

Regions C&A

1

UK & regional alignment



UK C&A and regional alignment 1



	C&P	G&LCE	RC&S	P&O	
<i>No reputational accidents</i>	<i>Set conditions to rapidly grow EV charging business</i>	<i>Secure Govt funding and policies to enable Net Zero Teesside</i>	<i>Facilitate strategic partnership with Aberdeen and Heathrow</i>	<i>Showcase North Sea as a high value and environmentally progressive basin</i>	<i>Showcase bp as a British champion</i>
<ul style="list-style-type: none"> Respond to North Sea issues in a proactive and progressive manner that is consistent with bp's purpose. Ensure regional social sustainability risks are documented and appropriately mitigated. Ensure all UK advocacy is aligned with Aims 6 and 8. 	<ul style="list-style-type: none"> Design and implement campaign plan with Future Mobility & Solutions. Resolve public policy issues including competition, land use, approval times, tax treatment and infrastructure connections. Position bp as a leading authority and convenor in EV charging, aligned with HMG's Net Zero aims and aspirations of cities / councils. 	<ul style="list-style-type: none"> Deliver a supportive business model regulation for commercialization of NZTS Obtain funding from the CCS infrastructure fund Position bp as a significant contributor to the Humber's energy transition & UK government's 'levelling up' vision. High profile and ground breaking event that features BL and positions bp well. 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Facilitate onshore electrification of operations. Proactively showcase activities reducing emissions and impact on the environment. Design and implement employee engagement programme. 	<ul style="list-style-type: none"> Profile bp as a thought leader and convenor, including COP 26 and G7 forums. Profile bp as a leader in mental health initiatives & support. Pivot existing sponsorships to align with S&S and mitigate social risks of the business. Showcase alignment with HMG's 'levelling up', 'building back better', trade, and green initiatives. Nurture capability in 'green' SMEs as suppliers in the energy transition.

UK C&A and regional alignment 2



Regions

Embed VaS to inform regional advocacy, risk management and resource allocation

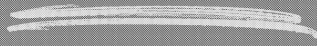
- All regions actively refreshing VaS to reflect bp's aims, regional strategy priorities, and ongoing regional advocacy activity.
- Develop C&A entity risk management report (RMR) with supporting six-monthly cadence.
- Develop and embed regional resource allocation process.

Regions

Refresh & implement social sustainability practices

- Work with S&S and HSE&C to define C&A accountabilities in social sustainability (including social investments and sponsorships).
- Update governance documentation and processes (includes responding to SIS audit outcomes).
- Embed changes across regional C&A teams.

Americas



US C&A 1

Reputation	Performing while transforming	Federal Regulation	Employee engagement
<p><i>No reputational accidents</i></p> <ul style="list-style-type: none"> • Be aware of potential policy position mis-alignment with trade associations and proactively mitigate risk to bp's reputation • Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition 	<p><i>Increase recognition that bp is performing even as it transforms (+5%)</i></p> <ul style="list-style-type: none"> • Continue to advocate for our traditional businesses and highlight their contributions to the US economy • Leverage advocacy on methane regulations to emphasize continuing importance of gas to support existing gas businesses • Implement proactive earned media outreach targeting new audiences, demonstrating progress against targets and responding rapidly to inaccuracies • Work closely with IR to reach existing investors in new ways • Nurture relationships with ENGO partners to keep them apprised of our progress as we transform 	<p><i>Position bp as a credible contributor to climate-related rulemaking</i></p> <p><i>Aim 6/Aim 9</i></p> <ul style="list-style-type: none"> • Be a credible partner with the Biden Administration and have a seat at the table to help shape policy development • Shape new methane rule for oil & gas sector • Contribute to vehicle efficiency standards rulemakings • Position gas as an indispensable part of getting to net zero • Contribute to NEPA rewrite with informed positions on accounting and mitigating for indirect/GHG scope 3 emissions <div style="border: 1px dashed black; padding: 5px; margin: 10px 0;"> <p>Redacted - First Amendment</p> </div> <ul style="list-style-type: none"> • Use TCFD and other ESG expertise to inform proposals on climate disclosure regulations and sustainable finance so that there is alignment with UK / EU standards. • Ensure advocacy is not only aligned with our ambition but also integrated to support commercial opportunities for all businesses in the US. 	<p><i>Increase employee understanding of the strategy and their role in delivering it</i></p> <p><i>Aim 7</i></p> <ul style="list-style-type: none"> • Improved awareness and understanding of bp's strategy and how the business strategy aligns – measured by improvement in Pulse • Identify US employee influencers and establish a community of thought leaders • Train – including appropriate handling of challenging conversations and pushback • Equip – with the right procedures, tools, and content • Mobilize – in support of bp and policy campaigns both online and in person • Once up and running, target retirees and alumni to amplify employee advocacy efforts

encourage innovation and develop enhanced advocacy functionality.

