

21 MAY 2020



PURPLE
STRATEGIES

Emotional Response & Message Testing:

Aim-Specific Deep Dive



// Taken together, the aims are an important sign that bp is committed to making substantial changes to reach net zero

The 10 aims are:

- ✓ Important
- ✓ Ambitious
- ✓ Achievable

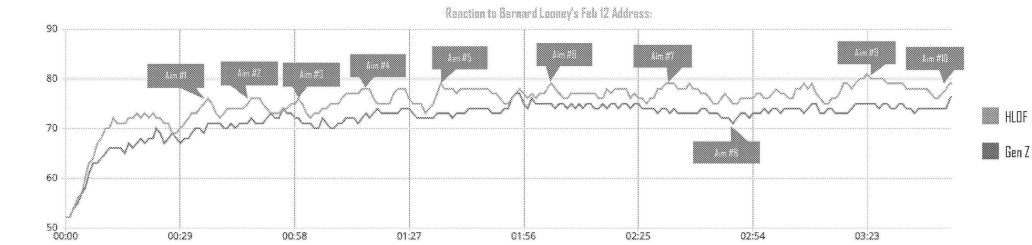
% Favorable

HLOF: 95%

Gen Z: 81%

"I think these aims are good – they are ambitious, but not to the point of being impossible. They are also the sort of aims that will help to make other companies also try and make changes which is great as it means bp is using its influence for good."

-UK Gen Z



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Emotional Response & Message Testing

Approximate 10-minute intervals calculated as 10-minute intervals across the UK G, and 10-minute intervals across the following audience:

- HLOF: 10-minute intervals across the UK G, and 10-minute intervals across the following audience:
- Gen Z: 10-minute intervals across the UK G, and 10-minute intervals across the following audience:

Aims 1-5:

(Five aims to become a net zero company)

- More defined & measurable
- Areas that bp has control over

Aims 6-10:

(Five aims to help the world meet net zero)

- Thinking about impact beyond the company
- Commitment and setting an example
- More difficult to measure – need more information on how bp will define success in these areas

	Aims	UK	EU	US
Aim 1	Getting to net zero across our entire operations on an absolute basis by 2050 or sooner	3	1	2
Aim 2	Getting to net zero on an absolute basis from our Upstream production by 2050 or sooner	5	5	6
Aim 3	50% reduction in carbon intensity of the products we sell by 2050 or sooner	2	6	4
Aim 4	Measurement at all our major oil and gas processing sites by 2023, transparent reporting and 50% reduction in our operated methane intensity	4	4	2
Aim 5	Increase proportion of investment into non-oil & gas	1	3	7
Aim 6	Stop corporate reputation advertising and redirect resources to active advocacy for progressive climate policies	10	8	9
Aim 7	Encourage employees to deliver on our aims and advocate for net zero by increasing climate element in annual bonus for leadership and 57,000 employees	9	6	9
Aim 8	Rethink relationships with trade associations and exit when appropriate	7	10	7
Aim 9	Become a recognized leader in transparency for our sector – support Task Force on Climate-related Financial Disclosures (TCFD) recommendations and work to implement them	8	9	5
Aim 10	Create a team dedicated to helping countries, cities and corporations around the world decarbonize	6	1	

Rank	
1	Positive Reaction
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10	Disturbing Questions



// Aim 1: Feedback Overview

AIM 1: Net Zero Operations

Getting to net zero across our entire operations on an absolute basis by 2050 or sooner

Rank	UK	EU	US	H&OF	Gen Z
1					
2					
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Positive Feedback:

- A top aim across markets and audiences as it is seen as crucial to the health of the planet
- Net zero is seen by audiences as bp's north star
- Ambitious and tangible
- Signifies a fundamental shift in bp's philosophy
- Refreshing position from the CEO of an O&G company
- "Entire operations" is positive as it means the entire business will be working towards change

Outstanding Questions:

- What shorter-term targets can demonstrate progress *before* reaching net zero?
- What is bp doing before 2050? (*this timeline does not communicate the urgency audiences want to see; therefore, the "or sooner" language is crucial*)
- What does "absolute basis" mean?
- Is net zero is realistic?

In their words...

