






C&A 2021

priorities



Centre

C&A strategic planning – Summary

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Use data and research to generate actionable insights that inform campaigns and track performance.	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Expand external KPI research and supporting insights Align Pulse to reinvent and track KPIs Deliver and upgrade our media monitoring capability Build a digital insights campaign framework and data platform 	<ul style="list-style-type: none"> 50% - on track. Elite and Brussels research next 50% - next question set near delivery. Pulse planned for Q3 50% - delivery on track, platform RFP in Q3 50% - framework used with campaign teams, platform project moving forward well 		N/A	Demand levels are high and with team changes and extended sick leave, resources are stretched thin	We don't have redundancy (or talent pipeline) in the system to fill the gap that Mark Hammonds would leave if he was no longer available See supporting slide
Use reporting to demonstrate delivery of our strategy and ambition, improve our transparency and secure stakeholder support.	<ul style="list-style-type: none"> Gathering feedback on reporting Benchmarking (i.e. PwC) 	<ul style="list-style-type: none"> Corporate reporting work programme Aim 9 ESG work plan 	On track		N/A	<ul style="list-style-type: none"> Resource constraints (internal) Pace of external change 	See supporting slide
Execute a digital strategy for C&A that encourages innovation and uses the best platforms for listening to and engaging with our stakeholders.	This is the overarching goal of the digital strategy team. Progress is the summation of the underlying activities below		Overall, mostly on track. Biggest concern is Navitas 2.0 as contracts/people finish end 2021 and we could have big website gaps if not resolved			<ul style="list-style-type: none"> Digital has accelerated across bp and C&A risks having no seat at the table given the % of people working on digital vs. other big public facing entities such as G&P, P&G and even RC&S Future development of navitas platform remains a risk 	Following reinvent are we sure we have the right proportion of people creating content <- publishing content <- creating / maintaining publishing platforms? See supporting slide
Establish capability and processes to identify and address emerging reputation and policy issues.	<ul style="list-style-type: none"> Timely, effective and less reactive response, favourable stakeholder reaction as measured by reputational research, social media, etc. Use of tools and guidance such as policy advocacy guide and bp positions, outcomes as measured by reputation research, external benchmarking, etc. As #2 	<ul style="list-style-type: none"> Managing bp-wide reputational issues – supporting reactive advocacy and using horizon scanning to identify and act proactively on issues Professionalising and upgrading our advocacy – providing tools required to meet bp's advocacy goals Strategic planning – providing analysis and actionable insights on reputational issues 	70%		N/A	<ul style="list-style-type: none"> Evolving stakeholder expectations Restrictions on advertising Need to understand regional processes more clearly Opportunities to better support the J/INCOJ asset managers Overcomplication and lack of clarity on reactive advocacy is an obstacle to timely and effective communications Maintaining large positions document 	As with many central teams, issue management is a 'connector' and our success is intertwined with that of others See supporting slide

Measurement & insights



2021 priorities	How are you tracking/measuring this priority?	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021?	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Use data and research to generate actionable insights that inform campaigns and track performance.	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Expand external KPI research and supporting insights Align Pulse to reinvent and track KPIs Deliver and upgrade our media monitoring capability Build a digital insights campaign framework and data platform 	<ul style="list-style-type: none"> 50% - on track. Elite and Brussels research next 50% - next question set near delivery, Pulse planned for Q3 50% - delivery on track, platform RFP in Q3 50% - framework used with campaign teams, platform project moving forward well 			Demand levels are high and with team changes and extended sick leave, resources are stretched thin	We don't have redundancy (or talent pipeline) in the system to fill the gap that Mark Hammonds would leave if he was no longer available
Reputation Research Use segmentation model to deliver insights that help drive our reputation and advocacy campaigns	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Execute segmentation roll-out Execute KPI tracker research Introduce quick turn-polling and rapid audience sense checks 	<ul style="list-style-type: none"> 60% - further education needed 50% - on track. Elite next 60% - up and running with Live Listening programme 			Level of demand for external research continues to increase raising the quality of work and the speed of delivery	
Employee Research Measure employees understanding of (and their role in delivering) our strategy and their willingness to advocate for our net zero.	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Increase T3/T3 use of Pulse Live results and insights Align Pulse to reinvented with new question set and framework Deliver a new tech platform for Pulse 	<ul style="list-style-type: none"> 50% - dashboard rollout programme started in Q2 60% - q set ready for approval by end of June 50% - RFP moves to execute in June. Selection by September 			With the planned changes to the employee research team, demand on the team lead's time is likely to temporarily increase, risking successful delivery elsewhere	
Media monitoring Standardise media monitoring techniques, help identify influencer groups and clearly communication risks and opportunities.	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Continue to deliver regular, ad-hoc updates to key stakeholders Formalise news/social sharing processes with C&A partners Optimise "influencer" listening 	<ul style="list-style-type: none"> 50% - delivery against all key events on track 50% - Win the Week up and running. More to do 50% - Capability to identify influencers improved 				We don't have redundancy (or talent pipeline) in the system to fill the gap that Mark Hammonds would leave if he was no longer available
Digital analytics Implement a standardised campaign measurement framework and analytics tools.	Feedback from customers and C&A LT	<ul style="list-style-type: none"> Use measurement framework for all major campaigns Redefine and execute a central C&A reporting for social/digital Co-author an all-encompassing digital insights dashboard 	<ul style="list-style-type: none"> 40% - use of KPIs and frame greatly increased. Standardisation need more work 50% - strong process in place with social and BL teams 50% - sprint team established, project moving forward well 			With project owner on sick leave progress has slowed in recent weeks	

Corporate reporting



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Use reporting to demonstrate delivery of our strategy and ambition, improve our transparency and secure stakeholder support.	<ul style="list-style-type: none"> Gathering feedback on reporting Benchmarking (i.e. PwC) 	<ul style="list-style-type: none"> Corporate reporting work programme Aim 9 ESG work plan 	On track			<ul style="list-style-type: none"> Resource constraints (internal) Pace of external change Lack of clarity on elements out of our control (CMD, say on climate) 	
Deliver measurable improvements in priority ESG ratings scores through improved data and disclosure and engagement with research providers.	<ul style="list-style-type: none"> Some improvements in certain areas (but no overall movement in scores) More concerted engagement re controversies 	<ul style="list-style-type: none"> ESG ratings work plan ESG data workflow 	Some improvements – overall improvements in scores looking difficult (due to controversies)				
Improve TCFD disclosures (increase in PwC benchmark scores), SASB and WEF/IBC disclosures.	<ul style="list-style-type: none"> Delivered first SASB index WEF/IBC mapping – progressing with S&S and HSE&C TCFD benchmark expected June 	<ul style="list-style-type: none"> TCFD workplan (comply vs explain) and assurance SASB approach (incl. reserves) WEF/IBC (plus other sustainability standards and frameworks) 	On track				
Publish new tax transparency report (2020) and new D&I report (2021).	<ul style="list-style-type: none"> Published 	<ul style="list-style-type: none"> Workstreams in place for both – wae-up activity and/or planning underway for next reports 	On track				
Be prepared to support response to potential shareholder resolutions at 2021 AGM.	<ul style="list-style-type: none"> Supported AGM (briefings and question moderation and follow-up) 	<ul style="list-style-type: none"> AGM work (2021) Planning for 2022 (with co-sec etc) 	On track				
Build a robust 3-year reporting plan (transparency roadmap).	<ul style="list-style-type: none"> In development (to progress in H2) 	<ul style="list-style-type: none"> Definition transparency leadership work 	On track				

Digital strategy




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Execute a digital strategy for C&A that encourages innovation and uses the best platforms for listening to and engaging with our stakeholders.	This is the overarching goal of the digital strategy team - progress is the summation of the underlying activities below		Overall, mostly on track. Biggest concern is Navitas 2.0 as contracts/people finish end 2021 and we could have big website gaps if not resolved			Digital has accelerated across bp and C&A risks having no seat at the table given the % of people working on digital vs other big public facing entities such as C&P, P&C and even RC&S	Following reinvent are we sure we have the right proportion of people creating content <- publishing content <- creating / maintaining publishing platforms?
Build/deploy a MS365 replacement tool for Percolate (1H) and drive usage to 80% of C&A activity is proactively added to and managed using the tool.	<ul style="list-style-type: none"> Members/usage of C&A Planning team PowerBI analytics of Grid activity Tool improvement suggestions/feedback 		<ul style="list-style-type: none"> 100% complete. New features being added 400/410 (98%) active users of C&A planning in 90 days 1193 activities recorded in Grid at start of June 			The tool is proving to be a success. How do we support the tech on an ongoing basis as at the moment the tech support is just Ben?	
Deploy a stakeholder management tool for all of C&A.	<ul style="list-style-type: none"> Deployment of new tool Onboarding/usage of new tool 	Borealis tool being tested by M&S & UK regions, UK wind project and Bastille ESG group	<ul style="list-style-type: none"> 50% Borealis tool selected and licensed for bp Configuration and data upload in progress 			Project is a 12 month proof of concept. RC&S are developing a "Nexus" tool for customer management. Need to determine how to link the two	bp's procurement / software onboarding process is painfully slow and delayed the project at least 6 weeks
Establish a "digital garage" to develop innovative advocacy tools.	<ul style="list-style-type: none"> Requests for new tools Deployment of a digital garage 	<ul style="list-style-type: none"> Co-cubed Edgy DeepL 	20% Trial of Edgy and DeepL. Trial of co-cubed pushed to 2H 2021 due to C&A workloads. Digital garage is "informal" requests to Ben & team		In 2H assess: <ul style="list-style-type: none"> The appetite for advocacy innovation and a potential co-cubed pilot Resourcing a digital garage 	How to scale/support the successful pilots of new tools?	
Extend Fresh intranet to become the "one stop shop" for employees' information needs.	New feature deployments	<ul style="list-style-type: none"> Connectivity with I&E teams Savvyent data integration Viva Topics 	50% Savvyent data is a mess making personalised news hard. Viva Topics pilot launching June			New intranet launched in January but already has out of date content. People have no time to maintain it	I think C&A needs a small, 3 rd party publishing team to take the intranet / internet publishing load off local teams
Design and deliver the Navitas 2.0 operating model.	Progress against planned schedule	Navitas 2.0 is a project in its own right requiring input from across bp	20% Discovery phase behind schedule - competing priorities across other entity teams		Trying to get 3 rd party "consulting" support to help with solutions phase	Little interest in cross bp collaboration on websites. Building in silos is quicker and easier esp. for C&P	Digital is siloed in bp and no one is taking a federal view of what "web" looks like to bp's public audiences

