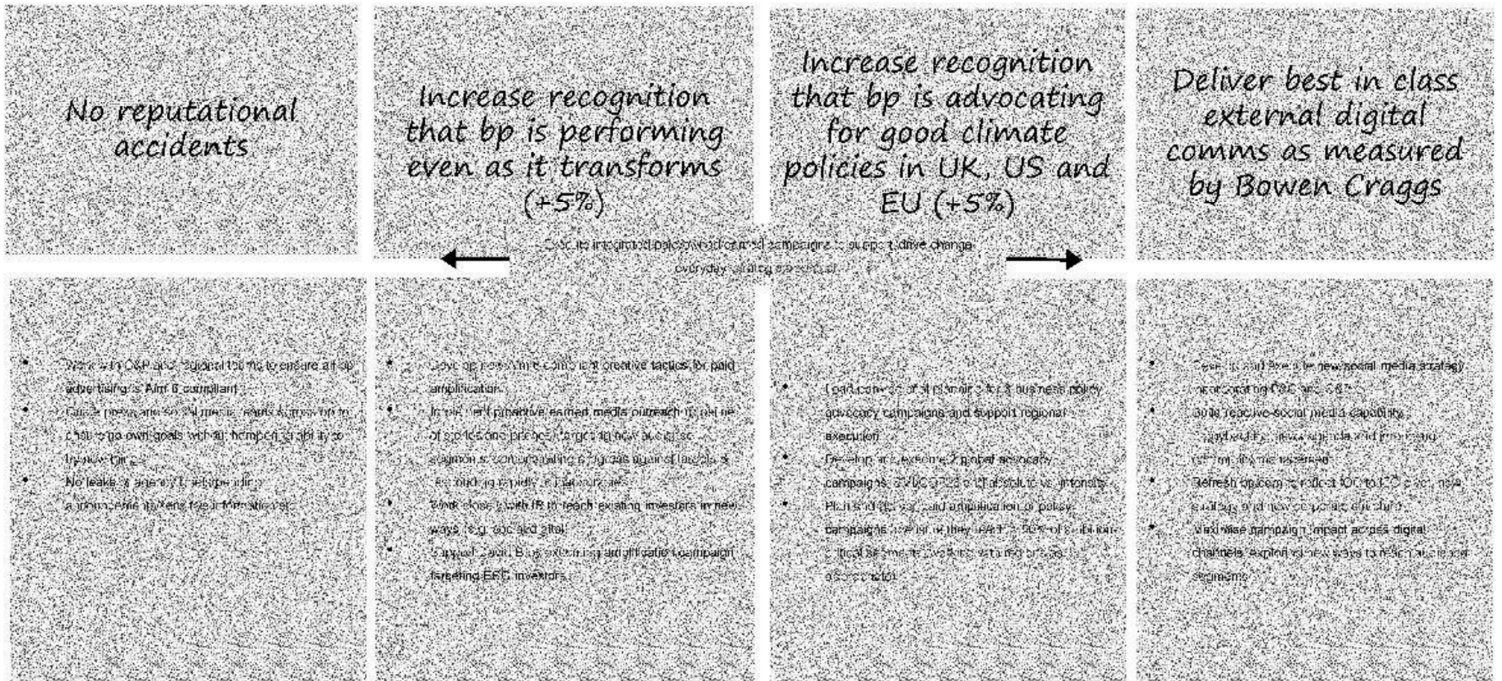
- Build/deploy a MS365 replacement tool for Percolate (1H) and drive usage so 80% of C&A activity is proactively added to and managed using the tool.
- Deploy a stakeholder management tool for all of C&A.
- Establish a "digital garage" to develop innovative advocacy tools.
- Extend Fresh intranet to become the "one stop shop" for employees information needs.
- Design and deliver the Navitas 2.0 operating model.

Issues management

Establish capability and processes to identify and address emerging reputation and policy issues.

- For Aim 6 and 8, establish processes and governance.
- For Aim 8, publish an update on partially aligned associations and a full list of those where fees >\$50k.
- For Aim 6, publish public policy stance and advocacy activity as part of enhanced ESG disclosure.
- Conduct regular "horizon scanning" to support strategic planning in C&A and S&S.
- Triage hot issues and coordinate responses with S&S.
- Work with S&S to create and maintain positions.

