



**Advocacy  
campaign  
gas and methane**

BRUNSWICK

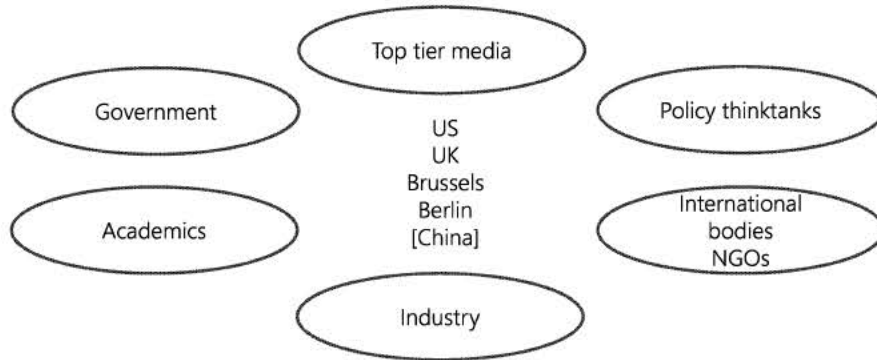
## Campaign objectives

1. Position the positive role of gas – in the context of advancing the transition to a low carbon future
2. Protect BP's 'advantaged gas position' – best basins, efficient operations
3. Secure support for gas as a natural low carbon fuel by taking a leading commitment to methane reduction
4. Demonstrate how commitment to advancing low carbon is being driven through the core Upstream business – i.e. not just through renewables/ventures

Advance and protect the role of gas – and BP - in the future of energy conversation

## Priority audiences

- Focus on key national governments.
- Global stakeholders shaping the future energy debate.
- Located in key international hubs.



## Key trends in the conversation

- To achieve a 2 degrees world, virtually all scientific discourse anticipates gas as a significant part of the energy mix.
- However, in the public arena, support for gas as a long term solution can't be taken for granted.
- There are three key challenges that need to be addressed by this campaign:

1

Lower carbon than coal – but  
still a fossil fuel

2

Renewables dominate the  
debate in the future of energy

3

Emergence of methane as a  
flashpoint for gas

# 1. Lower carbon than coal – but still a fossil fuel

Robust position as cleaner than coal

China has become the new Japan, as nation eschews coal for natural gas in its war on air pollution

South China Morning Post

Gas is widely seen as a relatively low-emissions bridge from dirtier fuels such as coal to a future where renewable energy sources such as wind and solar become more prominent.

WSJ

...but two long-term challenges:

i. Still a fossil fuel and ii. Tough economics

Goldman Sachs

Because natural gas is less carbon intensive than coal, it could serve as a near-term bridge as we scale-up other clean energy sources and transition to a low-carbon future; **however, if the objective is to meet the emission reduction targets, natural gas is not a likely long-term solution.**

The New York Times

*World Bank to Cease Financing Upstream Oil and Gas After 2019*

FT  
FINANCIAL  
TIMES

**Natural Gas Golden Age Turns To Bubble.** Gas was supposed to be the irresistible fuel of the future.. Safe, reliable fuel and it was cleaner than coal.. Where gas can compete it will play a significant role in the energy mix. But prices and margins will not be high. Those who dreamed of ever-rising volumes and prices will be disappointed. The golden age has proved to be a golden bubble.

<https://www.ft.com/content/175814dc-a01c-39bb-a156-b2bd2cfaef44>

## 2. Dominance of renewables in future of energy debate

Commentary about the future of energy focuses on renewables, going straight past gas



Africa might leapfrog straight to cheap renewable electricity and minigrids



The Big Green Bang: how renewable energy became unstoppable



A Renewable Energy Boom



Roadmaps for an All-Renewable Energy World

A rapid transition away from fossil fuels is the only way to achieve most ambitious goal of limiting global temperature rise to 1.5 degrees Celsius above pre-industrial levels. New roadmaps to an all-renewable world include no nuclear power, coal, natural gas or biofuels.



'A world powered by renewable energy'



FACILITATING THE TRANSITION TO A LOW-CARBON FUTURE  
**\$150BN**  
COMMITMENT MADE BY 2025

Clean Energy: The Future is Here

By 2030, renewables will account for half of the world's energy mix.