Issues management

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021?	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Establish capability and processes to identify and address emerging reputation and policy issues.	<ul style="list-style-type: none"> Timely, effective and less reactive response, favourable stakeholder reaction as measured by reputational research, social media, etc. Use of tools and guidance such as policy advocacy guide and bp positions, outcomes as measured by reputation research, external benchmarking, etc. As #2 	<ul style="list-style-type: none"> Managing bp-wide reputational issues – supporting reactive advocacy and using horizon scanning to identify and act proactively on issues. Professionalising and upgrading our advocacy – providing tools required to meet bp's advocacy goals. Strategic planning – providing analysis and actionable insights on reputational issues. 	70%			<ul style="list-style-type: none"> Evolving stakeholder expectations Restrictions on advertising Need to understand regional processes more clearly Opportunities to better support the J/NOJV asset managers Overcomplication and lack of clarity on reactive advocacy is an obstacle to timely and effective communications Maintaining large positions document 	As with many central teams, issues management is a 'connector' and our success is intertwined with that of others
For Aim 6 and 8, establish processes and governance	<ul style="list-style-type: none"> Aim 6: Usage, user feedback, advocacy and policy outcomes Aim 8: Feedback from pilot process users, qly comparison with finance systems and anecdotal checks to database 	<ul style="list-style-type: none"> Aim 6: Policy advocacy guide (PAG) Aim 8: join/engage/leave process in pilot, database now 90% complete 	<ul style="list-style-type: none"> Aim 6: 80% Aim 8: 50% 			<ul style="list-style-type: none"> Expectation to publish policies Link advertising and advocacy Need to understand regional processes more clearly Opportunities to better support the J/NOJV asset managers 	<ul style="list-style-type: none"> Working Aim 6 in conjunction with other teams in C&A, S&S, and Legal, and regions With all processes, key will be to embed and link to processes like Finance and DoA
For Aim 8, publish an update on partially aligned associations and a full list of those where fees >\$50k.	Reaction from stakeholders	Report and list published	100%				We are now planning the 2022 review
For Aim 6, publish public policy stance and advocacy activity as part of enhanced ESG disclosure.	<ul style="list-style-type: none"> Recognition in external benchmarks e.g., CA100 Increased recognition that we are advocating for good climate policies (reputation research) 	<ul style="list-style-type: none"> Some reporting in the Sustainability report Advocacy hub – improve transparency with PAG, positions, advocacy action 	50% - we have much needed for advocacy hub, but we need to sanitise, fill gaps and publish			<ul style="list-style-type: none"> Evolving stakeholder expectations Restrictions on advertising with Aim 6 	Working the bp.com piece in conjunction with other teams in C&A and S&S
Conduct regular "horizon scanning" to support strategic planning in C&A and S&S	Less reactive issues and more proactively managed issues lead to higher ability to influence, recognition of EC and fewer reputational accidents	Established a process for horizon scanning – identifying, assessing and responding to reputational issues proactively	80% - process is more or less established, but first report deliverable is only due to go out early July			<ul style="list-style-type: none"> Importance of proactive issues management once the strategic planning team is disassembled Success is dependent upon other teams supporting proactive issue management and response actions 	Remaining 20% focus is on promoting logic for response levers and getting teams into action on high priority issues
Triage hot issues and coordinate responses with S&S	Timely and effective response to reputational issues, ideally favourable stakeholder reaction as measured by reputational research, social media reaction, etc.	This is ad hoc activity triggered by specific events	This is an on-going process			Overcomplication and lack of clarity on reactive advocacy is an obstacle to timely and effective communications	Action taken to look at providing simple procedure to improve this process
Work with S&S to create and maintain positions.	Biannual 'health check' audit provides equality measure, looking at ways of measuring usage	A monthly cycle of updates with ad hoc updates for key events. Biannual health check audit	bp positions 100% completed			Maintaining positions document of this size remains challenging in context of continual change. Internal risk of underuse, or using out of date versions	Plans exist for longer-term improvement of product when capacity allows



External communications & campaigns (1)

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Increase recognition that bp is performing even as it transforms (+5%)	Reputation research - April 2021 baseline now established amongst E&I segments	<ul style="list-style-type: none"> Integrated results communication Business announcements amplification across channels Effective LT deployment to support messaging 	<ul style="list-style-type: none"> "Is a high performing business today that is taking steps to remain successful in the future" Baseline - 29% 20+ major business announcements in 1H 		<ul style="list-style-type: none"> Build role/recognition of C&P in performance delivery Widen LT outreach systematically, for e.g. ED, GC Activate digital IR activity 	Redacted - First Amendment	Grid now being used effectively with 1191 items added since Jan



Redacted - First Amendment

No reputational accidents	We'll know ☺	<ul style="list-style-type: none"> New Issues Management process being established More robust central C&A oversight and governance of global social media in place 	No reputational accidents to-date		N/A	<ul style="list-style-type: none"> Continuing high level of external scrutiny, and active appetite to criticise Ramping up of paid will see interactions increase - community management capability/resource needs building 	N/A
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External communications & campaigns (2)

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Train, equip and mobilise community of >1k employees willing to advocate externally for bp and progressive climate policies	<ul style="list-style-type: none"> • BEAT growth • BEAT engagement stats aligning to announcements • Quality/ impact of thought leadership 	<ul style="list-style-type: none"> • Launch/ grow BEAT • Train: Monthly upskilling offer for employee advocates • Equip: (a) Improve use of advocacy tool. (b) Create and share social media guidelines • Mobilize: Create & share specialised content/ approaches (including thought leadership) for campaigns and announcements using gold/silver/bronze employee advocacy framework 	BEAT launched 1 May - 1400 active users; <ul style="list-style-type: none"> • \$100K in earned media value; • 17M reached by BEAT; • YTD EA reach (including Elevate) = 45M • >300 trained in personal brand/social media branding 		N/A	<ul style="list-style-type: none"> • Lack of motivation/recognition of employee advocates – we are putting together a formal reward proposal • Increased number of employee advocates could lead to increased risk – we are working to increase awareness of social media guidelines. 	<ul style="list-style-type: none"> • Immense opportunity • Integrating BEAT links into ITK, for large announcements will be trailed in Q3
Deliver best in class external digital comms as measured by Bowen Craggs	<ul style="list-style-type: none"> • Placement on Bowen Craggs global index of online excellence (bp still #1 as at April 2021) • Tracking of activity by sector peers and other corporate leaders 	<ul style="list-style-type: none"> • New bp.com sections in development: transformation on greening, advocacy hub, investor section • New social media strategy in development • Social/digital ESG influencer targeting under way 	<ul style="list-style-type: none"> • Traffic to bp.com's ambition-critical news section (including Reimagine Energy Magazine) grown by 27% in 1H 2021 • Over same period, PLC social media channels, average engagements have risen 18%, and average impressions have risen 7% 		N/A	N/A	N/A


External communications & campaigns (3)

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Positive public response to major bp announcements from key stakeholders	<ul style="list-style-type: none"> Feedback reviews after outreach Actions / engagements following outreach Social media mentions by key stakeholders 	<ul style="list-style-type: none"> Coordinated stakeholder outreach Key stakeholder social media engagements Dedicated bp relationship managers Teams channel CEOVP S&S stakeholder engagement management Borealis pilot roll-out 	<ul style="list-style-type: none"> Positive feedback and deepening engagement through outreach for CEO stakeholders Increasing standardised use of stakeholder engagement as channel for major announcements 		Widening outreach to include other LT members - input and engagement needed from LT teams and Heads of C&A for biz entities	Resourcing of key relationships a challenge across bp more broadly post reinvent – work needed to reiterate / agree as a priority across businesses and relationship managers	N/A
Build reputation of Bernard and LT as leaders of a company that is performing while transforming	<ul style="list-style-type: none"> Social Media engagement statistics Tracking of audiences reached via event participation 	<ul style="list-style-type: none"> Support for all campaigns/events using BL social media bp LT events plan developed and continually updated 	<ul style="list-style-type: none"> BL hit 100,000 followers on LinkedIn, now leading CEO in FTSE 100 BL – 120 posts in 5 months over 3 channels Dev, Emma, Kerry, William also active on LinkedIn BL participated in 29 external events Wider LT participated in 12 external events since start of year 		N/A	<ul style="list-style-type: none"> Still working to secure more participation from Emma, David and William at strategic, impactful events. Finding the right, unconventional events – especially with Covid restrictions still in place More thought leadership activity on BL and GC social channels 	N/A


Internal communications & campaigns (1)

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Increase employee understanding of strategy and their role in delivering it (>20%)	Monthly Pulse insights and measurement stats from Andrew T's team	<ul style="list-style-type: none"> Strategy collateral: started year with strategy refresher, animations, entity leadership notes e.g. 5 Weekly 5 Things (Finance), strategy conversations in entity webcasts, strategy quiz on onesp & strategy chats for Dev, David, Gordon, Emma & Carol, Kerry & William next I&E 'Explainer' PDF + London Innovation Hub video + 'Innovation Engine' animation in development Strategy Thinkin series x 3 so far, including: 1. How can we reduce workload by changing how we work? 2. Can we be the best hydrocarbon business and not the biggest? 3. What's the value of integration? Next Thinkin this June on what we mean by being customer-centric. Four more planned in 2H 2021 on themes inc. competition vs. co-operation, renewables: getting to 50MW by 2030, digital/tech and ESG investment Development of C&P internal strategy campaign using all channels to bring C&P strategy to life e.g. webcast deep dive on electrification and developing 3 year roadmap toolkit for leaders Created bp&me programme covering strategy and employee offer (Feb, July, third TSD) Refreshed results –results explainer, 'behind the numbers' video and Quarterly Hot Topics All G&LCE comms anchored to the strategy, and our aims 	<ul style="list-style-type: none"> Goal for year end is 70% (the 20 point increase) % employees who can broadly describe or confidently describe our strategy (combined) Jan 2021: 50% May 2021: 54% % of employees say they understand how their role contributes to the delivery of the strategy Jan 2021: 56% May 2021: 61% <p>Pulse scores datasheet</p>		<ul style="list-style-type: none"> Information overload – interventions throughout the organization – interventions include keeping it simple Message fragmentation risk as entities articulate their own strategies New tactics will be employed in 2H 2021 to target 'non-wired' employees (e.g. those in frontline roles) 	<ul style="list-style-type: none"> P&O not confident in strategy and place in it Profitability uncertainty – understanding vs belief T&S is roughly 20% short in roles. People are overwhelmed <p>Despite best efforts, engagement with strategy is not their priority. Also still reeling from lack of bonus (vs trader bonuses) so people not too receptive</p>	<ul style="list-style-type: none"> Creating engagement program/event to reflect the strategy, celebrate and recognize P&O people Further initiatives planned for 2H 2021, including strategy digital workshop to help employees connect their day-to-day roles to the strategy Building on 'knowing me' campaign to turn it into a 'know the strategy' yammer campaign in July Working with MSI team to understand the ~40% of colleagues who say they can't confidently explain the strategy – may lead to different tactics in 2H 2021


