



Diversity, equity & inclusion report 2020



June 2021



About bp: from IOC to IEC

In 2020, we set our strategy to transform from an International Oil Company to an Integrated Energy Company focused on delivering solutions for customers.

This is a major, necessary step in support of our purpose to reimagine energy for people and our planet, and our ambition to become a net zero company by 2050 or sooner, and help the world get to net zero.

After more than a century defined by oil and gas through two core businesses, upstream and downstream, we set our strategy to become a very different energy company in the next decade.

Why we are reporting on DE&I

Our purpose and strategy make delivering against our diversity, equity and inclusion ambition more important than ever.

We want bp to reflect the diversity of the world around us and to be a company that is open to receive the best and brightest talent the world has to offer.

We aim to be recognized by our stakeholders as an industry leader for the transparency of our reporting. And by publishing this, our first DE&I report, we are taking an important step towards greater transparency about the diversity within bp and the action we are taking to improve it.

We know we have more work to do and we don't have all the answers, but we're serious about investing in the resources needed to get this right.

What's in our report

- Our DE&I ambition.
- How DE&I fits within our sustainability frame.
- How we are putting DE&I into action through our global, UK and US frameworks for action.
- The way DE&I is governed in bp and how our business resource groups are delivering our priorities.
- Our gender and ethnicity data by grade, including the board and leadership teams.

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Data and terms used in this report, see page 34.



Our purpose is

Reimagining energy

for people and our planet.

We want to help the world reach net zero and improve people's lives.

Our ambition is to be a net zero company by 2050 or sooner and to help the world get to net zero. We've set out 10 net zero aims, five to get bp to net zero and five to help the world get there too.

Our strategy is to become an Integrated Energy Company focused on delivering solutions for customers. We expect to be a very different bp by 2030 by implementing this strategy.

Read more bp.com/strategy

Our sustainability frame links our strategy to our purpose – to reimagine energy for people and planet. It focuses on three areas: net zero, people and planet.

In addition to our 10 net zero aims, we have 10 more – five for people and five for the planet – developed following extensive engagement with stakeholders and connecting our actions to a broader set of societal issues.

Read more at bp.com/sustainability

Our values

As our business transforms itself, our five values provide a frame of reference for the way we operate and behave:

- Safety
- Excellence
- Courage
- Respect
- One team

Read more bp.com/values



Reinventing bp

We have carried out the most extensive reorganization in bp's 112-year history to transform our company and deliver our purpose, ambition and strategy. This is our Reinventing bp programme.

In 2020, we retired the upstream/downstream business model that has served us well for many decades. In its place we have introduced a leaner, flatter structure, stripping away layers of management and reducing the workforce, with the outcome that around 10,000 people will exit bp.

We are now more centralized, more agile, and better integrated. This will help us maximize value creation in a rapidly evolving market through economies of scale, and by leveraging synergies and driving continuous improvement in operational performance.

Our focus

Greater integration

We have moved away from our old siloed upstream/downstream model to create a more connected and focused organization.

Becoming leaner

We are reducing our workforce to create a leaner, flatter structure, with fewer layers of management. We are sorry to see colleagues leave and are offering support to help them transition.

Being more agile

We are deploying more cross-disciplinary teams and empowering them to solve problems more creatively and find new opportunities. In the last three years we have successfully run almost 800 agile projects across five continents.

A fair process

From the outset of the Reinventing bp programme, we were determined to use fair and transparent processes. While selection processes are continuing through 2021, over one quarter of all required redundancies to date have been voluntary.

We have taken a number of steps focused on treating employees fairly and respectfully. In 2020, this included:

- Training around 6,000 line managers on conscious inclusion and evaluating team members against skills and behaviours.
- Supporting around 180 'neutral observers' who participated collectively in over 1,000 selection events.
- Maintaining a rigorous focus on the inclusion and consideration of diverse talent in candidate pools for all roles and inserting checks and balances to effectively minimize the influence of bias in the selection process.

Support and resources

We have created a comprehensive programme called myFuture to support our leavers in the next stage of their career or phase of life. It offers the option to retain a bp laptop, and provides coaching, wellbeing and learning resources.

Through our relationships with external companies, we have identified potential job opportunities and facilitated introductions. Additional resources include a regular newsletter and access to our extensive LinkedIn alumni base.

Management of safety and risk have been key priorities throughout the reinvent process, with all safety-critical roles clearly identified at the outset. With oversight from our safety & operational risk team, all roles were reviewed throughout to ensure that appropriate staffing levels were maintained and the right experience and capabilities retained.

→ For more information on the bp leadership team [see page 31](#).



“
 We must continue to ensure we
 are a place where all difference is
 valued, all voices are heard, and all
 talent is nurtured.”

With COVID-19, economic upheaval and huge personal challenges, 2020 was a year many of us would rather forget. However, it was also the year that many of us embraced new ways of working, challenging our conceptions of what is ‘normal’ or ‘feasible’. We found renewed appreciation for our colleagues, as difficult situations forced us to rely much more on one another. And it encouraged us to collaborate more and build trust among teams.

Reinventing bp

That is certainly true for bp where our strategy is to transform from an International Oil Company to an Integrated Energy Company, focused on delivering solutions for customers.

