



2016 C&EA Strategic Objectives

BP America

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BPA Objectives

C&EA Objectives

Create and capture new opportunities by advancing major business initiatives/priorities

Support business strategies to facilitate successful execution of new retail strategy, Cooper River upgrade, Alaska LNG project and progression of major Gulf projects such as Mad Dog 2 and Hopkins.

Protect current operations, focus on operating cash flow and support business growth

Influence the political, policy, legislative and regulatory environment using a campaign approach to support policy outcomes that benefit business operations while preventing harmful legislation or regulation (examples include climate, ozone, RFS, Dodd Frank, exports and taxes)

Adjust activities to reflect economic environment, company focus

Manage stakeholder communication and spending -- and expectations -- in support of company simplification efforts consistent with the current price environment

Maintain BP License to Operate and investor confidence

Build and nurture key political and policy stakeholder relationships -- and use a range of communications tools -- to ensure that BP remains a trusted voice for those who can influence BP's ability to operate in the U.S.

Commented [SE1]: Still think we can do more to work in campaign oriented way -- with a core set of messages, based on research, and then delivered across multiple channels, from all of comms, to grassroots efforts to thought leadership events, etc., and then measure, and use those measurements to adjust the approach.

Commented [SE2]: Perhaps there are some basic ones -- be at the table with the business at the start of the process to consider new business or changes to existing portfolio, rather than coming in late.

Commented [SE3]: I'm not convinced that this is the profile that SJS wants the business in. Are we really positioning to grow? Isn't that what capture new opportunities is? Have we decided to go on offense?

Commented [SE4]: Agree with the need to be business focused. This can't be about C&EA activities.

Commented [SE5]: And portfolio.

Commented [SE6]: Absolutely. Successfully adjust footprint to a \$40-oil environment, with less make work and more impact-oriented activity sets. **THIS INCLUDES C&EA ACTIVITIES.** Manage our own house.

Commented [SE7]: We're missing -- turn the page from DWH, winding down litigation and refocusing efforts on the business itself.

MILESTONES:

--Improve our standing on safety among opinion leaders and opinion formers by XXX percent.

Commented [SE8]: Still getting the metric from Doug Usher.

Updated: 10/20/2015



- Deliver two major ICM external speeches in 2016.
- Develop and implement an overall U.S. content strategy.
- Send one ICM E&C/V&B email per quarter to underscore a speak up culture and emphasize specific policies and procedures.
- Post one U.S. intranet article every six weeks on ethics & compliance issues.
- Hold at least four ICM town halls/employee meetings at various locations during the year.
- Host a minimum of two town halls apiece for each business head, complemented by broad employee meetings held by their leadership teams.
- Post one U.S. intranet article per quarter on U.S. intranet highlighting local simplification/efficiency efforts.
- Meet 100 percent completion for ICS 100&200 by end of year and each team member participates in one crisis drill.
- Develop a BP.com/US strategy (1Q/2Q) and launch strategy (2Q/3Q). Strategy to account for current mobile/tablet/desktop trends, current search results, current metrics and audience research.
- Support strategic initiatives across: Group (e.g. 2016 Energy Outlook, Stats Review, etc.) with a minimum of 7 social media posts and one BP.com/US feature per product; C&EA (e.g. Safety campaign, Olympics, U.S. Economic Impact Report, etc.) with a minimum of 15 social media posts and two BP.com/US features per campaign; and the businesses (e.g. new Fuels product launch) with a minimum of 4 social media posts and one BP.com/US feature per activity.
- Launch new video process aimed at being more strategic in video content and context, and more efficient with paid amplification and vendor usage, including working with the right vendors and balancing in-house opportunities.
- Make more frequent updates to BP.com/US with a minimum of one new feature per week, leveraging work being produced by the content team, etc.
- Revamp paid search and paid social approach.
- Strengthen ties with Group channels and publications to ensure integrated magazine and OneBP content. Specifically, BPA will deliver one major feature story for the magazines per quarter.
- Host one writing workshop per quarter to improve writing capability across C&EA.
- Highlight 65th anniversary of BP Statistical Review, using Spencer Dale and Mark Finley in television and print interviews.
- Launch in-house media training workshops for BP's U.S. business units.
- Imbed Dotmailer as primary tool for day-to-day distribution of BP's U.S. press releases, taking increasing advantage of the software's ability to add multi-media elements to announcements and collect metrics on their reach and impact.



