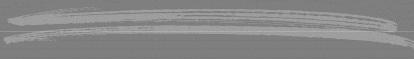


Americas



US C&A 1

Reputation
No reputational accidents

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

Employee engagement
Increase employee understanding of the strategy and their role in delivering it
Aim 7

Redacted - First Amendment

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

Redacted - First Amendment

- Continue to advocate for our traditional businesses and highlight their contributions to the US economy
- 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

- Improved 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	Protecting the business	Protecting the business	Implementing the Strategy	Employee engagement
<p>No reputational accidents</p> <ul style="list-style-type: none"> 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 	<p>Protecting the business</p> <p>Enable the Midstream fuels supply & marketing project through strong regulatory advocacy</p> <ul style="list-style-type: none"> 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 an approachable ally that will help strengthen PEMEX (by 3Q 2021) Manage effects from the compulsory storage obligation's court injunction against SENER and CRE 	<p>Protecting the business</p> <p>Access key influencers and decision makers under new structures of power to enable business priorities, permitting and license to operate</p> <ul style="list-style-type: none"> Strategically plan access to and identify key influencers in SENER, PEMEX and related/new government regulators to: <ul style="list-style-type: none"> 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&P Leverage from the US-Mex Forum Energy & Sustainability Group recommendations to access key influencers 	<p>Implementing the Strategy</p> <p>Strategically Manage and implement P&O plans without affecting other businesses</p> <ul style="list-style-type: none"> 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. Influence timely decision making and partner alignment to reduce reputational risk that may affect other businesses in country Ensure the timeline of events for each asset considers external environment sensibilities and the mid term elections. 	<p>Employee engagement</p> <p>Increase employee understanding of the strategy and their role in delivering it in Mexico</p> <ul style="list-style-type: none"> 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
<p>BPA_HCOP_00239309</p>				

Brazil C&A

Reputation	Climate leadership	Issue Management	Ownership
<p>No reputational accidents</p>	<p>Position bp as a key low carbon energy player in Brazil</p> <p>Aims 1 to 5</p>	<p>Issue Management</p> <p>Integrate issues management enabling FTO and business success</p> <p>Aims 5 and 8</p>	<p>Increase employee understanding of the strategy and their role in delivering it in Brazil</p> <p>Aim 7</p>
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 6 regulation) Increase in 50% external presence vs. 2020 consolidating bp as preferred source for tier 1 media in the energy transition agenda 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

BPA_HCOP_00239310

T&T C&A

Reputation	Performing while transforming	Sustainability Framework	Employee engagement
<p>No reputational accidents</p>	<p>Increase recognition that bp is performing even as it transforms</p>	<p>Advance the Trinidad Net Zero agenda and pivot CSR to align with sustainability framework</p>	<p>Increase employee understanding of the strategy and their role in delivering it in T&T</p>
<ul style="list-style-type: none">Ensure all bpTT advertising is aim 6 compliantAlign/adopt campaigns deployed in the Americas that can enhance reputation in TTEnsure that all communications in owned channels and external opportunities are consistent and aligned with our ambition	<ul style="list-style-type: none">Continue to advocate for our traditional business and highlight its contribution to the TT economyImplement proactive earned media outreach, demonstrating progress against bpTT's plans and responding rapidly to inaccuraciesNurture relationships with stakeholders with SDG& environment interests to keep them apprised of our progress as we transform	<ul style="list-style-type: none">Develop advocacy plan to shape climate policy required to support investment in new low carbon businessesPartner/promote strategic opportunities for Net Zero education and public awarenessrealign CSR activities to new sustainability frame.Prioritize investments – agree exit plans for some existing partnerships and explore opportunities that align with new sustainability framework	<ul style="list-style-type: none">Improved awareness and understanding of bp's strategy and how the TT business strategy aligns –measured by improvement in PulseDeliver transformation communication and engagement plan to onboard, re-energize and align employees on the strategy and new ways of workingEquip – with the right procedures, tools, and content