US C&A 2

Incentives

*Incentivize
renewables, CCUS
and hydrogen with
Administration,
Congressional and
state action*

Aim 6

- Ensure that extensions of the PTC and ITC for renewables are included in COVID relief or economic stimulus
- Open federal lands to leasing for wind and solar projects, support policies to enable renewables integration and electrification, including support for needed infrastructure such as transmission and EV charging stations
- Pass legislation extending the CCUS tax credit deadline by at least one year to 2025
- Pass legislation in Texas and Illinois enabling commercial opportunities for CCUS and hydroge

State carbon pricing

*Enact carbon pricing
in Washington state
and the Northeast*

Aim 6

- Pass cap and trade legislation in Washington state in the 2021 legislative session
- Adopt the Transportation Climate Initiative in 6 Northeastern states through executive order or legislative action

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Mexico C&A

Reputation	Protecting the business	Protecting the business	Implementing the Strategy	Employee engagement
<p><i>No reputational accidents</i></p> <ul style="list-style-type: none"> • Be aware of potential policy position mis-alignment with trade associations and proactively mitigate risks to bp's reputation • Ensure that all internal and external communications as well as bp's participation in external events are consistent and aligned with our ambitions 	<p><i>Enable the Midstream fuels supply & marketing project through strong regulatory advocacy</i></p> <ul style="list-style-type: none"> • Advocate for changes to the December 2020 regulation restricting access to import and export licenses • Obtain an import license and storage facilities by 4Q 2021 • Demonstrate bp's significant commitment to Mexico and position bp before the Energy Ministry and PEMEX as an approachable ally that will help strengthen PEMEX (by 3Q 2021) • Manage effects from the compulsory storage obligation's court injunction against SENER and CRE 	<p><i>Access key influencers and decision makers under new structures of power to enable business priorities, permitting and license to operate</i></p> <p>Strategically plan access to and identify key influencers in SENER, PEMEX and related/new government regulators to:</p> <ul style="list-style-type: none"> • Progress 41 currently submitted and ~200 future retail permits for rebranded service stations in 2021; • Renew Commercialization Contract • Close midstream ITK deal with PEMEX • Advocate for changes to subcontracting Policies • Advocate against gas imbalances retroactive penalties for G&PT • Leverage from the US-Mex Forum Energy & Sustainability Group recommendations to access key influencers 	<p><i>Strategically Manage and implement P&O plans without affecting other businesses</i></p> <ul style="list-style-type: none"> • Lead the regulatory process before the Ministry of Energy, the energy regulator and the Environmental Agency to a successful closing before 1Q 2022. • Participate in scenario planning and deciding way forward. • Influence timely decision making and partner alignment to reduce reputational risk that may affect other businesses in country • Ensure the timeline of events for each asset considers external environment sensibilities and the mid term elections. 	<p><i>Increase employee understanding of the strategy and their role in delivering it in Mexico</i></p> <ul style="list-style-type: none"> • Improved awareness and understanding of bp's strategy and how the business strategy aligns –measured by improvement in Pulse • Identify employee influencers and establish a community of thought leaders • Train – including appropriate handling of challenging conversations and pushback • Equip – with the right procedures, tools, and content

Brazil C&A

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

T&T C&A

Reputation

No reputational accidents

- Ensure all bpTT advertising is aim 6 compliant
- Align/adopt campaigns deployed in the Americas that can enhance reputation in TT
- Ensure that all communications in owned channels and external opportunities are consistent and aligned with our ambition

Performing while transforming

Increase recognition that bp is performing even as it transforms

- Continue to advocate for our traditional business and highlight its contribution to the TT economy
- Implement proactive earned media outreach, demonstrating progress against bpTT's plans and responding rapidly to inaccuracies
- Nurture relationships with stakeholders with SDG& environment interests to keep them apprised of our progress as we transform

Sustainability Framework

Advance the Trinidad Net Zero agenda and pivot CSR to align with sustainability framework

- Develop advocacy plan to shape climate policy required to support investment in new low carbon businesses
- Partner/promote strategic opportunities for Net Zero education and public awareness
- realign CSR activities to new sustainability frame.
- Prioritize investments – agree exit plans for some existing partnerships and explore opportunities that align with new sustainability framework

Employee engagement

Increase employee understanding of the strategy and their role in delivering it in T&T

- Improved awareness and understanding of bp's strategy and how the TT business strategy aligns – measured by improvement in Pulse
- Deliver transformation communication and engagement plan to onboard, re-energize and align employees on the strategy and new ways of working
- Equip – with the right procedures, tools, and content

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AsPac

India C&A



	Convenience and mobility	Resilient hydrocarbons	RC&S and low carbon advocacy	Growing the Castrol brand	Reimagine energy/ Aim 7
No reputational accidents in Asia Pacific	Work with Reliance to secure necessary permits and licenses to build 500 new Jio-bp retail sites	Continue to influence inclusion of gas in GST, changes in ceiling price and unified pipeline tariff notification	Lead advocacy effort to enable new opportunities for RC&S	Position Castrol as a growth brand for increased recognition	Increase employee understanding of the strategy and their role in delivering it in India
<ul style="list-style-type: none"> No surprises and no self-goals - rigorous delivery of all C&A activities in Asia Pacific. Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. 	<ul style="list-style-type: none"> Support first joint branded outlet launch in 2Q 2021. Amplify launch of Jio-bp branded sites, battery swap etc. 	<ul style="list-style-type: none"> Leverage key relationships with govt, industry associations and media to influence inclusion of gas in GST in 2021. Influence changes in ceiling price for gas. Deliver unified pipeline tariff by 1H 2021. Support potential opportunities for IGS in city gas and LNG for trucking. Support development of Satellites (3Q) and MJ (2022) projects. 	<ul style="list-style-type: none"> Position bp as an IEC, supporting integrated offers for cities and corporates. Represent bp at relevant industry forums to advocate for well-designed climate policies e.g. hydrogen, carbon pricing, NCS, air quality etc. Conduct a review of trade associations to ensure alignment with bp's purpose and aims Influence India's journey to net zero. 	<ul style="list-style-type: none"> Increase PR value for Castrol (earned media). <p>Others:</p> <ul style="list-style-type: none"> Leverage key media relationships to deliver messages and influence business issues for bp. Mitigate/ influence community issues around our operations. 	<ul style="list-style-type: none"> Increase employee understanding of the bp strategy, how India fits into it and their role in delivering it. Work closely with P&C to deliver communications in support of Reinvented bp and energize staff. Amplify the launch of new businesses/ milestones including GBS centre, battery swap, Satellites gas start up etc.

