



2017 US C&EA  
Strategic Plan

# **Redacted - First Amendment**

# Audience insights: 2016 Pulse survey results



## Summary

- Overall employee engagement in BP America at 79%, up by 6% versus 2014
- Driven by increased positivity in all the 6 engagement parameters (Communication +11%, Employee Experience +5%, Understanding +4%, Confidence +9%, Trust +6% and Discretionary Action +4%)
- Largest positivity increase is in communication of changes taking place at 78%, up +23%

## Communication

- Changes taking place in BP have been well communicated to my part of the business, Group 67%, US 61%, BPA 78%, up 23%
- We get regular updates from leaders on how my part of the business is performing, Group 80%, US 79%

## Action

- BP is taking action to rebuild trust and relationships globally, US 72%, BPA 85%, up 11%
- I have seen evidence that we have made improvement to my part of the business in the last year, Group 59%, US 55%, BPA 100%

## More Pulse insights: Room for improvement



- Largest decrease is in BP creating an environment where people from diverse background can succeed, down 12%, to 69%, versus Group score of 76%
- Fairness and transparency of promotions at 37%, 3% below Group score of 40%, score has been consistent since 2011
- Leaders in my part of the business follow and uphold the rules and standards of BP, Group 82%, US 77%, BPA 70%, down 9%

# Key messages



## Economic Impact

- BP and its heritage companies have been providing the energy that lights, heats and moves America for 150 years
- We invest more in the US than in any other country and are proud to be America's No. 1 energy investor over the past decade

## Safety

- At BP, our goal is no accidents, no harm to people, and no damage to the environment
- We empower anyone to stop a job if something doesn't seem right

## Climate Change

- We must help drive the transition to a lower carbon economy to protect our environment, while also providing the safe, reliable, affordable energy that fuels economic growth and lifts millions of people out of poverty
- As scientists and engineers, we recognize the urgency of the climate challenge - and we intend to be part of the solution
- We were the first major oil and gas business to publicly call for action on climate change

## 2017 U.S. C&EA Strategy



US C&EA 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 to and opportunities for our businesses; and using a range of advocacy tools to influence policy and perceptions
- Our core US messaging to internal and external stakeholders, therefore, will highlight our continuous journey to become a safer, stronger and better energy company
- We support US policy to foster responsible, sustainable development; avoid short-term overreaction/overreach that could lead to longer-term backlash
- We highlight the invaluable role of the industry and BP in providing fossil fuels essential for now and many years to come and in investing in renewables
- We will stay in the “pack,” coordinating with like-minded peers to build support for prudent industry action and government policies
- We engage with strategic E-NGOs and thought leaders to gain insights and build a foundation for well-designed long-term policy

## External tactics



Educate external stakeholders and turn them into advocates through relationship-building, focusing mostly on:

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- Beltway elites, including political pundits, policy influencers and national media

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Magnify our key messages to external stakeholders through the work we do:

- Paid advertising campaigns on safety messaging, business issues in Washington state and BP's presence in Alaska
- Speeches, panel discussions, briefings, meetings, BP site visits by elected officials and other events
- Content on BP channels such as social media, the website, BP magazine articles
- Earned media generated as a result of sound relationships with reporters, trade associations and other third parties

# Safety Campaign: 2017 Plan



**FIRST HALF:** Rotate in new content to fully deliver the safety message.

Timing: January through June, 2017

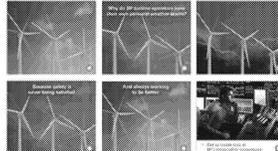
Primary Target: DC Opinion Leaders

Media Spend: \$10 million

- *TV news, Washington Post, Hill publications*
- *Incorporates conservatively leaning media given change in Administration*
- *Focuses on key DC moments to make dollars go further (Inauguration, State of the Union)*

## Campaign Elements:

- TV: two :30 and five :15 commercials (from existing film footage)
- Radio: two :60 ads featuring employees
- Print: eight sets of linked ads
- Digital: five banner ads and two homepage takeovers
- Billboards: two sets of linked boards in Reagan National Airport
- Sponsored Content: four custom pieces; December 2016 pieces re-promoted
- Website: safety landing and subpages redesigned to provide visual impact & content depth
- Social Media: content leveraged across all BPA platforms
- Internal Comms: new content streamed/delivered to employees via BPTV and intranet



**SECOND HALF:** Transition to global messaging built around new corporate narrative.

- Pending new campaign readiness and further 1<sup>st</sup> half improvement in safety results.
- Must also carefully consider tone and content of campaign given new political environment.

## Internal tactics



- Using and leveraging the global narrative in our everyday work so employees understand and can share the story of how BP has a long history of adapting to change and navigating uncertainty to create opportunity
- Arming GLs and SLLs with clear, consistent messages so their teams understand the business strategy and their roles in delivering it
- Conducting in-house media training for senior business leaders and crisis managers so they can better advocate on behalf of BP in public
- Highlighting our community involvement to inspire employee pride in BP, and leveraging our partnerships more often for employee engagement
- Educating the workforce about issues important to the company through the CAP and town halls, and mobilizing employees when their voices can influence policy debates
- Evaluating data and analytics such as the Pulse survey, US intranet page clicks and viewed emails to see what is working and do more of it

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- Resources
  - Budget pressures constrain our community investment and advertising spend, impeding our ability to get messages out and build relationships
- Grassroots
  - Keep-it-in-the-ground policies including permit denials or delays, access restrictions, blocking of existing or new pipelines or infrastructure; bans on fracking or other operations
- Alignment
  - Geographic and political differences could create tension in trying to meet company's priority to drive the energy transition and new Administration's priority to unleash conventional energy production

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## 2017 C&EA budget



- The 2017 C&EA plan calls for US spend of \$64.2 million
- Spend is prioritized for community engagement and investment, to include:
  - Strategically targeted sponsorships and investments around BP sites in the lower 48 and Alaska
  - Houston community engagement around the BP MS 150, and Houston Livestock Show and Rodeo
  - Chicago community engagement, including the Chicago Architectural Biennial and Student Conservation Association
  - Memberships in influential industry advocacy groups, including API, the US Chamber, and the National Association of Manufacturers
- Third party spend is allocated to consultants providing valuable insight and assistance on federal, state and local, and regulatory affairs, as well as social, digital, and internal communications support
- Operations spend includes full payment of Washington DC office expenses, as well as other support expenses

# 2017 US C&EA budget

