

REPUTATION REPORT

The title 'REPUTATION REPORT' is rendered in a bold, blue, distressed font. The word 'REPORT' is positioned below 'REPUTATION'. A magnifying glass with a silver handle and a black frame is placed over the 'O' in 'REPORT', with its lens centered on the letter. The background is dark grey with some light blue splatters and a faint grid pattern.

Trust, Truth and Transparency Reputational Risk

Alex Harris

AON AUSTRALASIAN RISK BENCHMARKING SURVEY 2009

“The GFC has increased risk managers’ concern about all areas of risk, with risk to brand image and corporate reputation remaining the leading concern in the business community. No-one wants to experience the kind of brand fallout that has been suffered globally by failed banks.”

- Aon CEO, Steve Nevett

ARTHUR ANDERSON

“There is extraordinary power in our name because it stands for time-tested values, a unique global operating approach and recognised superior performance.”

- CEO, Joseph Berardino

ORGANISATIONAL RISKS

- Sovereign/political
- Regulatory risk
- Interest rate risk
- Foreign exchange
- Overhead risk
- Legal risk
- Fraud Risk
- Operations risk
- Economic conditions risk
- Credit risk
- Liquidity risk
- Reputational risk





Gulf of Mexico response



Latest reports:

BP has published its internal investigation team's report into the accident on the Deepwater Horizon rig in the Gulf of Mexico on 20 April 2010. The investigation found that no single factor caused the Macondo well tragedy. Rather, a sequence of failures involving a number of different parties led to the explosion and fire which killed 11 people and caused widespread pollution in the Gulf of Mexico earlier this year.

- ▶ [Visit the investigation report page](#)
- ▶ [Read the press release](#)

Recent updates:

- ▶ [Press release: BP Re-Starts Relief Well Drilling Operations](#)
- ▶ [Video: How BP assembled a response team from around the world](#)
- ▶ [Press release: Update on Gulf of Mexico Oil Spill](#)
- ▶ [Video: How the response catering team is providing career opportunities](#)
- ▶ [Press release: BP Provides \\$10 Million To Support Study of Health Issues Relating To Gulf Oil Spill](#)
- ▶ [Press release: Update on Gulf of Mexico Oil Spill](#)

[Gulf of Mexico response homepage](#)

Response quick links:

- ▶ [Making it right](#)
- ▶ [Response in pictures](#)
- ▶ [Response in video](#)
- ▶ [Claims](#)

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- [BP on Youtube](#)
- [BP on Flickr](#)
- [RSS Feed](#)

Gulf restoration contacts

Unified Command Joint Information Center:
+1 713 323 1670/1

- ▶ <http://www.restorethegulf.gov>
- ▶ [JIC archive website](#)

Gulf Coast Claims Facility:
+1 800 916 4893
TTY: 866 682 1758

- ▶ [Gulf Coast Claims Facility](#)
- ▶ www.bp.com/claims

Environmental hotline and community information: +1 866 448 5816

Wildlife distress hotline:
+1 866 557 1401

Volunteers: +1 866 448 5816

Vessels of Opportunity:
+1 866-279-7983

- ▶ [Further contact information](#)

[Alabama response website](#)

[Florida response website](#)

[Louisiana response website](#)

[Mississippi response website](#)

Investors

Our latest strategy, financial results and annual reports, information for shareholders and interactive tools



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Making it right - highlights

Response in pictures

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[Clean-up](#)

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[Economic investment](#)

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Response in pictures

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A large excavator is used to pull buried snare boom from the shoreline of Gulf Shores, AL on September 11, 2010

[Download high resolution image \(jpg, 676KB\)](#)



Joint Information Centre

The site has been set up to provide the latest information on the incident and response

[Visit the JIC website](#)

Useful tools

- [Printer friendly version](#)
- [Recommend this page](#)



Gulf of Mexico Response

more response details:

bp.com

state sites:

bp.com/Alabama

bp.com/Florida

bp.com/Louisiana

bp.com/Mississippi

also:

facebook.com/bpAmerica

youtube.com/bp

flickr.com/bpAmerica

Updates of BP's ongoing response efforts are provided by our own social media team as well as on-the-ground personnel working in affected Gulf regions. From time to time, Mike Utsler, COO of BP's Gulf Coast Restoration Organization (GCRO), will be giving first-hand updates via this channel. **These tweets will be identified as ^Mike.**



BP_America

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Lists

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Followed by @quinceandquilt, @GreenceedUSA, @CeresNews, and 9 others