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ANZ C&A - 1/2



	RC&S/ Aim 6	Gas & low carbon	P&O	C&P – MC&M	MC&M / Aim 6
No reputational accidents in ANZ	Secure MOU with Western Australian Government in support of ANZ objectives	Advocate for CCUS to secure government co-investment in technology and policies to enable generation of credit units	Secure government approvals and co-investment and alternative low carbon projects for Kwinana transition	Minimize market distortions and capture value from government intervention in liquid fuels market	Advocacy that prioritizes the decarbonization of heavy transport (road, jet, shipping and marine) and mining across ANZ
<ul style="list-style-type: none"> No surprises and no self-goals - rigorous delivery of all C&A activities in ANZ. Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. 	<ul style="list-style-type: none"> MOU signed by end 2021 and delivered as a case study proof point for RC&S. MOU deployed as a key feature in external campaigns that support the decarbonization of regions and cities where ANZ jurisdictions have net zero policies and ambitions. 	<ul style="list-style-type: none"> Federal Government regulation adopted end 2021. Inclusion non-renewable technology (CCUS) in ARENA, CEFC mandate. 	<ul style="list-style-type: none"> Government approvals and potential co-investment agreed by end 2021 (or as required). 	<ul style="list-style-type: none"> Federal government does not proceed with excessive cost recovery mechanisms for refining security. bp successfully participates in federal government's \$200mn fuel stockholding infrastructure program. 	<ul style="list-style-type: none"> Heavy transport and mining identified as priority opportunities in the (AU) Federal Government's response to the Technology Roadmap. Policy and regulatory responses (AU & NZ) include excise reforms, grant programs and research projects in support of H2, renewable fuels and electrification.

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Gas & Low carbon/ RC&S	Reimagine energy/ Aim 7	Reinvent bp
Secure stage two of Geraldton H2	Train and equip employees on bp's purpose, ambition and strategy, and mobilize our teams as advocates (reimagine energy)	Deliver communications that enable and showcase the embedding of the reinvented design, ways of working and cultural considerations.
<ul style="list-style-type: none"> Geraldton H2 endorsed by Western Australian Government for co-funding with Federal Government. Geraldton H2 secures Federal funding end 2021. 	<ul style="list-style-type: none"> Increase employee understanding of bp's strategy, how ANZ fits and their role in delivery and increase that net promoter score (Pulse). 	<ul style="list-style-type: none"> Impactful leadership communications that support people leaders champion the intended reinvent culture and ways of working (stakeholder feedback). Increase employee pride and energy to work at bp and willingness to recommend bp as an employer (Pulse).

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China C&A



	RC&S	Castrol business growth	Convenience & mobility	Gas & low carbon/ Aims 3&5	Reimagine energy/ Aim 7
No reputational accidents in China	Advocate with cities and corporates to enable new opportunities for RC&S	Build PR value for Castrol positioning it as a sustainable, digital and service brand	Support advocacy efforts of bp DiDi JV to achieve its network targets in 2021 (target TBD)	Advocate for integrated energy solutions, local gas and new energy projects	Increase employee understanding of the strategy and their role in delivering it in China
<ul style="list-style-type: none"> No surprises and no self-goals - rigorous delivery of all C&A activities in China. Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. Strengthen team capabilities through crisis trainings and locally conducted media trainings. 	<ul style="list-style-type: none"> Build and strengthen government and corporate relationships towards RC&S partnerships/ agreements. Advocate for and create platforms and opportunities to enable dialogue with governments and corporates. 	<ul style="list-style-type: none"> Support Castrol to position the brand as the No. 1 Passenger Car Oil (PCO). Support Castrol to position itself as a leader in the transition to net zero through active media and engagement with key opinion leaders. 	<ul style="list-style-type: none"> Enable smooth expansion of network (1,500 points in 5 years). Position bp as leading future mobility provider for new Wholly owned foreign enterprise (WOFE) stations in Hunan and other new regional markets. Build FM&S's reputation as leading solution provider in electrification and future mobility. 	<ul style="list-style-type: none"> Amplify IGP's business milestones and new partnership announcements. Support bp-Jinko JVA signing communication and new JV's C&A strategies. Enable early adoption of integrated strategies in (Hydrogen, biofuel and CCUS) by showcasing bp's track-record in energy transition. 	<ul style="list-style-type: none"> Deliver bp China campaign for COP15. Position bp as a leading player in China's 2060 Carbon Neutrality ambition. Increase employee understanding of the bp strategy and their role in delivering it. Work closely with P&C to deliver communications in support of Reinvented bp and energize staff.