We are on a journey to reinvent bp, and diversity, equity and inclusion (DE&I) are big parts of this.

We recognize that to meet our net zero ambition, having a diverse workforce – which represents different ways of thinking, diverse perspectives, and different backgrounds – will increase performance, innovation and value to our stakeholders.

DE&I is good for business and is vital for bp’s future.

What DE&I means at bp

DE&I has had a very important place in bp for many years. In 2011, we were one of the first oil & gas companies to set a gender commitment for leadership. Since then we’ve deepened our commitment and broadened our understanding of DE&I, introducing new policies and practices to move our agenda forward.

At the heart of our DE&I agenda is a determination to foster an environment where everyone can bring their best and true selves to work and reach their full potential. That means we must become a place where all difference is valued, all voices are heard, all talent is nurtured – and where prejudice is not tolerated.

It is a mission we hope that many people identify with – whether they are inside our company, an interested stakeholder or an impartial observer.

Against this backdrop, bp is proud to publish our first DE&I report. This is our attempt to distill our progress over the past year in delivering our DE&I agenda. And it aligns with our aim to be recognized as an industry leader for the transparency of our reporting.

I am pleased to note that we made some important headway in 2020.

Our board and the bp leadership team are the most diverse they have ever been. We appointed our first senior vice president for diversity, equity & inclusion, Mark Crawford – who I know is exactly the person needed for this role. We launched new frameworks for action in the US and UK, with an aim to improve racial equity and diversity, with more to follow.

New gender parity ambition

I’m proud of these achievements, but there’s always more we can do; that’s why we have just set a new aim to reach gender parity for our top 120 leadership roles by 2025. Our focus on gender will be inclusive of all gender identities. Our understanding of gender identity is evolving and our targets will reflect this over time.

It’s incumbent on all of us to help drive societal progress. We work with communities all around the world and we know we have an important role to play.

I hope you find this report useful and please let us know if you have ideas of other actions we should be taking – we are always ready to work with others to achieve our shared goals.

Kerry Dryburgh
 EVP, people & culture





“Diverse, inclusive groups make better decisions. Better decisions lead to better performance.”

As we look to reimagine energy, with a refreshed strategy to achieve our net zero ambition, the need for bp to be committed to a robust diversity, equity and inclusion agenda is greater than ever.

We want to reflect the world around us; we need people who can bring diversity of thought and fresh ideas and perspectives to the table.

Diverse, inclusive groups make better decisions. Better decisions lead to better performance – diversity broadens our perspective and inspires greater creativity and innovation.

Prospective employees are looking for progressive organizations they can join and bring their entire selves to work. They're looking for an inclusive environment.

And they're looking for leadership that not only has the required talent, but that they can also identify with, based upon their own diversity.

Going forward we will also need to engage with a variety of new stakeholders. And our stakeholders will not only expect us to have a very robust DE&I agenda, they will demand it from us.

And that's why we've made diversity, equity and inclusion part of our sustainability frame, which you can find out more about in our bp sustainability report 2020.

Looking ahead

Our focus areas for 2021 include gender, racial equity and self-identification in the UK and US. We will continue to invest in our business resource group-led 'Ally to Advocate' work and 'safe place' training, and during 2021 we plan to introduce:

- Our refreshed global gender ambition.
- Our refreshed US ethnic minority ambition.
- Our racial equity and inclusion programme: a long-term approach to driving discussions on inclusion and supporting employees in understanding their roles in fostering inclusion. At its heart will be a focus on racism and its impact.
- A development programme for high-potential minority talent in the US and UK.
- Individual performance metrics and entity operating plans tied to diversity, equity and inclusion actions.

Looking further ahead to 2022, we plan to publish our UK ethnicity pay gap data as part of our commitment to transparency.

Mark Crawford

SVP, DE&I

→ For more information on our sustainability frame and our aims, [see page 10 and the bp sustainability report 2020](#).

Why diversity is important to bp

We believe diverse teams are able to cultivate and use their differences to outperform others.

Attracting and keeping the best people

We're in competition with other businesses and believe embracing and encouraging diversity helps us attract and keep the best people.

Maintaining our license to operate

Many countries expect us to hire fairly from the communities we operate in and help develop skills. Our aim 13 in our sustainability frame is to support a just energy transition, and help the workforce develop skills for the future energy system.

Understanding our customers better

If our teams reflect the communities we work in, we have a better chance of understanding and serving our customers. Our aim 14 is greater diversity, equity and inclusion for our workforce, our suppliers and our customers, see page 10.

Improving our decision making and innovation

We believe diverse, inclusive groups make better, faster, more accurate decisions, with less cognitive bias – and this leads to better performance.