2016 C&EA Overview

BP America

C&EA Objective 1:

Support business strategies to facilitate successful execution of new retail strategy, Cooper River upgrade, Alaska LNG project and progression of major Gulf projects such as Mad Dog 2 and Hopkins

Deliverables:

- Support/enable Fuels NA transformation including a new retail strategy through dealer/jobber communications, leveraging trade association relationships, preventing harmful state legislative and regulatory initiatives, ~~the development of developing~~ a comprehensive risk assessment, and ~~planning for promotional event-plannings~~.
- Identify earned media and external engagement opportunities to spotlight the Cooper River upgrade project and more focused U.S. petrochemicals business.
- Facilitate AK LNG project progress through completion of all necessary activities to support passage of LNG project enabling legislation in 2016 and voter approval of a constitutional amendment on the November 2016 ballot. Engage Alaska employees in support of this objective through an updated employee engagement strategy.
- Develop and deploy communications and stakeholder relations strategies that will build confidence in GOM's business sustainability and future opportunity, highlighted by continued expansion of BP's four major operated hubs, further exploration activity, and advancement of Hopkins and Mad Dog 2 major projects.

Commented [SE9]: Since when are we taking on this responsibility?

C&EA Objective 2:

Influence the political, policy, legislative and regulatory environment to support policy outcomes that benefit business operations while preventing harmful legislation or regulation (examples include climate, ozone, RFS, Dodd Frank, exports and taxes)

Deliverables:

- Coordinate federal and state climate change activities to identify opportunities and challenges for the businesses
- Integrate new Fuels Policy Advisory Committee into NA Product Network and identify priority fuels issues to be monitored and worked by FPAC
- Identify key policy proposals and work with or establish new business coalitions to advance those proposals that support business objectives and block those that would negatively impact our license to operate through a campaign-style approach
- Leverage BP's community investment initiatives and third-party relationships to develop support for BP's business objectives and stimulate advocacy on the company's behalf
- Educate and engage employees/retirees when necessary and appropriate to advocate on behalf of issues of concern to the company

C&EA Objective 3:

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Manage stakeholder communication and spending in support of company simplification efforts consistent with the current price environment

Deliverables:

- Rebase BPA external footprint and profile consistent with new operational footprint
- Communicate to internal and external audiences to ensure understanding that BP's reduced U.S. footprint is a prudent response to market conditions and commodity prices and that this is not reflective of a reduction in BP's commitment to America
- Evaluate and adjust community and third party spend to ensure maximum relevancy and benefit.

C&EA Objective 4:

Build and nurture key political and policy stakeholder relationships to ensure that BP remains a trusted voice for those who can influence BP's ability to operate in the U.S.

Deliverables:

- Build and/or maintain relationships with the people most relevant to BP at the federal, state and local levels of government as well as among the media, third-party organizations and peer business leaders
- BPXA: Through the annual Reputation Plan, manage key relationships in order to maintain license to operate, and to facilitate the achievement of other business/C&EA objectives
- FUELS: Manage state, local and community relationships in order to maintain license to operate, secure necessary construction/operating permits and to facilitate the achievement of other business/C&EA objectives
- GOM: Communicate to external stakeholders BP's continued commitment to the Gulf with particular emphasis on a world-class stable of existing assets, leading deepwater leasehold position and pipeline of future projects, including Mad Dog 2 and Hopkins, while working with Chevron to prepare an external education/advocacy communications plan designed to help progress BP's Paleogene portfolio
- IST: Work with IST to better define objectives for further EPA engagement and then develop a plan for meeting those objectives; leverage federal affairs team relationships to educate members of Congress on IST's role in oil and gas markets and on the workings of those markets in general; and, extend state level relationships into additional states, with a focus on PUCs, and key regulators.
- PETROCHEMICALS: Maintain existing and develop additional relationships with elected officials and regulators of relevance to BP's Petrochemicals facilities to communicate the benefits of a more focused petrochemicals business.
- REMEDIATION MANAGEMENT/WIND: Continue relationship development with the Montana Governor's office and key legislators in support of final consent decrees in Butte and Anaconda as well as to foster effective tort reform in Montana; Similarly, build on existing relationships in New York to positively influence the outcome with respect to Hastings-on-Hudson; and, develop targeted government and regulatory relationships as part of external stakeholder outreach on behalf of BP's wind facilities.
- SHIPPING: Develop engagement plans for BP Shipping President Susan Dio and BP USA Shipping President Jeff Johnson focused on relationship building in Washington, DC and (for Johnson) west coast state capitols.
- L48: Monitor and engage with federal and state regulators on issue important to onshore operations, including state implementation plans for the new ozone National Ambient Air Quality Standard, methane regulations and Endangered Species Act listings.