

CEA 4Q  
priorities

<div>Americas</div> <ul style="list-style-type: none"> <li>Methane rules</li> <li>Redacted - First Amendment</li> <li>Leasing pause/financial assurance</li> <li>COP26</li> <li>Big Horn project</li> <li>US Impact Report</li> <li>VaS refresh</li> <li>World Petroleum Congress</li> <li>New aviation regulation in Brazil</li> </ul> <div>Europe</div> <ul style="list-style-type: none"> <li>MOC for new organization and implement new ways of working</li> <li>Fit for 55 package analysis &amp; positions / key messages development</li> <li>Engagement events with key stakeholders to support policy advocacy campaign delivery in Europe in coordination with FGH</li> <li>Ramp up bp strategy engagement across all countries</li> <li>People capability / no reputational accidents – crisis comms refreshers with HOCs and smart brevity training</li> </ul> <div>Russia</div> <ul style="list-style-type: none"> <li>Russian Energy Week</li> <li>Spencer Dale presentation in Moscow</li> <li>TAAS JV decarbonization project comms</li> <li>Kharampur JV social investment commitment</li> </ul>	<div>Africa</div> <div>Angola</div> <ul style="list-style-type: none"> <li>Executive stakeholder plan in support of gaining government approvals for JV with Eni</li> <li>Value at Stake refresh</li> <li>Social investment delivery – Angola and Sao Tome &amp; Principe</li> <li>Portfolio divestment in Sao Tome &amp; Principe</li> </ul> <div>North Africa</div> <ul style="list-style-type: none"> <li>Potential portfolio divestment in Algeria</li> <li>Position bp as partner of choice in Egypt</li> <li>Increase employee understanding of the strategy</li> </ul> <div>Southern Africa</div> <ul style="list-style-type: none"> <li>Communications and government affairs support for Rhapsody programs</li> <li>BBBEE Plan for 2022</li> <li>Value at Stake refresh</li> <li>Strategy campaign, NetZero educational awareness, 3 town hall sessions</li> </ul> <div>M&amp;S</div> <ul style="list-style-type: none"> <li>Establish a Social Unrest management squad</li> <li>Establish a robust monitoring mechanism on political, security and social risks</li> <li>Yakaar Teranga (YT) license next steps, including site selection (for onshore landing terminal), seismic (permits etc) (Business development)</li> <li>Mauritania solar mini-grid project progression</li> </ul>	<div>AsPac</div> <ul style="list-style-type: none"> <li>Morale and workload of our own teams – given Covid, Reinvent &amp; prolonged WFH.</li> </ul> <div>India</div> <ul style="list-style-type: none"> <li>Other than Gas / Jio-bp C&amp;A related priorities – big priorities include CERAWEEK / BL visit, greening op-ed with Infosys.</li> </ul> <div>ANZ</div> <ul style="list-style-type: none"> <li>Massive business growth plans: <ul style="list-style-type: none"> <li>West - three H2 projects in WA, renewable fuels at Kwinana;</li> <li>East - H2 refueling in Queensland, EVs in New South Wales, Victoria and NZ, offshore wind. We are not positioned well and lack bench strength to advocate / capture value for these options - need support for growth roles</li> </ul> </li> </ul> <div>Indonesia</div> <ul style="list-style-type: none"> <li>Overall low morale (Covid, Train 3 delays, Reinvent kick-started); workers demobilization creating fishermen/community issues</li> </ul> <div>Eastern Asia</div> <ul style="list-style-type: none"> <li>BAU, scouting for opportunities in Vietnam, Japan, Korea, Carol at APPEC.</li> </ul> <div>China</div> <ul style="list-style-type: none"> <li>Wait and watch approach, monitoring geopolitical risks (DiDi plans slowed down).</li> </ul>
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UK C&A	AGT	Middle East
<ul style="list-style-type: none"> <li>• UK C&amp;A offsite day – Complete</li> <li>• bp pulse – drive policy recommendations from EVFA report and restore consumer confidence</li> <li>• Teesside – develop assertive advocacy plans to build support for H2 Teesside &amp; NZT Power (presumes ECC is selected)</li> <li>• Irish Sea – obtain 'early opportunities selection' and progress an accelerated development consenting order</li> <li>• Build support to award bp our preferred ScotWind lease bids</li> <li>• Recruit UK C&amp;A OSW roles – Complete</li> <li>• Induction plan in development.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of SD1 Rollover gas deal – coordination with GoA and GoT</li> <li>• Future Gas discussions with GoA</li> <li>• Relationship building with new SOCAR Management Board and Supervisory Board members</li> <li>• Update external stakeholder mapping in light with ongoing GoA &amp; SOCAR reforms</li> <li>• Completion of SD-25 campaign in AZE</li> <li>• bp GEO 25 anniversary</li> <li>• Ensure smooth and agile transition to "back to normal" from the "post Reinvent" and "working during COVID-19" modes</li> <li>• <b>STOP:</b> Finalize outsourcing of some permitting related activities .</li> </ul>	<ul style="list-style-type: none"> <li>• Enable delivery of IJV in Iraq, transitioning model for C&amp;A while maintain BAU at ROO (including social welfare fund programmes and tribal truce)</li> <li>• Enable day 1 OJV in Kingdom of Saudi Arabia</li> <li>• Engagement – Sultan of Oman, new UK FCO, Iraq election (10 Oct), ADNOC C&amp;A relations</li> <li>• VaS in Oman</li> <li>• Showcasing – ADIPEC, EXPO, WFES</li> <li>• Increase Pulse core questions (trending up in 3Q)</li> <li>• Complete crisis communications, smart brevity, cyber, E&amp;C and other relevant training.</li> <li>• Establish plan for employee advocacy network in region</li> <li>• Reconnect with the team – face to face!</li> </ul>