Internal communications & campaigns (2)

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Deliver communications and campaigns in support of bp and entity priorities		<p>Delivering reinventing bp campaigns to continue the story of why we're reinventing bp</p> <p>Cross-entity</p> <ul style="list-style-type: none"> 6 x employee stories & 2 x ITK stories on ways of working, #OWWs due 2H 2021 Reinvent animation & 3 x deeper-dive videos due July Agile/C&P film case study (bp&me) <p>P&C: Managed DE&I week and first-ever DE&I report; introduced 2021 bonus and share plan, scorecard, managed RTO comms and work/life approach</p> <p>P&O: Roll-out of safety principles; comprehensive programme of communications for P&O and sub-entities</p> <p>C&P: x5 campaigns: Strategy, customer centricity, how it feels (incl safety, ways of working);</p> <ul style="list-style-type: none"> External: next gen mobility (e.g., VW, DCS, UK/ GY EV charging, e-fluids, SAF), building confidence against CMD commitments + sustainability (Castrol Path360) <p>G&LCE: Build market belief by demonstrating our strategy in action; support development of new businesses (hydrogen, solar, wind); Dev on LinkedIn; business policy & advocacy</p> <p>RC&S: Input into NOJV playbook; decarbonisation partnership announcements with Qantas, CEMEX, Infosys, Alibaba; William/LT LinkedIn; Cities thought leadership</p> <p>I&E: Ventures (Eavor, IoTecha etc)</p> <p>Finance: Transformation campaign in support of finance objectives</p> <p>T&S: External communications approach and plan development; new T&S leadership note for bp campaigns</p>	Continued progress		To be discussed	<ul style="list-style-type: none"> Don't know that we're clear and/or consistent on how to measure "success" Need to be careful of information overload Prepared template to report on reward communications - working to scale it for other reports 	<ul style="list-style-type: none"> Additional campaign work around fraud awareness and prevention expected in 2H





Internal communications & campaigns (3)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Reinvent internal communications (ie. get our house in order)		<ul style="list-style-type: none"> Better central comms processes: new onebp staff announcements process, Portland project complete with new simple charter showing purpose for internal digital channels and new cultural/awareness days comms process I&E service-offer rebased, master 3rd party vendors in place and comms network established P&O supporting 'self-service' for leaders/ teams Finance – new service model – focused comms channels and messages, developed leader comms self-service portal and monthly TPs, established new comms CoP, automated project requests T&S comms working closely with BMs to support self-service e.g. stopped building related comms RC&S promoting Yammer as channel of choice and creation of new heads of countries Teams site C&A capability –24 IC&C colleagues trained in SB providing back-up for ITK team during busier times and SB training for over 300 C&A/bp people P&C - new ELT+ Teams site – self-service tool C&P – new comms framework including engaging/ equipping leaders/ line managers; team leveraging agile to manage demand etc. C&A Policies & Procedures sprint underway and new intranet site established and in good shape G&LCE promoting self service for comms – ongoing understanding of our offer, building Yammer community, establishing 3rd party contractor support network 			To be discussed	<ul style="list-style-type: none"> While work has been cut back, volume remains. Burnout and sick/vacation leave backfill a risk Regional and entity accountabilities unclear/inconsistent at times – need greater clarity/ consistency + with external/ campaigns teams – very messy and confusing the business For some entities we cut too far in terms of resources – in the first 6 months of the year for some entities (External comms and crises alone could be a full time role – everything else is just fire fighting) 	<ul style="list-style-type: none"> At 6 months we should collectively review entity service offer for consistency

Internal communications & campaigns (4)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Ensure global crisis communications preparedness		<ul style="list-style-type: none"> Refreshed and started to deliver new virtual crisis communications training programme with updated digital training assets T&S Supported four BSTs so far this year plus numerous reputational issues (new cyber incident management flow and updated cyber playbook) Heads of Countries Teams site established C&A actions taken from COVID lessons-learned review Media training for key bp spokespeople underway 	<ul style="list-style-type: none"> 115 completed half day crisis simulations (central C&A, ASPAC, Americas). 91 attended crisis roles and responsibilities training (ASPAC, Americas) 93 did writing in a crisis training (ASPAC, Americas), Africa, Mexico & Middle East in July, Caspian-4Q, Russia/Europe Q1 2022. Running second batch of SIM training for central teams in next few weeks 		N/A	<ul style="list-style-type: none"> C&A must input to Prolonged IT Outage project managed by RC&S Regional awareness of cyber scenario changes felt to be low – refresher sessions to be organised 	<ul style="list-style-type: none"> Three notable incidents requiring C&A support – e.g. Chergemaster, Turkey, Dark Web data 3Q priority to review C&P BCPs/ crisis plans, 3Q priority to review C&A's BIA and BCP 'Social media in a crisis' module being developed

Content & creative

2021 priorities	How are you tracking/measuring this priority?	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021?	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Create consistently compelling content and experiences that 'move the dial' with our target audiences	<ul style="list-style-type: none"> Assets support delivery of EC&C + IC&C metrics Innovative, award-winning work 	<ul style="list-style-type: none"> Participate in development of creative briefs Work collaboratively to exceed expectations Apply understanding of audiences + suitability 	<p>~50% of projects have documented creative brief and/or discovery conversation</p> <p>+325 projects 'delivered' or 'in process' as of 31 May</p> <p>+125 projects requested central support via C&A Activity Grid as of 8 June</p> <p>19 Gold 28 Silver 51 Bronze 23 For Awareness 06 -btd-</p> <p>NOTE: 11 films + 1 project cancelled</p>		N/A	<ul style="list-style-type: none"> Approvals still feel too complex and too late e.g., talking points, films Amplification plans could be improved e.g., last minutes requests for post-event materials. Still focus to much on single event rather than getting more out of it e.g., Columbia event vs social media 	<p>Campaign priorities for 2H-2021 include production of:</p> <ul style="list-style-type: none"> Reimagine campaigns: "Greening"; Statistical Review; Policy advocacy; and Showcase refresh Reinvent campaigns: bp&me; code of conduct; and DE&I PwT campaigns: Strategy education; Entity narratives + promotion Promotion: Killer deck for business meetings/townhalls + TEDtalk-style video; bp assets + bpLT photography; and BL leave-behinds
Deliver a new service offer that integrates words, images, experiences and aligns with campaign objectives	<ul style="list-style-type: none"> Upward trend in qualitative feedback 	<ul style="list-style-type: none"> Modernize creative offer Develop self-service tools First stop for all creative content Multi-disciplinary talent development 	<p>8 self-service tools under development with rollout planned for:</p> <ul style="list-style-type: none"> 2Q: Upshot editor, Autocue, Augment Studio, and Getty library 'mood boards' 3Q: Proofpoint fact-file repository; Magic Show replacement 4Q: PowerPoint builder 		N/A	<p>Too many 'single-points of failure' - reliance on single individuals* to deliver content. Reducing risk via:</p> <ul style="list-style-type: none"> Access to documents + software Planning holidays Expanding contractor and agency partnerships 	<ul style="list-style-type: none"> Brand Triage weekly meeting helps align requests between Brand and C&C Should we consider <u>Ad Green</u> Carbon Neutral production? i.e., 1-hour film = 9.2 tonnes carbon
Apply agile and agency practices to optimise responsiveness and productivity without compromising creativity or quality.	<ul style="list-style-type: none"> Majority of time supports high impact projects Track % gold, silver, bronze Planner tasks (Year-1 baseline) and C&A Activity Grid 	<ul style="list-style-type: none"> Delivery model flexible, responsive, scalable Utilize 'agile' practices - prioritize and track activity Sufficient time to be thought-partner Regularly capture/apply learnings 	<ul style="list-style-type: none"> ~75% of projects utilize agile methods (daily huddles + Planner board adopted); IR35 exemption list; Triage meeting with brand team Capacity limits ability to be thought-partner or regularly capture learnings 		<p>Under-resourced</p> <ul style="list-style-type: none"> Recruiting business writers FTE + contractor (2Q-2021) Testing agency partners for Editorial team (1H-2021) Tech know-how for live studio recording or broadcast events in SIS (2-3Q-2021) 		<ul style="list-style-type: none"> Seb paternity leave (July-August) - Colum Doyle to cover Georgie maternity leave (from October) - resource TBC
Ensure global crisis communications preparedness	<ul style="list-style-type: none"> Participation in training 	<p>Desktop drills and training as organized by Luci Reynolds</p>			N/A		

Regions

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Middle East & Caspian C&A

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AGT




2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are actions being taken that need to be resolved Green: There are potential issues Orange: Progressing as planned	If Red or Orange, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> Media, SM and website monitoring & analytics Govt./stakeholder feedback Incoming grievances # of meetings # of solved issues 	<div>Redacted - First Amendment</div>		●			<ul style="list-style-type: none"> Recent successful cases: SOCAR debt issue via PM and SD1 follow-up deal with GovAzt with Deputy MinEconomy leadership and intervention
Deliver cost competitiveness in Caspian Basin	<ul style="list-style-type: none"> Signing of RC&S MoU, Implementation agreement (Project Sunrise) Number of local companies developed within EDP 			●	<ul style="list-style-type: none"> Advocating for importance of bringing down the costs with relevant ministries and opinion formers 	<ul style="list-style-type: none"> Project Sunrise: potential political noise about the location of the site 	<ul style="list-style-type: none"> Project Sunrise: Q&A ready, political risk mitigation agreed with London/US offices
Continue to position bp as partner of choice in AGT	<div>Redacted - First Amendment</div>			●	<ul style="list-style-type: none"> Risk of Project Sunrise not happening - Continue working with bp AE teams and government on ensuring Project Sunrise success and to minimize negatively if it doesn't work out Uncertainty around continued reforms in SOCAR - Keep proactive engagement / maintain high level relations with the SOCAR Supervisory Board members to ensure no impact on bp related business decisions 	<ul style="list-style-type: none"> Impact on bp's reputation in case Project Sunrise doesn't take place, potentially minimizing offshore wind opportunities in the Caspian Government including SOCAR reforms ongoing - we are keeping close watch on the developments, meantime building right relations to support bp's business priorities 	
Enhance performance and reputation in regional supply chain	<ul style="list-style-type: none"> Business continuity High level ops efficiency Vaccination at sites 		<ul style="list-style-type: none"> Campaigns for SD first gas to Europe, SD-25 anniversary, bp Geo 25 anniversary, ACE progress, SA & SWAP, Project Sunrise, SI projects, etc. Deliver country content & key messages to promote bp's new strategy and net zero ambitions 	●			
Increase employee understanding of the strategy and their role in delivering it in AGT	<ul style="list-style-type: none"> Pulse Live data Specific employee surveys Yammer engagement 	<ul style="list-style-type: none"> AGT region strategy education campaign Regular channel updates on progress Planned leadership webcasts and site engagements Communications around reinvent elements: worklife balance, wellbeing, bpKine, DE&I, new ways of working, etc. 	<ul style="list-style-type: none"> In progress 	●			