Case for gas as partner to renewables is present but under-told



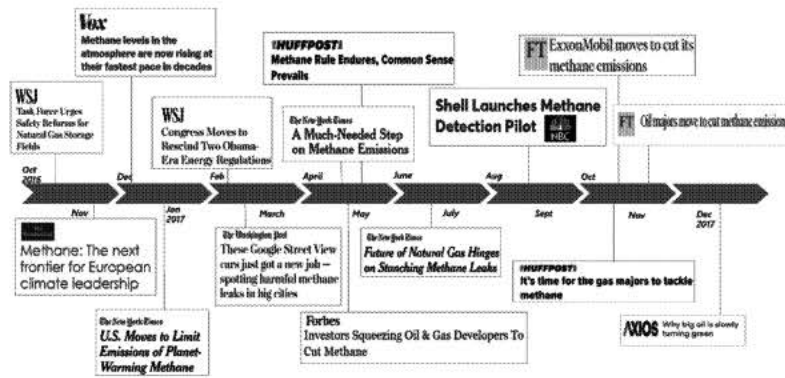
Can We Skip Straight to Renewable Energy Without Natural Gas? Not Yet.

What we're seeing right now is the two technologies coming together sensibly, with natural gas providing cleaner power than coal, and buying time for the development of the technologies and economic systems necessary to eventually transition to a renewable-based energy system.

© BPL/NOVOTEC GAS/19/2017

### 3. Emergence of methane as a flashpoint for gas

Fugitive emissions - becoming integral to credibility of gas as a low carbon transition fuel



#### FINANCIAL TIMES

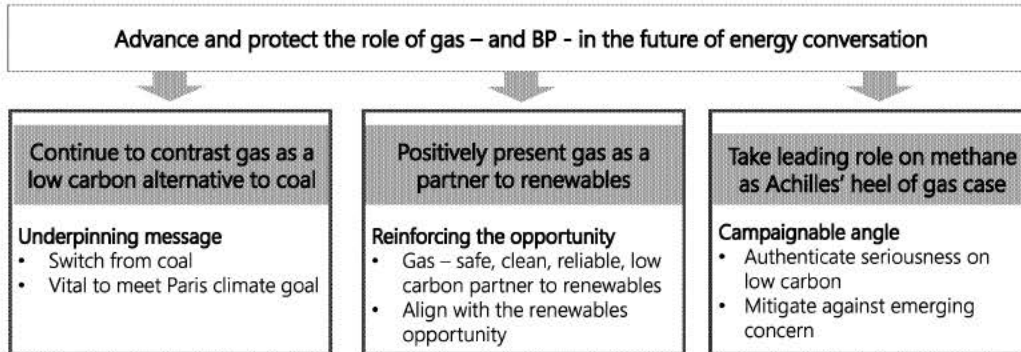
Methane has become a flashpoint in the energy debate...here is growing recognition within the energy industry that it must tackle methane leakage if it is to secure a role for natural gas as part of the solution to the threat of climate change. *Andrew Ward, November 2017*

#### AXIOS

Companies want to grow demand for natural gas, which is an increasingly large portion of their portfolios, in the electricity space and elsewhere. **When burned, gas is cleaner than coal and oil, but there are concerns about emissions of methane, a potent greenhouse gas that's also the primary component of natural gas.** *December, 2017*

# Campaign strategy on gas

On the basis of the conversation analysis, the campaign on gas has three strategic planks to reframe the conversation on gas – each with its own role:





# Key elements of campaign strategy

- **Confidently and conspicuously join the external conversation vs. transmit messages**
- **Start with the shared ambition for low carbon**
  
- Targeted at influential audiences - expanding universe of supportive stakeholders
- Underpinned by action and commitments
- Structured around 2-4 high points in the year
- Multi-year, starting in 2018
- Driven by agenda-setting content to frame the debate
- Working with partners to signal common cause and build credibility

## Core messages

1. **The world needs more energy, and wants more of it to come from lower carbon sources. BP is well positioned to accelerate to that future.**
2. **BP is producing more gas to meet this demand for cleaner energy**
  - Cleaner burning than coal and half the carbon intensity
  - A safe, clean, reliable partner to renewables
3. **Advantaged position on gas**
  - Best basins
  - Efficient operations
4. **Bigger role for gas means taking greater leadership in tackling the challenge of methane**
  - More potent than carbon as a GHG
  - That's why BP wants to lead the sector on methane reduction
5. **To accelerate the transition to a lower carbon future, we want to see a price on carbon**
  - To create low carbon businesses at scale, we need even stronger and clearer policy signals