External communications & campaigns 1





External communications & campaigns 2

Train, equip and mobilise community of >1k employees willing to advocate externally for bp and progressive climate policies

Positive public response to major bp announcements from key stakeholders

Build reputation of Bernard and LT as leaders of a company that is performing while transforming

- Develop and equip bp employees as a credible community of influential advocates >1k
- Train and mobilise
- Equip with appropriate tools and a clear understanding of bp's goals and business
- Equip with the best external messaging and content
- Mobilise and equip bp employees to advocate and align to bp's goals and business

- Develop and equip bp employees as a credible community of influential advocates >1k
- Develop relationships with key IFC stakeholders
- Equip with the best external messaging and content
- Equip with the best external messaging and content
- Equip with the best external messaging and content
- Equip with the best external messaging and content

- Develop and equip bp employees as a credible community of influential advocates >1k
- Develop relationships with key IFC stakeholders
- Equip with the best external messaging and content
- Equip with the best external messaging and content
- Equip with the best external messaging and content
- Equip with the best external messaging and content



Internal communications & campaigns

Increase employee understanding of strategy and their role in delivering it (+20%)

- Work in a collaborative, unified way with P&C and S&S to deliver a communications campaign and education programme to increase understanding and awareness of the strategy
- Prioritize strategy in BL and bpLT communications and engagements with staff
- Enlist and empower bpELT to champion the strategy
- Enable line managers to internalise the strategy and lead it into action with their teams
- Help employees understand their everyday role in delivering on the strategy

Deliver communications and campaigns in support of bp and entity priorities

- Establish IC&C as a central point of contact for our business partners, focusing on high value work in support of strategy and business delivery, while working across C&A
- Ensure we manage the matrix so that there are clear accountabilities for communications at bp, entity, region, country and site level
- Deliver integrated internal campaigns to promote four bp priorities:
 - Employee Engagement/bp&me
 - Strategy, ambition, purpose and aims
 - Perform While Transform (e.g. safety, cost control, etc)
 - Ways of working (e.g. embracing digital/agile working in a more integrated way across businesses)
- Develop fresh approaches to central set-piece internal communications and connect them to bp's wider strategy e.g. Results, GL announcements

Reinvent internal communications (ie. get our house in order)

- Re-base IC&C service offer so that it is more focused on high value work tied to bp priorities
- Eliminate activity where cost/benefit does not align with priorities or generate enough value
- Optimize effectiveness and reach of channels and messages
- Embrace agile ways of working to improve our services—using scrums to collaborate, innovate and respond to challenges
- Ensure IC&C (and C&A) is easy for bp leaders to navigate and access what they need
- Enable self-service for leaders in line with our revised service offer—including ability to produce own Yammer posts, videos, townhalls, etc.
- Develop core C&A skills—campaigning, advocacy, smart brevity, use of metrics, etc
- Create and embed new procedures and fit-for-purpose digital tools for reinvented C&A

Ensure global crisis communications preparedness

- Review and refresh the C&A crisis communications plan
- Refresh and implement crisis communications training for C&A teams globally
- Ensure appropriate C&A input and participation in BP's Mutual Response Team (MRT) training and exercises
- Establish a roster of preferred external training partners for all aspects of crisis communications, including lefty and media training
- Review and refresh cyber incident response training and drills for C&A

Content & Creative

mission 'in-house agency' that is curious and creative: bringing messages to life through pictures, words and experiences.

priority	Goal	Key Results	Successes
	Create consistently compelling content and experiences that move the dial with our target audiences	Deliver a new service offer that integrates words, images, experiences and aligns with campaign objectives	Apply agile and agency practices to optimise responsiveness and productivity without compromising creativity or quality
activities	- Participate in development of creative briefs early in the campaign delivery process so our experience and expertise are reflected - Work collaboratively to most effectively integrate words, images and experiences into products that exceed our clients' expectations - Always apply our unique understanding of the appropriateness and audience preferences in the development of each product or asset	- Modernize creative offer to include user-generated content, high-profile hybrid or virtual events, asset and template that can be localized, and so on - Ensure C&C is 'first stop' for all creative content and, as needed, is a facilitator in the assignment of external support - Develop a team filled with multi-disciplinary talent who can plug-and-play as appropriate	- Utilize a flexible, responsive, scalable delivery model that optimizes the full-time C&C team plus a network of trusted contractors and agency partners - Prioritise and track activity using to gold/silver/bronze designations and utilize agile practices to better manage workload, e.g. Kanban, C&A Grid, daily huddles - Build in sufficient time to not only deliver high-quality products input into creative briefing process and to capture learnings
outcomes	Innovative, ahead of the curve work	Upward trend in qualitative feedback from internal clients	Highly successful supporting high impact projects (gold/silver)