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Indonesia C&A



	Resilient hydrocarbons	Gas and low carbon	Convenience & mobility	RC&S	Reimagine energy/ Aim 7
<i>No reputational accidents in Indonesia</i>	<i>Support seamless commissioning of Tangguh 3 train business</i>	<i>Advocate for Tangguh LNG CCUS and solar plant to be cost recoverable</i>	<i>Support the launch of 50 new retail sites across Jakarta and Surabaya</i>	<i>Identify opportunities for RC&S in Indonesia</i>	<i>Increase employee understanding of the strategy and their role in delivering it in Indonesia</i>
<ul style="list-style-type: none"> Mitigate non-technical risks, e.g. regulatory compliance, CSR, bribery & corruption, partnership related etc. Minimize risk of reinvent bp implementation including exit program in 2021 and Tangguh Train 3 workers demobilization. 	<ul style="list-style-type: none"> Support commissioning of Train 3 project. Mitigate risks around workers demobilization. Increase indigenous community involvement in Tangguh supply chain. Progress cost saving measures for Tangguh by integrating community and operational initiatives. 	<ul style="list-style-type: none"> Influence regulations for CCUS, carbon pricing and renewables. Support LSBP in accessing new business with PLN in eastern part of Indonesia and Karangates, East Java. Advocate more actively for policies that support net zero, including carbon pricing. 	<ul style="list-style-type: none"> Provide necessary regulatory support. Media releases to amplify opening of new sites. Support brand awareness for retail and airbp. 	<ul style="list-style-type: none"> Define the opportunity for renewables powered electricity for Surabaya. Continue to monitor the possible development of new capital city. 	<ul style="list-style-type: none"> Increase employee understanding of the bp strategy, how Indonesia fits into it and their role in delivering it. Work closely with P&C to deliver communications in support of Reinvented bp, P&O transformation and energize staff.

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Eastern Asia C&A



	RC&S	Trading & Shipping	Regional campaigns	Reimagine energy/ Aim 7
No reputational accidents in Eastern Asia	Engage with governments in respective countries across East Asia to enable RC&S opportunities	Support T&S to manage external issues, crisis in the region	Design and deliver regional campaigns that align bp strategy with local issues	Increase employee understanding of the strategy and their role in delivering it in Eastern Asia
<ul style="list-style-type: none"> Develop crisis communication capabilities in Eastern Asia countries (with C&A tags). Train HoCs & C&A tags in crisis and media communications. 	<ul style="list-style-type: none"> Map government partners to potential low carbon and mobility opportunities. Position bp as a partner of choice through thought leadership energy events and engagements. 	<ul style="list-style-type: none"> Manage external issues for trading, including local fraud litigation cases. Manage crisis communications for shipping in the region, e.g., spill response, piracy etc. 	<ul style="list-style-type: none"> Develop and roll out at least one regional campaign across Asia Pacific by 1H. 	<ul style="list-style-type: none"> Increase employee understanding of the bp strategy, how the countries in Eastern Asia fit in and their role in delivering it. Work closely with P&C to deliver communications in support of Reinvented bp and energize staff.

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Africa

Mauritania & Senegal C&A



No reputational accidents	Secure community support to allow safe and efficient execution of Greater Tortue Ahmeyim (GTA) Phase 1 project	Deliver stakeholder engagement plans to support business growth opportunities	Classy exit from Sao Tome & Principe and The Gambia to protect growth options in Africa	Increase employee understanding of the strategy and their role in delivering it in M&S
<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 	<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 	<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 	<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 - Work with STP country manager and BD on stakeholder engagement for both country exits – 1Q 	<ul style="list-style-type: none"> - Deliver internal comms & engagement strategy by 4Q including: - New 'look & feel' regional communique – 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

Original priority areas and metrics

Issue management priority:

- SA: manage legacy environmental issues targeting bp and industry – 4Q

External campaigns:

- Create bp Africa narrative – 1Q
- Engage stakeholders on new bp strategy: low carbon & PWT – 2Q
- M&S: secure community support for the GTA project via effective social performance mgmt - 4Q
- M&S: complete & launch NKT interactive training centre – 1Q
- M&S: relaunch of social media channels, webpage updates – 1Q
- SA/EGY: reaffirm commitment to countries and openness to opportunities – 1Q

Internal Campaigns

- Energize regional teams to deliver business milestones - 1Q
- Staff education/engagement campaigns re: bp aims, ambitions in local terms – 2Q
- SA: employee engagement campaign to maintain safety focus during business reviews (SAPREF/Moz) - 4Q

People, Purpose and Planet

- Implementation of annual social investment strategies aligned with bp's sustainability framework objectives – 4Q
- run internal and external comms campaigns to increase understanding, energize etc through our work in this area – 4Q
- M&S: participate in EITI in-country MSGs and reporting where applicable – 4Q
- ANG: bp global webcast on Halo partnership – 1Q

Low carbon advocacy – Develop a broad understanding of Africa climate policies and support identification of low carbon business opportunities:

- Identify country policies, bp opportunities and potential external partners – 2Q
- M&S: plan low carbon workshops with gov'ts to find synergies – 1Q
- M&S: advocate for mini-grid commercial pilot project in Mau – 3Q
- ANG: advocate for renewables entry into country towards MOU - 2Q

Aim 6 is to more actively advocate for policies that support net zero, including carbon pricing. We will stop corporate reputation advertising campaigns and re-direct resources to promote well-designed climate policies. This means our Possibilities Everywhere campaign will come to an end and not be replaced. In future, any corporate advertising will be to push for progressive climate policy; communicate our net zero ambition; invite ideas; or build collaboration. We will continue to run

recruitment campaigns and advertise our products, services and partnerships – although we aim for these to increasingly be low carbon.