## Campaign building blocks

Even at the start of 2018 there are a lot of building blocks on which to construct the campaign

### BP advantaged position in gas

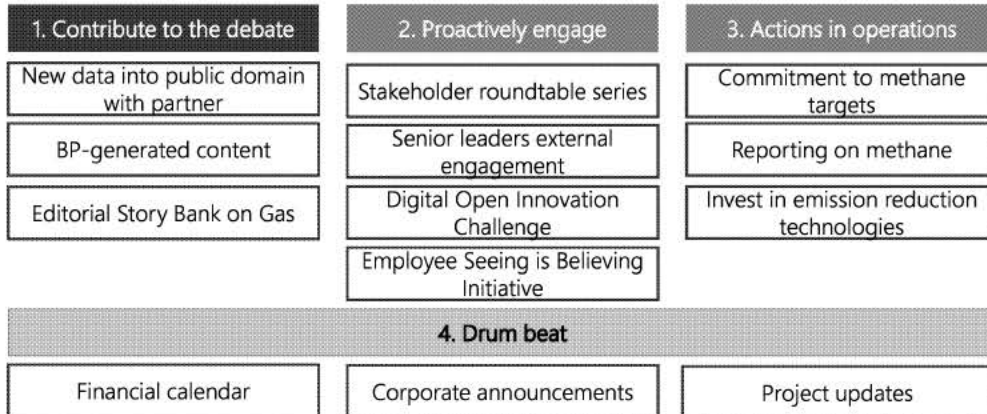
- 6 of the Significant 7 projects
- Further 8 planned by 2020
- Growing gas production more than any other major
- State of the art operations
- Southern Gas Corridor project
- Strengthening LNG shipping capacity

### Commitment to lead on methane reduction

- Mapping of fugitive methane emissions
- Satellite data of methane emissions
- New technology solutions for reducing methane – among best in the world: Oman
- Princeton University Research on the science of methane emissions
- Analysis of BP's Lower 48 operations
- BP GHG emissions metrics and targets
- OGCI commitment to methane
- Participation in Methane Roundtable

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# Campaign advocacy



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# 1. New data into public domain with partner

- Agenda-setting IP created in partnership with third party expert as contribution to tackling the challenge.
- Use findings as content for proactive engagement across all channels through 2018.

## Core programme: Princeton

a

- Global View: Science cycle of methane
- Publication of findings (phase 1)
- Shared platform at Princeton (RWD speech)
- Stakeholder convening series partnership
- Joint op ed in global title
- Final findings (date tbc)



## Key builds

In addition or as alternative to Princeton: work with – EDF, IED, NPL, Masdar to produce other leadership content:

b

- High tech story - Satellite data of methane emissions
- Select small number of geographies and publish findings



c

- Action on the ground - In-depth study of methane management in operations
- Identify locations that dramatise the opportunity / challenges e.g. Angola or Oman



## 2. BP-generated content

- Leverage BP set-piece content throughout the year for gas and methane opportunities- for media, speaker platforms, online channels.
- Create suite of new BP generated digital content to support the campaign.

### Core programme: BP set piece content

Message and comms plan alignment with report owners and topic specialists:

BP Energy Outlook

Statistical Review of World Energy

BP Technology Outlook

+ 2018 Sustainability and ALC Report

### Key builds: New BP content

Films or White papers dimensionalising the challenge and opportunity

- Articulating why methane emissions matter and BP's approach
- Mapping CO2 savings from shift from coal to gas
- Gas as partner to renewables -- e.g. in Power/Transport

Feature operational learnings to demonstrate transparency and show leadership in the sector

- Group wide performance
- Operational deep-dives e.g. Angola turn-around story / Lower 48 on findings for future

Amplified via targeted paid digital marketing

### 3. BP Editorial Story Bank on Gas

- Exploit the positive storytelling potential of existing gas stories for media.
- Work with BP topic experts to define a 'story bank' of editorially compelling and strategically valuable gas storylines based on existing BP materials for proactive engagement through 2018.

**Story-mining on gas**

Carve up the argument for gas to resonate with seven different journalist segments relevant to the gas and methane agenda:

1. Energy
2. Environment
3. Science
4. Science and Technology
5. Transport
6. Foreign correspondent
7. Sustainable business

**Use as basis for:**

- One on one journalist briefings
- Journalist roundtables
- Potential journalist site visit to best in class operations
- Briefings at speaker engagements
- Rapid issue hijacks

**Example story territories**

*Gas As Vital Partner To Reducing Renewable Energy Costs* – gas to meet integration cost challenges in new solar / wind builds.