Regions C&A

© 2000 Blackwell Science Ltd *Journal of Internal Medicine* 247: 111–117

UK C&A and regional alignment 1



	C&P	G&LCE	RC&S	P&O	
No reputational accidents	Set conditions to rapidly grow EV charging business	Secure Govt funding and policies to enable Net Zero Teesside	Facilitate strategic partnership with Aberdeen and Heathrow	Showcase North Sea as a high value and environmentally progressive basin	Showcase bp as a British champion
- Respond to North Sea issues in a proactive and progressive manner that is consistent with bp's purpose. - Ensure regional social sustainability risks are documented and appropriately mitigated. - Ensure all UK advocacy is aligned with Aims B and 8	- Design and implement campaign plan with Future Mobility & Solutions. - Resolve public policy issues including competition, land use, approval times, tax treatment and infrastructure connections - Position bp as a leading authority and co-ventor in EV charging, aligned with HMG's Net Zero aims and aspirations of cities / councils	- Deliver a supportive business model regulation for commercialization of NZTS - Obtain funding from the CCS infrastructure fund - Position bp as a significant contributor to the Humber's energy transition & UK government's 'levelling up' vision. - High profile and ground breaking event that features BL and positions bp well.	TBC	- Facilitate onshore electrification of operations - Proactively showcase activities reducing emissions and impact on the environment - Design and implement employee engagement programme	- Profile bp as a thought leader and convenor, including COP 26 and G7 forums - Profile bp as a leader in mental health initiatives & support. - Pivot existing sponsorships to align with S&S and mitigate social risks of the business - Showcase alignment with HMG's 'levelling up building back better', trade, and green initiatives - Nurture capability in green SMEs as suppliers in the energy transition

UK C&A and regional alignment 2



Regions	Regions
Embed VaS to inform regional advocacy, risk management and resource allocation	Refresh & implement social sustainability practices
• All regions actively refreshing VaS to reflect bp's aims, regional strategy priorities, and ongoing regional advocacy activity • Develop C&A entity risk management report (RMR) with supporting six-monthly cadence • Develop and embed regional resource allocation process	• Work with S&S and HSE&C to define C&A accountabilities in social sustainability (including social investments and sponsorships) • Update governance documentation and processes (includes responding to SIS audit outcomes) • Embed changes across regional C&A teams

Americas

~~Association~~

US C&A 1

Reputation

No reputational accidents

Redacted - First Amendment

- Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition

Performing while transforming

Increase recognition that bp is performing even as it transforms (+5%)

- Continue to advocate for our traditional businesses and highlight their contributions to the US economy
- Leverage advocacy on methane regulations to emphasize continuing importance of gas to support existing gas businesses
- Implement proactive earned media outreach targeting new audiences, demonstrating progress against targets and responding rapidly to inaccuracies
- Work closely with IR to reach existing investors in new ways
- Nurture relationships with ENGO partners to keep them apprised of our progress as we transform

Redacted - First Amendment

Employee engagement

Increase employee understanding of the strategy and their role in delivering it

Aim 7

- Improve awareness and understanding of bp's strategy and how the business strategy aligns – measured by improvement in Pulse
- Identify US employee influencers and establish a community of thought leaders
- Train – including appropriate handling of challenging conversations and pushback
- Equip – with the right procedures, tools, and content
- Mobilize – in support of bp and policy campaigns both online and in person
- Once up and running, target retirees and alumni to amplify employee advocacy efforts

US C&A 2

Redacted - First Amendment

Mexico C&A



Reputation	Implementing the Strategy	Protecting the business	Implementing the Strategy	Employee engagement
No reputational accidents	Enable the Midstream fuels supply & marketing ITK project	Preserve the value of bp's current businesses through strong regulatory advocacy	Strategically manage and implement P&O plans without affecting other businesses	Increase employees' understanding of bp's strategy and Mexico's role in delivering it.
- Be aware of potential policy position: mis-alignment with trade associations and proactively mitigate risks to bp's reputation - Ensure that all internal and external communications as well as bp's participation in external events are consistent and aligned with our ambitions	- Advocate for changes to the December 2020 regulation restricting access to import and export licenses - Obtain an import license and storage facilities by 4Q 2021 - Demonstrate bp's significant commitment to Mexico and position bp before the Energy Ministry and PEMEX as a credible partner - Align bp's position on P&O by 3Q 2021 - Manage effects from bp's compulsory storage obligation court injunction against SENER and CRE	- Leverage the US-MX Energy & Sustainability Group, USMCA and UK Investments Treaty to access key government decision makers to ensure fair participation of private companies in energy sector - Progress 41 currently submitted and ~200 future retail permits for rebranded service stations in 2021 - Renew Commercialization Contract - Close midstream ITK deal with PEMEX - Advocate for changes to subcontracting policies - Advocate against gas imbalances retroactive penalties for G&PT	- Lead the regulatory process before the Ministry of Energy, the energy regulator and the Environmental Agency to a successful closing before 1Q 2022 - Participate in scenario planning and deciding way forward - Justify current decisions making and align bp's position with regulatory and stakeholder expectations - Ensure the timeline of events for each asset considers external environment sensibilities and the mid term elections	- Improved awareness and understanding of bp's strategy and how the business strategy aligns – measured by improvement in Pulse - Identify employee influencers and establish a community of thought leaders - Train – including appropriate handling of challenging conversations and pushback - Equip – with the right procedures, tools, and content