Aim 7 is to incentivise our global workforce to deliver on our aims and mobilise them to become advocates for net zero. This will include increasing the percentage of remuneration linked to emissions-reductions for leadership and around 37,000 employees.

Aim 8 is to set new expectations for our relationships with trade associations around the globe. We will make the case for our views on climate change within the associations we belong to and we will be transparent where we differ. And where we can't reach alignment, we will be prepared to leave.

Aim 9 is to be recognised as an industry leader for the transparency of our reporting. On 12th February, we declared our support for the recommendations of the Task Force on Climate-related Financial Disclosures. We intend to work constructively with the TCFD and others – such as the Sustainability Accounting Standards Board – to develop good practices and standards for transparency.

North Africa C&A



<i>No reputational accidents</i>	<i>Support seamless West Nile Delta (WND) Raven from start up throughout operations</i>	<i>Clear the path for Lightsource bp's Solar Project to start up</i>	<i>Reaffirm the reinvented bp as the partner of choice in Egypt to enable business opportunities</i>	<i>Increase employee understanding of the strategy and their role in delivering it in North Africa</i>
<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 for bp's aims and ambitions where possible – 4Q 	<ul style="list-style-type: none"> - Sign a Service Level Agreement with VP Production - 1Q - Deliver the WND 2021 SI projects batch (~ \$2.5mn) - 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"> - Renew land lease – 1Q - Deliver the public consultation / ESIA and engage with local stakeholder – 2021 	<ul style="list-style-type: none"> - Sign Enterprise partnership (150K daily readership targeting c-suite & upper government circles) – 1Q - 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 (bp Egypt Facebook has now more than 1mil followers) – 2021 	<ul style="list-style-type: none"> - LT townhalls to raise awareness, establish relevance and energize employees about strategy and business priorities - Quarterly - 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

Aim details:

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Aim 9 is to be recognised as an industry leader for the transparency of our reporting. On 12th February, we declared our support for the recommendations of the Task Force on Climate-related Financial Disclosures. We intend to work constructively with the TCFD and others – such as the Sustainability Accounting Standards Board – to develop good practices and standards for transparency.



No reputational accidents	Maintain government support for license to operate leveraging social investment	Execute comms & engagement plan to support underlying cost efficiency across business	Execute intensive employee engagement to embed new operating model in organization	Develop & execute advocacy plans to support business growth areas (i.e., carbon management & license extensions)	Increase employee understanding of the strategy and their role in delivering it in Angola
<ul style="list-style-type: none"> - Use risk-based planning e.g. VAS, RAT to identify & mitigate – 4Q - Maintain, develop crisis comms capabilities and train new team members – 4Q - Support wider contractor monitoring and action on reputation sensitive issues – monthly - Support contractor E&C training – bi-annual 	<p>External campaigns:</p> <ul style="list-style-type: none"> - COVID related projects w/ World Vision (maternal health) and Public Health England (caregiver training) – Quarterly - HALO – 100 Women in Demining (i.e. global webcast) – 2Q - Content provided to Oil/Gas Agency newsletter – bi-monthly - **Reputation polling (via VAS work set) 	<p>Internal campaign w/ Finance:</p> <ul style="list-style-type: none"> - Every dollar counts (or similar moniker) plan approved – 1Q - Internal campaign delivered – 4Q 	<ul style="list-style-type: none"> - Support Transformation Squad w/ comms plan execution to enroll org – 1Q - Execute comms plan for Wave, Ramp Up, and Agility training – 3Q 	<ul style="list-style-type: none"> - Support leadership with external engagement - MoU for Carbon policy w/ government- 4Q - Biofuels or Renewable MoU – 4Q - PAJ Marginal Field Terms extended- 2Q - Support IST cookstove project implementation 1Q 	<ul style="list-style-type: none"> - SVP led townhalls to enroll and energize employees about strategy and business milestones- twice per month - Internal campaigns to promote business, SER, CSR achievements in support of bp aims & ambition to drive action among employees - monthly - Employees feedback survey – quarterly

encourage innovation and develop enhanced advocacy functionality.



No reputational accidents

- Use risk-based planning eg. VAS, RAT to identify, monitor, mitigate - **4Q**
 - Maintain and develop crisis comms capabilities and train new team members - **4Q**

Successfully deliver comms & engagement plans for portfolio changes

- Announce outcome of SAPREF refinery review - **1Q**
 - Deliver SAPREF comms & engagement plan - **4Q**
 - Deliver comms & engagement plan for sale in Mozambique – **1Q**
 - Deliver comms & advocacy for retail footprint expansion and transformation program - **4Q**

Secure 2021 BBBEE rating necessary for license to operate

- Deliver approved CSI activities e.g. Mandela Month, Nthuse Foundation - **4Q**
 - Monitor Independent Education Trust to ensure delivery of relevant programs – **4Q**
 - Lead annual reporting process team working across the business – **3Q**

Increase employee understanding of the strategy and their role in delivering it in Southern Africa

Deliver internal comms & engagement strategy by **4Q** including:
 - SVP / BLT virtual townhalls to enroll and energize employees about strategy and business milestones – **monthly**
 - Internal campaigns to promote business achievements & drive action among employees - **monthly**

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Europe

Europe C&A



No reputational accidents

- Manage political/geopolitical risks
- Align external publications, speeches, and presentations with bp strategy and European business priorities.
- Ensure bp alignment in trade association positions
- Integrate C&A teams across Europe to ensure advocacy alignment, communications planning, and regional priorities.
- No "owned goals"

Raise awareness of bp's transition from IOC to IEC in Berlin and Brussels by 5%

- Profile bp as a thought leader on the energy transition.
- Support to the EU Green Deal with targeted advocacy including third parties and campaigns.
- Develop social media & communication plans to elevate bp leaders, investments, and policy positions on transitioning company; measure against targets
- Create 4-5 events between key senior stakeholders and members of bp leadership.