2020 diversity, equity and inclusion highlights

Engaging and learning

Throughout the year our employee-led business resource groups (BRGs) ran events to raise awareness and understanding and provide support across a range of DE&I topics. These included:

- **Women's International Network (WIN):** On International Women's Day our CEO Bernard Looney hosted a webcast with the theme 'each for equal'. Colleagues from our global business shared their stories of challenges and triumphs that helped get them where they are today. Employees from around the world joined the webcast and held their own local events during March in support of the day.
- **LGBT+ (bp Pride):** To build awareness, advocacy and support for transgender people, we held a series of events during Transgender Awareness week. These included a podcast with two employees sharing experiences of living with a family member who is transgender, and a 'ThinkIn: That conversation probably saved my life' with Kerry Dryburgh and Bobbi Pickard, co-chair of bp Pride's transgender group.
- **PEN (Positively ethnic network):** We showcased the lives of exceptional Black people during Black History Month, through a series of weekly events and a webinar discussion about our new framework for action.
- **Accessibility:** We held a global webcast on the International Day of Persons with Disabilities to raise awareness of disability in the workplace and normalize the conversation about disability. And we introduced a series of virtual mental wellbeing huddles, see page 21.

→ For more on our global framework for action, see page 13.

Driving change

Our BRGs made progress in a number of areas throughout 2020.

- Successfully advocated for additional parental leave and transgender benefit.
- Provided 'safe space', 'transgender inclusion', 'gender talk', and 'generations' training.
- Led bp to join 200 major companies in the UK to sign a public statement affirming the rights of transgender people.
- Helped to build employee capability through mentoring circles and business improvement workshops.
- Established Martin Luther King Jr. day as an official holiday for US bp employees.
- Advocated in support of the bp minority ambition and framework for action.
- Supported discussions and listening lounges on social/racial injustice.
- Developed a global 'cultural fluency' programme in association with the bp Leadership Academy.
- Offered Veteran outreach through career fairs and sponsoring national events and veteran Self-ID.
- Supported the upgrading of offices to include private 'mothers' rooms' for women who are breastfeeding.
- Launched mental wellbeing huddles – coaching sessions focused on topics such as managing stress, change and COVID-19.
- Partnered with early careers and talent attraction teams in bp for interviewing and early career recruiting support.

→ For more on our business resource groups, see page 21.

Gaining recognition

We were recognized for our diversity policies and practices by more than 20 organizations during 2020. Some of these are accolades we've received for a number of years – including Stonewall's top employer for LGBT+ and the Human Rights Campaign's Corporate Equality Index. And we are proud that several of our employees have been recognized across a number of areas, such as sexual orientation, ethnic minorities, gender and accessibility. Some examples include:

UK

Stonewall – top global employers for LGBT+ for the fourth year running.

Awards from INvolve, an organization championing diversity and inclusion in business:

- EMpower Ethnic Minority Role Model Lists – recognition for our contributions in and outside of the workplace.
- OUTstanding awards – three winners from bp named and showcased as LGBT+ business leaders and allies.
- HERoes List – three bp people named for driving change for workplace gender diversity.

Financial Times – Leaders in Diversity at number 26 out of 101 employers listed.

Pride Power List and British LGBT Awards – colleague recognition as a diversity hero.

→ For more information on UK framework for action see page 16.

US

The US Hispanic Chamber of Commerce named bp as its Corporation of the Year for 2020.

Awards from STEMconnector, an organization that connects corporations with STEM community:

- bp recognized as Corporate Trailblazer for STEM.
- bp colleagues recognized as Trailblazers in Mentoring, and STEM Trailblazers.

The Human Rights Campaign scored bp 100% on its Corporate Equality Index for LGBTQ-inclusive workplace policies and practices for 2021, 2020, 2019 and 2018.

National Society of Black Engineers Golden Torch Award for Corporate Education Partnership 2019-2020.

Recognized by the National Organization on Disability (NOD) Leading Disability Employer.

→ For more information on US framework for action see page 14.



Our DE&I ambition

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Our DE&I ambition at a glance

Our diversity, equity and inclusion ambition is for bp to reflect the world around us. We want to be the go-to Integrated Energy Company for the best and brightest talent the world has to offer.



We aim to be a company that:

- Creates an environment where everyone can bring their best and true selves and reach their potential.
- Values difference, hears all voices, and nurtures all talent.
- Does not tolerate prejudice. Ever.



We want to be recognized and respected by our stakeholders for having a workforce that:

- Reflects society as a whole.
- Connects deeply with consumer perspectives and demand globally.
- Engages and empowers the communities we partner with and operate in.
- Uses diverse perspectives to help achieve pioneering innovations in reducing carbon emissions, and progressing our net zero ambition.

“ The workforce in our industry has been mostly men right from the start. That has to change, and we have made wide-ranging changes at bp over the past year. And we’ve now set an ambitious target to achieve gender parity among our top 120 leaders (which includes my direct reports and those that report to them) by 2025. ”

Bernard Looney,
Chief executive officer

→ For more information see our sustainability frame on **page 10** and our frameworks for action on **page 13**.



Making DE&I part of our sustainability frame

We recognize that health and wellbeing, supporting livelihoods, treating people with respect and working to enhance diversity, equity and inclusion are key to improving people's lives.

Our new sustainability frame is structured around three focus areas: getting to net zero, improving people's lives and caring for our planet. We have set aims for each focus area: 10 for net zero, five for people and five for planet.

Our aims focus on areas where we think we can make the biggest difference in the places where we work. They are underpinned by specific objectives and targets out to 2025 and 2030.

