



BP's reputation

2019 C&EA Communications Support Plan

BPA Team: U.S. Communications Team (Content, External Digital Communications
Internal Communication, Media Affairs)
Date: 1/11/2019
Version number: 3 (DRAFT – NOT FINAL)

2019 Reputation Priorities

Redacted - First Amendment

DRAFT

Opportunities and threats

Opportunities

- New company narrative and advertising campaign
 - Business momentum/growth
 - New/improved digital technology
 - New audience segments
 - New publications/partners
 - Diversity and Inclusion
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Threats

- Lingering DWH reputational impacts
- Alleged “greenwashing” attacks
- Potential lack of *new* proof points to back up company narrative
- Anniversaries of previous accidents (e.g. DWH, Texas City)
- Policy/regulatory changes
- Divestment movement (i.e. “Keep It In the Ground”)

BP U.S. C&EA overall approach

Overall Approach

While the U.S. Communications team's contributions are an integral part of the C&EA business support plans, there are specific communications needs that cut across all businesses to advocate for and promote of the overall BP America reputation.

In 2019, the communications team will promote BP in the U.S. and reinforce BP's position as an industry leader with internal and external audiences through consistent, clear and relevant communications. Working closely with Group C&EA, the U.S. team will work in lockstep with other pillars of U.S. C&EA to find new, creative techniques to tell BP's story, stay current with emerging communications trends, improve overall communications capabilities within C&EA and drive efficiencies.

C&EA objective one:

Reinforce BP's position as an industry leader in tackling the dual challenge through proactive reputational messaging.

Desired outcome:

BP is identified by internal and external audiences as a forward-thinking company that is addressing the energy transition in its own business and society at large. .

Brief description of high-level strategy:

- Enhance BP's reputation by demonstrating how BP is tackling the dual energy challenge and delivering "Possibilities Everywhere" across paid, owned and earned external channels with a focus on American examples.
- Build awareness of the role of gas and actions BP is taking to meet the methane challenge in the U.S. to opinion leaders and opinion formers externally as well as employees internally.
- Develop a communications strategy to feed into the larger U.S. C&EA plan for the future of mobility campaign that aligns with Group and 2019 business milestones.
- Increase awareness of BP's return to growth and business momentum, via U.S. examples, with an emphasis on safe operations and financial discipline, through consistent and dynamic content for internal and external audiences across channels.
- Provide leaders and employees with key messages so they can communicate BP's strategy and priorities related to the advancing the energy campaign and the gas and mobility advocacy campaigns.
- Continue to cultivate a speak-up culture and embed BP's values and behaviors as well as ethics and compliance requirements through robust communications across businesses, setting a clear tone from the top.
- Secure quality media placements in top-tier publications to highlight U.S. proof points in support of the advancing the energy transition campaign as well as BP's business momentum and economic impact stories.
- Secure and prioritize high-profile external speaking engagements for BP leaders, and use those engagements to promote the company's energy transition story as well as its business momentum and economic impact stories.
- Work collaboratively across C&EA to support U.S. policy and regulatory priorities, particularly those that protect BP's license to operate, through strategic communications counsel and tactical delivery.

Anticipated milestones

TBD

C&EA objective two:

Protect BP's license to operate through reactive reputational messaging.

Desired outcome:

BP's license to operate and reputational integrity are maintained.

Brief description of high-level strategy:

- Anticipate news/social media risks and be prepared to escalate and respond to issues as they evolve.
- Monitor for inaccuracies and misinformation about BP in the public realm and move swiftly to correct the record and/or challenge unfair claims.
- Mitigate reputational impact of operational/policy issues with timely, thoughtful internal and external message development and delivery as needed.

Anticipated milestones

TBD

C&EA objective three:

Continue building overall communications capabilities within C&EA.

Desired outcomes:

Staying current with emerging communications trends, always with a focus on finding new, creative techniques to tell BP's story that improve reach and impact.

Brief description of high-level strategy:

- Facilitate training sessions across C&EA to improve digital writing, mobile photography/videos, and other emerging trends within communications.
- Continue to improve BP leaders' communications effectiveness across businesses.
- Continue to upscale internal and external communications tactics to align with changing audience needs, a fast-evolving media landscape and available technology.
- Redouble efforts to train all communicators to provide strategic counsel to business clients, going beyond tactical delivery.

Anticipated milestones

TBD

C&EA objective four:

Drive efficiencies to increase communications effectiveness, modernize ways of working and deliver value back to the business.

Desired outcome:

Streamline processes to improve the overall quality of communications delivery in service of business objectives.

Brief description of high-level strategy:

- Use technology to improve the planning process across C&EA and Group to ensure alignment and optimal resource allocation.
- Transition external-facing U.S. websites to the new Navitas system to improve users' digital journey.
- Review C&EA's crisis preparedness program to ensure that the team is developing and delivering it in the most efficient and effective way.

Anticipated milestones

TBD