

## Americas C&A's objective

### Objective of Americas C&A

#### Description

Communications & advocacy (C&A) exists to **enhance bp's reputation and create value** for its businesses.

#### To achieve that goal we will:

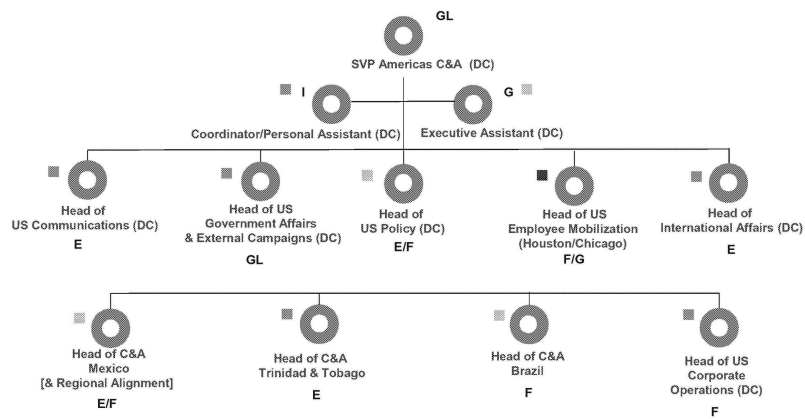
- Advance bp's purpose and aims in the Americas
- Protect and promote bp's business interests in the Americas
- Enhance bp's reputation and brand to support our purpose and ambition
- Foster a favorable external environment that supports our businesses now and in the future
- Strengthen relationships with a wider base of stakeholders and mobilize their support
- Prepare for and respond effectively to unforeseen events and challenges

*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**

## Americas C&amp;A Tier 3 organization structure



## Comments

- Americas C&A total headcount: 113 (As of January 2020, including vacancies)
- Eliminated two existing US C&A leadership team roles (Head of State & Local Affairs and Head of Texas Affairs) and downgraded one to be filled by Executive Assistant
- The lead government affairs and communications role in Canada was absorbed into the US C&A structure in September 2019 and now reports directly into the C&A senior director for the Gulf of Mexico business

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

Confidential

## Americas C&amp;A Tier 3 accountabilities (1 of 2)

**Head of US Communications**

- Leads communications efforts, including corporate narrative in US, media relationships, executive communications, and messaging to guide spokespeople (internal and external)
- Develops narrative and guides editorial content for communications channels
- Leads development of communications strategy for US advocacy campaigns
- Increases impact of advocacy campaigns through innovative advertising, media placement and stakeholder engagement
- Guides research to set communications goals and measure results
- Leads crisis communications recommendations

**Head of US Government Affairs & External Campaigns**

- Leads US government affairs efforts including relationship management and issue advocacy
- Oversees bp's participation in trade associations, coalitions, local advocacy groups, and other third party partnerships
- Manages community affairs, including local investments and social sponsorships
- Develops and ensures delivery of government affairs objectives in support of bp's US interests, including key performance and Net Zero objectives of business units
- Leads the design and execution of advocacy campaigns to further bp's policy interests in the US

**Head of US Policy**

- Ensures all advocacy positions in the US aligns with our aims and ambition
- Provides US input on bp's global policy positions, ensuring that US business impacts and opportunities are considered
- Develops and leads cross-functional team from bp businesses, using Value at Stake, to model policy proposals that would benefit bp's low carbon businesses
- Ensures bp policy positions are consistently communicated throughout each US advocacy activity
- Manages relationships with key E-NGOs in the US
- Serves as surrogate in key external advocacy engagements as appropriate
- Serves as US lead for coordination with the Strategy & Sustainability policy office

**Head of US Employee Mobilization**

- Guides employees to utilize social and digital media channels – both internal and external – to amplify our narrative in US and Americas
- Develops strategy to incentivize workforce to advocate for our aims and ambition
- Establishes a consistent understanding of bp's US business priorities among employees
- Oversees bp's US Employee PAC

**Head of International Affairs**

- Manages federal political advocacy on US government foreign policy issues
- Provides assessment and analysis of above-ground risk for global business operations
- Coordinates directly with Regional SVPs/HoC and C&A Regional VPs globally to determine regional priorities and business risk affected by US foreign policy
- Develops and implements strategies with C&A Regional VPs to mitigate risk for global businesses

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

Confidential

## Americas C&amp;A Tier 3 accountabilities (2 of 2)

**Head of C&A  
Mexico  
[& Regional  
Alignment]**

- Manages all government affairs - in tandem with Regional SVP/Head of Country (HoC) – including design and delivery of country advocacy plan for all businesses in Mexico: Upstream, Retail Fuels, Lubes, IST/NAGP and air bp
- Manages government affairs activities for the Latam Region
- Leads on engagement with all government entities for the Retail Fuel's business, and supports Retail Fuels' FTE C&A Manager on advocacy issues
- Leads the engagement with staff and society, communicating company's purpose and progress, campaigning for Net Zero and actively advocating for well-designed climate policies
- Oversees communications strategy and plan for all businesses in country, implementing plan for all external engagement for HoC, Upstream and other business leaders
- Provides crisis communications support for CST, as member of Country Leadership Team