Greater equity

Our aim 14 is greater diversity, equity & inclusion for our workforce and customers, and to increase supplier diversity spend to \$1 billion.

We want our workforce and customers to experience greater equity – fair treatment according to everyone's different needs and situations – while also helping our partners in the bp 'ecosystem' do the same.

We aim to do this by improving workforce diversity and workplace inclusion, making customer experiences more inclusive and increasing our annual expenditure with diverse suppliers, including female and under-represented or minority groups (supplier diversity) to \$1 billion by 2025.

To achieve this, we have set 2025 targets and 2030 aims.

How we understand equity

Equity and equality are sometimes used interchangeably but do not mean the same thing. Equality generally focuses on everyone being treated the same way; equity means fair treatment according to each individual's different needs and situation. Equity focuses on what people need to achieve fair outcomes for all. We aim to achieve equitable – or fair – outcomes for our employees. We can do this, for example, by providing them the support and resources they need to succeed.

UN Sustainable Development Goals

All of our sustainability aims relate to the UN sustainable development goals (SDGs). Our aim 14 directly supports SGD 5 – gender equality, SDG 8 – decent work and economic growth and SDG 10 – reduced inequalities.

We will provide an annual update on progress as part of our sustainability reporting and include updates in future DE&I reports.



Objectives

1. Inclusive workplace and employee experience
Includes all aspects of diversity – gender, race, ethnic minority, LGBT+, persons with disabilities, etc.

2. Inclusive customer experience
Includes all aspects of diversity – gender, race, ethnic minority, LGBT+, persons with disabilities, etc.

3. Multiply DE&I impact through ecosystem partners^a and suppliers

2025 targets

- Disclose progress against 2025 DE&I ambition (to be published in 2022).
- Implement action plans to address priority disparities identified and complete integration of DE&I into talent strategy to deliver inclusive workplace experiences.

- Assess inclusivity of our customer experience, identify priority disparities and implement action plans to achieve our 2030 aims. Report on progress metrics from 2025.

- Double supplier diversity spend by 2023 and achieve \$1 billion spend by 2025 (US).
- Incentivize ecosystem partners to adopt DE&I best practices.

2030 aims

- Enable employees to perform to their best ability and have equitable access to opportunities to grow and be successful at bp through delivery of DE&I programmes.

- Plans result in inclusive physical and digital customer experiences delivered through innovative product and service offerings and inclusive user experience design in our retail businesses.

- Report progress on global supplier diversity spend metrics.
- Priority ecosystem partners have implemented DE&I best practices^b.

^a Ecosystem partners: e.g. jobbers, dealers, franchisees.

^b Priority ecosystem partners to be defined in 2022.

i For more information on our sustainability frame and aims [see the bp sustainability report 2020](#).



Spotlight on supplier diversity

Our supplier diversity goal is to deepen our commitment to be an equitable, inclusive and sustainable partner.

As part of our aim 14, we want to double our expenditure with diverse suppliers in the US (e.g. with female and under-represented or minority groups by the end of 2023). And we want to reach \$1 billion annual spend with these groups by the end of 2025 (7% of our third-party spend).

We are already making progress against this aim. Through our US supplier diversity programme we have spent \$1.3 billion with certified diverse suppliers since 2018 (1.9% of third-party spend in 2020), and we now partner with around 300 preferred diverse suppliers across four diversity strands:

- Minority – African American, Asian, Hispanic or Native American.
- Women.
- Lesbian, gay, bisexual, or transgender (LGBT+).
- Veteran.



bp has opened up a whole new market for us. Our contract with Whiting refinery has allowed us to lease a more complex range of equipment, and we are now leasing assets in the oil field. //

Marc Mills,

Owner of Pacific Rim Capital, a minority-owned business leasing handling equipment

Our frameworks for action reinforce the need for supplier diversity and lay out our commitment to increase diverse supplier inclusion at bp.

[See page 13.](#)

Our supplier diversity approach

Our approach is built around three focus areas:

- Deepening our relationships in bp and with the world.
- Driving accountability with procurement and across all entities at bp.
- Embedding supplier diversity into bp culture.

By promoting fairness in access to sourcing opportunities and building a mindset of inclusivity through behavioural changes in our people, processes and systems; we have found and will continue to find creative, agile and integrated solutions from certified minority, woman, LGBT+ and veteran-owned businesses.

Diversity growth initiatives

In 2020, we launched the diversity growth initiative (DGI) – a diverse supplier development programme that promotes inclusion and partnership building.

The 18-month programme pairs 11 diverse suppliers with six bp group leaders in the US to help build stronger strategic relationships with suppliers, supporting their sustainable development position, while providing opportunities to improve the scale of the supplier's business within bp.

For example, we strategically matched a veteran, minority and woman-owned enterprise, specializing in drone technology, to one of our Gulf of Mexico business leaders through the programme.

The enterprise received educational training and one-on-one coaching on capability, safety and scalability. As a result it had the opportunity to present to bp's supplier diversity advisory council (see page 19) and compete in a bp sourcing event.



