The Atlantic Frontier 'Carbon Frontier' Campaign Chapter 9 from *The Turning of the Spar*(Chris Rose, pub Greenpeace 1998)

After the 1995 'Brent Spar' campaign, Greenpeace ran a series of 'carbon frontier' campaigns challenging fossil fuel development on grounds of the 'Carbon Logic'. In other words that there was already too much carbon pollution in the atmosphere + too many 'reserves' of oil, coal and gas already identified, to allow the 'reserves' to be burnt safely. Hence converting more 'resources' to 'reserves' (what 'exploration' does) was wrong and immoral.

One of these campaigns was the Atlantic Frontier (others in Australia and Alaska). This is described in Ch 9 of the book *The Turning of the Spar.*

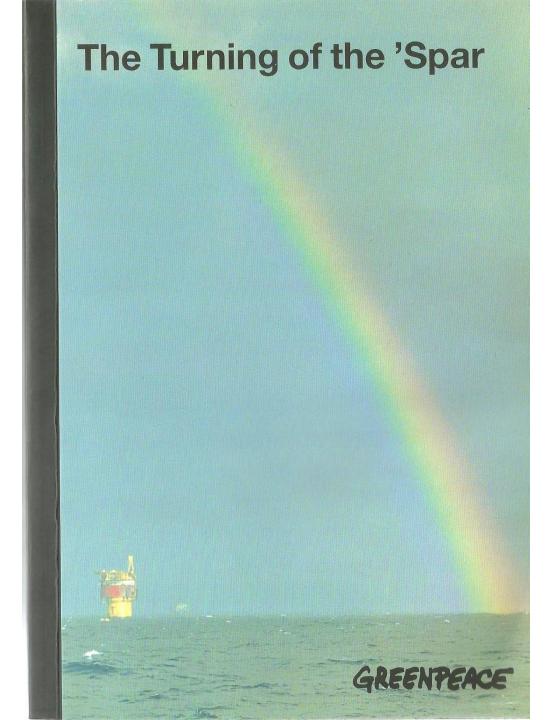
At this time oil companies like Shell and BP were rethinking their futures – as energy rather than oil companies. The Greenpeace campaign played on and largely catalaysed this dyamic. Subsequently governments failed to capitalise on the moment and BP and Shell, like the rest, later withdrew from renewables investment.

Because ROI on oil/gas/renewables investment is largely determined by tax policy, it was and is in the gift of governments to determine what oil/energy majors invest in.

Chris Rose chris@campaignstrategy.co.uk



Occupation of Rockall (disputed territory) by Greenpeace, trying to send a message to the UN General Assembly Special Session on the environment June 1997, by opposing oil development on climate grounds



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9. Long-Term Impact on the Oil Industry



Inside the Brent Spar

"Anybody who believes that Shell's recent announcement of a \$500m investment in photovoltaics is unconnected to the Brent Spar fracas is being very naive."

Fred Pearce, New Scientist, 1997

IN THE INTERPLAY OF POLITICS and business, the 'Spar has become the iconic reminder of a nightmare which drives the oil industry towards fundamental change. The process is complex but the 'Spar was a turning point and is repeatedly used to illustrate that.

Chris Fay of Shell said to the *Financial Times* in July 1995 that the 'Spar had "become a powerful icon for the misuse of the seas." But it was as much an industrial icon as an environmental one.

This, perhaps, will prove to be the most important of all the consequences of the 'Spar victory: it was the event which forced the industry most responsible for the world's greatest single environmental problem to begin rethinking its future.

Dr Jeremy Leggett, both a former Head of Science for Greenpeace and a former oil industry geologist, told the "Northern Seas Conference" in Stavanger, Norway, in August 1995 that: "In a post Brent Spar world ... the wise oil company is now ... thinking about how to reposition itself for the 21st century as a total energy company." ¹⁵¹

The media uses and re-uses the 'Spar as an image of industry beleaguered or needing to change. Under a huge picture of the Brent Spar surrounded by Shell fire hoses, the *European* (13-19 November 1997) said:

With the World Climate Conference [sic] in Kyoto looming next month, the oil giants - Shell and BP in particular - now seem desperate to show that they care about the environment. Last week Shell announced its strategy to help alleviate global warming to the annual conference of the CBI, Britain's leading business organisation. Recently Browne (head of BP) announced that BP was investing in a California plant to produce photovoltaic cells, which produce electricity from the sun. Almost elegaically the BP chief suggested that by the year 2050 more than half the world's energy could come from renewable sources.

While, as the European pointed out, compared with most of industry, oil companies still devote a tiny fraction of their profits to R&D, and devote

the vast bulk to extracting fossil fuels; and while the Shell and BP "big investment" in renewables is minuscule (less than one per cent of the business), the significance of their moves is that they signal a corporate repositioning for the beginning of the end of the fossil fuel industry.

Both Shell and BP have now called for "precautionary action" on climate, taking themselves (just) across the line into the same camp as most governments and environment groups – as opposed to the rest of the fossil fuel industry. (Exxon, for example, remains firmly anchored at the other end of the spectrum, calling for no action at the Kyoto climate summit and encouraging developing countries to burn as much fossil fuel as possible.)

The link between climate and the oil industry is immediately obvious, but for many years there was no link in politics and environmental campaigning. When the "global warming" or climate change issue broke into widespread public consciousness in 1988, it was driven into the public domain by governments alarmed at the findings of climate scientists. These scientists were convened by the World Meteorological Organisation, and later the Intergovernmental Panel on Climate Change (IPCC). To start with, the process was dominated by climate modellers, as only their Cray Computers had the power to convert a confusing array of measurements into predictions of what the future global climate would be like.