Brazil C&A

Reputation	Climate leadership	Issue Management	Employee Engagement
No reputational accidents Aims 1 to 5 • Be aware of potential policy position mis-alignment with trade associations and proactively mitigate risk to bp's reputation • Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition	Position bp as a key low carbon energy player in Brazil Aims 1 to 5 • Influence the implementation of well-designed carbon/climate policies in 2021 as part of the Congress' Gas and Power law review • Ensure the enforcement of RenovaBio's carbon credits system in 2021 • Deploy REDD+ carbon market in partnership with Amazon states by June 2021 • Mobilize government's favorable position to global carbon markets before CoP26 (Article 9 regulation) • Increase in 50% external presence vs. 2020 consolidating bp as preferred source for tier 1 media in the energy transition agenda	Integrate issues management enabling LTO and business success Aims 5 and 8 • Influence current market opening Bills to power, gas and aviation segments • Draft and advocate for incentives to renewable power and bioenergy development • Refresh VaS to enhance C&A performance reflecting bp's new aims and strategy • Build and implement an integrated advocacy plan aligned with the new strategy • Assessment of the reinvented bp into the Brazilian social sustainability ecosystem	Increase employee understanding of the strategy and their role in delivering it in Brazil Aim 7 • Combining digital solutions and accurate information, gaining employees' understanding and support for the new organization and its objectives • Internal campaigning to contextualize Brazil's opportunities into bp's purpose, aims and strategy, translating global strategy into local action • Incentivize leaders to keep sharing the local strategy and accomplishments internally with all Country's staff • Support leaders in communicating with teams more effectively and in a comprehensive way

T&T C&A

Reputation

No reputational accidents

- Ensure all bpTT advertising is aim 6 compliant
- Align/adopt campaigns deployed in the Americas that can enhance reputation in TT
- Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition

Performing while transforming

Increase recognition that bp is performing even as it transforms

- Continue to advocate for our traditional business and highlight its contribution to the TT economy
- Implement proactive earned media outreach demonstrating progress against bpTT's plans and responding rapidly to inaccuracies
- Nurture relationships with stakeholders with SDG & environmental interests to keep them apprised of our progress as we transform

Sustainability Framework

Advance the Trinidad Net Zero agenda and pivot CSR to align with sustainability framework

- Develop advocacy plan to shape climate policy required to support investment in new low carbon businesses
- Partner/promote strategic opportunities for Net Zero education and public awareness
- Realign CSR activities to new sustainability frame
- Prioritize investments – agree exit plans for some existing partnerships and explore opportunities that align with new sustainability framework

Employee engagement

Increase employee understanding of the strategy and their role in delivering it in T&T

- Improve awareness and understanding of bp's strategy and how the TT business strategy aligns – measured by improvement in Pulse
- Deliver transformation communication and engagement plan to onboard, re-energize and align employees on the strategy and new ways of working
- Equip – with the right procedures, tools, and content

Europe

~~XXXXXXXXXX~~

Europe C&A



No reputational accidents	Raise awareness of bp's transition from IOC to IEC in Berlin and Brussels by 5%	Set conditions to rapidly grow EV charging and mobility solutions businesses in Germany/Spain	Set conditions to develop strategic projects in Germany and The Netherlands	Ensure EU sustainable finance taxonomy supports transitioning energy companies	Increase employee understanding of the strategy and their role in delivering it in Europe
• Manage political/geopolitical risks • Align external publications, speeches and presentations with bp strategy and European business priorities • Ensure bp alignment in trade association positions • Integrate C&A teams across Europe to ensure advocacy alignment, communications planning, and regional priorities • No "owned goals"	• Profile bp as a thought leader on the energy transition • Support to the EU Green Deal with targeted advocacy including third parties and campaigns • Develop social media & communication plans to elevate bp leaders, investments, and policy positions on transitioning company; measure against targets • Create 4-5 events between key senior stakeholders and members of bp leadership	• Proactive role in developing legislation in support of EV and H2 infrastructure • Collaborative advocacy with stakeholders including EV and H2 trade associations, autos and NGOs • Be a leader in roll-out of hydrogen filling stations for HDV trucks together with partners • Showcase with key stakeholders/government specific projects in support of national targets/green deal	• Advocate for the relevant EU and national legislative frameworks to deliver strategic projects; use these projects to shape forthcoming regulation • Identify & apply for funding opportunities for LingenGreenH2, getH2Nukleus, OEM H2 filling stations, H2BO, H-vision • Look for collaborative advocacy and comms opportunities to elevate bp position in German markets	• Targeted advocacy to EU Commission and Member States in Brussels • Advocate for transitioning company criteria in delegated act/regulations • Ensure technologies such as CGUS, biofuels and blue hydrogen are applicable in taxonomy • Work with other energy and financial organisations, think tanks to advocate a transitional category in final legislation • Identify new partners/investors/NGOs to align position	• Improve understanding of bp strategy – measured by improvement in Pulse • Utilise European Heads of Country network to elevate strategy with leadership and teams across Europe • Establish a network of key experts across the region to support in the delivery of C&A objectives • Develop forums/workshops and quarterly townhalls to demonstrate progress of strategy