"Getting to net zero is the most important aim. If we are still generating carbon at the rate we [are] currently, any other activity becomes pointless." *-UK H&OF*

"[Aim 1] shows that bp is not just thinking about redoing some of its company sectors but...aiming to make the entire company work cohesively towards this goal." *-US Gen Z*

"A company, which is producing gas and oil, to get to net zero will have a tremendous influence." *-EU Gen Z*

"Net zero is the biggest step and the goal everyone has to aim for. I just don't agree with the '2050', I feel like it's doable before that but it's still a good thing." *-EU Gen Z*

"1, 2, and 4 sound next to impossible and very unrealistic without any substantial plan for how these could be accomplished, especially within their time frames." *-US Gen Z*



// Aim 2: Feedback Overview

AIM 2: Net Zero Oil and Gas

Getting to net zero on an absolute basis from our Upstream production by 2050 or sooner

Rank	UK	EU	US	HLOF	Gen Z
1					
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10					

Positive Feedback:

- Net zero is again seen by audiences as bp's north star
- Seen as connected to aim 1
- Positive that they are looking to become net zero across their business i.e. Upstream
- Ambitious and tangible

Outstanding Questions:

- Audiences recognize and appreciate the parallels between Aims 1 & 2, but are confused by "Upstream" and ask:
 - What does "Upstream production" mean?
 - How does this differ from "across operations" in Aim 1?
 - What does "absolute basis" mean in terms of "Upstream production"?
- What is bp doing before 2050? (*this timeline does not communicate the urgency audiences want to see; therefore, the "or sooner" language is crucial*)
- Some don't want to see O&G as part of the future energy mix

In their words...

"[I like Aim] 2. The upstream production needs to be on net zero as well. Only in that case, the whole project and change can be successful." *-EU HLOF*

"Getting to net zero by 2050 or sooner, both for the company and upstream production' is important, because we cannot afford anything less. The fact that he said 'or sooner' is important because he recognizes that 2050 is too late." *-US Gen Z*

"It's a good and positive thing... but I'm not exactly sure what 'on an absolute basis' means in this context." *-UK Gen Z*

"Aims 1 and 2 address more or less the same issue... although I'm not quite agreeing with aim 2 since I believe oil and gas should not be part of our energy production in the future." *-EU Gen Z*



// Aim 3: Feedback Overview

AIM 3: Halving Intensity

50% reduction in carbon intensity of the products we sell by 2050 or sooner

Rank	UK	EU	US	H&L	Gen Z
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Positive Feedback:

- Reducing carbon is a step in the right direction for the company
- For many, 50% reduction is tangible and exciting
- Seen as more than what other O&G companies are doing (i.e. Exxon*)
- Sign of accountability as bp can be measured against this objective

Outstanding Questions:

- What is bp doing before 2050? (*this timeline does not communicate the urgency audiences want to see; therefore, the "or sooner" language is crucial*)
- What does "intensity" mean?
- What does bp plan to do after the 50% reduction? How and will there be a full reduction?
- Is 50% aggressive enough?

In their words...

"Carbon intensity has [a] big impact on air pollution, so it is extremely important to limit it...The effort is commendable."
-EU Gen Z

"Given the direct figure of 50% in the 3rd [aim], I think it is crucial to include any kind of reduction, even though the time frame hereby is very generously, heading towards 2050."
-EU Gen Z

"I think it is great to reduce the impact of the product they sell, but I think the effort should be greater than 50% by 2050."
-EU Gen Z

"50% reduction in carbon intensity seems low to me, but at least it's on the list." -US Gen Z

"Less carbon is better, would prefer a higher reduction and smaller time frame." -UK Gen Z

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Emotional Response & Message Testing

Appetizable | Purpose | Outcomes | Evaluation | Feedback | Action | Next Steps | Summary

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*Note: Percentages were derived from a direct comparison of the two.

AIM 4: Reducing Methane

Rank	UK	EU	US	HLOF	Gen Z
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- * This aim is exciting as it represents something that many are hungry for: near-term targets
- * Shows that bp is acting *now* (focused on the current decade)
- * Demonstrates how bp will be held accountable
- * Provides specific and quantifiable actions, which instills trust
- * bp starting within its own company is the first step in helping the world decarbonize

- A few ask:
 - ◊ Why has bp not been measuring up to this point?
 - ◊ Why won't we have measurement for another 3 years?
 - ◊ Is 2023 achievable? *(more detail around what measurement entails will ensure audiences understand that the 2023 timeline is a suitable target)*

"I think number 4 is important as it shows they are taking action now rather than giving some lofty target in the future which they can't be held accountable to." *-UK HLOF*

"If they can manage their emissions it's a big part to help[ing] the world to decarbonise too." -EU HLOF

