Board inclusion policy

The board believes that diversity of perspectives, backgrounds, skills and experiences within a company leads to richer discussions, better decision-making, increased creativity, and ultimately contributes to greater innovation and success. As a board we monitor the implementation of bp's approach to inclusion, including relevant metrics, satisfying ourselves that bp's culture is and remains aligned to its purpose, strategy and values[1].

This policy on inclusion applies to the board and its committees. Aspects of diversity considered by the board for board appointments include but are not limited to gender, age, educational and professional background, socio-economic, ethnic and geographical background, sexual orientation, disability, neurodiversity and personal strengths.

The board, supported by the nomination and governance/people and remuneration committees will:

1. Encourage an inclusive working environment in the boardroom where everyone is respected, valued and receives fair treatment according to their different needs and situations, and maintain zero tolerance for discrimination and harassment.
2. Continue our journey towards greater diversity on the board across all its dimensions while upholding meritocracy as a fundamental principle in appointments. We aspire to achieve gender parity and greater representation of those of an ethnic minority background over time. As a minimum, set an ambition of at least 40% of board members who are women, at least one senior board position[2] held by a woman and at least one member of the board from an ethnic minority background.
3. Consider all aspects of diversity when reviewing the board's composition, its skills, experience, perspectives and overall balance, including when conducting the annual board performance review.
4. Oversee the development of a diverse pipeline for merit-based succession to the board and its committees.
5. Monitor that all board appointments are subject to a formal, rigorous, and transparent procedure and that such appointments are based on merit and objective criteria taking into account diversity, equity and inclusion.
6. Provide a tailored and adaptive induction for new board appointments, including reasonable adjustments for accessibility. recognizing how new board members may require additional support to account for individual diversity.

Confidential

7. Engage search firms who understand bp's values and approach to inclusion and agree to comply with those values and approach in identifying suitable board candidates from diverse candidate pools.
8. Publish progress on board inclusion, including representation metrics.

This policy was approved by the board on 28 May 2026 and will be reviewed periodically.

[1] values as described within the broader bp culture framework

[2]either Chair, CEO, CFO or Senior Independent Director