*Fixing Gas' Achilles' Heel As a Natural Low Carbon Fuel* – op ed to accompany new targets and Princeton research.

*Innovating on Frontline Of The Methane Challenge* – journalist field trip to Oman/Lower 48.

Each story developed with BP topic experts.  
Underpinned by proof points and proprietary IP where available.

# 1. Global Stakeholder Round Table Series

- Initiate, deepen and augment relationships with ~100 interconnected influencers on gas and methane agenda.
- Use shared concern on methane as a convening theme for stakeholder engagement – creating visibility of BP in a critical gas conversation and authenticating BP's commitment to low carbon.

## Core programme: Global Roundtables

### Controlled mechanism to engage expert and elite opinion formers in key global hubs

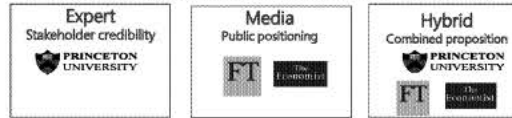
#### Round Tables, focused on understanding perspectives and establishing common ground – initially low-key.

- Approx. 30 people
- 3x geographies – US (DC), Europe (London/Berlin), Middle East/Asia
- Key civil society partner – eg: Princeton in US, NPL in UK

#### Bringing together top influencers on methane/gas

- NGOs/Academia/Energy/Public policy
- Informed by mapping stakeholder universe and extending BP's reach

## Potential builds: partner options



### Flexible activation model

1. Number of roundtables, timeframe, geographies
2. Partners – and types of partners
3. Framing the use content – scene-setters to new expert IP
4. Level of profile:
  - *From:* private dinner series
  - *To:* publicly visible summit



## 2. Senior leaders external engagement

- Maximise the advocacy value of BP executives and experts on gas and methane topic throughout the year.
- Structured around campaign high points + individual engagement plans.

### Core programme: Exec profiling

#### Personalised 2018 engagement plans per Executive, including:

- Bob Dudley
- Bernard Looney
- Spencer Dale
- David Eyton

#### Align media activity to maximise impact at key events

##### E.g. at WGC

- Washington Post op ed on gas by Bob Dudley
- CNBC Power Lunch, Squawk Box or Mad Money – RWD/BL
- Facebook live/LinkedIn Q&As with WGC exec appearances

### 2018 platforms – relevant to gas and methane advocacy:

#### Bob Dudley:

- CERA Week keynote
- World Gas Conference
- Economist Oil & Money
- Princeton/Stanford, tbc
- BNEF Future of Energy, tbc
- TEDtalk, tbc

#### Bernard Looney:

- EGYPS Petroleum Show
- OTC
- World Gas Conference

#### Spencer Dale

- Energy Outlook
- BRITCHAM International Energy Seminar

#### David Eyton:

- Technology Outlook
- OTC
- Economist Energy Summit, tbc

### 3. Digital Open Innovation Challenge

- Core principle – create a vehicle designed to directly involve a wider global set of audiences that BP wants to engage on gas.
- Harness shared nature of methane challenge as basis for bringing them into the conversation via an open innovation competition.

#### THE IDEA

- Identify set of specific shared issues related to methane challenge – informed by IP, Stakeholder Roundtables, BP operations
- Partner with a digital co-creation platform to crowdsource potential ideas from academia, NGOs, entrepreneurs, young engineers
- Leverage as a platform to bring alive the complexity of the issue and the commitment to partner on the solution.



#### Peer examples: Harnessing open innovation to build advocacy and reputation



#### Global Challenges and Wants

- Launched 10 shared challenges informed by sustainable business
- Used act of transparency to authenticate commitment to the issues + created hook for engaging wider audiences
- Ran by its R&D Director - with commitment to progress most viable ideas

#### Open Innovation

We have a vision of a better future for our world and our business and we want partners to share it. If you have a new design or technology that could help us grow our business and solve the challenges we've set, we'd like to work with you through Open Innovation.

**FT** Big companies look to 'open innovation'



#### Ecomagination Challenge

- GE launched an open content for entrepreneurs to revamp the US's aging power grid
- Committed \$200m to finding, funding, piloting most viable ideas
- Received 4000 entries, from 150 countries
- Leveraged as a global communications platform for corporate reputation on climate and energy

#### GE ANNOUNCES \$200 MILLION POWER GRID CHALLENGE



## 4. Employee Seeing is Believing Initiative

- Use the ambition to lead on methane reduction to engage employees and potential graduate recruits.
- Select a small group of BP employees who can become a taskforce for seeing and reporting on the challenge at the frontline as basis for internal and external gas advocacy.