"Transparent reporting is important to guarantee the success. Otherwise nobody will trust what bp is doing." —EU HLOF

"Why can't we start measuring now?...Disappointing it will take 3 years to start." —UK HLF

"I'm not sure the overall impact of this. It strikes me they should have been measuring this anyway, so isn't this just addressing a current weaknesses in their operations?" —*LEAH HOLF*



// Aim 5: Feedback Overview

AIM 5: More \$ for New Energies

Increase proportion of investment into non-oil & gas

Rank	UK	EU	US	HLOF	Gen Z
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Positive Feedback:

- This aim is of special interest to HLOFs. UK and EU audiences who are especially excited to hear about non-oil & gas investments and the company continuing to diversify
- This aim is seen as imperative to reducing emissions and reaching net zero
- Audiences are keen to hear about innovation
- Many say they would like to see the bulk of the investments referenced in other aims being directed towards new energies

Outstanding Questions:

- What types of investments will bp make? How much exactly are they investing?
- How is increasing investment going to help the world decarbonize? *(more details on how they are investing will help audiences see the broader impact on the climate issue, esp. in the US)*

In their words...

"Commitment and investment in alternative energies would be the ultimate goal to reduce climate change." -EU Gen Z

"Eventually if we want low/no carbon then new energy sources will have to compensate for oil and gas. This cannot happen without serious investment." -UK HLOF

"Mankind has always advanced by reinventing itself. The progresses in technology are the best things that mankind can provide." -EU Gen Z

"I think number 5 is still important, but kind of vague... 'increase proportion of investment' by how much exactly?" -US Gen Z

"5 is not important because this is not as specific to what they are going to invest in." -US Gen Z



// Aim 6: Feedback Overview

AIM 6: Advocating

Stop corporate reputation advertising and redirect resources to active advocacy for progressive climate policies

Rank	UK	EU	US	HLOF	Gen Z
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Positive Feedback:

- Generally appreciate bp's pledge to halt corporate reputation advertising
- Some say this will free up money for more necessary investments
- A handful say others will hear about the good work they are doing through their actions, not advertising
- While most don't want traditional advertising from bp on their climate efforts, audiences welcome updates on the progress they are making towards their goals

Outstanding Questions:

- How does halting corporate reputation campaigns help bp achieve its goals? (*would be beneficial to provide more detail on their reputation advertising, specifically the amount of resources this would free up for other investments*)
- What does advocating for progressive policies look like?
- Why aren't these funds being redirected towards renewable-energy investments?
- How is bp going to compel other companies to stop advertising? (*need to make it clear that this is bp-focused*)

In their words...

"I feel stopping corporate reputation advertising will free up a lot of money." *-UK Gen Z*

"Sometimes the acts give more publicity than words, so if all this money is redirected to promote climate policies, the publicity will be done anyway." *-EU Gen Z*

"Why not redirect resources to converting energy production to cleaner and more sustainable methods?" *-US Gen Z*

"I would happily see them blowing their own trumpet so to speak if they can achieve the goals." *-UK HLOF*

"I would like to have more details. I felt just saying advocacy for progressive policies was a little vague." *-UK HLOF*

// Aim 7: Feedback Overview

AIM 7: Incentivizing Employees

Incentivize employees to deliver on our aims and advocate for net zero by increasing climate element in annual bonus for leadership and 37,000 employees

Rank	UK	EU	US	HLOF	Gen. Z
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Positive Feedback:

- Some (esp. in the EU) thought this was an important step towards net zero as it aligns employees with the company's goals
- Shows the company cares for their employees and are rewarding them for acting responsibly
- See it as getting the whole business involved in the effort: employees can influence one another
- Inspires greater urgency among employees regarding this issue

Outstanding Questions:

- Why do employees need an incentive to want to save the planet?
- What kind of impact do employees have on the company reaching its goals?
- Is this money better spent on innovation or other investments?
- What relevance does this have for me as I'm not a bp employee?
- How is this incentivization different from the incentives they receive for company performance?
- How will incentives be distributed? (want to ensure incentives are not only going to the highest-ranking employees)

In their words...