Set conditions to rapidly grow EV charging business and mobility solutions in Germany

- Proactive role in developing legislation in support of EV and H2 infrastructure
- Collaborative advocacy with stakeholders including EV and H2 trade associations, autos and NGOs
- Be a leader in roll-out of hydrogen filling stations for HDV trucks together with partners
- Showcase with key stakeholders/government specific projects in support of national targets/green deal

Facilitate strategic projects in Germany (Lingen) and The Netherlands

- Advocate for the relevant EU and national legislative frameworks to deliver strategic projects; use these projects to shape forthcoming regulation.
- Identify & apply for funding opportunities for LingenGreenH2, getH2Nukleus, OEM H2 filling stations, H250, H-vision.
- Look for collaborative advocacy and comms opportunities to elevate bp position in German markets.

Ensure EU sustainable finance taxonomy supports transitioning energy companies

- Targeted advocacy to EU Commission and Member States in Brussels
- Advocate for transitioning company criteria in delegated act/regulations
- Ensure technologies such as CCUS, biofuels and blue hydrogen are applicable in taxonomy.
- Work with other energy and financial organisations, think tanks to advocate a transitional category in final legislation.
- Identify new partners/investors/NGOs to align position.

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

- Improve understanding of bp strategy – measured by improvement in Pulse.
- Utilise European Heads of Country network to elevate strategy with leadership and teams across Europe
- Establish a network of key experts across the region to support in the delivery of C&A objectives
- Develop forums/workshops and quarterly townhalls to demonstrate progress of strategy.

Russia

Russia C&A



No reputational accidents

- Monitoring and assessment of political/ geopolitical risks.
- Cooperate with Legal to mitigate regulatory compliance risks
- Focus on maintaining positive reputation among key stakeholders: RN, RFG, media, trade associations, culture institutions, communities
- Ensure bp Russia and bp central communications are aligned
- Compliance with cyber security: ensure no data breaches among various communication channels.

Deliver and execute low carbon MoU with Rosneft

- 1Q signing of bp-Rosneft MoU; supported by both CEOs
- Formalise bp-RN cooperation in five key ESG/low carbon areas: Methane, Methodologies & Benchmarking, Project Development, Reforestation, and ESG + Social investment
- Lead and deliver workstreams over 2021/22.
- Provide investible options for both partners, specifically looking at joint-ventures
- Demonstrate progress and tangible effects for ESG investors/NGOs.

Strengthen ESG narrative on Rosneft & Russia

- Develop and deliver a comms campaign on Sustainability & ESG: a) Internally - series of sessions for employees on ESG and bp-Rosneft MOU, internal press release prep b) Externally – strengthen bp reputation as ESG leader among trade associations
- Incorporate RC&S activities into the comms plan to highlight ESG initiatives
- Pivot CSR investments to align with sustainability framework
- Monitor governmental policies and align bp initiatives in ESG and Sustainability, eg. Clean Transport, Renewables

Progress one city & one corporate partner in Russia for RC&S

- Build strategic relationships with C40 city, Moscow
- Identify and develop key regional government relationships in cities committing to low carbon enterprises
- Build a hopper of possible corporate partners in Russia to advance RC&S offers
- Identify and propose investment options/partnerships for 2 cities, 2 corporates; targets Yandex, ENEL, Fortum; Moscow, Irkutsk, Krasnoyarsk.

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

- Improve understanding of bp strategy – measured by improvement in Pulse
- Equip – with the right procedures, tools, and content
- Mobilize – in support of bp and internal campaigns both online and in person
- Encourage TLs to keep sharing the local strategy and accomplishments
- Work closely with P&C and TLs to deliver communications in support of engagement and energizing employees.

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AGT & Middle East

27



No reputational accidents

- Strategic alignment with SOCAR and GoA Investment Holding
- Proactively manage SCP operatorship transfer, SWAP rephase and expected milestones for Shafag-Asiman and D230
- Identify and support management of issues (opportunities and risks) for both existing and new businesses

Deliver cost competitiveness in Caspian Basin

- Proactively react to governance reforms within GoA to develop and execute a robust advocacy plan including stakeholder mapping and engagement to deliver value – BTC refinancing, rollover gas deal, ACG PSA optimization, etc.
- Coordinate relationships Gov institutions to:
 - agree a commercially viable 200-240MW Az solar project with MoE
 - develop Baku City Offer for RC&S

Protect reputation as a trusted partner and investor

- Active & transparent reporting of regional performance through owned and earned channels
- Deliver AGT social investment strategy in alignment with the bp sustainability frame
- Deliver license to operate and social performance commitments in support of business operations
- Strengthen relations with governments in Georgia & Turkey, define participation strategy in both countries

Enhance performance and reputation in regional supply chain

- Deliver external campaigns highlighting first gas to Europe, ACE progress, Shafag-Asiman exploration well completion
- Develop and implement interface procedures with SCP new technical operator
- Position bp as a thought leader in the C&P in Turkey for NetZero ambition through critical industry events

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

- Support transition to new organization & ways of working
- Implement strategy engagement campaigns & leadership communications
- Implement purposeful connections/bp&me to better connect employees to new strategy
- Increase eNPS and Pulse scores (+5 points)
- Empower & equip employees to advocate for bp

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Middle East C&A



No reputational accidents

- Ensure communications in owned channels and at external opportunities are aligned with our ambition.
- Complete non-technical risk reviews (including NOJV) 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.