Russio

~~XXXXXXXXXX~~

Russia C&A



No reputational accidents

- Monitoring and assessment of political, geopolitical risks
- Collaborate with legal to improve regulatory compliance risks
- Focus on maintaining positive reputation around key stakeholders: R&S, media, trade associations, cultural institutions, communities
- Ensure bp Russia flag on central branding is not misused
- Collaborate with cyber security experts to data breaches through various communication channels

Deliver and execute low carbon MoU with Rosneft

- Co-signing of bp Rosneft MoU supported by both CEOs
- Finalise bp R&S cooperation in five key ESG low carbon areas: Methane, Hydrogen, CCS, Geothermal, and CCV
- Develop joint R&S projects and CCV social licensing
- Lead and deliver workshops over 2021/22
- Provide investable options for both partners, specifically looking at joint ventures
- Demonstrate progress and tangible effects for ESG
- Review H2 C&A

Increase recognition of Rosneft's ESG progress

- Develop and deliver a media campaign on bp Rosneft ESG, at internally - separate responses for employees on bp website, Rosneft HQ, external press releases, press
- Quarterly - strengthen reputation as a leader among trade associations
- Incorporate R&S activities into the Rosneft plan to highlight ESG initiatives
- Prioritise CSR investments to align with sustainability framework
- Monitor governmental policies and align bp initiatives to ESG and sustainability, eg. Clear Transport, Renewable

Progress one city & one corporate partner in Russia for RC&S

- Build strategic relationships with CMO and Moscow, identify and develop key regulatory government relationships in areas contributing to the carbon enterprise
- Build a portfolio of possible corporate partners in Russia to deliver a RC&S strategy
- Identify and progress investment
- Existing partnerships for 2 years: 2 corporates: Urals, Yandex, En+; 2 cities: Moscow, Novosibirsk

Increase employee understanding of the strategy and their role in delivering it in Russia

- Improve understanding of bp strategy - measured - improved in Russia
- Engage - with the right framework, tools and content
- Involve - all suppliers of bp and internal employees not remote and in person
- Encourage - to keep sharing the bp strategy and accomplishments
- Work closely with P&G and T&S to deliver communications in support of engagement and energising employees

AsPac

India C&A



No reputational accidents in Asia Pacific	Convenience and mobility Work with Reliance to secure necessary permits and licenses to build 500 Jio-bp retail sites	Resilient hydrocarbons Continue to influence inclusion of gas in GST, changes in ceiling price and unified pipeline tariff notification	Growing the Castrol brand Position Castrol as a growth brand for increased recognition	RC&S and low carbon advocacy Lead advocacy efforts to enable new opportunities for RC&S	Reimagine energy/ Ann 7 Increase employee understanding of the strategy and their role in delivering it in India
- No surprises and no self-goals - rigorous delivery of all C&A activities in Asia Pacific. - Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc.	- Support first joint branded outlet launch in 3Q 2021 - Amplify launch of Jio-bp branded sites, battery swap etc.	- Leverage key relationships with govt, industry associations and media to influence inclusion of gas in GST in 2021 - Influence changes in ceiling price for gas - Deliver unified pipeline tariff by 1H 2021 - Support potential opportunities for IGS in city gas and LNG for trucking - Support development of Satellites (3Q) and MJ (2022) projects	- Increase PR value for Castrol (earned media) Others - Leverage key media relationships to deliver messages and influence business issues for bp - Mitigate/ influence community issues around our operations	- Position bp as an IEC supporting integrated offers for cities and corporates - Represent bp at relevant industry forums to advocate for well-designed climate policies e.g. hydrogen, carbon pricing, NCS, air quality etc. - Conduct a review of trade associations to ensure alignment with bp's purpose and aims - Influence India's journey to net zero	- Increase employee understanding of the bp strategy, how India fits into it and their role in delivering it - Work closely with P&C to deliver communications in support of Reinvent bp and energize staff - Amplify the launch of new businesses/ milestones including GBS centre, battery swap, Satellites gas start-up etc.