DGI is a great example of our 'coach and mentor' approach to develop a supplier for bp to build upon their qualities and competencies to support bp for the future. //

Duane Mazoch,

bp Gulf of Mexico procurement manager



Putting DE&I into action

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Our global framework for action

Our global, US and UK frameworks guide how we will improve diversity, equity and inclusion at bp. They guide how we govern DE&I and focus on transparency of data and policies, our employees, including our leadership – being accountable for their behaviour and support of our DE&I activities – and the development and attraction of diverse talent.



Our frameworks are about more than just making promises – we want to be held accountable by our stakeholders for our commitments and will share our progress.

The frameworks were informed by:

- Our employees – including through a series of 'listening lounge' events with senior leaders (see page 28).
- Other stakeholders.
- Research into other companies' efforts.

Transparency

- Enable and encourage our people to voluntarily share their diversity data with bp.
- Openly report diversity data and progress, both internally and externally.
- Provide a forum to facilitate honest dialogue, which can educate and build understanding of diverse experiences and perspectives, and create a more inclusive environment.

Accountability

- Every UK and US employee must have a DE&I objective, and meeting those objectives is tied to performance, with a direct link to compensation.
- Organizational entities are accountable for implementing policies and processes that drive a more inclusive supply chain.

→ Read our Spotlight on supplier diversity on [page 11](#).

Talent

- Proactively seek to attract and hire talent from ethnically diverse and other under-represented communities.
- Offer to develop employees with high potential or critical key skills from ethnically diverse and other under-represented communities.
- Focus on equitable progression of talent from ethnically diverse and other under-represented communities.
- Invest in and partner with external organizations to grow the diversity of talent pipelines from school age onwards.



US framework for action

The racial injustices in the US in 2020 placed a spotlight on the ongoing challenges in the country.

At bp, we have been working to address these challenges for some years, including launching our US minority ambition in 2017.

But what we've seen in the world and heard from our colleagues reinforces that there is much more to do. And we must play a larger part in remedying racial inequality where we can influence it.



We developed our framework for action, which covers 11 commitments we made under three themes – transparency, accountability and talent. This report illustrates our initial response and highlights our progress against the plan. We continue to listen to our employees and reflect on global events. There's more work to do, and we're committed to action. 

Dave Lawler,

bp America chairman and president

Transparency

What	When	Status
1. Publish a comprehensive DE&I report, internally and externally, which will support a data-driven approach to progress and increase visibility and accountability.	June 2021	Completed. Next update due 2022.
2. Reset our US minority ambition to continue to drive toward a US workforce that reflects the changing demographics of America, with quarterly reporting on progress, including sub-group detail.	2Q-3Q 2021, following US 2020 Census report delivery	Reset of the US minority ambition will take place after reviewing new US census data being released during the second quarter of 2021.

Accountability

What	When	Status
3. Embed expectations and metrics on DE&I delivery into entity operating plans and annual performance review process for all employees, including a direct link to compensation.	January 2021	Completed. For the first time, all UK and US employees are required to include a DE&I priority in their 2021 development and appraisal process 'MyPlan'.
4. Prohibit the Confederate flag and other symbols of hate from all bp sites.	Effective immediately – from August 2020	Completed. We initiated a prohibition of hate symbols in 2020 on all bp properties. This is inclusive of employees, contractors, and vendors. The prohibition has been included in vendor contracts and communicated to employees and suppliers.
5. Launch a mandatory racial equality and inclusion programme for all US employees that complements our existing unconscious bias training.	Piloted January 2021 Rolled out 2Q 2021	In progress. We've run several workshop pilots in the US and UK and are working on supporting materials and learning tools, as well as experimenting with different workshop formats in order to ensure the greatest impact and relevance for our employees.
6. Reshape the bp America DE&I Council, ensuring each of our businesses has a representative accountable for supporting and delivering our US DE&I plan and commitments.	1 December 2020	Completed. The bp America DE&I council now consists of senior leaders for all US entities and is representative of the employee base. The council representatives are accountable for supporting and delivering bp's US DE&I plan and commitments.

 [Read more about DE&I governance on page 21.](#)



US framework for action continued

Employee engagement

Our employees provided direct input to the US framework and commitments, through collaboration sessions with our US African American business resource group.

Our chief executive officer, Bernard Looney, hosted a session to help understand the challenges facing bp's African American and Black community and the recommendations and activities discussed were integrated into the framework.

Our continuing goal is to foster an environment where all employees can reach their full potential and improve the advancement of people who identify as racial and ethnic minorities. This framework is designed to help overcome our biggest employment, progression and retention challenges, and we'll continue using it to make other improvements in the future.



Accountability continued

What	When	Status
7. Double our spend with US-based diverse suppliers by 2023, embedding supplier diversity objectives into global procurement processes to establish clear accountabilities and metrics.	By 2023	On target to achieve in 2023. This global initiative, backed by bp's procurement business and the supplier diversity team, is looking at the entire procurement life cycle to see where opportunity is in spend with large and small vendors. → Read more on page 11.