#UNH project to examine **#oilspill's** impact on the **#Gulf's** smallest creatures from fungi to shellfish: <http://bit.ly/bJA3rK>

13 minutes ago via web

Expanded report of rescued **#oilspill** birds released by @USFWS. Will help guide efforts to restore populations <http://bit.ly/daSh0L> **#wildlife**

about 1 hour ago via web

(Exclusive) **#BP's** Mike Utsler gets questions on **#Gulf** commitment, cleanup, youth outreach, & much more: <http://bit.ly/aPLvB7>

about 2 hours ago via web

RT @USFWSSoutheast We have begun to post more detailed **#bird** rescue reports including species breakdown/maps: <http://bit.ly/9nMsMe> **#oilspill**

about 3 hours ago via web

Nearly 2,200 Vessels of Opportunity currently being used in **#Louisiana** **#oilspill** response. Infographic: <http://bit.ly/dvVwyD>

about 4 hours ago via web

Looking to support **#Louisiana** seafood? Check out @LaSeafoodBoard's "Find a Supplier" search tool: <http://bit.ly/a9lkAv>

Verified Account

Name Official BP
Location Gulf of Mexico region
Web <http://www.bp.com>
Bio Official BP Twitter. For info on oil spill response efforts, visit bp.com. To file a claim: 800-916-4893. To report affected wildlife: 866-555-1401.

144 following 18,578 followers 1,228 listed

Tweets 2,650

Favorites

Actions

block BP_America
report for spam

You both follow



Following



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RSS feed of BP_America's tweets





HOS Achelver - MIB 64
HOS Achelver - MIB 37

BOA Sub C - MIB 36
BOA Sub C - MIB 37

Shandi Neptune - Rec 06
Shandi Neptune - Rec 11

Challenger -
Challenger -





Destroying the Gulf for: **87** days

free \$25 t-shirts:
streetgiant.bigcartel.com



\$20,000 lost to healthygulf.org


July 10th
BP Cares Art Show & Sexy Party

July 19th
VH1 Do Something Awards



 **BPGlobalPR**

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Followed by @EnviroEditor, @VaultCSR, @UNGCCritics, and 10+ others

Someone told us @KanyeWest gave a toast to us last night. It's nice to be appreciated Mr. West. **#bpstreetcred**

about 2 hours ago via web

We don't bully government regulators. We just tease them because we like them so much. <http://ow.ly/2Btee> **#bpbuddies**

9 September 2010 10:55:50 AM via web

RestoretheGulf.com is backed by "Women of the Storm" which is backed by "America's Wetland" which is funded by Shell. **#DrillBabyDrill**

2 September 2010 1:08:59 PM via web

Come on people, let's take this BP victory lap through Austin, TX at SXSW next spring. Vote 4 us here. - <http://bit.ly/ddMJL6>

27 August 2010 5:58:04 AM via web

Brad Pitt went and wished death on us, so now we've gotta take down all our Fight Club Posters!? No fair! **#bpbetrayal**

25 August 2010 1:56:58 PM via web

Our hearts go out to Michael Steele's PR Team. RT: @MSteeleRNC - I put the lickin' in Republickin, baby!

24 August 2010 12:23:12 PM via web

That's funny, the "Weekend Without Oil" & BP's "Weekend Without Worrying About It" both start tomorrow. www.weekendwithoutoil.org

21 August 2010 8:39:48 AM via web

Name BP Public Relations
Location Global
Web <http://www.street...>
Bio This page exists to get BP's message and mission statement out into the twitterverse!

939 following 190,392 followers 7,685 listed

Tweets 480

Favorites

Lists

@BPGlobalPR/pickledicks
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Actions

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@bpglobalpr

twitter

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You don't know what you've got til it's gone. Right now, we know we've got a ton of turtles, a whale and beautiful beaches.

2 July 2010 8:05:57 AM via web

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You both follow



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free \$25 t-shirts: streetgiant.bigcartel.com



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\$20,000 lost to healthygulf.org

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BP Cares Art Show & Sexy Party

July 19th
VH1 Do Something Awards

Investing a lot of time & money into cleaning up our image, but the beaches are next on the to-do list for sure. #bpcares

14 June 2010 1:19:12 PM via web

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9 September 2010 10:55:50 AM via web

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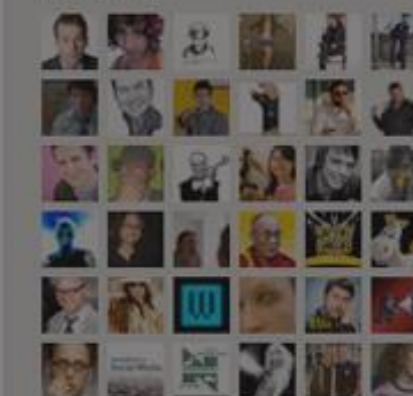
www.weekendwithoutoil.org

21 August 2010 8:39:48 AM via web

You both follow




Following



View all...