"You need to get the entire company behind you to reach the aggressive goal. Each new employee can influence 10 other people." -EU HLOF

"It will give employees more urgency regarding this issue and will put the plan into effect faster." -UK Gen Z

"This is good for the employees but as a citizen it doesn't affect me as much." -US HLOF

"It strikes me there should not need to be an incentive. Surely addressing climate change is incentive enough!" -UK HLOF

"Incentivizing them may also divert funds away from projects." -UK Gen Z

"I don't see Aim 7 working - we need some detail on that." -UK HLOF



// Aim 8: Feedback Overview

AIM 8: Aligning Associations

Reframe relationships with trade associations and exit when appropriate

Rank	UK	EU	US	HLOF	Gen Z
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Positive Feedback:

- Some saw this as proof of bp's commitment and their intention to emerge as an industry leader on this issue
- Seen as encouraging others to align with their objectives
- Like that bp will exit relationships if needed with those who do not see the importance of net zero

Outstanding Questions:

- Which trade associations does bp currently work with?
- What is the dynamic of these relationships today? How will they change? *(more detail around these relationships will help to make this aim more tangible)*
- Will this put the responsibility on 3rd parties instead of bp?
- What impact will leaving have?
- Is stepping back the right decision or should bp instead help these associations move towards the same objective? *(need to more firmly explain what "reframing" will look like)*
- How is this tied to the larger goal of decarbonization?

In their words...

"If true, [it] will demonstrate their true commitment to realize a global net zero campaign. This is the leadership we all expected from bp, a good corporate citizen too." *-US HLOF*

"I assume the relations with their trade associations are important however without understanding that dynamic it is difficult for me to say why it is important." *-UK HLOF*

"It would [be] better if BP acts like a threat to the [associations] that don't respect environment, not just breaking relationships." *-EU Gen Z*

// Aim 9: Feedback Overview

AIM 9: Transparency Leader

Become a recognized leader in transparency for our sector – support Task Force on Climate-related Financial Disclosures (TCFD) recommendations and work to implement them

Rank	UK	EU	US	H&OF	Gen Z
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Positive Feedback:

- Like the idea of transparency, especially in the US where they feel bp's leadership will encourage other oil companies to provide the same transparency
- Transparency builds credibility
- Sense that bp needs to be a global leader

Outstanding Questions:

- Why focus on leadership rather than company action? (*seen as too much focus on taking credit for leadership rather than on taking action to become a credible leader*)
- How is this aim relevant to helping the world decarbonize? Should they focus on new energies instead?
- Are they only trying to impress shareholders?
- A handful mention this includes too much "jargon" for the average person (*providing a description of the TCFD may be helpful*)

In their words...

"[Aim] 9 is a really big deal as it provides a level of transparency people are looking for from oil companies." –*US Gen Z*

"Number 9 is important as being a transparent company and publishing data increases trust in bp." –*UK Gen Z*

"You don't need to be a leader to make a difference."
–*UK Gen Z*

"Start by making progress and then you could become a recognised leader." –*EU Gen Z*

"I believe BP being the recognised leader in their sector – especially for transparency – is rather ridiculous and not authentic at all towards their "goal" of net zero, as it only impresses their shareholders." –*EU Gen Z*



// Aim 10: Feedback Overview

AIM 10: Clean Cities

Create a team dedicated to helping countries, cities and corporations around the world decarbonize

Rank	UK	EU	US	H&C	Gen Z
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Positive Feedback:

- Like the idea of a collaborative effort
- Seen as delivering on bp's ambition of leading by example
- Stood out – esp. for Gen Z and in the EU and US markets – for understanding the need for a global response
- Addresses urgency concerns as working together will help the world decarbonize faster
- Sense that developing countries (likely large contributors of emissions) need assistance in the implementation of cleaner energy and bp can use its resources and knowledge to help

Outstanding Questions:

- A few ask:
 - What does this team look like? When will this team be created? (*want to ensure this is an urgent matter for the company*)
 - Is this too ambitious for one company? (heard esp. in the UK)
 - How much will this cost?
 - How will success be measured?
 - How is this different from current efforts already in place around the world? Will this be consequential or is it just talk?

In their words...

"We need an international organization if we want the change to be effective for our planet." – *EU Gen Z*

"It is crucial for influential companies to do, as it can really help the world decarbonise faster." – *UK Gen Z*

"Developing countries need assistance in the implementation of cleaner energy." – *UK Gen Z*

"The commitment of a single company is not enough to eliminate the problem permanently. Creating a team to help other companies decarbonise is crucial." – *EU Gen Z*

"Aim 10 is too ambitious for the brand." – *UK Gen Z*

"We already have people campaigning" – *UK Gen Z*

"How big is this team? Doubt it will be that consequential." – *UK H&C*