Science was driving government policy. Environment Ministries started proposing a new global convention to deal with the problem. It was immediately apparent that to reduce carbon dioxide (CO₂), the principal greenhouse gas, in order to stabilise climate at anything like ecologically acceptable levels, huge reductions were required in the use of fossil fuels.

The oil industry soon joined forces with major energy users to oppose this unwelcome development. Their main strategy was to try and heighten political doubts about taking action by publicising disputes over the science. Instead of doing this directly, they financed umbrella groups such as the deceptively named Global Climate Coalition, and these groups in turn paid for the work of "climate sceptics". These were a variable bunch of chemists, meteorologists, modellers and physicists, who would cause

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delay by raising every possible uncertainty or alternative theory to try and put off the day when "scientific consensus" was so clear that action became unavoidable.

For seven years, the issue was tossed backwards and forwards in scientific debate. Mainstream scientific opinion was convinced that action was required by the time of the first IPCC report in 1990, which identified the need for a 60-80 per cent cut in gases such as CO₂. However, to remain analysts and not advocates, most scientists are cautious about entering the political arena. While most scientists intuitively saw uncertainties in climate models as justifying precautionary action – given that climate change was inevitable, the consequences would be huge and delay might mean remedial action was impossible – politicians were more used to problems which were much smaller and could be fixed in the short term. Many of them took uncertainty as a reason to wait.

In 1995 the "science debate" was effectively ended. The Second Assessment Report of the IPCC sent a far stronger political signal. Human-induced climate change was detectable. The sceptics, and with them the fossil fuel industry, had lost. Soon, the USA, the world's only superpower and biggest polluter, acknowledged the need for legally binding emission limits in the Climate Convention (which had been initiated in 1992). A meeting in Berlin led to the "Berlin Mandate". This set out a requirement for the "Third Conference of the Parties" of the Convention (CoP3 in diplo-speak; the "Climate Summit" to the world at large), at Kyoto in December 1998, to agree on binding emission controls.

The full implications of these changes may not have been immediately apparent in much of industry, although companies such as BP began to rethink their position. Most environment groups stepped up their lobbying efforts to strengthen government commitments to cut emissions. Greenpeace did too but it also saw the possibility of a new and much more effective campaign to deliver the change.

Since the early 1990s, Greenpeace had been trying to find a way to change the politics of climate so that the fossil fuel industry could be

outflanked, instead of just relying on government environment ministers, who are generally not powerful, to persuade reluctant leaders to make major changes to transport and energy infrastructures and policies. An early success had been in getting the insurance industry to speak out. Because insurance is all about paying now for what happens in the future, this industry was peculiarly exposed and highly sensitive to what was really happening. It had no vested interest in denying climate change.

But getting the insurance industry on side had only limited effect. Greenpeace also turned its mind to promoting the development and uptake of renewable energy. By making change more feasible, the threshold for taking action could be lowered, and the fossil fuel industry's power, rooted in the idea that there was "no alternative" would be undermined.

After exhaustive internal debate and analysis, Greenpeace picked solar photovoltaics (PV) or "solar electricity", as the lead technology – mainly because of its enormous global applicability and flexibility. Greenpeace turned its mind to how governments and businesses could be made to increase investment in solar PV and to restructure markets so as to put affordable renewable energies in the hands of consumers.

With an alternative in hand, with the geopolitics open to limiting fossil fuel emissions and the science debate over, the way was open - at least in principle - to beginning the end-game on the climate issue. This meant simultaneously and progressively restructuring the world's energy systems and reducing climate-changing gases in the atmosphere to levels which the planet's natural and human systems could actually tolerate.

In 1990, the original group of scientists who did much to alert governments to climate change had identified limits of 1-2°C global average temperature rise as the ecologically tolerable limits. Thanks partly to lobbying by Greenpeace, the Objective of the Climate Convention was to stabilise greenhouse gas concentrations in the atmosphere "within a time-frame sufficient to allow ecosystems to adapt naturally to climate change".

However, the tortured climate negotiations had largely lost sight of this objective. Rather than treating the Convention process as an end game with

a final conclusion in sight, the negotiators were playing with government commitments debated in terms of goodwill gestures, no regret strategies and the precautionary principle. Emission reduction objectives were stabs in the dark and governments wore (and still wear) their commitments like badges of sacrifice. Not surprisingly, the process is slow and painful.

While it had the components of a more effective campaign, Greenpeace, like other environment groups, still found it difficult to create an effective dynamic to channel concern into pressure and focus it on critical change which would inevitably lead to the longer-term result that was needed. Climate change was such a huge subject that it had spawned debate and campaigning in almost every sphere of life - from the health consequences of the effects of change, to species loss, to energy supply and conservation, transport, car growth and land-use planning. The very size of 'the issue' prevented an effective single focus for action.

The idea of stopping the sinking of the 'Spar brought another straw in the wind. Greenpeace had fought a successful campaign to limit the production of nuclear materials and the spread of nuclear energy by closing off options for nuclear waste disposal (famously described as the "Achilles" heel" of the industry). There were obvious, though incomplete, parallels with the 'Spar and other oil installations. A similar 'back-end' strategy, in which the industry was made to take away all its waste and pay to deal with it, would force the oil industry to internalise costs currently externalised at the expense of the environment and the taxpayer, and put a brake on oil expansion into the oceans. This was one of many rationales for campaigning against the dumping of the 'Spar - but it was not immediately obvious where it could lead.