ANZ C&A - 1/2



	RC&S / Aim 6	Gas & low carbon	R&D	C&P - MC&M	MC&M / Aim 6
No reputational accidents in ANZ	Secure MOU with Western Australian Government in support of ANZ objectives	Advocate for CCUS to secure government co-investment in technology and policies to enable generation of credit units	Secure government approvals, co-investment and alternative low carbon projects for Kwinana transition	Minimize market distortions and capture value from government intervention in liquid fuels market	Advocate for decarbonization of heavy transport (road, jet, shipping and marine) and mining across ANZ
- No surprises and no self-goals - rigorous delivery of all C&A activities in ANZ - Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc	- MOU signed by end 2021 and delivered as a case study proof point for RC&S - MOU deployed as a key feature in external campaigns that support the decarbonization of regions and cities where ANZ jurisdictions have net zero policies and ambitions	- Federal Government regulation adopted end 2021 - Inclusion non-renewable technology (CCUS) in ARENA CEFC mandate	Government approvals and potential co-investment agreed by end 2021 (or as required)	- Federal government does not proceed with excessive cost recovery mechanisms for refining security - bp successfully participates in federal government's \$200mm fuel stockholding infrastructure program	- Heavy transport and mining identified as priority opportunities in the (AU) Federal Government's response to the Technology Roadmap - Policy and regulatory responses (AU & NZ) include excise reforms, grant programs and research projects in support of H2, renewable fuels and electrification

ANZ C&A - 2/2



Gas & Low carbon/ RC&S

Secure stage two of
Geraldton H2

- Geraldton H2 endorsed by Western Australian Government for co-funding with Federal Government
- Geraldton H2 secures Federal funding end 2021

Reimagine energy/ Aim 7

Increase employee
understanding of the
strategy and their
role in delivering it in
ANZ

- Increase employee understanding of bp's strategy, how ANZ fits and their role in delivery and increase that net promoter score (Pulse)
- Impactful leadership communications that support people leaders champion the intended reinvent culture and ways of working (stakeholder feedback)
- Increase employee pride and energy to work at bp and willingness to recommend bp as an employer (Pulse)

China C&A



	RC&S	Castrol business growth	Convenience & mobility	Gas & low carbon/ Aims 3&5	Reimagine energy/ Aim 7
No reputational accidents in China	Lead advocacy efforts to enable new opportunities for RC&S	Generate media coverage to help position Castrol as a sustainable, digital and service brand	Work with Didi to secure necessary permits and licenses to build 1,500 network points in 5 years	Advocate for integrated energy solutions, local gas and new energy projects	Increase employee understanding of the strategy and their role in delivering it in China
- No surprises and no self-goals - rigorous delivery of all C&A activities in China - Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. - Strengthen team capabilities through crisis trainings and locally conducted media trainings	- Build and strengthen government and corporate relationships towards RC&S partnerships/agreements - Advocate for and create platforms and opportunities to enable dialogue with governments and corporates	- Support Castrol to position the brand as the No. 1 Passenger Car Oil (PCO) - Support Castrol to position itself as a leader in the transition to net zero through active media and engagement with key opinion leaders	- Enable smooth expansion of network - Position bp as leading future mobility provider for new Wholly owned foreign enterprise (WFOE) stations in Hunan and other new regional markets - Build FM&S's reputation as leading solution provider in electrification and future mobility	- Amplify IGP's business milestones and new partnership announcements - Support bp-Jinco 4VA signing communication and new JV's C&A strategies - Enable early adoption of integrated strategies in (hydrogen, biofuel and CCUS) by showcasing bp's track record in energy transition	- Deliver bp China campaign for COP15 - Position bp as a leading player in China's 2060 Carbon Neutrality ambition - Increase employee understanding of the bp strategy and their role in delivering it - Work closely with P&C to deliver communications in support of Reinvented bp and energize staff

Indonesia C&A



	Resilient hydrocarbons	Gas and low carbon	Convenience & mobility	RC&S	Reimagine energy/ Aim 7
No reputational accidents in Indonesia	Support seamless commissioning of Tangguh 3 train business	Drive for Tangguh LNG CCUS and solar plant to be cost recoverable	Support launch of 50 new retail sites across Jakarta and Surabaya	Lead advocacy efforts to enable new opportunities for RC&S	Increase employee understanding of the strategy and their role in delivering it in Indonesia
- Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. - Minimize risk of reinvent bp implementation including exit program in 2024 and Tangguh Train 3 workers demobilization	- Support commissioning of Train 3 project - Mitigate risks around workers demobilization - Increase indigenous community involvement in Tangguh supply chain - Progress cost saving measures for Tangguh by integrating community and operational initiatives	- Influence regulations for CCUS, carbon pricing and renewables - Support LSBP in accessing new business with PLN in eastern part of Indonesia and Karangates, East Java - Advocate more actively for policies that support net zero, including carbon pricing	- Provide necessary regulatory support - Media releases to amplify opening of new sites - Support brand awareness for retail and airbp	- Define the opportunity for renewables powered electricity for Surabaya - Continue to monitor the possible development of new capital city	- Increase employee understanding of the bp strategy, how Indonesia fits into it and their role in delivering it - Work closely with P&C to deliver communications in support of Reimvented bp, P&O transformation and energize staff