### Internal ambassadors



Deploy the group to communicate internally – humanising BP's commitment and showcasing spirit of enterprise and ingenuity.

### External advocates

#### Next generation leadership platforms



#### Target universities for recruitment



Leverage in content and as peer ambassadors for external communications – BP's leadership in the face of the challenge.

## Commitments – targets, reporting, new technologies

- Use commitment[s] on methane reduction to demonstrate seriousness of intent on low carbon – walking towards the dual challenge through a response driven from the core of the business.
- Sequence and amplify announcements to create momentum – e.g. starting with announcement of BP commitment to map the problem, set targets, explore new partnerships and/or investigate new technologies.

### Core programme

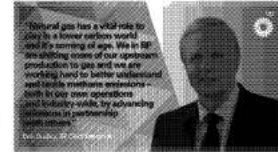
**WITHIN THE OPERATIONS:** Publication of ghg targets to build trust through transparency, completeness and granularity of methane reporting. Leverage ALC Report as communications platform

**CONTRIBUTION TO WIDER ISSUE-** IP that adds to the public debate through research and new data and can act as a catalyst for change in methane emissions reduction in and beyond the industry

### Potential build

#### Invest in and deploy new technologies

- Draw on OGCI and other work on new tech
- Make an announcement of how BP will support one/more technologies by backing new ventures or deploying them in your sites.
- Report on improved outcomes to show commitment to raising standards across the industry



## Drum beat – news flow

- Maximise financial calendar, corporate announcements, and project milestones, to generate newsflow and profile on the gas issue throughout the year.

### Financial calendar

- Leverage Results to reinforce positioning on growth through gas, whilst tackling the issue of methane.

### Corporate announcements

- Treat announcements of new partners/investments as campaign platforms to support BP gas story, rather than as isolated activities.

### Project updates

- Use project milestones as hooks for digital content, feature pitches, and interviews.

### Taking to next level

- Press and stakeholder trip:**
- Oman AND/OR Lower 48
  - Bringing alive Advantaged Gas + state of the art methane management



## Looking ahead – opportunities into 2019

### CONVENING

Extend Global Roundtable Series beyond oil and gas – convening multi sector stakeholders methane e.g. agriculture and construction

### INTERNAL

Establish an employee challenge – internal prize for helping to crack the methane challenge

### ACTION

Establish a new research centre / project with partner – responding to an opportunity from 2018 programme

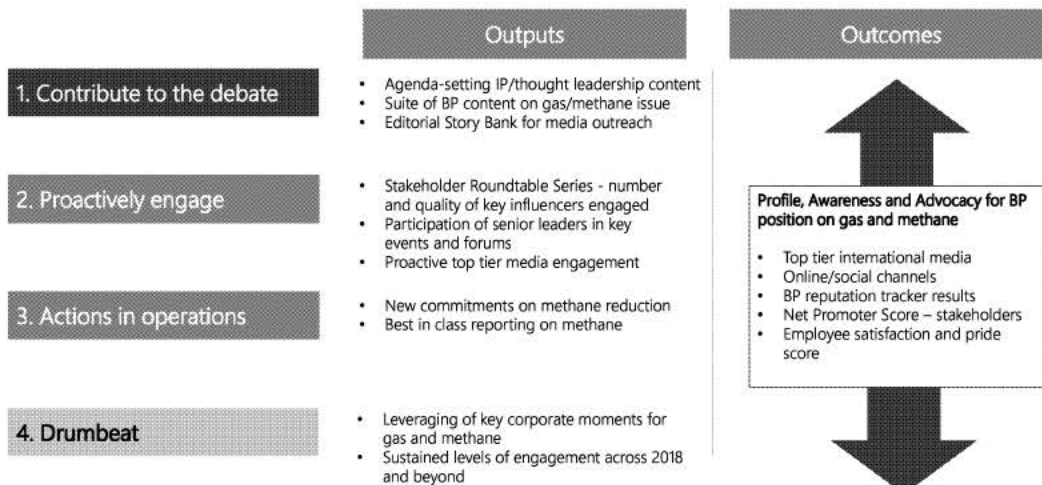
**SPONSORSHIP** – Increase BP visibility on gas by sponsoring a global platform e.g. World Future Energy Summit