Talent

What	When	Status
8. Double representation of African American group leaders from 2020 to 2023.	By 2023	On target to achieve in 2023. → Read more on page 29.
9. Launch a focused talent development programme for African Americans and other under-represented minorities with a goal of identifying and advancing high-potential and high-performing participants with career stewardship from the senior leadership team.	2Q 2021	In progress. We have identified a cohort of Black and African American talent to take part in our LIFT development programme for the next two years. We started with our Black and African American employees, but will expand to other ethnic minority groups in future programmes. The programme is comprised of high-potential employees who will be able to access internal and external development opportunities for sponsorship, training, and education.
10. Increase the diversity of our talent pools and candidate slates to support increased hiring and progression of African Americans and other under-represented groups through focused talent attraction efforts, strengthening internship programmes and by fostering additional partnerships with Historically Black colleges and universities.	October 2020	In progress. Throughout 2020, bp continued student engagements with our Historically Black Colleges and Universities partnerships.
11. Increase educational and community funding to specific external organizations working to strengthen the STEM education pipeline for African Americans and other under-represented minorities.	January 2021	In progress. See the spotlight on STEM for an example of our progress. → Read more on page 23.



UK framework for action

In August 2020, we set out 13 commitments as part of our UK framework for action.

When we launched the framework, we said that these were initial commitments and we're continuing to work on the details of this action plan to enable sustained and systematic change.

As we progress we will continue to be guided by meritocracy, inclusivity and fairness.

We will ensure our processes and decisions uphold these principles.



There is no place for racial injustice in society or in our company. Here in the UK, we take pride in the contribution bp makes to society, and in the diversity of our people who enable us to make that contribution. The UK framework for action is helping to guide our actions and I am encouraged by the early progress we've made. 

Simon Ashley,
UK HR director

Transparency

What	When	Status
1. As part of a global comprehensive DE&I report, report progress internally and externally against the new UK ethnic minority ambition, supporting a data-driven approach to progress and increasing visibility and accountability.	June 2021	Completed. Next update due 2022.
2. Externally report on our UK ethnicity pay gap on an annual basis from early 2022 at the latest, using 2021 data. The intent is to publish regardless of any UK government requirement to do so.	Spring 2022	We are on track to publish this in 2022.
3. To enable these commitments, we will continue our focus on ensuring we have access to robust ethnicity data for our people, which is gathered via voluntary self-identification in Workday.	October 2020	Completed. We launched Self-ID – enabling employees to voluntarily self-identify on the basis of sexual orientation, ethnicity, gender identity and pronouns. Declaration rates for ethnicity are currently 88% for our core population. We aim to increase these rates as part of our overall Self-ID activities.

Accountability

What	When	Status
4. Establish a UK ethnic minority ambition, with goals by 2025 as follows: <ul style="list-style-type: none"> • From 10.2% to 15% representation at senior leadership level and above. • From 17.5% to 25% across levels up to and including first level leaders. • A 20% or greater uplift in Black representation across all levels. 	Established in August 2020 Goals for 2025	UK minority ambition launched in 2020. In progress against 2025 goals.  Read more about ethnicity data on page 28.
5. A UK-specific race and ethnicity champion to ensure we take concerted action to achieve our ethnicity ambitions and to deliver on our UK action plan.	31 October 2020	Completed. Chief financial officer, Murray Auchincloss, has been appointed to this role.
6. Embed expectations and goals for DE&I delivery into entity operating plans and annual performance review process for all employees, including a link to compensation.	January 2021	Completed. For the first time, all UK and US employees are required to include a DE&I priority in their 2021 development and appraisal process 'MyPlan'.



UK framework for action continued

Accountability continued

What	When	Status
7. Launch a mandatory DE&I programme across the UK team with a specific focus on racial equality and inclusion, coupled with a comprehensive education and engagement plan.	Piloted January 2021 Rolled out 2Q 2021	In progress. We've run several initial workshop pilots in the US and UK and are working on supporting materials and learning tools, as well as experimenting with different workshop formats in order to ensure the greatest impact and relevance for the audience.
8. Establish supplier diversity and inclusive supply chain objectives into procurement processes to establish clear accountabilities, and encourage the establishment of a UK ethnic minority ambition for our suppliers.	From January 2021	In progress. → See page 11 for more information

Talent

What	When	Status
9. Provide focused development and progression interventions to support career progress for UK Black employees and other under-represented ethnic minorities.	From January 2021	In progress. We have identified a cohort of Black and African American talent to take part in our LIFT development programme for the next two years. We started with our Black and African American employees, but will expand to other ethnic minority groups in future programmes. The programme is comprised of high-potential employees who will be able to access internal and external development opportunities for sponsorship, training, and education. Additionally, we're identifying external training offerings for our UK ethnic minority employees.
10. Increase the ethnic diversity of our talent pools and candidate slates by extending Rules of the Road to ethnicity in the UK.	From March 2021	In progress. We are working towards establishing a revised Rules of the Road to be rolled out later in 2021, to support greater focus on the diversity of bp hiring. Research is ongoing to determine the availability of talent pools internally and externally to enable progression of diverse candidate slates.
11. Increase our focus on growing under-represented minority talent via internships and partnerships with racially diverse UK institutions.	From January 2021	In progress. We are continuing to work and shape programmes with external partners, which has established channels to reach ethnic minority talent.
12. Increase funding of UK organizations working to strengthen the STEM education pipeline – focusing specifically on Black talent and other under-represented minorities.	From January 2021	In progress. STEM funding increased globally with funds focusing on expanding offerings in under-represented communities.