Middle East




2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> C&A RAD compliance Barner integrity Media and SM monitoring analytics Stakeholder feedback and IIS insights Grievances/ OpenTalk Capability development outcomes 	<ul style="list-style-type: none"> Ensure communications in owned channels and all external opportunities are aligned with our ambition Complete non-technical risk reviews (VaS in Oman) 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 	In progress			<ul style="list-style-type: none"> Risk review underway for C&P OJV in KSA 	<p>Recent achievements:</p> <ul style="list-style-type: none"> Oman – divestment and significant contribution to Group, voluntary redundancy amidst economic environment, business continuity (red list travel and vaccines) Re-establish Exec. relationships in region (esp. UAE) Iraq – NOJV and ROO risk updates, UV planning, Tribal relations, UXO, water pipeline integrity at ROO Kuwait – transition of relationships, attempted ad scam. T&S and Air divestments Lebanon brand and commercial association allegations
Continue to position bp as partner of choice in the Middle East	<ul style="list-style-type: none"> Overall support from governments Partner contract scores (UAE and Kuwait) GALCE and RC&S growth outcomes Social investment programme analytics Feedback from wider society 	Redacted - First Amendment	In progress			<ul style="list-style-type: none"> Risk of increased interest in Iraq UV agreement given WSJ story. Complex stakeholder needs Showcasing plans disrupted by COVID travel restrictions, or opportunities not fully realised as global events move to UAE 	<ul style="list-style-type: none"> T&S IFAD launch with ADNOC well received Abu Dhabi and Kuwait partner scores above plan UK-UAE strategic partnership announcement expected end July
Gain recognition that bp is performing even as it transforms	<ul style="list-style-type: none"> Pulse Live data Channel analytics Listening sessions and leadership feedback 	<ul style="list-style-type: none"> Enable operations delivery through integrated and campaign-led internal communications including <ul style="list-style-type: none"> Support transition to new organization and ways of working Implement global campaigns throughout ME (safety etc.) Deliver targeted, integrated communication showcasing bp's strategy in action in the region (incl. NOJV) 	In progress				<ul style="list-style-type: none"> Oman ramp up comms expected end June
Increase employee understanding of the strategy and their role in delivering it in the Middle East	<ul style="list-style-type: none"> Pulse Live data Channel analytics Listening sessions and leadership feedback 	<ul style="list-style-type: none"> Enable delivery of topkme and contribute to Group eNPS improvement Collaborate with P&G 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 	In progress			<ul style="list-style-type: none"> eNPS impacted by continued COVID restrictions/BCP and impact on wellbeing (esp. rotators and families) 	

AsPac C&A

India (1)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	No surprises, negative media coverage, community incidents or self-goals	<ul style="list-style-type: none"> Influence RIL / NGOs on ABC / AML risks Support three ongoing arbitration cases Crisis comms training 	<ul style="list-style-type: none"> 50%, ongoing Crisis comms workshops held in May 				
Work with Reliance to secure necessary permits and licenses to build 500 Jio-bp retail sites	Mission 3-5-5-5: Open to public (OTP) 300 sites, 500 under construction and 500 prospects, rebrand 500 existing outlets by December 2021	<ul style="list-style-type: none"> Advocate for reduced number of permits and licenses Advocate for policy support for battery swap and mobile refuelling Support the first joint branded outlet launch in 3Q 2021 Jio bp – formalized approach to engaging with media 	<ul style="list-style-type: none"> 30% First joint branded outlet launch moved to 4Q 2021 due to ongoing pandemic and execution challenges Advocacy ongoing 		Jio bp expects ~150 new sites open to public this year due to the ongoing pandemic and execution challenges	Critics could view our India liquid fuel expansion plans as a contradiction to our decarbonization agenda	
Continue to influence inclusion of gas in GST, changes in ceiling price and unified pipeline tariff notification	Notification of policy, government recognition of the need for reform	<ul style="list-style-type: none"> Influence inclusion of gas in GST, removal of ceiling price and unified pipeline tariff Support Satellite cluster start up including amplification internal/external Support development of MJ (2022) Influence the government to extend bank guarantee towards Site Restoration Fund (SRF) 	Redacted - First Amendment		The dynamic political environment and varied stakeholder interests is challenging for the GST and ceiling price reforms		<ul style="list-style-type: none"> Gas in GST will reduce the overall price of gas and help expand the market, benefitting the entire value chain Advocate for supportive policies for LNG in transportation As per the PSC obligation field restoration can be funded by a bank guarantee for the first three years and then paid in the fourth year. Due to the pandemic bp had requested for an extension





India (2)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Position Castrol as a growth brand for increased recognition	<ul style="list-style-type: none"> 25% increased earned media No community incidents 100% CSR compliance for all entities 	<ul style="list-style-type: none"> Increase PR value for Castrol Leverage media relationships to influence business issues 1Q'21 results/ AGM Drive employee engagement via national conference Integrated campaign - Path 360 Mitigate/ influence community issues around our operations 	<ul style="list-style-type: none"> 50% Favourable Q1 results and AGM – positive media coverage National conference – well received and attended despite virtual format CSR ongoing 			Castrol's carbon neutral product release could potentially be seen as 'green washing'	
Lead advocacy efforts to enable new opportunities for RC&S	Successful Infosys and Welspun partnerships	<ul style="list-style-type: none"> Position bp as an IEC, supporting integrated offers Regulatory and amplification support for milestones/ deals Represent bp at relevant industry forums to advocate for well-designed climate policies 	<ul style="list-style-type: none"> 50% Infosys announcement and amplification Supporting RC&S with regulatory & sustainability input Progressing TERI + academic partnerships toward low carbon solutions Trade association reviews 			Potential backlash from partnering with companies with high carbon footprint	
Increase employee understanding of the strategy and their role in delivering it in India	<ul style="list-style-type: none"> Increasing trend of strategy question in Pulse (20%) Successful execution of virtual format townhalls and Q&A 	<ul style="list-style-type: none"> Amplification of business milestones demonstrating strategy Deliver communications in support of Reinvented bp and energize staff Increase employee understanding of the bp strategy, sustainability framework and aims 	<ul style="list-style-type: none"> 50%, pulse strategy question trend – 32% increase achieved Regular communication of business achievements aligned to bp India strategy (Sals, Digital Hub, e-auctions and Infosys) Townhalls (bpLT 2 and #Staying Connected -2, Covid stand down - 1) Mallers – 26 Amplification of global campaigns (bp&me etc.) 			<ul style="list-style-type: none"> Employees distracted during Covid wave 2 Workload challenges 	




ANZ 1

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	No surprises, negative media coverage, community incidents or self-goals	Redacted - First Amendment			More intensive engagement with federal government	Closure of KWIN refinery misaligned with the federal government's geopolitical narrative on more assertive national security / vulnerable supply chains	Need enhanced commitment to Australia demonstrated
Secure MOU with Western Australian Government in support of ANZ objectives	Signals of WA government support (public and private)				Business to decide how to progress (may abandon MOU concept and approach project by project)		Relies on progress with KWN low carbon investments, Project Dahlia, Project Geri and Project Great White
Advocate for CCUS to secure government co-investment in technology and policies to enable generation of credit units	Federal government public and private support for the measure						By year end, federal government method for ACCUs to be published; enabling legislative amendments drafted
Secure government approvals, co-investment and alternative low carbon projects for Kwinana transition	Signals of state and federal govt support (public and private)				A more intensive engagement with government will be carried out once business confirms investment plans (summer RCM)	Reputational impact of not progressing KWN low carbon investments	




ANZ 2

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Minimize market distortions and capture value from government intervention in liquid fuels market	<ul style="list-style-type: none"> Ongoing negotiations with government / drafting of regulations Process ongoing to mid 2022 	<ul style="list-style-type: none"> Submission to Productivity Commission on supply chains Mandatory Stockholding Obligations rules being drafted – end 2021 	<ul style="list-style-type: none"> 30% Federal government's refinery subsidy scheme from consolidated revenue 		<ul style="list-style-type: none"> Government support for existing refineries increases interventions: <ul style="list-style-type: none"> Weekly engagements / negotiations with the Department, Exec government, stakeholders Enhance comms on bp's commitment to Australia 	Business reviewing membership of the Industry association – advise against departure (can't go it alone)	bp position misaligned with government's narrative on national security
Advocate for decarbonization of heavy transport (road, jet, shipping and marine) and mining across ANZ	<ul style="list-style-type: none"> Public and private support from governments/ agencies Reflected in government policy announcements, program design 	<ul style="list-style-type: none"> SVP public speech, TV interviews and briefings Working with Clean Energy Regulator and KWN Hub partners on innovative market based options 	<ul style="list-style-type: none"> 40%, ongoing 		Partnerships being developed with customers	Federal government rules out: <ul style="list-style-type: none"> SAF as a priority fuel for abatement Mandates & taxes 	Other avenues being explored, including provisions under FTA with UK / guidance under UKETS
Secure stage two of Geraldton H2	<ul style="list-style-type: none"> Public and private support from governments Supportive Federal government programs 	<ul style="list-style-type: none"> Ongoing briefings between ARENA CEO and SVP Asia Pacific 	<ul style="list-style-type: none"> 50% 		Delayed finalisation of feasibility study to give room for Dahila (3Q)	Gerl now Plan B: <ul style="list-style-type: none"> Managing state government expectations (very favourable view of Gerl) 	When appropriate, sensitive briefings with stakeholders on outcome of Gerl v Dahila and strategic choices
Increase employee understanding of the strategy and their role in delivering it in ANZ	Increasing trend of strategy question in Pulse (20%)	<ul style="list-style-type: none"> Creating ANZ strategic narrative Discover AsPac M&M, RC&S page Go deeper, fact sheets, video shorts 	<ul style="list-style-type: none"> 50%, ongoing Pulse strategy question trend – 27% increase achieved 				