Maintain strong stakeholder relations & continue to be seen as partner of choice

- Grow advocacy capability:
 - Establish government affairs offer in Oman.
 - Complete stakeholder maps, policy analysis and monitor stakeholder perceptions.
- Deliver robust and integrated advocacy, comms and event plans, and align to C&A external campaigns.
- Deliver SI strategies, aligned to new Frame and improve awareness of them.
- Define the new narrative for Iraq and support to establish investment model.

Gain recognition that bp is performing even as it transforms

- Enable operations delivery through integrated and campaign-led internal communications including:
 - Support transition to new organization and ways of working.
 - Implement global campaigns throughout the Middle East i.e. safety leadership principals.
- Deliver targeted, integrated communications showcasing bp's strategy in action in the region (including NOJV).

Increase employee understanding of the strategy and their role in delivering it in the Middle East

- Enable delivery of bp̄me and contribute to Group eNPS improvement (+20% Pulse).
- Collaborate with P&C 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.

encourage innovation and develop enhanced advocacy functionality.

Communications and advocacy



To ensure	Staff	Shareholders	Society
No reputational accidents	Increase employee understanding of strategy and their role in delivering it (+20%)	Map and target those who influence ESG investors	Increase recognition that bp is advocating for good climate policies in UK, US and EU (+5%)
	Aim 7	Aims 8 & 9	Aim 6
All	All ladders up to long-term goal – increase recognition (+8% by 2025) that bp is truly pivoting from IOC to IEC		
Increase recognition that bp is performing even as it transforms (+5%)			

Central C&A

C&A strategic planning



Measurement	Corporate reporting	Digital	Issues management
<p><i>Use data and research to generate actionable insights that inform campaigns and track performance.</i></p> <ul style="list-style-type: none"> • Use societal segmentation model to deliver insights that help drive our reputation and advocacy campaigns. • Map and track ESG influencers • Measure employees understanding of (and their role in delivering) our strategy and their willingness to advocate for our net zero. • Increase T2/T3 leadership understanding of (and the value gained from) Pulse Live results and insights. • Standardize media monitoring techniques to help identify influencer groups and communication risks and opportunities. • Implement a standardised campaign measurement framework and analytics tools. 	<p><i>Use reporting to demonstrate delivery of our strategy and ambition, improve our transparency and secure stakeholder support.</i></p> <ul style="list-style-type: none"> • Deliver measurable improvements in priority ESG ratings scores through improved data and disclosure and engagement with research providers. • Improve TCFD disclosures (increase in PwC benchmark scores), SASB and WEF/IBC disclosures. • Publish new tax transparency report (2020) and new D&I report (2021). • Be prepared to support response to potential shareholder resolutions at 2021 AGM. • Build a robust 3-year reporting plan (transparency roadmap). 	<p><i>Execute a digital strategy for C&A that encourages innovation and uses the best platforms for listening to and engaging with our stakeholders.</i></p> <ul style="list-style-type: none"> • Build/deploy a MS365 replacement tool for Percolate (1H) and drive usage so 80% of C&A activity is proactively added to and managed using the tool. • Deploy a stakeholder management tool for all of C&A. • Establish a "digital garage" to develop innovative advocacy tools • Extend Fresh intranet to become the "one stop shop" for employees' information needs. • Design and deliver the Navitas 2.0 operating model. 	<p><i>Establish capability and processes to identify and address emerging reputation and policy issues.</i></p> <ul style="list-style-type: none"> • For Aim 6 and 8, establish processes and governance • For Aim 8, publish an update on partially aligned associations and a full list of those where fees >\$50k. • For Aim 6, publish public policy stance and advocacy activity as part of enhanced ESG disclosure. • Conduct regular "horizon scanning" to support strategic planning in C&A and S&S. • Triage hot issues and coordinate responses with S&S. • Work with S&S to create and maintain positions.

encourage innovation and develop enhanced advocacy functionality.

External communications & campaigns 1



No reputational accidents

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

Increase recognition that bp is advocating for good climate policies in UK, US and EU (+5%)

Deliver best in class external digital comms as measured by Bowen Craggs

← Execute integrated paid/owned/earned campaigns to support 'drive change everyday' strategic approach →

- Work with CSP and regional teams to ensure all bp advertising is Aim 6 compliant
- Guide press and social media teams across bp to ensure no own goals without hampering ability to try new things
- No leaks of agency briefs/pending announcements/sensitive information etc

- Develop new Aim 6 compliant creative tactics for paid amplification
- Implement proactive earned media outreach (pipeline of stories and pitches) targeting new audience segments, demonstrating progress against targets & responding rapidly to inaccuracies
- Work closely with IR to reach existing investors in new ways (e.g. social/digital)
- Support David B by executing amplification campaign targeting ESG investors

- Lead pan-regional planning for 3 business policy advocacy campaigns and support regional execution
- Develop and execute 2 global advocacy campaigns: SMI/COP26 and absolute vs. intensity
- Plan and deliver paid amplification of policy campaigns to ensure they reach > 50% of ambition-critical segments (working with regions as appropriate)