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**“The Gulf of Mexico is a
very big ocean. The
amount of volume of oil
and dispersant we are
putting into it is tiny in
relation to the total water
volume.”**

May 14th 2010

**“There’s no one
who wants this
thing over more
than I do; I want
my life back.”**

May 31st 2010

REPUTATION

suppliers trust

governance

conflicts of interest

customers

codes of conduct

ethics

compliance

staff

environment

transparency

community

ANYTHING THAT CAN CAUSE...

- A drop in sales
- Loss of customers
- Hinder the ability to obtain new customers, or staff
- Has the potential to increase regulation
- Diminishes respect or trust for your organisation or your industry



UNITED AIRLINES TWITTER FEED

[@jtkola](#) Nope. That was a mistake that we made, have apologized for, have fixed, and most importantly, learned from too.

8:45 AM Jul 14th from twhirl in reply to jtkola

On Friday, Continental received final DOT approval to join antitrust immunized alliance with United, Star Carriers

7:32 AM Jul 14th from twhirl

[@HalifaxMagazine](#) It it should have been fixed sooner & not have happened in the 1st place. Video will be used for training.

5:56 AM Jul 14th from twhirl in reply to HalifaxMagazine



[@pcgailc](#) As Dave asked we donated 3K to charity and selected the Thelonius Monk Institute of Jazz 4 music education 4 kids

12:13 PM Jul 11th from twhirl in reply to pcgailc

Can't wait 2 make music w/Dave 2 improve service 4 all.

8:46 AM Jul 11th from twhirl

Wud like Dave 2 sing a happy tune—as asked we gave 3K to Thelonius Monk Institute of Jazz 4 music education 4 kids.

8:44 AM Jul 11th from twhirl

[@ryanhoover](#) Absolutely right, and 4 that (among other things), we are v.sorry and are making it right. Plan 2 use video in training.

9:59 AM Jul 10th from twhirl in reply to ryanhoover

KEY FACTORS DRIVING REPUTATIONAL RISK

1. The Internet and social media (instant communication, citizen journalism, viral distribution)
2. Increasingly activist investors, financier, communities (the rise of the stakeholder)
3. Changing values (societal values different from 10 years ago)

HAZARD + OUTRAGE + INTERNET



1. **Outrage** - factors that drive fear, anger, distress, discomfort
2. **Internet & media** amplifies the effect
3. **Social Media** can raise the level of outrage and corresponding impact

INTEL RESPONDS



Intel's statement on conflict minerals

posted by **Suzanne Fallender** on **May 19, 2010**

*Note, for the latest on our actions on the site and our latest **Corporate Responsibility Report***

There has been on-going communication over the last several days about Intel's position on legislation regarding conflict minerals in the Democratic Republic of the Congo. For well over a year, we have been engaged in both conversations with NGOs and our own industry focused on creating workable solutions. We have shared with our **suppliers** our current position on the issue. As always we are open to having constructive meetings with people that have an interest. I have posted below our public statement on the issue.

Intel shares the deep concern of many Americans about conflict minerals. Activities related to obtaining minerals that fuel conflict in the Democratic Republic of the Congo (DRC) are unacceptable. We are actively engaged in efforts to identify a solution through our supply chain and together with our industry. We appreciate the recognition of the leadership actions we have taken on this issue to date. We also support the objective of US legislation to address this problem. We want to be certain that the legislation will be implementable, achieve real change in the mineral supply chains and not result in an unintended ban of legitimate trade from the DRC. We are working with industry partners

Not Waiting for Legislation on Conflict Minerals

posted by **Gary Niekerk** on **September 15, 2010**

The **Dodd-Frank Wall Street Reform and Consumer Protection Act** was signed into law by President Barack Obama on July 21, 2010. This sweeping legislation, consuming over 800 pages, has broad implications for the way our financial systems operates. Also included in the act is SEC 1502, under "miscellaneous provisions" that requires **companies to disclose** if they use "conflict minerals" originating in the Democratic Republic of the Congo (DRC) or adjoining countries.