China (1)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	No surprises, negative media coverage, community incidents or self-goals	<ul style="list-style-type: none"> Managing action related to Nansha NOU / employee arrests Geopolitical analysis and briefings Communications plans related to Jinko Solar Project Q (Lubes, Shenzhen) Crisis comms training 	<ul style="list-style-type: none"> 50% China working group (CWG) established Increase in positive bp news 11% YoY Various communications plans in place Crisis comms workshops held in May 			US / UK / China geopolitics, including Xinjiang and Hongkong	The CWG led by Simon has met up every two weeks for the last two months – includes Tom Wailes, Bob Scher, Rosie, Nili, Legal etc.
Lead advocacy efforts to enable new opportunities for RC&S	Successful partnerships in China	<ul style="list-style-type: none"> Advocacy for RC&S projects / opportunities CNPC exchange meetings, covering low carbon, international markets management, potential project Jiangsu & Hainan provincial 14FYP study, to feed into China strategy Leverage State Review to explore new opportunities in 6 provinces 	<ul style="list-style-type: none"> 30% MOU with Alibaba and preliminary discussions with CNPC on a potential opportunity 		Clarity on China strategy expected in 4Q		Ongoing internal communications on ITK, Yammer
Generate media coverage to help position Castrol as a sustainable, digital and service brand	Brand recognition	<ul style="list-style-type: none"> Castrol ON WeChat promotion Andy Yan's story promotion through integrated comms channels Promotion of Volvo MOU signing, Tech Show and CSR programs on integrated comms channels Support Castrol's anti-counterfeiting actions in regions by collaborating with local authorities 	<ul style="list-style-type: none"> 50% Successful promotions of Castrol successes Discussions with Volvo counterparts 				



China (2)




2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Work with Didi to secure necessary permits and licenses to build 1,500 network points in 5 years New 2021 target: 4,000 charge points	Achieve 2021 target	<ul style="list-style-type: none"> Advocacy / dialogue with regional governments Integrated comms support for Carbon neutral EV charging in support of M&C and FM&S M&C guidelines of dealing with unexpected interview / shooting by media or internet celebrity for JVs and WOFE 	<ul style="list-style-type: none"> 30% Continued advocacy 24/7 media monitoring FM&S messaging / talking points 				
Advocate for integrated energy solutions, local gas and new energy projects	New business opportunities	<ul style="list-style-type: none"> Lead C&A for participation at key events - SIA LNG Forum, CNOOC Carbon Neutral Summit, CBCSD, COP15 etc. Participation in Sino-EU cooperation platform on hydrogen & smart energy working groups Supported engagement with central and local governments on Gas 	<ul style="list-style-type: none"> 30% Two new deals communications Local government engagements 		Clarity on China strategy expected in 4Q		
Increase employee understanding of the strategy and their role in delivering it in China	<ul style="list-style-type: none"> Increasing trend of strategy question in Pulse (20%) Successful execution townhalls, events etc. 	<ul style="list-style-type: none"> #peoplebehind net zero interviews. Castrol China listening lounges Support P&C with work/life rollout, safety leadership principles etc. Deliver Castrol China internal comms plan 	<ul style="list-style-type: none"> 50%, pulse strategy question trend – 41% increase achieved 3 net-zero interviews & listening lounges Embedding of strategy messages and proof points in internal communications are ongoing 				<ul style="list-style-type: none"> Leverage all external events / speeches internally Leverage SR launch webcast / promotion

Indonesia (1)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	No surprises, negative media coverage, community incidents or self-goals	<ul style="list-style-type: none"> Manage media & internal communication during Covid outbreak Engage community on demobilisation Crisis comms training 	<ul style="list-style-type: none"> 50%, ongoing Crisis comms workshops held in May 				
Support seamless commissioning of Tangguh 3 train business	<ul style="list-style-type: none"> No major disturbance to all Tangguh activity Effective grievance redressal 	<ul style="list-style-type: none"> Seamless ramping up of workforce in Tangguh Secure permits during travel restrictions Manage risks at site related to workforce issues and marine intrusion Intensely stakeholder management ahead of demobilisation 	<ul style="list-style-type: none"> 30% Challenging progress; ensuring onshore activities continue to run despite ongoing intrusion at the platform 		<ul style="list-style-type: none"> Immediate action to address economic issues in the community Engage local government to resolve the problem Need support from the production and project team in transporting fresh product supplies for the north shore villages 	<ul style="list-style-type: none"> Increased community disturbance due to the number of incoming migrant workers Poor press likely as we may have to put in place stricter measures in managing the increased disturbance 	Vaccination of staff / contractors underway, which will help in mitigating operational challenges
Drive for Tangguh LNG CCUS and solar plant to be cost recoverable	Timely government approvals for development plan	<ul style="list-style-type: none"> Public support from the government for Tangguh CCUS Plan of development to secure both CCUS and solar plant Work with BD team to find new renewables opportunities 	<ul style="list-style-type: none"> 75% - POD already submitted. Final discussions underway for securing approval Awaiting approval on development plan from ministry of energy and SKK Migas 				
Support launch of 50 new retail sites across Jakarta and Surabaya	News coverage	<ul style="list-style-type: none"> Support engagement with ministry of energy Growth for Castrol Engagement with potential EV partner Gojek and Transjakarta 	<ul style="list-style-type: none"> 30%, ongoing 			Expansion plans slow given the pandemic, role of EVs TBD	

Indonesia (2)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Lead advocacy efforts to enable new opportunities for RC&S	[On hold]	<ul style="list-style-type: none"> Engage and connect RC&S with key stakeholders on capital city and Surabaya Position bp with the government as potential partners for capital city – continue to closely monitor 	<ul style="list-style-type: none"> 20%, continue to engage with the government 			Capital project on hold	
Increase employee understanding of the strategy and their role in delivering it in Indonesia	Increasing trend of strategy question in Pulse (20%) Successful execution townhalls, events etc.	<ul style="list-style-type: none"> Townhalls with SVP on strategy / role of Indonesia Include carbon emission management in the AMDAL implementation Continue to engage internally for alignment on strategy in Indonesia 	<ul style="list-style-type: none"> 50%, pulse strategy question trend – 24% increase achieved Embedding of strategy messages and proof points in internal communications are ongoing 			Efficiency program to be initiated in 2H 2021, could lead to distractions	

Eastern Asia (1)							
2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	No surprises, negative media coverage, community incidents or self-goals	<ul style="list-style-type: none"> Manage past and ongoing issues and ITK projects Crisis comms training 	<ul style="list-style-type: none"> 50% Closed 3 issues and ongoing management of another 3 issues and ITK projects Crisis comms workshops held in May 				
Support T&S to manage external issues	<ul style="list-style-type: none"> No surprises, negative media coverage Stakeholder mapping with clear accountabilities / objectives 	<ul style="list-style-type: none"> Manage past and ongoing issues Develop government stakeholder mapping and engagement plan 	<ul style="list-style-type: none"> 50% Closed 3 issues and ongoing for management of 2 issues Starting review and development of government stakeholder map 				
Lead advocacy efforts to enable new opportunities for RC&S	<ul style="list-style-type: none"> Participation in dialogues to introduce and advocate for bp and RC&S Opportunities created for RC&S partnership development 	<ul style="list-style-type: none"> SG: introductory dialogue with MSE, EMA, MTI and UK trade commissioner for ASEAN SG: potential partnership with EMA on State Review as part of SIEW to profile RC&S MY: preparation for meeting with Johor's Sultan on solar project and introduction to SEDA VN: Develop govt affairs capability plan to support RC&S opportunities EA: explore agency support for policy insights. Curate industry news for RC&S 	<ul style="list-style-type: none"> 30% Introductory dialogues completed and the rest are ongoing 		Clarity on RC&S opportunities in Eastern Asia to emerge in 2H 2021		Also pending RC&S country reviews to be completed before planning and allocating resources to other identified markets

Rep. issues:

SG: Airbp fuel spill

MY: cyber incident

SG: tuberculosis case

MM: social media issue

KR, PH: project Thistle

SG: project Sling

T&S issues:

SG: Hin Leong

SG: Hontop Energy

SG: Marine Kingsley oil spill

JP: Chiba issue

CN: Nansha JV

SEDA: Sustainability Energy Development Authority in MY

BMCC: British Malaysia Chamber of Commerce

MSE: Ministry of Sustainability and Environment in SG

EMA: Energy Market Authority in SG



MTI: Ministry of Trade and Industry in SG

IMO: International Maritime Organisation

MPA: Maritime and Port Authority of Singapore

APPEC: Asia Pacific Petroleum Conference

SIEW: Singapore International Energy Week

Eastern Asia (2)							
2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Design and deliver regional campaigns that align bp strategy with local issues	Completion of wind, solar, CCUS and hydrogen narratives	<ul style="list-style-type: none"> Work with central C&A and energy economics team to craft and align narratives 	<ul style="list-style-type: none"> 30%, ongoing 				
Increase employee understanding of the strategy and their role in delivering it in Eastern Asia	<ul style="list-style-type: none"> Increasing trend of strategy question in Pulse (10%) Increased readership and positive feedback on local content 	<ul style="list-style-type: none"> SG, MY: Strategy webcasts from a country angle SG: monthly leadership feature on their new roles and thoughts on strategy Strategy messages and proof points to be embedded in monthly e-news, HoC notes and quarterly webcasts for SG, MY, GBS Asia, T&S APME 	<ul style="list-style-type: none"> 50%, pulse strategy question trend – 6% increase achieved at 68% Strategy webcasts and monthly features completed Embedding of strategy messages and proof points in internal communications are ongoing 				

Rep. issues:

SG: Airbp fuel spill

MY: cyber incident

SG: tuberculosis case

MM: social media issue

KR, PH: project Thistle

SG: project Sling

T&S issues:

SG: Hin Leong

SG: Hontop Energy

SG: Marine Kingsley oil spill

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SEDA: Sustainability Energy Development Authority in MY

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MSE: Ministry of Sustainability and Environment in SG