**Head of C&A  
Trinidad & Tobago**

- Manages all government affairs - in tandem with Regional SVP/HoC – including design and delivery of country advocacy plan for all businesses in Trinidad & Tobago: Upstream and Lightsource bp
- Partners with the business to identify and manage external risk and opportunities (community, regulatory, political) that could impact the efficient delivery of business projects and activities
- Builds and maintains the brand and reputation of the company through the development and delivery of corporate communications and corporate responsibility strategies that build goodwill with internal and external stakeholders
- Leads the engagement with staff and society, communicating company's purpose and progress, campaigning for Net Zero and actively advocating for well-designed climate policies
- Builds team skills and competencies, including crisis communications and manages performance against C&EA standards and policies

**Head of C&A  
Brazil**

- Manages all government affairs - in tandem with Regional SVP/HoC – including design and delivery of country advocacy plan for all businesses in Brazil: Upstream, air bp, Alternative Energy, Lubes, IST and multiple joint ventures, including bp Bunge Bionergia and Lightsource bp
- Builds and maintains the brand and reputation of the company through the development and delivery of corporate communications and corporate responsibility strategies that build goodwill with internal and external stakeholders
- Leads the engagement with staff and society, communicating company's purpose and progress, campaigning for Net Zero and actively advocating for well-designed climate policies
- Heads crisis communications for Brazil, and serves as effective member of local senior leadership team

**Head of  
US Corporate  
Operations**

- Leads planning for and execution of corporate-level events (bp plc Board meetings, CERAWEEK, OCGI, etc.) and sponsorships in the US, including coordination with bp executive offices in London and across the globe,
- Oversees Value at Stake process
- Leads development of the annual US C&A budget and provides regular and timely reports of budget status and all C&A spend
- Oversees research activities that support all components of US C&A
- Leads US C&A's incident response planning, training, deployment, and IMIT, BST & CST support activities
- Coordinates special projects as needed

**Executive Assistant**

- Liaisons on behalf of SVP C&A Americas with bp business entities and staff, as well as bp Group Leaders
- Manages quarterly performance review process
- Develops and coordinates the execution of strategic initiatives
- Coordinates briefings and communications materials to ensure quality standards
- Leads and or participates in high profile special projects
- Ensures all material issues and requests are addressed properly and tracked until resolved
- Manages administrative support

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

Confidential

## Design scorecard

Updated 15 Jun with new scoring approach for reduction and span of control

- Based on your proposed design, self-score against the design tests using RAG indicators
- **Selection tests have been included for information only – you should be aware of them but you do not need to self score against selection tests at this stage**

		Description	
Design tests	<b>Ambition</b>	<ul style="list-style-type: none"> <li>Design in line with BP's ambition and consistent with changes made at Tier 1 and 2</li> </ul>	● ● ●
	<b>Flatter structure</b>	<ul style="list-style-type: none"> <li>&gt;80% of T2 roles have a span of control of 8-12</li> </ul>	●
	<b>Reduction (scored centrally)</b>	<ul style="list-style-type: none"> <li>Reduction of Group Leader roles (min. 33% reduction per entity)</li> </ul>	<do not fill>
		<ul style="list-style-type: none"> <li>Total organisation in-line with reduction target (25% per entity)</li> </ul>	<do not fill>
	<b>Consistent roles</b>	<ul style="list-style-type: none"> <li>Role titles (internal) comply with the agreed conventions (see slide 12)</li> </ul>	●
	<b>Support</b>	<ul style="list-style-type: none"> <li>Maximum of 1 x EA and 1 x PA per Tier 2 SVP role</li> <li>Maximum of 1 x PA per VP role</li> </ul>	●
Selection tests	<b>Integration</b>	<ul style="list-style-type: none"> <li>Key interfaces identified and understood; accountabilities clear</li> </ul>	●
	<b>Pull-through</b>	<ul style="list-style-type: none"> <li>2 pull-through candidates</li> </ul>	<do not fill>
	<b>Diversity</b>	<ul style="list-style-type: none"> <li>Meets D&amp;I ambition</li> </ul>	<do not fill>
	<b>Performance</b>	<ul style="list-style-type: none"> <li>Using objective criteria as required, selected organisation retains our high performers and exits our lowest performers</li> </ul>	<do not fill>
	<b>Diversity of</b>	<ul style="list-style-type: none"> <li>3 candidates with experience of working in other BP entities or externally</li> </ul>	<do not fill>