In 1996, Greenpeace did hit on a way to try and fast track change, by linking energy policy and climate policy at three levels. First, at a global scientific and political level: by focussing on the amount of carbon that can ever be safely put into the atmosphere. Second, through direct action at a public level: by campaigning at the point of responsibility for the problem. Third, at a market level.

INDEPENDENT

02-12-94

Greenpeace to turn up the

As Shell and BP prepare to siphon crude fuel from two seabed sites, environmentalists refocus on threat of climate change

Nicholas Schoon

Greenpeace is to campaign against the development of Britain's most important new offshore oilfields. The environtnental pressure group is keeping its options open for the seaborne direct-action tactics

keeping its opposition to the seasons of direct action tactes which are its hallmark.

The Foliavaren and Schichallion fields, in the Atlantic, west of the Shedland Islea, are the great hope for the future of Britain's backyard, but the great hope for the future of production industry with reserves worth billions of pounds. Exploiting the wood beliefs would secure hundred by his part of the production in the second production and the second production in the second p

should be left undisturbed be-low the seabed to reduce the threat of man-made climate threat of man-made climate change. Whenever fossi fuels such as oil are burnt they produce carbon dioxide, which traps solar heat in the atmosphere, giving rise to the so-called "greenhouse effect". It will be the first time Greenpage has tried to stone as ill.

peace has tried to stop an oil-field development on climate protection grounds. "This should not come as a

Lord Melchett, a junior minister in the last Labour gov-eroment, has written to the Prime Minister, John Major, to Prime Minister, John Major, to say that the production of oil on the "Atlantic frontier" west of Shetland was incompatible with Britain's declared aim of tack-ing the global warming threat. "There is a very serious con-tradiction at the heart of your Government," he wrote.

try with reserve-of pounds. Exploiting the two fields would secure hundreds of jobs and bring in hundreds of millions of pounds in tax reserves of Sheltand "to being opened up for exploration in an environmentally sensitive

manner."
Greenpeace is not satisfied with this, and intends to keep putting pressure on the Government and the oil companies operating west of Shetland. BP has the largest interest, fol-lowed by Greenpeace's old Brent Spar adversary, Shell. "We never rule out direct ac-

tion. If we're going to survive as humans on this planet we have protection grounds come as a supprise, said Piter Mochest. Gestructive change, said supprise, said Street Mochest. Lord Metchett. Greenpeace mare golder, As some point was proven instead of fossil fuels. In the sand over this issue."

A spokesman for BP said there was no question of aban-doning the Atlantic frontier.

"I guess we're gaing to have to disagree with Greenpeace. Everything we take for granted in our society - warnth, trans-port, plastics - comes from fos-sil fuels. But our solar-power

growing divisions."

The new fields would play an important part in sustaining oil production from the North Sea production from the North Sea well into the next century, he added, Production is expected to go into a long, gradual decline after reaching its all-time peak

this year.

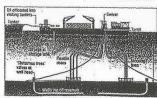
The oil companies are investing some £1.5hn in exploiting the Foinaven and Schiehaltion fields, with most of the money spent in Britain. The reserves are put at over 400 mil-lion barrels, worth around £4bn.

Bringing the oil in these ar-eas to the surface is not easy. Oil companies must cope not only with the huge waves and high winds found in the North Sea, but also with much deeper wa-ter - well over 1,000 feet - and powerful, variable sea-bottom

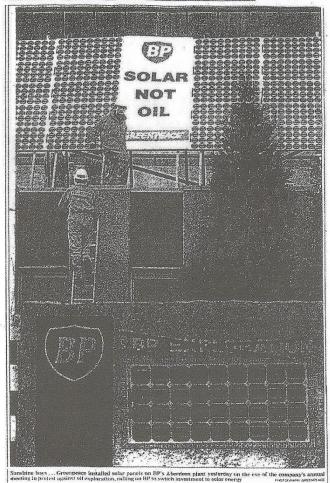
Extracting the oil requires a new, radically different pro-duction system. The wells are drilled from a floating rig, but the valves which control the flow of oil out of them are installed on the sea floor rather than on a platform at the surface. Be cause it is far too deep for divers the installation is carried out using remote-control, subme

equipment. equipment.

A huge tanker-like vessel, called a floating production system, is then anchored above the well-heads, and kept pointing into the wind and waves. The crude oil is carried up to it through hoses which are linked to a swivelling turret. The oil is stored on board and unloaded directly into visiting tankers. BP hopes to start production at the Foinaven field in the next few months.







The first is a "carbon budget" approach.

By converting the ecological limits to climate change into atmospheric concentrations of carbon dioxide, you arrive at a 'budget' of carbon – or a 'ceiling' for fossil fuel emissions. In political terms, this gives you a classic stockpile problem. In the case of fossil fuels, the stockpile is far too big for the budget (only about a quarter of existing 'reserves' can ever be used). So the politically rational action is to stop the stockpile getting bigger. (As Denis Healy said: "when in a hole, first, stop digging.")

To spell out the carbon budget, Greenpeace revisited the science of 1990 and the work done subsequently by the IPCC. (This body of scientists was aware of the need to do such an analysis but had lacked the political will to do it.) Greenpeace published its findings as a report: "Fossil Fuels and Climate Protection: the Carbon Logic".