EMA: Energy Market Authority in SG

MTI: Ministry of Trade and Industry in SG

IMO: International Maritime Organisation

MPA: Maritime and Port Authority of Singapore






APPEC: Asia Pacific Petroleum Conference

SIEW: Singapore International Energy Week

Africa C&A







M&S

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021?	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> Only issue risk team review Grievance register Crisis comms exercises/region al crisis exercises 	<ul style="list-style-type: none"> Use risk-based planning e.g. VAS, RAT to identify, monitor, mitigate – 4Q Maintain crisis comms capabilities and train new team members – 4Q Support contractor monitoring and action on reputation sensitive issues (e.g. MSA/HR; community grievance monitoring) – 4Q 	75%			<ul style="list-style-type: none"> Misalignment with contractors on expectation around their committed social investment, community grievance management outside GTA operational boundary Increasing requests from Senegal fishing communities for compensation based on perceived loss of fishing grounds 	
Secure community support to allow safe and efficient execution of Greater Tortue Ahmeyim (GTA) Phase 1 project	<ul style="list-style-type: none"> Frequent community engagement through CLOs Fortnightly call with Scientists 	<ul style="list-style-type: none"> Deliver GTA 2021 SI projects (~\$2.6m) – 4Q Manage community engagement and grievance mechanism process (directly & oversee major contractors) – 4Q Launch bio-diversity action plan – 2Q - Gain budget approval for independent scientist panel – 3Q 	75%			<ul style="list-style-type: none"> Misalignment on crisis management by contractors operating outside GTA operational boundary 	
Deliver advocacy plans to support business growth opportunities	<ul style="list-style-type: none"> Bi-weekly business calls Monthly message alignment forum call 	<ul style="list-style-type: none"> Lead Yakaar Teranga (YT) external engagement forum 1Q to secure YT license extension - 2Q Work closely with BLT to deliver stakeholder engagement for Bir Allah license extension – 4Q Lead new BLT external stakeholder and message alignment forum – 4Q 	75%				Awaiting Govt Feedback
Exit Sao Tome & Principe and The Gambia in the right way	<ul style="list-style-type: none"> Weekly internal team calls Bi-weekly alignment calls with buyer team 	<ul style="list-style-type: none"> Finalize transfer of The Gambia social investment activities to NGOs – 1Q Work with BD on a solution & transfer of STP social investment activities and commitments – 1Q Support STP country manager and BD on right stakeholder engagement for both country exits – 1Q 	50%				<ul style="list-style-type: none"> Exit of The Gambia is complete STP transitioned to Angola Team and continuing to support the social investment activities until BD finishes the sale
Increase employee understanding of the strategy and their role in delivering it in M&S	<ul style="list-style-type: none"> Pulse Live 	<ul style="list-style-type: none"> Deliver internal comms & engagement strategy by 4Q including: <ul style="list-style-type: none"> New look & feel regional communicate – monthly SVP / BLT virtual townhalls – quarterly M&S in the new strategy lunch & learn series – 2Q Maintain or increase employee understanding of new strategy based on Pulse results – 4Q 	75%				






North Africa

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021?	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> Tracking deliverables of the WND Exit Plan Permits Qtrly Leadership report including PowerBI E&C periodic audit Attainment of business objectives (delivery on requests directly from SVP/LT) Monthly Media Monitoring reports Green light (ensure we are in line with aim 6) 	<ul style="list-style-type: none"> Lead WND exit (local workforce demobilization) – 1Q Issue Egypt's Permits procedures document – 1Q Support country leaders in Algeria & Libya in managing reputational issues & advocating bp's aims and ambitions where possible – 4Q Ensure that all internal and external communications, as well as bp's participation in external events, are consistent and aligned with our ambitions 	<ul style="list-style-type: none"> 90% 100% Ongoing Ongoing 				<ul style="list-style-type: none"> Exit: We plan to let go of the last cohort of local workers on June 17 (we went from ~8000 workers at peak to ~300 currently) Permits: Our permits process, has been featured as a success story/ case study in bp's E&C newsletter Support CL: such as Dev's recent visit to Algeria
Support the transition of Raven project from development to production	<ul style="list-style-type: none"> Tracking Deliverables listed in the SLA Actual implementation versus agreed timeline Numbers of grievances received 	<ul style="list-style-type: none"> Sign a Service Level Agreement with VP/Production - 1Q Deliver the WND 2021 SI projects batch (~ \$2.5m)-2021 Sign a new SI (20% of the current budget) MoU with the Governor - 2Q Run the Project Information Centre – 2021 Oversee the WND grievance mechanism process – 2021 	<ul style="list-style-type: none"> 100% 100% 100% Ongoing Ongoing 				<ul style="list-style-type: none"> New SI budget is now 10% of current budget SI project: all projects delivered with implementation closely monitored by C&A, NGO and the Local City Council
Clear path for start-up of L5bp project construction	<ul style="list-style-type: none"> Formal government letter of renewal Project team request for support 	<ul style="list-style-type: none"> Renew land lease – 1Q Deliver the public consultation / ESIA and engage with local stakeholder – 2021 	<ul style="list-style-type: none"> 100% Ongoing 				<ul style="list-style-type: none"> L5bp solar project: business case is now pending the go/no go of the LT
Continue to position bp as partner of choice in Egypt	<ul style="list-style-type: none"> Stakeholders relationship map VP visits / bp level of participation / recognition / booth traffic Annual campaign plan Number of views 	<ul style="list-style-type: none"> Expand our relationship network to include possible new stakeholders (e.g., the Ministry of Electricity & Renewable Energy) - 2Q EGYPS conference - 3Q MOC conference - 2Q Run social media campaigns to advocate for our aims & ambitions – 2021 	<ul style="list-style-type: none"> Ongoing Deferred Deferred Ongoing 				<ul style="list-style-type: none"> All conferences deferred to 2022 in light of the Covid situation EGYPS conference & MOC conference deferred to 2022
Increase employee understanding of the strategy and their role in delivering it in North Africa	<ul style="list-style-type: none"> Townhall feedback survey Annual internal comms deliverables Pulse survey results report on North Africa 	<ul style="list-style-type: none"> LT townhalls to raise awareness, establish relevance and energize employees regarding strategy and business priorities – Quarterly Business roundup – Monthly Internal campaigns to promote business/ CSR achievements and bp aims & ambition to drive pride among employees – Quarterly Employees feedback survey – 1H/2H Launch New Head Office campaign and embed a reinvented bp look & feel – 1Q Maintain or increase employee understanding of new strategy based on Pulse results – 4Q 	<ul style="list-style-type: none"> 100% 100% Ongoing 1H 100% Ongoing 				

Southern Africa




2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> On-going issues management Media monitoring & reporting Social media listening tools Pulse survey/listening engagements 	<ul style="list-style-type: none"> Social listening Crisis management training Scenario planning as part of issues management IMT support On-going employee engagement/ listening sessions to identify any emerging problems so business can frame and resolve situations quickly 	50%		See notes	<ul style="list-style-type: none"> SA transport labour strike threat (week 1 July) – impact on supply Mozambique political unrest (bp Aviation supplier to military, Fuel supply for military, making business a legitimate target) 	A better understanding of VAS application in practice
Ensure portfolio changes are understood and well received	<ul style="list-style-type: none"> Media monitoring Internal intelligence 	<ul style="list-style-type: none"> Stakeholder engagement & Communications plan Leak response plans Integrated communication channel approach Leader coaching focused on handling communication on portfolio changes On-going employee engagement (impacted/potentially impacted teams) 	60%		See notes	<ul style="list-style-type: none"> Mozambique media coverage largely linked to disgruntled former employees Delays in Mozambique portfolio changes increase reputational risk (transitioning employees feeding off issues raised by others) 	<ul style="list-style-type: none"> On-going engagement with project teams to ensure early identification and mitigation of any emerging risks on-going communication alignment on communications milestones/timelines and key messages
Secure 2021 BBBEE rating necessary to maintain license to operate	<ul style="list-style-type: none"> Independent External Audit/assessment of all BBBEE Compliance elements 	<ul style="list-style-type: none"> Finalize annual assessment Review of governance structure in Q3 Review of monitoring processes in Q3 Business target setting and preparation of operational plan for 2022 (end Q4) 	60%		See notes	Ownership element points carries the biggest risk at the moment, however interventions being explored to mitigate against the risk.	Newly appointed C&A lead prioritizing this aspect as it is a key compliance measure to retain license to do business.
Increase employee understanding of the strategy and their role in delivering it in Southern Africa	<ul style="list-style-type: none"> Pulse data Digital analytics Digital engagement cloud (for email comms) Yammer engagement 	<ul style="list-style-type: none"> Monthly townhall sessions 3X per annum VP engagement sessions Leadership resources to support team engagements on strategy Brand internalisation campaigns Yammer showcase of strategic/priority linked delivery (#Wednesdaywins) 	50%		See notes	Find a balance /right size between bp group and local content to keep employees equally engaged on both.	<ul style="list-style-type: none"> Feedback from employees points to them wanting a deeper understanding of how SA contributes to the bp strategy, hence the focus areas listed for Q3 and Q4 to drive understanding of SA's 3-year, strategic roadmap. Better partnering with the various business units needed here

Angola




2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none">Qtrly Risk Review meetingsCrisis comms exercises/regional crisis exercises	<ul style="list-style-type: none">Use risk-based planning e.g. VAS, RAT to identify & mitigate – 4QMaintain, develop crisis comms capabilities and train new team members - 4QSupport wider contractor monitoring and action on reputation sensitive issues – monthlySupport contractor E&C training – bi-annual	50%			<ul style="list-style-type: none">Failure to keep stakeholder expectation re social investment and production targets	
Position bp as partner of choice in Angola	<ul style="list-style-type: none">Frequent stakeholder engagement as per the stakeholder engagement plans	<ul style="list-style-type: none">COVID related projects w/ World Vision (maternal health) and Public Health England (caregiver training) – QuarterlyHALO – 100 Women in Demining (e.g. global webcast) – 2QDelivery of 4 schools in 1Q & 3QContent provided to Oil/Gas Agency newsletter – bi-monthlyProactively message drive towards Ops efficiency and reliability with partners and gov. stakeholders	75%			<ul style="list-style-type: none">Failure to keep stakeholder expectation re social investment and production targets	
Deliver advocacy plans to support business growth opportunities	<ul style="list-style-type: none">Monthly business callsWeekly check-ins	<ul style="list-style-type: none">Support leadership with external engagementMoU for Carbon policy w/ government- 4QBiofuels or Renewable MoU – 4QPAJ Marginal Field Terms extended- 2QSupport IST cookstove project implementation 2QHighlight bp Angola vision in key events (e.g. Oil & Gas conference)	40%		<ul style="list-style-type: none">MOU delays due to Govt bureaucracy		
Deliver regional campaign to drive cost efficiency program	<ul style="list-style-type: none">Yammer engagementSurveys	<ul style="list-style-type: none">With Finance Team: Every dollar counts (or similar moniker) plan approved -1QInternal business acumen campaign delivered – 4Q	80%				
Increase employee understanding of the strategy and their role in delivering it in Angola	<ul style="list-style-type: none">Pulse dataYammer engagement		80%		<ul style="list-style-type: none">Upcoming JV with ENI vs group strategy		

