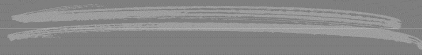


# Americas



# 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

### Redacted - First Amendment

- 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*

- 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

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**Redacted - First Amendment**

# Mexico C&A

## Reputation

*No reputational accidents*

- 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

## Protecting the business

*Enable the Midstream fuels supply & marketing project through strong regulatory advocacy*

- 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

## Protecting the business

*Access key influencers and decision makers under new structures of power to enable business priorities, permitting and license to operate*

- Strategically plan access to and identify key influencers in SENER, PEMEX and related/new government regulators to:
  - 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
  - Leverage from the US-Mex Forum Energy & Sustainability Group recommendations to access key influencers

## Implementing the Strategy

*Strategically Manage and implement P&O plans without affecting other businesses*

- 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.

## Employee engagement

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

- 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	Ownership
<p><i>No reputational accidents</i></p>	<p><i>Position bp as a key low carbon energy player in Brazil</i></p> <p><i>Aims 1 to 5</i></p>	<p><i>Integrate issues management enabling FTO and business success</i></p> <p><i>Aims 5 and 8</i></p>	<p><i>Increase employee understanding of the strategy and their role in delivering it in Brazil</i></p> <p><i>Aim 7</i></p>
<ul style="list-style-type: none"> <li>• Be aware of potential policy position mis-alignment with trade associations and proactively mitigate risk to bp's reputation</li> <li>• Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition</li> </ul>	<ul style="list-style-type: none"> <li>• Influence the implementation of well-designed carbon/climate policies in 2021 as part of the Congress' <b>Gas and Power</b> law review</li> <li>• Ensure the enforcement of RenovaBio's carbon credits system in 2021</li> <li>• Deploy REDD+ carbon market in partnership with Amazon states by June 2021</li> <li>• Mobilize government's favorable position to global carbon markets before CoP26 (Article 6 regulation)</li> <li>• Increase in 50% external presence vs. 2020 consolidating bp as preferred source for tier 1 media in the energy transition agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Influence current market opening Bills to power, gas and aviation segments</li> <li>• Draft and advocate for incentives to renewable power and bioenergy development</li> <li>• Refresh VaS to enhance C&amp;A performance reflecting bp's new aims and strategy</li> <li>• Build and implement an integrated advocacy plan aligned with the new strategy</li> <li>• Assessment of the reinvented bp into the Brazilian social sustainability ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>• Combining digital solutions and accurate information, gaining employees' understanding and support for the new organization and its objectives</li> <li>• Internal campaigning to contextualize Brazil's opportunities into bp's purpose, aims and strategy, translating global strategy into local action</li> <li>• Incentivize leaders to keep sharing the local strategy and accomplishments internally with all Country's staff</li> <li>• Support leaders in communicating with teams more effectively and in a comprehensive way</li> </ul>

# 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& environment 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*

- Improved 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