To connect this to the global political process of the Climate Convention, the limits objective of the Convention will need to lead to emission-reductions policies which are tailored to achieve cuts so large that they can only be achieved by eliminating fossil fuels.

The second approach is to create a public campaign at the point of responsibility.

Greenpeace has embarked on a campaign to stop further oil exploration. Here, governments express their energy policies in terms of licensing new exploration, and so deliberately add to the carbon stockpile in terms of reserves. This is where energy and climate policy should match, but don't. As "Annexe 1 (industrial) countries" have the greatest responsibilities under the Convention, Greenpeace began its campaigning to end oil exploration in the Atlantic Frontier off the UK, and north of Alaska in the United States.

In the course of the 1997 summer seismic exploration season on the Atlantic Frontier, swimmers and other activists from the ship MV *Greenpeace* conducted hundreds of direct actions against seismic testing. For a week, a team of a campaigners occupied the mobile drilling rig Stena Dee, on its way to the Foinaven oil field run by BP - the furthest-developed part



of the new Atlantic Frontier province. According to former Conservative Energy Minister Richard Page MP, the industry lost an entire year's seismic data as a result of the actions – although this may be something of an exaggeration.

At the same time, Greenpeace has been campaigning to demonstrate increasing demand for solar power among the public and potential users such as housing associations (for instance in the UK and Germany). It has been intervening to support solar as a new generating option, over fossil fuels (for example in Crete).

It has also pressed governments to use solar themselves and to support the market in its early years in order to bring down unit costs by scaling up production. For example, Greenpeace has lobbied the UK Government to create a solar tranche in the Non-Fossil Fuel Obligation (NFFO) – the electricity market regulation which prices renewables and nuclear – and to fit solar to its own buildings. (Greenpeace installed

working solar panels on the UK Government's new Department of the Environment headquarters.)

As a result of these pressures, and because analysts can see that solar technologies are already crossing thresholds of cost competitiveness against fossil fuels, a "solar race" has begun in which companies are competing to dominate the coming, highly profitable global market. Leading firms include Kyocera (Japan), Enron (USA) and Siemens (Germany) but also BP (BP solar) and Shell.

How far and how fast the market develops, and how soon the oil companies move to increase their investment, depends on many factors. But several things are certain.

First, that solar PV will become a massive energy technology, and has the potential rapidly to become the world's dominant source of electricity.

Second, that oil companies are exceptionally cash-rich and despite many business arguments that can militate against it, could afford to commercialise and mass-market the technology extremely fast. Third, that the process will be encouraged by the need of developed countries to deliver on commitments to reduce greenhouse gas emissions, whether domestically or jointly with developing nations. Fourth, that one huge and largely undeveloped market in the near term is the two billion people living in the "developing world", off-grid and without electricity. Fifth, that some oil companies are not simply investing in renewables but beginning to position themselves for what will happen, as the 'end-game' for fossil fuels begins.

None of this was very evident in the general media coverage of 'climate' until 1997, when John Browne of BP started the process in public with an announcement that rocked the oil industry. Browne not only announced that solar could, with 'appropriate' government support, be cost-competitive against fossil fuels world-wide within a decade, but also that BP was rapidly expanding production. For good measure, it had come to the conclusion that 'precautionary' action against climate change was required. In so doing,

Browne split from the rest of the oil industry, and has since been followed by the small Austrian oil company, OMV, and, in November, the petrochemical giant Shell (or at least most of Shell outside the USA).

Browne's move transformed climate politics. It undermined groups like the Global Climate Coalition (which BP had left), the International Petroleum Industry Environmental Conservation Association (IPIECA) and the American Petroleum Institute (API) (which it has not yet left). Perhaps most importantly, it changed the perceptions of politicians such as Tony Blair and Bill Clinton, as to what was now possible.

The timing of Browne's move was inspired at least in part - perhaps completely - by the Greenpeace Atlantic Frontier campaign. Not long before, Greenpeace activists had put BP's own-manufacture solar panels on the Oil Exploration Headquarters in Aberdeen, with a sign reading: "Solar Not Oil".

BP was also cashing in on the rapidly expanding global market for solar power. BP Solar had 10 per cent of the global market, which is predicted to grow by 25 per cent in the next year, fuelled by the Japanese Government's programme to install 70,000 solar roofs over the next two years. In 1997 alone the Japanese installed 3,500 solar rooftops. The Japanese programme is mostly fuelling the expansion plans of their own domestic industry. Kyocera is investing to reach a 60 megawatt (MW) production volume by year 2000 and Sharp is planning to reach 60MW by 1998. By comparison, BP Solar's plan is to be producing 50MW by the year 2000.

Japan looks set to have 200MW of solar production capacity in place by the turn of the century, due to the expansion of companies including Kyocera, Sanyo, Sharp and Mitsubishi. They are meeting increased demand from the Japanese Government's solar programme, which plans to have 70,000 homes powered by solar within another few years.

The USA has a "Million Rooftops" solar programme, also announced in 1997. The US Government has agreed to finance the installation of solar on 20,000 government buildings. California, Hawaii and Maryland have 'pledged' that they will contribute some 300,000 of the million solar roofs.