Americas C&A








US (1)							
2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	+Built and maintain a complete database of all third party organizations in the United States +Executed Center-led annual Trade Association review for North America	+Developed and implemented a set of criteria for reviewing advocacy organizations either to join or renew compatible with policy at the Center +Engaged strategically with API, NAM, US Chamber and CAPP to mitigate potential policy misalignments and speak out as needed + Clarifying accountabilities so we are positioned to respond quickly and thoughtfully to media and stakeholder inquiries	60% complete +Strong progress made shaping American Clean Power Association formation and activity through proactive staffing and engagement in nascent organization			Policy positions and advocacy of trade associations and other 3rd party organizations of which bp is a member will be in conflict to our ambition and aims and create reputation risk.	
Increase recognition that bp is performing even as it transforms (+5%)	+ global campaign research - KPis legislative/regulatory outcomes + positive earned/social media coverage + third-party endorsements/support	+ successfully negotiating final language in Whatcom County Code and advocating for key Cherry Point permits + coordinating with stakeholders to achieve zero routine firing in US onshore by 2025 + passing tort reform legislation in Montana + Defeating or amending HB 235 (High Hazard Training Certification) in Ohio + Advocating for GoM with DOI on lease reform and financial assurance + Proactively highlighting arrival of Argos platform to GoM + Hurdling relationships with ENGO partners to keep them apprised of our progress as we transform	50% complete Metric can not be easily defined by a percentage			+ License to operate risks for core hydrocarbon businesses with Biden administration (i.e. federal leasing "pause" and financial assurance in GoM). + More aggressive state and local government measures to restrict hydrocarbons (i.e. natural gas bans, Whatcom County) + Risk that organized labor will make bp refineries (Toledo, Whiting) target of activism for increased non-union hiring on TARs.	Do we have the right KPis? (increase recognition...) Must continue to engage with the jobber population to share our advocacy strategy
Position bp as a credible contributor to climate policy	+ global campaign research - KPis + legislative/regulatory outcomes + positive earned/social media coverage + third-party endorsements/support	+Federal methane campaign +Engage through Issues/policy groups: Business Roundtable, API, CDES, National Association of Manufacturers, U.S. Chamber of Commerce + Support advocacy for sustainable biofuels + Advocate for RFS that is carbon intensity-, not volume-based + Launch US Advocacy Amplification Campaign (paid) + Offered bp support to Biden Admin in advance of COP26 and on its international climate agenda with US Special Presidential Envoy Kerry +Advocated with CEO staff on top's NEPA guidance/ rulemakings +Advocated with FERC Commissioner on electric transmission, offshore wind and the role of gas +Submitted comments to SEC on climate disclosures, supporting transparency in reporting	35% complete Metric can not be easily defined by a percentage		+ Slow start to launch US Advocacy Amplification Campaign – intervention now in place and we are in action	-As the industry moves forward in a more progressive fashion, we might see challenges in differentiating ourselves – as it relates to our emissions reporting and reductions. -Increasing interest in asset divestment – helps an individual company's emissions profile but may not impact absolute emissions reductions. We might face increased questions and scrutiny about our divestment strategy.	Do we have the right KPis? (increase recognition...) Engagement with Biden Administration will increase in Q3 and Q4 as agencies progress with their regulatory agenda and additional political appointee positions are filled





US (2)

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or <i>Amber</i> , what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Incentivize renewables, CCUS and hydrogen with Administration, Congressional and state action	Legislative outcomes: + PTC/ITC extensions in COVID relief pkgs + Extend CCUS 45Q credit for >1 year + Passage of CCUS legislation in TX & IL + Open federal lands/waters for renewables + Pass infrastructure bill with renewable incentives	+ Engage through trades: American Clean Power Association; Clean Hydrogen Future Coalition; API + C&A direct advocacy incl. contract lobbyists + Engage with partners (e.g. Equinor on offshore wind)	73% complete + ITC/PTC/45Q extensions completed + TX CCUS bill passed; IL passage expected in special session + NY bight OSW auction pending; CA auction announced + Infrastructure bill being negotiated – bipartisan support for renewable elements		+ CCUS and Hydrogen business strategies in US not yet well developed	+ growing NIMBY opposition to siting of utility scale renewable power in US (e.g. OH bill targeted at Wind & Solar)	
Enact carbon pricing in Washington state and the Northeast	Legislative outcomes that reflect bp priorities + Passage of WA carbon pricing bill + 6 NE States adopt TCI + PA joins RGGI + IL passes energy legislation + NY passes LCFS	Integrated external campaigns: + C&A direct advocacy including contract lobbyists + WA - Low Carbon Prosperity Institute, paid advocacy + TCI - Coalition for a Better Business Environment, paid advocacy	60% Complete + Washington State passed + TCI - DC and MA in; CT and RI have legislation pending, focusing on MD, VA, NC + PA finalizing joining of RGGI + IL energy legislation expected to pass in special session + NY state failed to pass LCFS legislation		+ External Factors not under our control – economy and politics – impacting Cap and Invest, TCI and RGGI enactment (will cost consumers more \$\$)		
Increase employee understanding of the strategy and their role in delivering it	+ Pulse scores (target: 5 or more points increase over prior year) + Employee sign ups to the BEAT – increase in reach + Engagement metrics established for Yammer posts by executives + Email open rates (target >40%)	+ Launch of the BEAT (bp employee advocacy too) in 2Q + Strategy education via Webcast series – US priorities/topics: Methane, role of natural gas, EVs, P&O projects, Solar) + Executive positioning strategy for US leaders to support messaging + Delivery of training plan for employee advocates & thought leaders (social media, personal branding, thought leadership etc)	+ Pulse scores – increase by 3 points (YTD June vs 2020) + BEAT – migration from LinkedIn Elevate (100% complete) Enrolment by 400 US employees (80% of target) Reach 32M YTD (Elevate & BEAT) + Strategy education series – 20% complete intent to deliver session every 6 weeks + Executive positioning – on track – 45% email open rate average (Lawler)		+ As strategy is updated (scope 3 etc) anticipate employee understanding scores could dip		+ Growth strategy to include targeting Americas regions in 3Q + US policy advocacy to ramp up in 3Q & 4Q + Alumni/retiree network – carded for 4Q





Mexico

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	Track against: -Stakeholders management plans on key upstream projects -Due diligence/review process	Due diligence process conducted on trade associations, organizations and publications where we participate. Major companies reputation research in progress by Trade association	75%				
Enable the Midstream fuels supply & marketing ITK project	-Track against project's plan and timeline -number of government stakeholders accessed	-Planned access to relevant government stakeholders -Rigorous review of the messaging strategy	77%			The reforms to the Hydrocarbons law and the purchase of the Deer Park Refinery by Pemex may affect the project timeline as government reassesses timeframe to reach self sufficiency.	
Preserve the value of bp's current businesses through strong regulatory advocacy	Advocacy plan for energy fiscal and labour reforms Labour reform tracked against comms plan too.	- Labour reform task force, PMO project - Energy Reform Task Force - Mid term elections task force	66%			Protective action seeking an injunction against the application of the Hydrocarbons law reforms will be filed by the business. Expected to affect the relationship C&A has built with the government	C&A is reassessing the relationship and engagement strategy.
Strategically manage and implement P&O plans without affecting other businesses	Implementation plan and timeline for Blocks 1 and 34 Communications plan	Advocacy plan with partners Relationship mapping Comms plan Managing the timeline of events	60%			Due to the complexity of the regulatory framework and the Agency's recent performance due to Covid 19, the completion of these projects is expected to be 3Q 2022	
Increase employees' understanding of bp's strategy and Mexico's role in delivering it.	Pulse data	Employee engagement plan for 4Q Partnership with BRGs	24%		A new C&A team is being built in 2Q Expected delivery by 4Q		

Brazil

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	Active media monitoring.	<ul style="list-style-type: none"> Mapping all trade assoc. and bp's reps. All hands meeting to refresh due alignment with bp's narratives and E&C guidelines. Continuous press monitoring and internal training/alignment. 	79%			No. Keep monitoring internally for new announcements and also NOJV's developments.	The % progress is the average reflecting Q2 and year-end goals.
Position bp as a key low carbon energy player in Brazil	Monitoring evidences: <ul style="list-style-type: none"> Media inquiries. Interview invites Invites for speaking role in events. New regulations supporting bp's objectives. 	<ul style="list-style-type: none"> Influencing the forest and transport carbon pricing initiatives. (RenovABio and REDD+). Leading study to demonstrate Brazil's huge potential once Article 6 is regulated (Paris Agreement) Positioning Gas as a relevant fuels in the low carbon transition 	63%			CoP26 approaching. Pressure over government's environmental agenda is escalating. Positive for influencing and promoting desired changes but delicate matter explored in intense political conflict.	The % progress is the average reflecting Q2 and year-end goals.
Integrate issues management enabling LTO and business success	<ul style="list-style-type: none"> VaS refresh completion. No acute conflicts among businesses. 	<ul style="list-style-type: none"> Finishing VaS refresh Influencing market liberalization in Aviation and Gas markets. 	61%			New opportunities under assessment by the business entities. Potential risk related to C&A timely awareness and resources to provide due support ensuring integration.	The % progress is the average reflecting Q2 and year-end goals.
Increase employee understanding of the strategy and their role in delivering it in Brazil	<ul style="list-style-type: none"> 2 town halls concluded Employee assessment on bp's strategy (ongoing) 19 posts on social media reaching ~60k people 2 Advocacy Brazil sessions 	<ul style="list-style-type: none"> Quarterly town halls with HoC Call for engagement in social media posts using THE BEAT Supporting CST with COVID-related measures. 	72%			No.	The % progress is the average reflecting Q2 and year-end goals.