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

Confidential

## Technical capabilities required

- In the table below, define 6-10 new or existing technical capabilities that are required to achieve the Tier 2 objective function and BP's ambition, and estimate as-is maturity against each
- You should focus on the technical capabilities that will be disproportionately responsible for success or failure of the Tier 2 entity, and that would be prioritised in the future organisation (in order to ensure we remain sufficiently focussed on our ambition). You do not need to address leadership capabilities

#	Capability description	How it makes us win	As-is maturity
1	Advocacy and issues management	<ul style="list-style-type: none"> <li>Structures and resources the organization to adequately respond to, or proactively address issues.</li> <li>Ability to communicate effectively using a range of styles and approaches to gain commitment and to help achieve business outcomes, create acceptance for decisions, build consensus or resolve conflict.</li> </ul>	
2	Stakeholder management	<ul style="list-style-type: none"> <li>Maintains and forms alliances with recognized industry experts and authoritative decision makers.</li> <li>Strengthens relationships with a wider base of stakeholders and mobilizes their support.</li> </ul>	
3	Business acumen	<ul style="list-style-type: none"> <li>Keeps up to date with the internal and external business context, sees the relationship between own role and bp strategy and business drivers.</li> <li>Articulates local business strategy and can identify and describe how initiatives and projects contribute to the delivery of the overall strategy.</li> </ul>	
4	Campaigning	<ul style="list-style-type: none"> <li>Integrates advocacy and communications activities with key stakeholders and influencers.</li> <li>Advances bp's purpose, aims and ambition.</li> </ul>	
5	Writing	<ul style="list-style-type: none"> <li>Creates content to support high impact messaging to wider and strategically influential audiences.</li> <li>Develops strategic, high level company positioning in the market, reinforcing bp's desired reputation, perspective and brand.</li> </ul>	
6	Digital strategy & fluency	<ul style="list-style-type: none"> <li>Develops new ways to build value in bp using digital transformation.</li> </ul>	
7	Measurement & insights	<ul style="list-style-type: none"> <li>Contextualizes the meaning of data and translate it into recommendations or actions.</li> </ul>	
8	Crisis response	<ul style="list-style-type: none"> <li>Prepares for and responding effectively to unforeseen events and challenges.</li> </ul>	
9	Community management	<ul style="list-style-type: none"> <li>Proactively and sustainably manages social impacts, risks, and opportunities from bp's activities to communities and local stakeholders, in order to earn and maintain bp's license to operate.</li> </ul>	
10	Employee mobilization	<p><small>Draft for discussion</small></p> <p><b>Trains, equips and mobilizes our staff as advocates</b></p> <p><small>compliance with local laws.</small></p>	

Confidential

## Americas: bp ambition alignment

How is your organisation supportive of bp's ambition?

## United States

In the US, C&amp;A has established objectives that are being acted on in 2020, including:

**Redacted - First Amendment**

- Enhance bp's external reputation by demonstrating continued leadership on methane
- Visibly advocate for states to sign the Memorandum of Understanding and pass supporting legislation to join the Transportation Climate Initiative, as well as support the expansion of the Regional Greenhouse Gas Initiative
- Advance bp's Net Zero ambition in several states through activities:
  - Passage of well-designed carbon pricing legislation in Washington State
  - Shape the proposed Low Carbon Fuel Standard in New York in line with bp's ambition and advocate for carbon pricing mechanism to achieve New York's climate goals
  - Participate in the City of Denver Climate Task Force

## Brazil

**Redacted - First Amendment**Ambition  
alignmentDraft for discussion. Subject to consultation, relevant works council approval and compliance with local laws.  
Confidential

## Americas: bp ambition alignment

### Ambition alignment

#### How is your organisation supportive of bp's ambition?

##### Trinidad & Tobago

- Support delivery of T&T's first utility scale solar project – working with consortium partners Lightsource bp and Shell to support stakeholder and government engagement, completion of commercial negotiations and advocate for regulatory or policy amendments required to ensure the project can proceed on schedule. This project is key to Trinidad and Tobago being able to meet its Paris commitment of having 10% of power from renewable sources by 2021.
- Deliver the "AET report" – research being delivered through Vivid Economics to investigate T&T's current energy economy and recommend pathways to support the country's transition to a lower carbon future. The report will also look at opportunities for bp investment in low carbon business models.
- Low carbon advocacy:
  - External stakeholders – position bp messages in industry forums demonstrating the leadership role the company is taking globally and locally to get to Net Zero
  - Advocate with government to influence and support their efforts at improving energy efficiency and reducing country GHG's – including changes required to policy and regulations
  - Support environmental NGO's to advocate for the removal of impediments to access "green funding" for low carbon projects

##### Canada

- Influence CAPP trade association to update its climate policy positions towards increased alignment

##### Mexico

- Incorporate the Net Zero ambition narrative into messages delivered by the Regional SVP/Head of Country for external engagements

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