The details of SEC 1502 are being worked through the **SEC rulemaking process**; however, Intel is not waiting around for the rule to be finalized. Quite the contrary, Intel has been working on this issue long before the legislation was passed. Our efforts on conflict minerals are focused in three main areas: (1) driving accountability and ownership within our own supply chain through smelter validation audits; (2) partnering with key industry associations, including the **Electronic Industry Citizenship Coalition**, Business for Social Responsibility, and **ITRI the international tin industry association**, to drive industry-wide action; and (3) working with both governmental agencies and non-governmental organizations to drive solutions to this complex issue.

We have approached the issue of conflict minerals with a sense of urgency and resolve. Additionally, we have tried to be transparent in our approach - seeking and sharing our knowledge with other companies and organizations. In support of transparency, we are posting today **a white paper outlining our continuing efforts** to achieve a "conflict-free" supply chain. We will update this information as we have new information available, and we would appreciate hearing



Our recently released 2010 report details what Intel stands for as a company, our goals, and our dedication to sustainability.

INTEL & APPLE DUMP CONFLICT MINERALS

FAST COMPANY

30 YEARS M.B.A.

Unscripted Leadership Advice from

HENRIK WERDELIN



TECHNOLOGY

DESIGN

ETHONOMICS

LEADERSHIP

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Google Custom Search



Apple, Intel Have Stopped Using Conflict Minerals

BY ARIEL SCHWARTZ Mon Apr 4, 2011



Next year, U.S. electronics companies will be required by law to disclose and trace their use of conflict minerals (gold, tungsten, tantalum, and tin deposits that fund war in Central Africa). Instead of waiting to be attacked by human rights groups, Apple and Intel, and other companies involved in the Conflict-Free Smelter program opted to avoid embarrassment and ditch the minerals altogether--and the decision is causing some problems.

Conflict minerals are more in demand than ever with the need for copper, silver, and

The New Political (Smartphone) Platforms



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FAST COMPANY

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Using Cell Phone Tracking Data To Pinpoint Relief After Disasters



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SHOCKING FACTS

About Woolworths' Select Tissue Products

Did you know that Woolworths was forced to withdraw **SELECT** tissue products in August because the company's claims about the sustainability of its forest fibre were misleading consumers?

But these very same products reappeared on supermarket shelves within weeks... with stickers covering the misleading claims.

Toilet paper, facial tissues and paper towels sold under the Woolworths' **SELECT** brand are made by a company called Asia Pulp and Paper (APP).

APP's products are made from non-sustainable forestry products from Indonesia and China.

APP has been publicly accused of having 'an appalling environment and human rights reputation', according to media reports.

And a world accreditation authority for forest practices, the Forest Stewardship Council, has just announced it is taking away APP's right to use the FSC logo on its products.

Australian consumers feel strongly about sustainable toilet paper. A recent Newspann poll proves that three out of every four Australians would change their brand of toilet paper if they knew it was made from non-renewable resources.

What's more, Woolworths importation of **SELECT** tissue products puts at risk the jobs of thousands of Australian forestry and paper manufacturing workers.

Not to mention the fact that it may breach Woolworths' own Corporate Social Responsibility policies.





Breaking News

IGA dumps toilet paper product

From: AAP August 25, 2011 9:48AM

A+ A- Share

Recommend

Send

Be the first of your friends to recommend this.

Share

0

tweet

A SUPERMARKET chain has wiped two toilet paper brands from its shelves following a campaign by environmentalists to save endangered tigers in Indonesia.

Metcash, owner of IGA supermarkets, took the decision after a Greenpeace campaign linked Black and Gold and Signature toilet paper products from the Asia Pulp and Paper (APP) to the death of the animals.

In July, Greenpeace released video footage which showed the death of a Sumatran tiger in a hunting trap after its habitat was destroyed by APP.

Metcash has announced the product will be dumped immediately.

The company says it will not trade with APP or its affiliates until they have committed to stop deforestation.

Greenpeace welcomed Metcash's decision today but said APP paper products were still being sold in other retail stores and used in hotels across Australia.

ANZ could help you get your credit card debt under control.

Find out more

Most Read

1. Craig Thomson card alibi collapses
2. Judge knifed by executioner
3. Hooters X-Factor furore
4. Another ABC staffer dies
5. Storm days over for Blair
6. Racing ace's marriage over

BMW





JUST
FIX
IT!