T&T

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	Media monitoring reports	Use of the Green Light process Closer collaboration with legal on messaging	Full compliance to date			n/a	
Increase recognition that bp is performing even as it transforms	Media monitoring reports and reputation surveys	Positioned internal and external stories on the core business and focused on major business and project milestones	50% of target with further ramp up in 2H as two major projects move into offshore hook up and commissioning phase (Matapal & Cassia C)			Lower production profiles will continue to be a strain on country reputation and could affect how people interpret that we are "performing while transforming"	
Advance the Trinidad Net Zero agenda and pivot CSR to align with sustainability framework	Measuring progress against the annual C&A plan	Agreement on projects to exit with exit plans developed Net Zero comms & engagement plan to develop & execute Net zero aligned activities	80% of exit conversations completed 60% of Net Zero comms and engagement plan delivered			Main risk is resources – people & budget to explore new opportunities that align with new sustainability frame themes	Would be great to see some more budgets that allow us to take on at least one new "greening" initiative
Increase employee understanding of the strategy and their role in delivering it in T&T	PULSE reports	Cadence of federal communications on strategy and performance with monthly performance updates, townhalls and strategy sessions	Pulse results show a significant jump in employees who understand the strategy (over 18% increase). Latest survey shows 20 point increase in employees who say they are "excited about what we are trying to achieve at bp." With scores in the 90's.			No risks	



UK C&A and regional alignment

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UK C&A & regional alignment 1

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	Avoid media escalation of issues encountered	Team awareness on tone – especially Aim 6 & 8	On track - ongoing		N/A	Ongoing risks associated with North Sea, UK Climate Change related and Offshore Wind activities	N/A
Set conditions to rapidly grow EV charging business	Campaign plan, aligned with business, in place and activated	<ul style="list-style-type: none"> Portland and Fleetwood consulting partnerships Campaign plan Engagement with Pulse / FM&S leaders 	Campaign plan almost completed		<ul style="list-style-type: none"> Forcing business alignment, decision on strategy and clarity of roles Portland engaged for 2021 summer campaign given upcoming announcements 	Being recognised as HMGs partner in electrification when the nation's decarbonization strategy is announced	Following completion of campaign plan – re-irving of UK bpPulse resourcing to UK C&A team
Secure Govt funding and policies to enable Net Zero Teesside	<ul style="list-style-type: none"> Ongoing business discussions with government – cluster sequencing decision expected before COP BP campaign plan in development 	<ul style="list-style-type: none"> Flint and Portland consulting partnerships Campaign plan in development (with H&K) Engagement with G&LCE leaders 	NZT (consortium) plan in place, bp –specific campaign plan in development		Forcing on strategy and clarity of roles especially in regard to NEP vs the 'East Coast Cluster' (incorporating Zero Carbon Humber)	Consortium alignment / bp independence as operator versus bp-positioning as operator	N/A
Set conditions to secure Project Elizabeth DCO and win Project Phoenix bid	New priority added, Campaign plan, aligned with business, in place and activated	<ul style="list-style-type: none"> Governance with ENBW agreed OSW recruitment Portland engaged 	Campaign plans in development		Resourcing of OSW team and increased focus on ScotWind bid	<ul style="list-style-type: none"> Relative strength of bp's ScotWind bid Local stakeholder reception to project Business analyst cynicism 	Project Elizabeth summer survey underway, Marine engagement (fisheries and ferry operators) commenced
Showcase North Sea as a high value and environmentally progressive basin	Campaign plan, aligned with business, in place and activated	<ul style="list-style-type: none"> Local consulting partnerships Campaign plan Engagement with Pulse / FM&S leaders 	Campaign plan in development		North Sea recruitment concluded – 2 x FTEs commencing August 2021	<ul style="list-style-type: none"> COP26 location in November Onshore electrification from Norway 	N/A
Showcase bp as a British champion	Campaign plan, aligned with business, in place and activated	Portland consulting partnerships	Campaign plan in development, including new HoC onboarding		On track – all other UK-based campaigns feed into this	Multinational tax risks, Supply chain nationalisation	<ul style="list-style-type: none"> Leverage BBBBC activity Includes pivot of partnerships

UK C&A & regional alignment 2






2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
Embed VaS to inform regional advocacy, risk management and resource allocation	Compliance of regions to implement / refresh VaS to reflect bp's Purpose & Strategy	<ul style="list-style-type: none"> Engagement plan to renew. UK implementation plan. Europe implementation plan (TBA) Russia implementation plan (TBA) 	Behind schedule due to distractions across the business, change in strategy and new personnel		Focus for team in 3Q onward	Amend VaS to remove 'defensive' policy advocacy and reflect new business strategies related to the energy transition	Working in conjunction with S&S based 'market insights team
Refresh & implement social sustainability practices	Updated policy & procedures that address upstream region audit findings and reflect the Reinvented bp	Working group (led by Regional Alignment) terms of reference and project plan	On schedule			Alignment with S&S on social sustainability roles & responsibilities	Also feeds into C&A policy & procedure renewal

Europe & Russia C&A

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Europe C&A							
2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse / reputation research)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: problems arising that need resolving / Amber: potential issues / Green: progress as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	Media monitoring / reputation research	<ul style="list-style-type: none"> Onboarding plan for C&A Europe / new HoCs incl crisis & media training Integrated planning approach – managing political, business risks and issues Trade association positions review 	No reputational accidents			Internal: approvals processes for press releases/statements – delays, inefficient & too many stakeholders	Reputational issues managed during 1H: bpRR enhanced surveillance
Raise awareness of bp's transition from IOC to E&C in Germany and Brussels by 5%	Reputation research	<ul style="list-style-type: none"> Arranging 4/5 events between key senior stakeholders and bpLT DE: FGH appointed - Handelsblatt OpEd, BDEW Congress in Sept, engagements around OYW BR: EU Green Deal support – policy squads established to work on 'fit for 55' package LSbp deals: Portugal, Greece, Poland, Spain 	DE: April 21 = 22% (baseline) BR: research being scoped with MORI		Reputation research taking place with Brussels elite in June / July – only lot of research this year so may be difficult to measure the 5% increase	<ul style="list-style-type: none"> Impact of outcome of German election on 26 September 2021 which will most likely see a strong rise of the Green party and Green ideas COVID continuing to impact travel plans to enable LT events 	<ul style="list-style-type: none"> EU fit for 55 package initiatives launched 14 July Reputation research taking place with Brussels elite in June / July – only lot of research this year so may be difficult to measure the 5% increase
Set conditions to rapidly grow EV charging business and mobility solutions in Germany & Spain	Qualitative measurement through enabling policy frameworks	<ul style="list-style-type: none"> DE: C&A support to enable projects Ghia (+ other EU countries), Lighthouse, Berlin (UFC) SP: drive carbon neutral program, biomethane & LNG pilot for heavy duty, EV offer (2022) NL: C&A support to enable EV hubs in Amsterdam (2021) 				DE: Post-federal elections reputation on electrification at forecourts may require more ambitious roll-out of fast chargers between 2022-2026 than is currently foreseen under our own strategy	UFC electrification campaign has been a major external reputational boost for us. Helps improve our political access + considerably improves media and public awareness of bp as a key player in future mobility
Set conditions to develop strategic projects in Germany, Spain and Netherlands	Qualitative measurement through enabling policy frameworks	<ul style="list-style-type: none"> H2: IPCEI funding - Castellon electrolyser, Lingen LGH2, DE GET H2, NL H2-Fifty, H-vision support SAF production: Castellon, Lingen Work with RC&S on potential partnerships: Hamburg, NRW, Rotterdam, OEMs, Valencia / ceramic industry 				NL: formation of gov ongoing – likely to have green agenda which outpaces EU2030 targets DE: Federal elections in Sept 21 may accelerate enforcement of climate protection plan. 2 projects approved for IPCEI funding.	Possible EU recovery and resilience funds for low carbon projects
Ensure EU sustainable finance taxonomy supports transitioning energy companies	Qualitative measurement engagement with policymakers	<ul style="list-style-type: none"> Direct engagement with Commission and key member states; responded to 2 consultations Leveraging trade associations to support advocacy (IOGP, FuelsEurope, ERT, BusinessEurope) 	Most bio, hydrogen, CCUS, EV charging deemed 'sustainable'			<ul style="list-style-type: none"> Initial taxonomy-alignment expected to be relatively low for bp and peers Reputational risks around advocating for gas as transition fuel 	More clarity on treatment of gas expected in 2H – a highly politicised issue the Commission has not been able to resolve yet
Increase employee understanding of the strategy and their role in delivering it in Europe	Pulse data	<ul style="list-style-type: none"> DE: "Durchblick" (get perspective) strategy sessions in Bochum / refinery lunch & learns PL: HoC video interviews on strategy / NL: village hall surveys & engagement / All: promotion of central campaign messages in country town halls, intranets, newsletters etc. 	Jan 21: 45% May 21: 45% No progress		EU strategy WG established, translating central materials & collaborating with central IC&C team	Meaningful engagement needs to happen with those who don't use bp comms channels – EU to focus on frontline engagement and equipping line managers to engage teams	Ongoing reinvent process is a barrier – when employees have certainty about futures more strategy engagement planned as part of new org onboarding

Russia C&A

2021 priorities	How are you tracking/measuring this priority? (e.g. Pulse data / reputation research / etc.)	What are the initiatives/projects in place to support this priority?	What is the latest progress / status? (at 5% of 20% target for example)	Are we on track to deliver this priority for 2021? Red: There are problems arising that need to be resolved Amber: There are potential issues Green: Progressing as planned	If Red or Amber, what are the issues + what interventions are in place / being planned to address them?	Are there other emerging risks internally/externally that we need to recognize?	Any other comments/notes you would like to add?
No reputational accidents	<ul style="list-style-type: none"> Media reports / news coverage of bp in Russia Public and non-public statements by key stakeholders 	<ul style="list-style-type: none"> External engagement plan and CSR partnerships Alignment with Rosneft on any major initiatives Pro-active communication of bp's strategy 	100%				bp commands strong reputation in Russia. Recent public statements of President of Russia saying that bp is a desirable partner of Russia and Rosneft reconfirms this belief
Deliver and execute low carbon MoU with Rosneft	<ul style="list-style-type: none"> Fact of delivery and execution 	<ul style="list-style-type: none"> MoU signed Joint workgroups formed and working, legal and central teams engaged Monthly joint general governance meetings process established 	50%				<ul style="list-style-type: none"> Strategic Cooperation Agreement on Low Carbon with Rosneft was delivered. Execution is in progress
Increase recognition of Rosneft's ESG progress	<ul style="list-style-type: none"> Media reports ESG ranking 	<ul style="list-style-type: none"> ESG is in scope of Workstream 5 of the SCA Series of ESG workshop to share experience 	50%		bp + RN have different strategies to fulfil; increased engagement from leadership will be required and plan in place	Increased scrutiny on bp's position in Russia and RN Vostok development	ESG workshops scheduled for June 25 and September (date tbc)
Progress one city & one corporate partner in Russia for RC&S	<ul style="list-style-type: none"> Identification of specific partner and setting up a road map to the agreement to cooperate 	<ul style="list-style-type: none"> Meetings with potential partners 	10%		<ul style="list-style-type: none"> Lack of internal interest and external opportunities Aligning with RCS (N Grady/W Lin) to agree potential pipeline and options post-SPIEF 	Geopolitical relations need to be factored into all partnerships	Number of meetings with potential partners (Fortum, Enel, Schneider Electric) took place at SPIEF. Position on joint engagement with Rosneft is being discussed
Increase employee understanding of the strategy and their role in delivering it in Russia	<ul style="list-style-type: none"> Pulse data Feedback from employees during Q&A sessions with LT 	<ul style="list-style-type: none"> Townhalls LT members engagement with respective teams Internal comms (Yammer, newsletter, etc.) Learning sessions lead by LT 	75%		Castrol engagement should improve and sessions are being established		Use of polls during the strategy learning sessions to see the depth of understanding the theme and identify possible gaps