In Europe, the Italian Government is considering a proposal for a "10,000 Solar Roofs" programme to be completed by 2002. In the UK, the Government's Industry Solar Taskforce, set up by Michael Meacher (Environment Minister) and John Battle (Industry & Energy Minister), and composed of a broad cross-section of UK business, has echoed many of the recommendations and calls made by Greenpeace in demanding government action to build a strong solar industry. Its key recommendations were a minimum 70,000 solar rooftop programme for Britain by 2010, capital grants (£5/W) and a price of 10p/unit for every unit of electricity exported onto the grid.

In October, Shell even went so far as to join environmentalists in calling for five per cent legally binding reductions in carbon dioxide emissions from industrial nations, to be agreed at the Kyoto climate summit.

It also announced a \$500 million investment in renewables over five years, aiming (like BP) to capture ten per cent of the solar market by 2005. Shell has estimated that the total renewable market in 2020 could be some \$250 billion. On solar, Shell has stated that it intends to increase its current negligible market share to ten per cent of the global market within five years.

Analysts determined that, as a result of the burgeoning race for solar technology, 1997 was a record year for the shipments of solar electric panels. In 1997, 125MW of solar photovoltaics were sold around the world - a 42 per cent increase on 1996. Major companies, including Sharp, Kyocera, Shell and BP, had started construction of, or publicly announced expansion plans, totalling at least 260MW of new solar manufacturing plant.

Europe is likely to increase its solar production from 28MW in 1997 to 100MW by the year 2000. France, Germany and the Netherlands will be the location rather than the UK, which gives no government support. Shell will be increasing solar production to 45MW/yr by expanding its Dutch factory and building a new factory with Pilkington in Germany.

In early November 1997, Shell announced that supported by DM 12 million of German Government finance, it will be investing DM 30 million into a new 25MW solar factory in Glesenkirchen in Germany. The

factory will be a joint venture with Pilkington, which has a 25 per cent share in the project. The province of Nordrhein-Westfalen, where the Shell plant will be located, has agreed to purchase half the annual output of the Shell factory and to provide DM 50 million in market support.

Shell is also probably moving into wind power. In this respect it is exploiting an expanding market encouraged by government action - at least outside the UK.

An EC White Paper plans to double renewable energy's contribution in the European Union, from six per cent to 12 per cent by 2010. Approved by the European Commission just before the Kyoto Climate Summit, the paper proposes a co-ordinated campaign with ambitious targets for wind and solar power. (The UK has the lowest share of renewable generation, with just 0.7 per cent of total energy supplied by renewables. Sweden tops the league table with over 25 per cent of energy from renewables.)

Achieving the 12 per cent target would mean that the EC would reduce its annual CO2 emissions by 250 million tonnes a year. This itself would deliver one-third of the 15 per cent savings that the EC called for at Kyoto.

Between 500,000 and 900,000 new jobs would be created along with a strong export industry worth £,10 billion a year. The Commission sets out a plan to increase the use of wind power from 2,500MW today to 40,000MW by 2010. The Commission calls for a 1.5 billion ECU, publicly funded campaign for 10,000MW of wind energy in less favourable locations such as offshore.

The White Paper envisages a hundred-fold increase in the use of solar throughout Europe, matching the USA and Japan, with a million solar roofs to be installed by 2010.

Denmark and the Netherlands have both launched plans for more offshore wind energy. In autumn 1997, Svend Auken, the Danish Minister for Environment and Energy, announced an ambitious plan to expand rapidly Denmark's offshore wind energy resource, reaching 4,000MW of offshore capacity (50 per cent of Danish electricity needs) within 30 years. The first phase of the Danish offshore wind plan will be to build 750MW by 2005 - this means constructing one 150MW wind farm every 18 months.

£300m developing renewable energy

By Robert Corzine

Royal Dutch/Shell, the largest international oil company, is to spend more than \$500m (£200m) over the next five solar energy and sustainable forestry projects. This will be the single biggest investment to date in renewable energy

The company, under fire in recent years over its environ-mental record, has decided to make renewable energy a figh core activity, ranking it along-side its traditional operations

of oil exploration and produce
" , ell products, chemicals
- /gas and coal:
It will split the \$500m
between solar and forestry,
although extra capital will be made available to fund wind-powered schemes if a current

Shell study shows them to be economically viable.

Its spending will include the establishment of new plantations of fast-growing trees such as eucalyptus in the southern hemisphere. These can fuel power plants in rural areas of the developing world. The Sheil move follows a

recent announcement by Britsh Petroleum, which vowed to become a world leader in solar energy with a \$1bn turnover target by 2010. It also comes just two months before govern-ments gather in Kyoto, Japan, discuss legally blidding tar-As to reduce the emission of

greenhouse gases.
Although the \$500m fiveyear investment plan pales in comparison with the \$10bn-\$11bn Shell spends each year on capital projects, executives

previous commercial invest ments in alternative energy.

The world market for solar energy is about \$1bn a year. But Shell executives say annual growth of 14 per cent amount grown of 14 per cent means it will be worth \$50n by 2010. Shell aims to capture at least 10 per cent of the world market for the photovoltaic cells that make up solar power panels before 2005.

The use of trees and other vegetation for rural power generation is growing at an annual rate of 15 per cent. The Shell target is to have a com-bined total of 250MW of such power plants installed by 2005. That is equivalent to only a medium-sized conventional power plant, but Shell executives say there are commercial prospects for large-scale power generation from biomass. The also point to the prospect that demand for energy from renewable sources will grow very strongly from 2020-2025, when production of fossil fuels may reach a plateau.

