## Remuneration at a glance

### Purpose and key features
- **Salary and benefits**: Fixed remuneration reflecting the scale and complexity of our business, enabling us to attract and keep the highest calibre global talent. Reviewed annually and, if appropriate, increased following the AGM. Benchmarked to market at inception with increases limited to those of our wider workforce, except in specific circumstances.
- **Retirement benefits**: To recognize competitive practice in home country. Bernard is a deferred member of a UK final salary pension plan, but now receives a cash allowance in lieu of retirement benefits. Murray is a deferred member of a US final salary pension plan, but now receives a cash allowance in lieu of retirement benefits. Bob was a member of both a US final salary pension plan and a US retirement savings plan. Brian was a member of a UK final salary pension plan and received a cash allowance in lieu of further service accrual.
- **Annual bonus**: To incentivize delivery of our annual and strategic goals. 112.5% of salary at target, and 225% at maximum. To reinforce the long-term nature of our business and the importance of sustainability, 50% of the bonus is paid in cash and 50% is mandatorily deferred and held in bp shares for three years.
- **Performance shares**: To align reward to our strategy and long-term performance. Vesting outcomes vary relative to our financial returns and strategic priorities. Annual grant of performance shares, representing the maximum outcome. 500% of salary for the chief executive officer and 450% of salary for chief financial officer.
- **Shareholding requirement**: To ensure sustained alignment between shareholder and executive director interests. The chief executive officer and other executive directors are required to maintain shareholdings equivalent to 500% and 450% of salary respectively, including for two years post employment (2020 policy).

### Outcomes for 2020
- **Salary and benefits**: Bernard Looney’s salary set at £1,300,000 on appointment. Murray Auchincloss’s salary set at £695,000 on appointment. Bob Dudley’s salary unchanged at £1,854,000 until cessation. Brian Gilvary’s salary unchanged at £790,500 until cessation. Benefits were unchanged.
- **Retirement benefits**: Bernard has no further service accrual for his deferred pension, and the pension calculation will be based on his pre-appointment salary. His cash allowance is fixed at 15% of salary. Murray has no further service accrual for his deferred pension arrangement, and the pension calculation will be based on his pre-appointment salary. His cash allowance is fixed at 15% of salary. Bob’s defined benefit pension did not increase in 2020. bp actual and notional retirement savings plan contributions of $32,445 were more than offset by investment losses within his plans, hence he received no net benefit in 2020. Brian’s defined benefit pension increase was below inflation. His cash allowance was 30% of salary to 30 May, and 25% of salary from 1 June 2020.
- **Annual bonus**: No bonus for 2020.
- **Performance shares**: Awards granted in 2018 (under our 2017 policy) were assessed against our balanced scorecard of financial (80%) and strategic progress (20%) measures. Our 2018-20 performance share outcome is 32.5% of maximum vesting.

### Implementation in 2021
- **Salary and benefits**: Bernard’s salary to increase by 2.75% to £1,335,750 from the AGM. Murray’s salary to increase by 8% to £750,500 from the AGM. Benefits to remain unchanged.
- **Retirement benefits**: Bernard’s cash allowance will be unchanged at 15% of salary, and he accrues no further value under his deferred pension. Murray’s cash allowance will be unchanged at 15% of salary, and he accrues no further value under his US deferred pension.
- **Annual bonus**: For our 2021 bonus, our scorecard will be reweighted to safety (15%), environment (15%), operational (20%) and financial (50%), as described on page 125.
- **Performance shares**: Awards granted in 2019 (under our 2017 policy) will vest in proportion to success against the measures of our 2019-21 scorecard. For the 2021-23 cycle (under our 2020 policy), grant levels will remain unchanged at 500% for Bernard and 450% for Murray, with weightings of 20% each for rTSR, ROACE and EBIDA CAGR, and 40% for strategic measures, as shown on page 125.
- **Shareholding requirement**: The minimum shareholding requirements remain unchanged.