

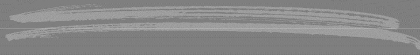
Communications and advocacy



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

Regions C&A

Americas



US C&A 1

Reputation

No reputational accidents

- 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

Performing while transforming

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

- Continue to advocate for our traditional businesses and highlight their contributions to the US economy
- 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

Redacted - First Amendment

Employee engagement

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

Aim 7

- Improve awareness and understanding of bp's strategy and how the business strategy aligns –measured by improvement in Pulse
- Identify US employee influencers and establish a community of thought leaders
- Train – including appropriate handling of challenging conversations and pushback
- Equip – with the right procedures, tools, and content
- Mobilize – in support of bp and policy campaigns both online and in person
- Once up and running, target retirees and alumni to amplify employee advocacy efforts

US C&A 2

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 hydrogen

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

Mexico C&A



Reputation	Implementing the Strategy	Protecting the business	Implementing the Strategy	Employee engagement
<i>No reputational accidents</i>	<i>Enable the Midstream fuels supply & marketing ITK project</i>	<i>Preserve the value of bp's current businesses through strong regulatory advocacy</i>	<i>Strategically manage and implement P&O plans without affecting other businesses</i>	<i>Increase employees' understanding of bp's strategy and Mexico's role in delivering it.</i>
<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 	<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 bp's compulsory-storage-obligation court injunction against SENER and CRE 	<ul style="list-style-type: none"> • Leverage the US-MX Energy & Sustainability Group, USMCA and UK Investments Treaty to access key government decision makers to ensure fair participation of private companies in energy sector • 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 	<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. 	<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	Employee Engagement
<p><i>No reputational accidents</i></p>	<p><i>Position bp as a key low carbon energy player in Brazil</i></p> <p><i>Aims 1 to 5</i></p>	<p><i>Integrate issues management enabling LTO and business success</i></p> <p><i>Aims 5 and 8</i></p>	<p><i>Increase employee understanding of the strategy and their role in delivering it in Brazil</i></p> <p><i>Aim 7</i></p>
<ul style="list-style-type: none"> • 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 & environmental 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

- Improve 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