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From where does your organization feel the most pressure to undertake the climate transition?

Pressure is an interesting word, and it often has negative connotations. What I think we are feeling is a combination of excitement, anticipation, a little bit of pressure, I'm not going to lie. But it's coming from all of our stakeholders across everyone that I engage with on a regular basis, from our investors, our financiers, through to our customers, our suppliers, and probably most of all, our own people. They want to work for a company that they feel has a role to play in the energy transition. And they feel inspired to see us at events like a COP.

How are you managing the risks and opportunities from your transition efforts?

I think there's a huge amount of commercial opportunity to come from the transition and an organisation that operates across hard to abate sectors: aviation, marine transport, energy, there's obvious risk associated as well. And one of the things that I often talk about is how climate change is both the biggest risk but also the biggest commercial opportunity for the organization. And we do fundamentally believe that we have a really important role to play in the energy transition and that we can help to lead sectors forward in the fight against climate change. I think the risks are around how we balance all the various expectations of our stakeholders, how we manage through our business priorities with longer term goals around climate. Also, how we make sure that we're taking into account wider sustainability impacts across our transition. We can't look at net zero or climate change in isolation of the wider impacts on society, the planet, the economy. And we have to think about all of these things in the round.

Are recent geopolitical and macroeconomic events impacting your transition journey?

I think they've changed some of the focus. I think what we've seen is a need to build energy resilience, perhaps more than we had felt before the last events of 2022 so far. So it's maybe changing some of the immediate priorities, but the drive, the long term goal remains the same. And if anything, it's probably just bringing some elements of that forward.