How we govern DE&I

What's in this chapter:

<u>Embedding DE&I</u>	<u>19</u>
<u>Our business resource groups</u>	<u>21</u>





Embedding DE&I

We are embedding sustainability into bp's DNA so that it is more integrated into our decisions and actions. How we govern diversity, equity and inclusion is part of that work.

bp leadership team

DE&I is part of people & culture and is managed globally under bp's senior vice president of diversity, equity and inclusion.

The global diversity, equity and inclusion team manages DE&I throughout the organization working closely with bp leadership teams and other colleagues in our people & culture business entity to ensure DE&I is integrated into all areas of work.

The wider team is then organized by hemisphere and region. Asia Pacific, Europe, Middle East, and Africa make up the eastern hemisphere and the Americas are the western hemisphere.

bp Americas DE&I council

In the US the bp Americas DE&I council, chaired by the bp America chairman and president, oversees all DE&I priorities throughout the US, including the framework for action.

The council is made up of senior leaders in the US and they meet quarterly.

Their responsibilities include:

- Reviewing progress on key performance areas.
- Making decisions related to implementation of US-wide policies.
- Overseeing DE&I programmes and initiatives.
- Reviewing external benchmarks and best practice and providing feedback and guidance to business resource groups.

Executive sponsors

A number of our leaders have specific DE&I responsibilities, including members of the bp leadership team:

- **Global DE&I sponsor:** William Lin, EVP, regions, cities & solutions.
- **Women's International Network executive sponsors:** Carol Howle, EVP, trading & shipping and Gordon Birrell, EVP, production & operations.
- **UK race and ethnicity sponsor:** Murray Auchincloss, chief financial officer.
- **Sustainability frame sponsor:** Giulia Chierchia, EVP, strategy & sustainability.

Additionally:

- Dev Sanyal, EVP, gas & low carbon energy is our **'Change the Race Ratio' ambassador for the CBI.**

Business level plans

Each operating entity is required to support our frameworks for action and outline their priorities.

We use quarterly scorecards to measure the progress of our ambitions for women and minorities. These are shared with the bp leadership team and updates are provided to the board and board committees.

Supplier diversity advisory council

The council is a cross-functional team of leaders who:

- Take ownership of supplier diversity aims.
- Advocate for inclusion of diverse suppliers.
- Influence decisions and decision makers.
- Share performance updates with the business.
- Serve as bp ambassadors with external partners.

Board level

The board assesses and monitors bp's culture to ensure alignment with the company's purpose, strategy and values.

The people and governance committee, one of four board committees, leads the process for appointments to the board. This includes ensuring that plans are in place for an orderly succession to the board and leadership team, as well as the development of diverse succession plans.

The committee also reviews workforce policies and practices, in particular those that have an impact on talent and capability, diversity and inclusion and engagement and culture. It also reviews developments in law, regulation and evolving practice relating to corporate governance.

The safety and sustainability committee focuses its oversight on the management of safety and sustainability matters which it considers to be most potentially material. This includes the implementation of bp's sustainability frame – including aim 14, greater diversity, equity & inclusion for our workforce and customers, and to increase supplier diversity spend to \$1 billion per annum.

 Read more at: bp.com/governance and bp.com/sustainability



Embedding DE&I continued

Our employees

All employees have a part to play in building a diverse and inclusive culture.

Our values of safety, respect, excellence, courage and one team represent the qualities and actions we expect to see in bp. Our code of conduct is based on our values and sets clear expectations about how we work. The code applies to all bp employees, including members of the board. We provide employees with training so they can understand and work in line with our values and code of conduct.

Seeking advice in good faith, raising concerns and reporting misconduct are encouraged in our code of conduct. bp does not tolerate retaliation. We consider acts of retaliation to be misconduct. Retaliation can take many forms, for example: threats, intimidation, exclusion, humiliation, and raising issues maliciously or in bad faith.

 Read more at bp.com/values

Speaking up

We want to create a workplace where our employees, contractors, vendors, third parties and other stakeholders feel valued and respected. This is why we encourage use of multiple channels to raise questions or concerns about our code of conduct, or to report unethical or unsafe behaviours.

Concerns and enquiries can be raised to line managers or other senior leaders, people & culture, legal, ethics & compliance, and through works councils, or anonymously via OpenTalk, the bp global confidential helpline. Administered by an independent company, OpenTalk is available 24 hours a day, seven days a week and can accommodate calls in more than 75 languages by phone or web. It can also be used by anyone we work with and concerns can be raised by employees, the wider workforce, communities, business partners and other stakeholders who wish to report a grievance.



We recognize that we cannot achieve our purpose, aims or targets without our employees, which is why our code and values are embedded into the fabric of our company. Every employee should come to work each day feeling honoured and respected, and feel comfortable speaking up to raise concerns about anything unsafe, unethical or potentially harmful without fear of retaliation. 

Yogi Maharaj,
SVP, ethics and compliance

Think Inclusion awards go virtual

Our annual US Think Inclusion awards recognize and celebrate employees and groups in our business who actively build and uphold inclusive culture and behaviour.