Jim Dawson, president of the

new division, denied Shell's move was a "knee-jerk reac tion" to pressure from Green-peace and other environmental

lobbying groups.
Greenpeace said it hoped Shell's commitment to alternative energy would trigger race between Shell and BP to commercialise solar power. It also called on Shell to with-draw from the Global Climate Coalition of energy companies which Greenpeace claims is trying to wreck the Kyoto climate change conference.

Shell to back green

energy ROYAL/DUTCH SHELL is to invest £300 million over the next five years to build up a

next averyears to oning up a removable energy business (Alasdair Murray writes). The oil glant has been fiercely criticised in recent years over its environmental record and admitted earlier this year that it could devote more resources to developing renewable energy products. Shell will make renewable energy a fifth one activity alongside its traditional oil,

chemicals, gas and coal busi-nesses. The company will divide the money between solar and forestry projects an may make extra money avail-able for wind-powered projects if it decides that they

are economically viable.

British Petroleum recently announced that it was aiming to establish a solar business with \$1 billion turnover by 2010. Shell, which is making the biggest single investment to date in renewable resources, aims to take 10 per cent of the solar energy market by 2005.

17-10-97

FINANCIAL TIMES

Shell plans to be ready for when the oil runs out

Cally into the the golar power race yeterday when it announced plans to spend something to the company when it announced plans to spend storm to the company when it announced plans to spend storm to the company when it announced plans to spend storm to the company when it announced plans to spend storm to the company when it amounted pressure groups. Shell international Renewable company when the walked into a public relations to the company when the company when the growing worldwide most public relations to the company which walked into a public relations to the company when worldwide most public relations to the company when the company

divided between the already profitable forestry business and other renewable energies. Extra funds would go into wind power research, he said. Earlier this month Shale. Bearlier this month continuous foreign as a solar cell manufacturing line at its Helmond factory in Holland and confirmed plans for additional bart.

GUARDIAN

Following the success of their first two offshore windfarms, the Danes believe they have proven the viability of the technology. They will build large scale to reduce costs, cutting the electricity price from 5-6p/unit to 3-4pence/unit (completely cost-competitive with fossil fuels).

In the Netherlands, approval has been given for a 100MW offshore windfarm to be built by the year 2001. This will supply enough electricity for up to 100,000 households and take less than a year to construct.

Shell joined the British and European Wind Energy Associations, and in early 1998 met with the UK Wind Energy Group and Garrad Hassan (UK wind energy consultants). Steve Thompson from Shell Expro said in the in-house magazine, Shell Focus:

We are looking at those areas where we can build on existing core skills, strengths and assets. Offshore applications would seem to be a natural direction for us, and we will be looking closely at the business opportunities for wind and wave power, particularly in near-shore waters. We're also very keen to see if renewables may be added to Expro's offshore installations.

In the short term, analysts and politicians will watch to see how the rest of the oil industry reacts and, as an entertaining side issue, what happens to the likes of the GCC.

Though they are making tentative moves to acknowledge the need for some sort of climate action, neither Shell nor BP are likely to embrace Greenpeace's call for an end to oil exploration. However, Heinz Rothermund, Managing Director of Shell Exploration and Production came very close in May when he told a Scottish oil conference:

It is important to recognise, however, that the specific attack, by Greenpeace in particular, on oil and gas developments in the Atlantic Margin, accompanied by the usual exaggerated claims about last wilderness and environmental devastation, with emotional references to whales and endangered species, also raises a key question: 'In how far is it sensible to explore for and develop new hydrocarbon reserves, given that the atmosphere may not be able to cope with the greenhouse gases that will emanate from the utilisation of the hydrocarbon reserves discovered already?' Undoubtedly, there is a dilemma and I would now like to spend some time analysing it. 152

Unfortunately, he never did answer the dilemma. Later, and after a good deal of "Shell shock" at his comments inside the oil industry (and rather unconvincingly), Shell claimed he had been speaking rhetorically.

-3 OCT 1997 👄

K oil supremo calls for action to combat global warming

BP Browne goes green

MSTOPHER HOPSON

3 HEAD of British Petroleum



Hot topic: BP clief Islin Browns said any 'green taxas' should cut emissions, not simply raise government revenues hose

implementation. The test of any proposed tax in this area should overall.

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Fred Pearce, a veteran environment writer on *New Scientist*, and frequent critic of Greenpeace, wrote a "Dear Greenpeace" open letter in that magazine on 15 November 1997:

Other environmental groups have spent the past few years lobbying governments - cosying up to the European Union and infiltrating the Clinton Administration. And for what? Nothing, as we discovered with last month's announcement from Bill Clinton on American greenhouse gas emissions ... It is corporations that have real clout. You realised that many years ago. You may lobby governments from time to time, but your real effort - the plugging of pipelines and boarding of offshore platforms, the steeplejacking and banner waving - is directed at big corporations.

He continued:

... by largely ignoring the posturing of governments and targeting the companies, Greenpeace hastens the day when those companies will see the dollar benefits of changing tack. It hasn't worked with global warming yet but you have shown the way ... And anybody who believes that Shell's recent announcement of a \$500 million investment in photovoltaics is unconnected to the Brent Spar fracas is being very naive. It is increasingly clear that it will be companies, and not governments, that will trigger the political sea change necessary for real reductions in greenhouse gas emissions.

