

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

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**Redacted - First Amendment**

# Mexico C&A

| Reputation   | Protecting the business  | Protecting the business   | Implementing the Strategy  | Employee engagement   |
|--|--|---|--|---|
| <p><b>No reputational accidents</b></p> <ul style="list-style-type: none"> <li>Be aware of potential policy position mis-alignment with trade associations and proactively mitigate risks to bp's reputation</li> <li>Ensure that all internal and external communications as well as bp's participation in external events are consistent and aligned with our ambitions</li> </ul> | <p><b>Protecting the business</b></p> <p>Enable the Midstream fuels supply &amp; marketing project through strong regulatory advocacy</p> <ul style="list-style-type: none"> <li>Advocate for changes to the December 2020 regulation restricting access to import and export licenses</li> <li>Obtain an import license and storage facilities by 4Q 2021</li> <li>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)</li> <li>Manage effects from the compulsory storage obligation's court injunction against SENER and CRE</li> </ul> | <p><b>Protecting the business</b></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"> <li>Strategically plan access to and identify key influencers in SENER, PEMEX and related/new government regulators to: <ul style="list-style-type: none"> <li>Progress 41 currently submitted and ~200 future retail permits for rebranded service stations in 2021;</li> <li>Renew Commercialization Contract</li> <li>Close midstream ITK deal with PEMEX</li> <li>Advocate for changes to subcontracting Policies</li> <li>Advocate against gas imbalances retroactive penalties for G&amp;P</li> <li>Leverage from the US-Mex Forum Energy &amp; Sustainability Group recommendations to access key influencers</li> </ul> </li> </ul> | <p><b>Implementing the Strategy</b></p> <p>Strategically Manage and implement P&amp;O plans without affecting other businesses</p> <ul style="list-style-type: none"> <li>Lead the regulatory process before the Ministry of Energy, the energy regulator and the Environmental Agency to a successful closing before 1Q 2022.</li> <li>Participate in scenario planning and deciding way forward.</li> <li>Influence timely decision making and partner alignment to reduce reputational risk that may affect other businesses in country</li> <li>Ensure the timeline of events for each asset considers external environment sensibilities and the mid term elections.</li> </ul> | <p><b>Employee engagement</b></p> <p>Increase employee understanding of the strategy and their role in delivering it in Mexico</p> <ul style="list-style-type: none"> <li>Improved awareness and understanding of bp's strategy and how the business strategy aligns – measured by improvement in Pulse</li> <li>Identify employee influencers and establish a community of thought leaders</li> <li>Train – including appropriate handling of challenging conversations and pushback</li> <li>Equip – with the right procedures, tools, and content</li> </ul> |
| <p>BPA_HCOP_00239309</p>   |  |   |  |   |

# Brazil C&A

| Reputation   | Climate leadership  | Issue Management  | Ownership   |
|--|---|---|---|
| <p><b>No reputational accidents</b></p>  | <p><b>Position bp as a key low carbon energy player in Brazil</b></p> <p><b>Aims 1 to 5</b></p>   | <p><b>Issue Management</b></p> <p><b>Integrate issues management enabling FTO and business success</b></p> <p><b>Aims 5 and 8</b></p>   | <p><b>Increase employee understanding of the strategy and their role in delivering it in Brazil</b></p> <p><b>Aim 7</b></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> |

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# 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&amp;T</p>  |
| <ul style="list-style-type: none"><li>Ensure all bpTT advertising is aim 6 compliant</li><li>Align/adopt campaigns deployed in the Americas that can enhance reputation in TT</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>Continue to advocate for our traditional business and highlight its contribution to the TT economy</li><li>Implement proactive earned media outreach, demonstrating progress against bpTT's plans and responding rapidly to inaccuracies</li><li>Nurture relationships with stakeholders with SDG&amp; environment interests to keep them apprised of our progress as we transform</li></ul> | <ul style="list-style-type: none"><li>Develop advocacy plan to shape climate policy required to support investment in new low carbon businesses</li><li>Partner/promote strategic opportunities for Net Zero education and public awareness</li><li>realign CSR activities to new sustainability frame.</li><li>Prioritize investments – agree exit plans for some existing partnerships and explore opportunities that align with new sustainability framework</li></ul> | <ul style="list-style-type: none"><li>Improved awareness and understanding of bp's strategy and how the TT business strategy aligns –measured by improvement in Pulse</li><li>Deliver transformation communication and engagement plan to onboard, re-energize and align employees on the strategy and new ways of working</li><li>Equip – with the right procedures, tools, and content</li></ul> |