#### C&A performance & regions

##### Digital

- Navitas 2.0 plan
- Complete font change from Univers to Roboto
- EDGY Labs Proof of Concept
- Complete Viva Connections PoC
- Stakeholder management PoC (Borealis)
- News publishing
  - Arc platform
  - bp news mobile app

##### Measurement

- Deliver annual Pulse survey and reports
- Complete 4Q Pulse Live for performance contracts
- Deliver 4Q KPI research (Elite and E&I)
- Publish digital channel dashboard (beta version)

##### Regional alignment

- Value at Stake refresh & roll-outs
- SIS governance revamp & audit gaps closure
- Enhance connectivity across the regions and with the centre
- Support resource allocation process
- Support regions with risk management & opportunities as needed

##### Transformation

- Complete C&A policies & procedures refresh & get sign off
- Deliver refreshed crisis training for C&A
- Establish C&A agile pioneer network
- Provide agile coaching and facilitation support e.g. for ME, P&C, CR, OYW, P&R teams
- Deliver digital tools training – MS Teams, Activity Grid, Sprinklr
- Pilot the DeepL translation tool
- Deliver Smart Brevity training globally (& grow ninja network)
- Deliver media training to bp business teams
- Deliver C&A Advocacy Spotlight event (Nov)
- Embed better cyber practices; improve C&A cyber scores

#### Content & creative

- 3Q Results production – November
- bp&me production – December
- Year-end film/message – December
- "Greening" + "Transformation" supporting content – Q4
- Showcase + exhibition content development – ADIPEC 15 Nov, WPC 6 Dec
- Central content repository – test OneNote app prototype – Q4
- Refine SJS studio operations/offer – Q4
- Video and photo library update – outsource new #tagging ImageBank, minimum 8 photoshoots e.g., Sunbury, Douglas House, Castellon, SAF,
- Consolidate core content to build self-service tools e.g., BL leave behinds, group story, office graphics – Q4/Q1
- Continue to recruit/test business/speech writers – Q4/Q1

## External communications & campaigns

### Campaigns

- Greening companies media partnership with NYT
- Strategy credibility (including C&M focus)
- Transport advocacy – rEV Index
- SAF campaign now production plan is close to being agreed
- Hydrogen advocacy to coincide with EU gas decarbonisation package in December
- **STOP:** Policy advocacy hub?
- **STOP:** Refocus campaigns approach, from 2022?
- **PAUSE:** Shift some Tortoise events to 2022/SEO on greening (too hard!)

### Digital and social

- New 'our transformation' section on bp.com
- Digital IR – pitch book, major projects section, Craig social
- **STOP:** Over amplification of every announcement and event

### Media

- More focus on C&M and Emma and proactive 'transformation' story opps
- Continued BL push – on and off record (including COP)
- 3Q results

### Issues management

- Proactive issues we know are coming – TPI, CDP, WBA, Influence Map, CA100
- All the ones we don't know about!
- Trade Associations review
- **PAUSE:** Horizon scanning

### Corporate reporting

- ARA/SR/Transition Plan - first drafts pre-Christmas
- Assurance plan (including TCFD assurance)
- ESG – activity to support priority areas

### Events and sponsorships

- COP 26 (including TC Seal announcement)
- WPC
- Expo in Dubai
- 2022 events planning

### Employee and stakeholder advocacy

- How to measure employee advocacy, plus greater focus on policy advocacy
- COP26 stakeholder advocacy

### Miscellaneous

- Press release process/Trade associations membership process
- Data – have we got right data to help us prioritize?
- Brand project/sponsorship review
- Look and feel training/Aim 6 governance/office branding beyond SJS
- Presentation skills coaching with Lee in Nov
- **STOP:** advocacy week?

### People/recruitment

- Chris R cover
- Recruit 1 x press office, 1 x campaigns, 1 x ESG, 1 x IM, more support for Alice?

## Internal communications & campaigns

- Strategy education
- Rollout of 'strategy connections'
- Translation of 'strategy basics' into key European languages
- 3xThinkins (covering digital/innovation; sustainability and role of gas)
- New '60s with' interview series on onebp
- Line manager/leaders' materials
- Rollout of safety leadership principle materials
- **G&LCE:** supporting Gas, H2 and CCUS policy and advocacy campaign; H2 talent campaign; building market confidence in renewable business models; DSS transition
- **C&P:** campaigns to demonstrate bp as a leader in next gen mobility in key markets (external); showcase how bp is redefining convenience
- **P&O:** narrative rollout; P&O on air (9 Dec); major projects promotion (THSX, Platina and Matapal)
- **I&E:** cyber week campaign – w/c 6 Oct; Eyton @ Reuters Momentum 27 Oct
- **Finance:** Quarterly results; finance vision rollout; continuation of the #transformingfinance and #strategyshowcase campaigns
- **I&E:** I&E Comms Network monthly meetings; affirmation of core channels – TLE, #highfive, Yammer (mass email ceased)
- **RC&S:** Narrative development, pitch books, Aberdeen city partnership comms, speaking opportunities, WEF MPP engagement
- **P&C:** Wellbeing portal launch in October, final bp&me event in December, Q3 bonus communications, incentive and performance planning and communications for 2021 and 2022