Eastern Asia C&A



	Trading & Shipping	RC&S	Regional campaigns	Reimagine energy/ Aim 7
No reputational accidents in Eastern Asia	Support T&S to manage external issues	Lead advocacy efforts to enable new opportunities for RC&S	Design and deliver regional campaigns that align bp strategy with local issues	Increase employee understanding of the strategy and their role in delivering it in Eastern Asia
- Develop crisis communication capabilities in Eastern Asia countries (with C&A tags) - Train HoCs & C&A tags in crisis and media communications	- Manage external issues for trading, including local fraud litigation cases - Manage crisis communications for shipping in the region e.g., spill response, piracy etc.	- Map government partners to potential low carbon and mobility opportunities - Position bp as a partner of choice through thought leadership, energy events and engagements	Develop and roll out at least one regional campaign across Asia Pacific by 1H	- Increase employee understanding of the bp strategy, how the countries in Eastern Asia fit in and their role in delivering it - Work closely with P&C to deliver communications in support of Reimagine bp and energize staff

Airco

~~XXXXXXXXXX~~

Mauritania & Senegal C&A



No reputational accidents

Secure community support to allow safe and efficient execution of Greater Tortue Ahmeyim (GTA) Phase 1 project

Deliver advocacy plans to support business growth opportunities

Exit Sao Tome & Principe and The Gambia in the right way

Increase employee understanding of the strategy and their role in delivering it in M&S

- Use risk-based planning e.g. VAS, RAT to identify, monitor, mitigate
- Maintain crisis comms capabilities and train new team members
- Support contractor monitoring and action on reputation sensitive issues (e.g. MSA/HR; community grievance monitoring)

- Deliver GTA 2021 SI projects (~\$2.6m)
- Manage community engagement and grievance mechanism process (directly & oversee major contractors)
- Launch bio-diversity action plan
- Gain budget approval for independent scientist panel

- Lead Yakaar Teranga (YT) external engagement forum to secure YT license extension
- Work closely with BLT to deliver stakeholder engagement for Bir Allah license extension
- Lead new BLT external stakeholder and message alignment forum

- Finalize transfer of The Gambia social investment activities to NGOs
- Work with BD on a solution & transfer of STP social investment activities and commitments
- Support STP country manager and BD on right stakeholder engagement for both country exits

Deliver internal comms & engagement strategy, including:

- New look & feel regional communique
- SVP / BLT virtual townhalls
- M&S in the new strategy lunch & learn series
- Maintain or increase employee understanding of new strategy based on Pulse results

North Africa C&A



No reputational accidents

- Lead WND exit (local workforce demobilization)
- Issue Egypt's Permits procedures document
- Support country leaders in Algeria & Libya in managing reputational issues & advocating for bp's aims and ambitions where possible

Support the transition of Raven project from development to production

- Sign a Service Level Agreement with VP Production
- Deliver the WND 2021 SI projects batch (~\$2.5mn)
- Sign a new SI (20% of the current budget)
- MoU with the Governor
- Run the Project Information Centre
- Oversee the WND grievance mechanism process

Clear path for start-up of LSbp project construction

- Renew land lease
- Deliver the public consultation / ESIA and engage with local stakeholder

Continue to position bp as partner of choice in Egypt

- Expand relationship network to include new stakeholders (e.g. the Ministry of Electricity & Renewable Energy)
- EGYPs conference
- MOC conference
- Run social media campaigns to advocate for our aims & ambitions
- Ensure all external communications and engagements highlight our focused and resilient hydrocarbons strategy

Increase employee understanding of the strategy and their role in delivering it in North Africa

- LT townhalls to raise awareness and energize employees about strategy and business priorities
- Internal campaigns to promote business/ CSR achievements and bp aims & ambition to drive pride among employees
- Employees feedback survey
- Launch New Head Office campaign and embed a reinvented bp look & feel
- Maintain or increase employee understanding of new strategy based on Pulse results

Angola C&A



No reputational accidents

- Use risk-based planning e.g. VAS, RAT to identify & mitigate
- Maintain, develop crisis comms capabilities and train new team members
- Support wider contractor monitoring and action on reputation sensitive issues
- Support contractor E&C training

Position bp as partner of choice in Angola

- External campaigns
 - COVID related projects w/ World Vision (maternal health) and Public Health England (caregiver training)
 - HALO – 100 Women in Demining (e.g. global webcast)
 - Content provided to Oil/Gas Agency newsletter
 - Proactively message drive towards Ops efficiency and reliability with partners and gov. stakeholders