Regarding BP, Pearce said:

You have identified the right strategy. These are the guys with the future in their hands. They could install millions of solar panels across North America for the money it will take them to explore and develop the north east Atlantic oilfield - the Atlantic Frontier as you call it [as BP calls it actually]. Or they could develop the technologies to tap the waves that buffet northwest Europe, rather than the oil that may lie beneath them.

FORUM

Dear Greenpeace . . .

An open letter from Fred Pearce to the eco-warriors in the run-up to the Kyoto climate conference

I GET shirty with you sometimes and write rule things about you. I am upt to treat you like any large media-hungry multinational—that is to say, with a loss stoops.

long spoon.
But this time you are right. You have been alread of the game for many years,

public and the administration into accepting its agenda. But we have learnt one thing; governments don't count so much any more. In the emerging global marketplace they are pawns. It is corporations that have the real clout.

You realised that long ago. You may



and it is only now careerging how far ahead you were. I refer to your strategy for tackling the great environmental issue of our time, global warming. Other environmental groups have

Other environmental groups have sport the past few years licklying governments—cosying up to the European Union and inflinating the Clinton advantation. And for what Clinton advantation And for what mention greenhouse gas emissions, the revealed that new month's symunocomer from 381 Clinton on American greenhouse gas emissions. He revealed that a new month's Kyoto climate conference, the US will offer a highly conditional version of what his highly conditional version of what his the 1992 Earth Supp. But In Somether the 1992 Earth Supp. But In Somether 21 years later than Buth promised.

highly conditional version of what his predecessor George Bush promised at a the 1992 Earth Summit in Rio—delivered 12 years later than Bush promised.

We know whom to barne. A cosilition of industrialists opposed to any limits on demissions of greenhouse gases has towbraten Congress, the American

lobby governments from time to time, but your real effort—the plugging of pipelines and boarding of offshore platforms, the steepletacking and banne

phatforms, the steeplepsching and banner waving—is directed at big corporations. The rest of us should have twigged a decade age, Governments dithered and declayed during negotiations about whether to take action to save the ozone layer. But it was only after Dul'ront and KJ, the biggeet makers of ozone-eating CFCs, sorved commercial advantage in making alternatives and dropped their opposition that governments followed. Analyse the dynamics of other changes

Analyse the dynamics of other changes in environmental policy and similar stories appear everywhere, from catalytic converters to cleaner rivers. And by largely figuroning the posturings of governments and targeting the companies, Greenpeace hastens the day when those companies will see the

New Scientist

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15 November 1997

Until there is a political reframing of energy policy to match it with the logic of climate policy, governments are still sending the clear signal: "Keep on exploring." Companies feel unable to forego the opportunity of drilling for new oil, when profitability depends on market share.

All this sounds terribly smooth and rational but the underlying realities are not like that. When he broke ranks, Browne knew full well that Greenpeace

was sailing the Atlantic Frontier. Greenpeace telegraphed its intentions by writing to then UK Prime Minister John Major in August 1996, explaining the "carbon logic" rationale and calling for the oil licences of the UK's "17th Round" of offshore development to be cancelled. It repeated the call in public at the *Greenpeace Business* Conference in October 1996.

By early 1997, both BP and the then UK Government feared a repeat performance of the Brent Spar. Neither was prepared to be caught out as Shell had been in 1995. BP asked the UK Government for help. From what we can piece together, it seems a contingency plan was hatched, covering intervention with police and military special forces, punitive legal action by BP (or other oil companies) against Greenpeace's assets, the use of restraining orders (legal injunctions, known as 'interdicts' in Scotland), again by the oil company going to court, public relations and a communications strategy. This, indeed, was a learning consequence of the 'Spar.

In spring 1997, the ship MV *Greenpeace* appeared off Northern Scotland. Almost immediately, a spate of excitable articles began to appear in the Scottish press. The Scottish media and the oil trade press announced: "Greenpeace on warpath." 153 "Brent Spar II" was the focus of their speculation.

Greenpeace's offices were put under more than usual levels of surveillance, and police in Scotland were reportedly instructed to pass on the names of anyone found protesting about anything to do with Greenpeace or oil, to the Special Branch. At one stage, one of the commercial companies liasing with the DTI decided that Greenpeace was receiving leaked information. Interestingly, it thought that the most probable source of the leak was GCHQ, the high-tech telecommunications interception centre in Cheltenham.

In the autumn, the *Independent* reported that in March (before the election), a government security agency (thought to be MI5) had hired a commercial investigations agency to spy on the Greenpeace UK warehouse, where they thought the organisation was constructing a submarine. What they found was not a submarine, they reported back, but "some form of living quarters". This was in fact the kevlar Solar Survival Capsule used by Greenpeace in its 42-day occupation of Rockall, the

Greenpeace activists moor by BP platform

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(c) the coil exploration

Protesters say no

politically important and internationally-disputed outcrop, towards the far west of the proposed Atlantic Frontier oil province.

(If this tells us one thing it was that Naval intelligence were not involved, as nobody in their right mind would get into a home-made submarine! In fact it seems the Navy was unaware of the impending Rockall occupation, as HMS Monmouth had to make a last-minute change of plan when a rating heard that Greenpeace had landed on Rockall on 10 June – the ship was about to land sailors there to drink tea in a global sponsored tea-drinking competition for charity. Greenpeace later contributed its own tea drinking to the tally.)

