



## 2016 C&EA Strategic Plan

### OUR MISSION:

U.S. Communications & External Affairs works to protect our license to operate, advance our business priorities and improve our reputation as a safe and reliable operator.

We uphold this mission by: building and leveraging strong relationships with key stakeholders; identifying and addressing threats and opportunities to our businesses; and using a range of advocacy tools to influence policy and perceptions.

### OUR WAYS OF WORKING:

Our core BP values and our C&EA ways of working will continue to guide our behaviors. We will:

- Work as **one team** -- integrate with our businesses and collaborate across C&EA and BPA.
- Strive for **excellence** -- plan strategically, operate professionally and deliver results.
- **Respect** one another -- share information openly, respond rapidly and meet deadlines.
- Have the **courage** to speak up -- proactively propose new ideas and advocate for our businesses.
- Be **safe**, ethical and compliant.

We will do all this while being good stewards of shareholder dollars, particularly in this low oil price environment.

### OUR STRATEGIC NARRATIVE:

With the Deepwater Horizon litigation largely behind us, we now have an opportunity to make our strategic narrative more forward-leaning and business-focused. In 2016, we primarily will focus our core messaging on how we're on a continuous journey to become a safer, stronger, better energy company. This theme underscores our global narrative of resilience and will tie together our campaigns to promote:

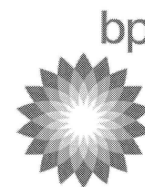
- Our global and U.S. business strategy to responsibly deliver the energy the world needs.
- Our investment in America and the economic benefits it provides.
- Our relentless focus on safety, through training, monitoring and culture.
- Our efforts to play a constructive role in shaping the development of U.S. climate policy.

#### Objective 1: Protect our license to operate

*We will help our businesses identify and address threats and opportunities, as well as shape public policy and perceptions so that they are better able to create value for BP.*

- Meet C&EA objectives as reflected in business support plans.

Updated: Dec 8 2015



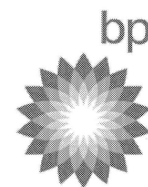
- Review with the businesses at least quarterly our progress toward timely delivery of C&EA objectives and recalibrate as needed to reflect changed business priorities and external factors.
- Plan for the future and lay the groundwork to influence the policy agenda and public perceptions in 2017 and beyond.
- Continue to support the businesses during crises and drills while also helping them strengthen crisis response capabilities through media training.

## Objective 2: Improve BP's reputation

*We will ensure that key stakeholders know of BP's investments in America and our commitment to being a safe and reliable operator. We will strive to be a credible voice and trusted partner in order to influence policies that impact our businesses.*

- Launch comprehensive safety messaging campaign to remind key stakeholders and employees that safety is our highest priority.
- Use BP subject matter experts on technology, economics and climate to build BP's credibility and influence on priority energy policy issues.
- Manage Deepwater Horizon reputation challenges stemming from remaining legal matters and the DWH movie.
- Support our businesses as they adjust to the low oil price environment through divestments and downsizing, and continue to communicate our still significant economic impact.

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