**WORLD FUTURE  
ENERGY SUMMIT**  
PART OF ABU DHABI SUSTAINABILITY WEEK

## Campaign advocacy - options

Planks of the programme	Core programme	Key builds
1. Contribute to the debate	<input type="checkbox"/> New data into public domain with partner	<input type="checkbox"/> Satellite data <input type="checkbox"/> On the ground study
	<input type="checkbox"/> BP generated content – leverage set pieces	<input type="checkbox"/> New digital assets – films + white papers
	<input type="checkbox"/> Editorial Story Bank on gas and proactive media outreach	
2. Proactively engage	<input type="checkbox"/> Global Stakeholder Roundtable Series	<input type="checkbox"/> + Media partner
	<input type="checkbox"/> Senior Leaders External Engagement programme	
	<input type="checkbox"/> Digital Open Innovation Challenge	
	<input type="checkbox"/> Employee Seeing is Believing Initiative	
3. Actions in operations	<input type="checkbox"/> Ghg targets	<input type="checkbox"/> Invest in new technologies
	<input type="checkbox"/> 'Best in class' methane reporting	
4. Drumbeat	<input type="checkbox"/> Financial calendar	<input type="checkbox"/> Journalist site visit
	<input type="checkbox"/> Corporate announcements	

# Measuring success





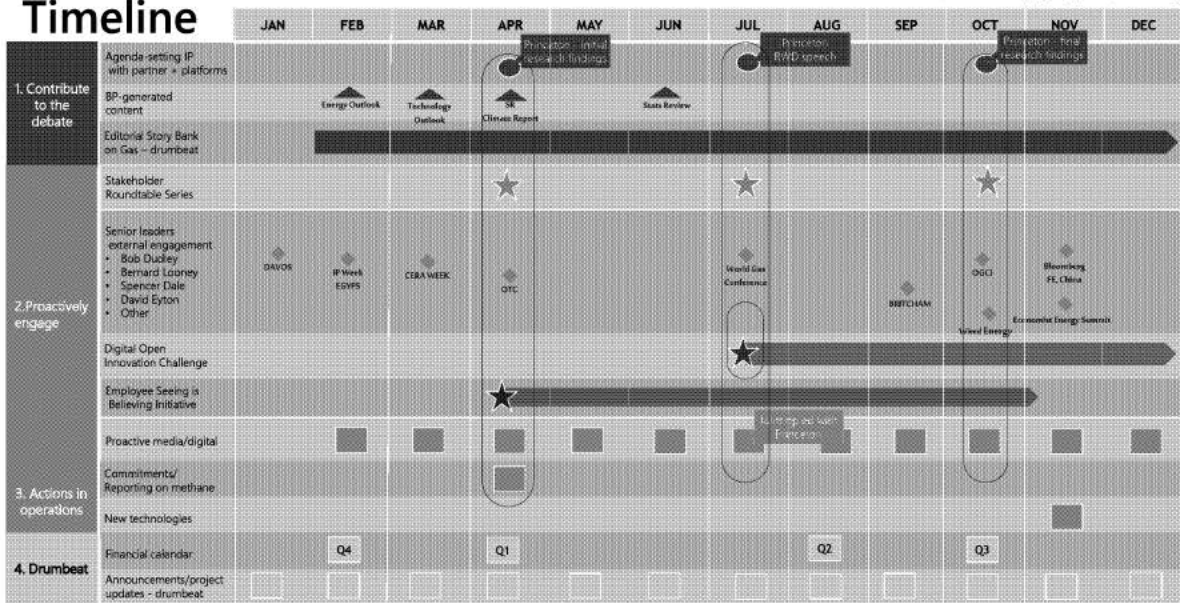
# Budget

# Risks

# Timeline

■ = activity/announcements

★★★ = campaign high point (indicative only)



Note: this is an indicative timeline that will evolve as business decisions are made

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# Key decisions

# Nature of the campaign

Return to re sequence in deck and language – defensive/abstract?

## What it is...

- A sophisticated stakeholder and editorial engagement programme
- Both defensive and offensive – protecting + advancing advocacy for role of gas in the transition to a low carbon future
- Targeted at influential audiences – expanding BP's universe of supporters

## ...and what it isn't

- A marketing or ad campaign overtly and directly focused on building profile for BP's advantaged gas position