Labour protects BP from Greenpeace

Disconnent Editor

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What BP feared was an attempt to occupy some of the Foinaven oil field, probably the large Floating Production Storage and Offloading vessel (FPSO), the Foinaven. The Government even worked out a campaign plan for Greenpeace, with an action to stop the Foinaven offloading oil onto ferry-tankers, timed to put the environment on the agenda for the April General Election. In fact, Greenpeace had decided to ignore the election on the grounds that nothing it could do could reasonably be expected to get environment even considered by the political leaders. Instead of going to Foinaven, Greenpeace went to Rockall, and to the seismic testing grounds.

Only months later did Greenpeace occupy the Stena Dee platform, on its way to Foinaven with specialist equipment to connect some of the problematic subsea well heads. After a week in which the operators gradually overcame Greenpeace's attempts to stop its forward movement,

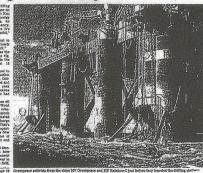
FINANCIAL TIMES TURSDAY AUGUST 12 1997 **

BP claims oil rig protest may cause losses

BP says that

might put the lives of the activists and the 81-strong

poor weather



using swimmers in the water, and with the Rockall pod attached to one of its legs, the rig arrived on site. For logistical and safety reasons, with activists exhausted and with supplies running very low, and because it had failed in the purpose of the action, which was to prevent the rig reaching the well head, Greenpeace decided to leave.

At this point, a lot of strange things happened. The platform owners and BP had been sending conflicting signals over who was responsible. BP in Aberdeen had been saying that Greenpeace was not causing any delays, and that it was. BP had started threatening Greenpeace with being sued for \$1 million a day if it impeded developments at Foinaven, back in the spring. But the entire development was over a year behind schedule and vastly over budget - not because of Greenpeace but because the untried technology kept failing.

Now it turned out that there were police on the platform, although they initially hid and refused to come out and talk to Greenpeace. Then they proved very reluctant to arrest anyone on the spot, only doing so after they had been challenged about what they would do if Greenpeace simply left.

No special forces, police in helicopters or anything dramatic ever emanated from the new Government. They had been asked to intervene by various parts of the oil industry but, unlike the Conservatives, Labour was determined to keep out of the dispute between Greenpeace and the companies. "We'd look bloody silly if we sent in the Navy to deal with a few Greenpeace people in a rubber boat," said one Minister. "You have to bear in mind that everyone is on holiday," said one oil industry insider during August. "We'd like to go to the Government but right now the Government is John Prescott, and we think he might not be wholly sympathetic." (Many years before, Mr Prescott had once taken part in a Greenpeace action himself by swimming up the River Thames in a protest against nuclear waste dumping. While he could hardly be expected to take Greenpeace's side, he was an altogether different prospect from his predecessor, Michael Heseltine.)

Although they did little in public, the new Labour Government did have a plan to deal with the Greenpeace campaign and that was to try and silence it by ignoring it. In September, Greenpeace was leaked a letter from Labour Minister at the DTI, John Battle, to his predecessor Richard Page, MP. In it, he described how the industry and the Government had reached 'an agreement' to "deny Greenpeace publicity," while the Government had 'encouraged' the oil industry to use its legal muscle against the organisation.

In the event, four people were arrested on the Stena Dee and flown to Aberdeen, and the MV Greenpeace left the area. It was a Sunday afternoon, 12 August. Late on Monday afternoon, Greenpeace learned that even though it had left the BP rig the day before, BP had applied to a Scottish High Court for an injunction against it and four named individuals, preventing them from interfering with the Foinaven field. At the same time, and much more unusually, BP had set in train a parallel legal action which had frozen the organisation's bank accounts, while seeking around £1.4 million from Greenpeace Ltd and the same four named individuals.

There was no appeal against the order, which became effective immediately, although after that there were 21 days in which Greenpeace



could try to challenge it. Meanwhile, the organisation was at the mercy of its suppliers and the good will of its staff and creditors, whom it could not pay. It now became apparent to everyone that despite the impression created by the media after the 'Spar, Greenpeace was not a cash-rich organisation. In the UK, it has no reserves and it had only about £300,000 in the bank. Such a seizure would bankrupt it, not to mention the affected individuals.

After a welter of bad publicity, and only after trying to screw concessions from Greenpeace, BP gave way and suspended its order (which still exists). The press reaction was mixed and confused. Some thought BP had won, although most thought it had lost. All of them compared it to the 'Spar. Many felt that BP was right to back off quickly. In fact it was probably in Aberdeen, yet again, that the problem lay. It seems it was the Scottish lawyers in BP who triggered their part of the contingency plan agreed with the Government, without anyone at BP Headquarters in London knowing it was happening.

THE TURNING OF THE 'SPAR

There was a plan but, it seems, no real plan as to how to use the plan. So the consequences of the 'Spar victory for Greenpeace and the oil

industry have been multiple.

Greenpeace now talks as much to the oil industry (not just BP and Shell) as it does to the UK Government. Oil companies have been sensitised to public opinion, and, as Melchett pleaded in 1995, started to look at underlying currents of opinion and where the world is going. Some have started to change not just their ways in terms of PR and consultation but their plans for core business.

David Knott, editor of the *Oil and Gas Journal*, noted on 20 October 1997: "The petroleum companies most sensitized to public opinion, at least here in Europe, are Royal Dutch/Shell and British Petroleum Co. Plc. Both companies have been hit by public outcry – Shell over Brent Spar, BP over West of Shetland [Atlantic Frontier] development. Both are investing in solar power." He ended: "If they are putting money into solar, I'm sure they expect to profit, with or without subsidy."

