

US C&A's Objective

TO BE SUBMITTED PER T2 UNIT BY 30 JUN

Objective of US C&A

Description

Communications & advocacy brings integrated expertise to communicate bp's purpose, ambition and aims and to advocate for policies in service of bp and aligned with our global ambition.

Together we will:

- Advance **bp's reputation**, promoting our contribution to our net zero ambition and commitment to the economy and the communities where we do business.
- **Advocate for policy** and regulations that align with bp's net zero ambitions and other business priorities by engaging with key stakeholders and influencers.
- Broaden and deepen **public and partner support**.
- **Mobilize and inspire** our people and communities.
- Anticipate and **mitigate reputational and political risk**.
- **Protect and create shareholder value** through education and influence in support of our ambition, purpose and aims, as well as other business priorities.
- Create **consistent and compelling messages** in support of our purpose and our ambitions, our campaigns for net zero and our advocacy for well-designed climate policies.
- Tell our story effectively to **create market opportunities and defend against challenges** so the business can be successful.

We are advocates: communicators, lobbyists, influencers, writers, storytellers, critical thinkers and trusted advisors.

Draft for discussion. Subject to consultation, relevant works council approval and compliance with local laws.

Confidential

BP integration

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Integration

What is the role of US CBA in supporting bp as we integrate our separate businesses to one company

CBA exists to create value for bp's business. We will work to improve understanding of bp's purpose and aims. We will acquire, develop and equip our teams with the skills needed to succeed.

What is our role in this integration:

- Enthusiastically embrace and advocate the narrative
- Be more digital, agile, creative
- Communicate and engage / engender buy-in among our internal and external stakeholders
- Spearhead agile operating model that integrates communications and advocacy efforts across bp businesses, employees and external stakeholders
- Support message creation and alignment with audiences - understand and navigate the social and political climate across the region.
- Seek opportunities and turn ideas into action (for businesses)
- Strengthen collaboration with messages and approach to create consistency across the regions and with our Group colleagues to reduce duplication of efforts
- Work with design leads and PMO teams for businesses to develop change management communications plans.
 - Position our leaders as empathic, thought leaders ready to lead their teams to net zero by 2050 while weathering internal and external challenges.
 - Maintain broad vision of changes so critical work and communications don't get missed as our business clients reorganize themselves.

US C&A current structure - keep

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What should we keep?

What is working well in current structure (ie. keep)?

- Focus on major policy issues for bp (where we are impacted or are focused in a differentiated way) and work non-bp-specific issues through trades to prioritize work/resources
- Keep local expertise -- depth of understanding of local issues, governments and communities helps us mobilize and respond quickly to issues. That local expertise and local relationships with government and business leaders has even more value in our new business model - let's not lose that.
- Protecting our assets. As we open more doors for new opportunities and tackling new challenges, "performing while we transform" means continuing our work on protecting the assets and enhancing their opportunities as well.
- Understand and focus on issues that impact multiple business groups through cross-business/functional teams
- We deliver well today, the goal is to determine how we deliver better in the future for a changing company.
- We have many natural collaborators/leaders - keep/put them in positions to continue leadership/collaboration
- We trust each other and have a shared investment in helping one another, C&EA and our businesses succeed. High-performing team that produces high quality products and lives bp's values and behaviors.

US C&A current structure - remove

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What should we remove?

What needs to be fixed/improved (ie. remove/change)?

What needs to be removed?

- Remove cumbersome processes and slow decision-making.
- Remove layers to improve agility.

Change ways of working

- Need nimble, clear, dynamic decision-making on policy position support so we can be at the table early
- Need to implement a standard process around decision making and approvals. As the business becomes more lean and nimble, CSA will need to operate similarly to turn around products in support of their work
- Need clear accountabilities and ownership to deliver objectives and deliverables
- [Redacted - First Amendment]
- Need better integration between the C and the A - removal of silos between all arms of Communications & Advocacy

Improve tactics/ channels / resourcing

- Leverage existing networks to engage key stakeholders to lay foundation for advancing new ambition
- Maximize resources in an integrated way for policy communication materials and campaign execution
- Re-align digital channels, data and content touchpoints to drive awareness and understanding of bp strategy, purpose and aims, including increased use of social media for external advocacy - perhaps setting up separate advocacy handles

Review structure

- Climate/net-zero work should be spread across the teams. We are all working on it (or should be) in some form
- Need to adopt a One bp mindset to not only think of a local asset but across the whole of bp
- More intersections of diversity reflected in leadership

Enhance capability

- Continue to improve skill/people development in order to retain and attract talent

Template: US C&A supporting business entities

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Prioritizing entities

Prioritize how US C&A supports bp's/l business entities?

- **Evolving our value proposition** in this new structure. Consider what it is for business groups, integrators, and other enablers.
- **Balance** providing business entities a "single point of contact" with the need to have integrated teams that work issues across businesses, particularly given how advocacy issues are grouped externally.
- **Integrated teams are key** and may need more direct reporting lines to the SVP – consider how/if we use the role of VP of GA and Head of Comms. Need to hold functional expertise but also don't need to create unnecessary layers. Consider whether there could be a managing council structure with a number of integrated work groups underneath.
- **Production & Operations** - CSA will need to consider how to manage operation-specific risks with an understanding of our refining and upstream assets.
- **Customer & Products** will need the support of C&A in a much different way than ever before. As the group becomes more digitally enabled to respond to customer needs, C&A will need to quickly deepen our relationships with this team so they can unlock relationships with our stakeholders and enhance the way we service our customers. C&P will also need to have a strong connection to PGD advocacy
- **Regions, cities & solutions** should rely heavily on C&A's political, business, community and country relationships to develop new integrated energy solutions to help decarbonize countries, cities and businesses.
- **People & Culture** will need more dedicated support. As we align the IO aims, CSA will need to integrate more into how we foster an agile, inclusive culture and develop emotionally connected leaders as we educate and encourage employees to advocate for net zero.
- **Innovation & engineering** - This team cuts across all of the business groups, particularly in PGD; consider whether the dedicated PGD support team could also support IGE.
- **Gas & low carbon energy** - will likely need to be supported through also using workgroups (ie. gas needs to be tied into PGD work on upstream issues; low carbon energy will need to be tied into trading given market opportunities there.)
- **Legal** - could be supported through shared service structure
- **Finance** - could be supported through shared service structure
- **Trading & shipping** - has connections across the business groups – work groups are key
- **Strategy & sustainability** - Support needed on sustainability, including on social issues, such as human rights.