- Develop and execute new social media strategy incorporating P&G and CSP
- Build reactive social media capability – piggybacking news agenda and improving community management
- Refresh bp.com to reflect IOC to IEC pivot, new strategy and new corporate structure
- Maximise campaign impact across digital channels, exploring new ways to reach audience segments

External communications & campaigns 2



Train, equip and mobilise community of >1k employees willing to advocate externally for bp and progressive climate policies

- Identify global employee influencers and **establish community** – including small number of TZ/3 ‘thought leaders’
- **Train** – including appropriate handling of challenging conversations and pushback
- **Equip** – with the right procedures, tools and content
- **Mobilize** – in support of bp and policy campaigns both online and in person
- Once up and running, **target retirees and alumni** to amplify employee advocacy efforts

Positive public response to major bp announcements from key stakeholders

- Secure appropriate levels of **stakeholder amplification of all campaign activity**
- **Develop relationships with new IEC stakeholders** – not just usual crowd
- Bring **stakeholder feedback back to the business**
- Facilitate **monthly bpLT outreach** to priority stakeholders, in line with business and campaign priorities (in conjunction with regional teams)
- **Develop best practices** for stakeholder engagement e.g. digital tool that’s fit for purpose

Build reputation of Bernard and LT as leaders of a company that is performing while transforming

- Deliver **LT comms coaching programme**
- **Evolve CEO digital strategy** – grow engagement and retain best in class positioning
- Build **LT social media presence and impact**
- Develop **strategic events and sponsorship plan** – deliver right level of engagement across regions, focused on business and campaign priorities
- Maintain **balance of conventional/unconventional events** and show up at every event with impact
- Establish **proactive LT media outreach programme**

Internal communications & campaigns



Increase employee understanding of strategy and their role in delivering it (+20%)

- Work in a collaborative, unified way with PBC and SSS to deliver a communications campaign and education programme to increase understanding and awareness of the strategy
- Prioritize strategy in BL and bpLT communications and engagements with staff
- Enlist and empower bpELT to champion the strategy
- Enable line managers to internalise the strategy and lead it into action with their teams
- Help employees understand their everyday role in delivering on the strategy

Deliver communications and campaigns in support of bp and entity priorities

- Establish ICBC as a central point of contact for our business partners, focusing on high value work in support of strategy and business delivery, while working across CSA
- Ensure we 'manage the matrix', so that there are clear accountabilities for communications at bp, entity, region, country and site level
- Deliver integrated internal campaigns to promote four bp priorities:
 - Employee Engagement/tydme
 - Strategy, ambition, purpose and aims
 - Perform While Transform (e.g. safety, cost control, etc)
 - Ways of working (e.g. embracing digital/agile/working in a more integrated way across businesses)
- Develop fresh approaches to central set-piece internal communications and connect them to bp's wider strategy e.g. Results, GL announcements

Reinvent internal communications (ie. get our house in order)

- Re-base ICBC service offer so that it is more focused on high-value work tied to bp priorities
- Eliminate activity where cost/benefit does not align with priorities or generate enough value
- Optimize effectiveness and reach of channels and messages
- Embrace agile ways of working to improve our services – using scrums to collaborate, innovate and respond to challenges
- Ensure ICBC (and CSA) is easy for bp leaders to navigate and access what they need
- Enable self-service for leaders in line with our revised service offer – including ability to produce own Yammer posts, videos, townhalls, etc.
- Develop core CSA skills – campaigning, advocacy, smart brevity, use of metrics, etc.
- Create and embed new procedures and fit-for-purpose digital tools for reinvented CSA

Ensure global crisis communications preparedness

- Review and refresh the CSA crisis communications plan
- Refresh and implement crisis communications training for CSA teams globally
- Ensure appropriate CSA input and participation in BP's Mutual Response Team (MRT) training and exercises
- Establish a roster of preferred external training partners for all aspects of crisis communications, including Jetty and media training
- Review and refresh cyber incident response training and drills for CSA

Content & Creative



mission *'in-house agency' that is curious and creative: bringing messages to life through pictures, words and experiences.*

priority *Dynamic*

Create consistently compelling content and experiences that 'move the dial' with our target audiences

Deliberate

Deliver a new service offer that integrates words, images, experiences and aligns with campaign objectives

Disciplined

Apply agile and agency practices to optimise responsiveness and productivity without compromising creativity or quality.

tactics

- **Participate in development of creative briefs** early in the campaign delivery process so our experience and expertise are reflected
- **Work collaboratively** to most effectively integrate words, images and experiences into products that exceed our clients expectations
- Always apply our **unique understanding** of the appropriateness and audience preferences in the development of each product or asset

- **Modernize creative offer** to include user-generated content, high-profile hybrid or virtual events, asset and template that can be localized, and so on.
- Ensure C&C is 'first stop' for all creative content and, as needed, is a facilitator in the assignment of external support
- Develop a team filled with **multi-disciplinary talent** who can plug-and-play as appropriate

- Utilize a **flexible, responsive, scalable delivery model** that optimizes the full-time C&C team plus a network of trusted contractors and agency partners
- **Prioritise and track activity using to gold/silver/bronze designations and utilize agile practices** to better manage workload, e.g. Kanban, C&C Grid, daily huddles
- **Build in sufficient time** to not only deliver high-quality products input into creative briefing process and to capture learnings

outcome

- *Innovative, award winning work*

- *Upward trend in qualitative feedback from internal clients*

- *Majority of activity supporting high impact projects (gold/silver)*