Deliver advocacy plans to support business growth opportunities

- Support leadership with external engagement
 - MoU for Carbon policy w/ government
 - Biofuels or Renewable MoU
 - PAJ Marginal Field Terms extended
 - Support IST cookstove project implementation

Deliver regional campaign to drive cost efficiency program

- Internal campaign w/ Finance:
 - Every dollar counts (or similar moniker) plan approved
 - Internal campaign delivered

Increase employee understanding of the strategy and their role in delivering it in Angola

- SVP led townhalls to enroll and energize employees about strategy and business milestones
- Internal campaigns to promote business, SER, CSR
- Embed new operating model in organization through comms plan for Transformation Squad, Wave, Ramp up, & Agility Training

Southern Africa C&A



<i>No reputational accidents</i>	<i>Ensure portfolio changes are understood and well received</i>	<i>Secure 2021 BBBEE rating necessary to maintain license to operate</i>	<i>Increase employee understanding of the strategy and their role in delivering it in Southern Africa</i>
- Use risk-based planning eg. VAS, RAT to identify, monitor, mitigate - Maintain and develop crisis comms capabilities and train new team members	- Announce outcome of SAPREF refinery review - Deliver SAPREF comms & engagement plan - Deliver comms & engagement plan for sale in Mozambique - Deliver comms & advocacy for retail footprint expansion and transformation program	- Deliver approved CSI activities e.g. Mandela Month, Nthuse Foundation - Monitor Independent Education Trust to ensure delivery of relevant programs - Lead annual reporting process team working across the business	Deliver internal comms & engagement strategy by including: - SVP / BLT virtual townhalls to enroll and energize employees about strategy and business milestones - Internal campaigns to promote business achievements & drive action among employees

AGT & Middle East

~~CONFIDENTIAL~~

AGT C&A



*No reputational
accidents*

- Strategic alignment with SOCAR and GoA Investment Holding
- Proactively manage SCP operatorship transfer, SWAP rephase and expected milestones for Shafag-Asiman and D230
- Identify and support management of issues (opportunities and risks) for both existing and new businesses

*Deliver cost
competitiveness in
Caspian Basin*

- Proactively react to governance reforms within GoA to develop and execute a robust advocacy plan including stakeholder mapping and engagement to deliver value – BTC refinancing, rollover gas deal, ACG PSA optimization, etc.
- Coordinate relationships Gov. institutions to:
 - agree a commercially viable 200-240MW Az solar project with MoE
 - develop Baku City Offer for RC&S

*Continue to
position bp as
partner of choice in
AGT*

- Active & transparent reporting of regional performance through owned and earned channels
- Deliver AGT social investment strategy in alignment with the bp sustainability frame
- Deliver license to operate and social performance commitments in support of business operations
- Strengthen relations with governments in Georgia & Turkey, define participation strategy in both countries

*Enhance
performance and
reputation in
regional supply
chain*

- Deliver external campaigns highlighting first gas to Europe, ACE progress, Shafag-Asiman exploration well completion
- Develop and implement interface procedures with SCP new technical operator
- Position bp as a thought leader in the C&P in Turkey for NetZero ambition through critical industry events

*Increase employee
understanding of
the strategy and
their role in
delivering it in
AGT*

- Support transition to new organization & ways of working
- Implement strategy engagement campaigns & leadership communications
- Implement purposeful connections/bp&me to better connect employees to new strategy
- Increase eNPS and Pulse scores (+5 points)
- Empower & equip employees to advocate for bp

Middle East C&A



*No reputational
accidents*

- Ensure communications in owned channels and at external opportunities are aligned with our ambition
- Complete non-technical risk reviews (including NOJV) and mitigating actions
- Establish process for issue identification and management and cadence for alignment within C&A
- Equip people and be prepared – complete training, crisis comms requirements and update plans

*Continue to
position bp as
partner of choice
in the Middle East*

- Grow advocacy capability
- Establish government affairs offer in Oman
- Complete stakeholder maps, policy analysis and monitor stakeholder perceptions
- Deliver robust and integrated advocacy, comms and event plans, and align to C&A external campaigns
- Deliver SI strategies, aligned to new Frame and improve awareness of them
- Define the new narrative for Iraq and support to establish investment model

*Gain recognition
that bp is
performing even as
it transforms*

- Enable operations delivery through integrated and campaign-led internal communications including Support transition to new organization and ways of working
- Implement global campaigns throughout the Middle East i.e. safety leadership principals
- Deliver targeted, integrated communications showcasing bp's strategy in action in the region (including NOJV)

*Increase employee
understanding of
the strategy and
their role in
delivering it in the
Middle East*

- Enable delivery of bp&me and contribute to Group eNPS improvement (+20% Pulse)
- Collaborate with P&C to define, develop and deliver integrated campaign to energize reinvent and rebuild pride throughout the region
- Establish influencer network in region and activate on social channels