Many employees were working from home in 2020 due to COVID-19, so we made the awards virtual. This allowed us to continue to showcase the initiatives of our employees who welcome diverse talents, backgrounds, skills and contributions from all people in our workforce, all companies in our supply chain, and every community and constituent.

Our 2020 awards celebrated the achievements of colleagues in building a culture of inclusion at bp in four areas: Think Inclusion, Bold, Intentional and Growth.

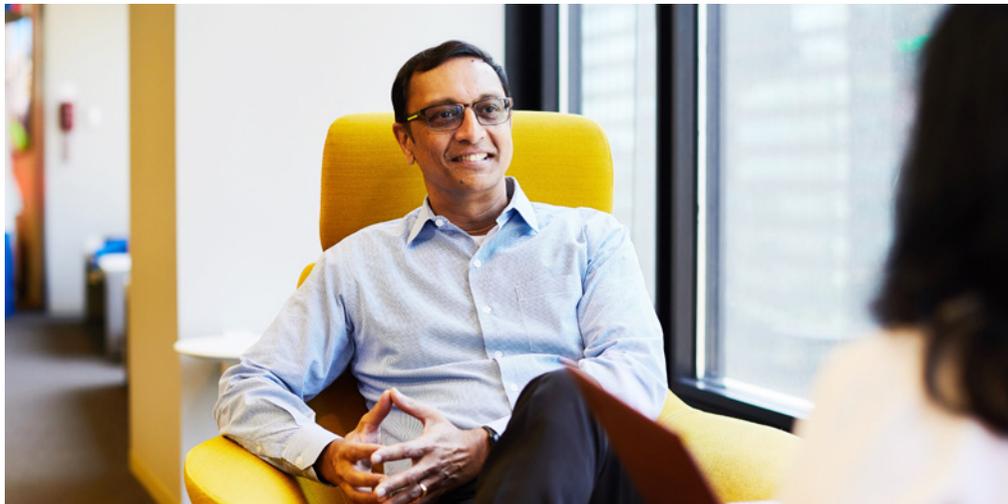
Think Inclusion recognizes all-encompassing work across all streams of DE&I. Our 2020 winner leveraged new ways of working, including a focus on net zero and reimagining energy with bp's diverse suppliers.

Bold recognizes colleagues who showed courage in advancing bp's DE&I commitments.

Our 2020 winner led a supplier diversity initiative in the Gulf of Mexico and is already making a positive difference in our offshore operations in the region.

Intentional celebrates colleagues who have taken deliberate action to build respectful relationships that consciously impact and sustain various parts of the business. Our 2020 winning team created and executed a partnership with the University of Illinois, Research Park to deliver bp Spark – a programme that directly supports the recruitment of the next generation of IT talent, with opportunities to progress bp's gender and minority ambitions.

Growth recognizes excellence in DE&I progress and continuous development across our business. Our winner dedicated 12 years to leading the bp Wisdom & Experience (W&E) business resource group, with a mission to support mid-to-late career individuals. Her efforts have helped progress acceptance and understanding of the value of having a multi-generational workforce.





Our business resource groups

Our employee-led networks play an important role in driving and delivering our DE&I priorities.

Coming together to drive DE&I

Volunteers across bp have been connecting either locally, nationally or internationally to drive our DE&I objectives for many years.

Our business resource groups (BRGs) facilitate connections and shared experiences, encouraging greater awareness and engagement with DE&I topics across bp. They also help cultivate leadership development through opportunities to lead teams, committees or initiatives and through engagement with bp leadership.

Diverse groups with wide reach

We have a wide range of BRGs including our women's international network (bpWIN), bp Pride and many others for ethnic minorities, working parents, cross-generational working, new hires, employees working outside their home countries, people with disabilities, new parents and carers and, specifically in the US, veterans.

“ I have greatly appreciated bp's support of our BRGs. From being genuinely excited to celebrate events like Diwali, Lunar New Year, and International Women's Day, to learning more about the trials of our African-American co-workers, and providing a resource to work through my own anxiety with the recent anti-Asian racism, I owe that to our BRGs and the passionate people that run them. ”

Leanna Cheng,

Process engineer – production logistics, bpAN

The reach and impact of our BRGs is growing well beyond the UK and US, and we now have active BRGs in many of the countries we operate in.

A business mindset

Each BRG is required to have a business mindset and develop a plan for the year aligned to our DE&I ambition.

These plans are regularly monitored, and progress is reviewed at the end of the year. In this way, there is a clear strategic focus and alignment while encouraging each BRG to take responsibility for planning and monitoring their activity.

Our BRGs also act as a resource for the business by providing diverse perspectives on employee issues, and they help to shape company practices and policies.

Focus on mental wellness

Our mental wellbeing networks work hard to normalize the conversation around mental health at bp and encourage employees to support each other.

Recognizing that the need for mutual support around mental wellbeing was particularly important during the COVID-19 pandemic, with many employees spending time alone or juggling childcare and working from home, the network ran virtual mental wellbeing huddles. The huddles took place in small groups, designed to offer an intimate

setting to explore and share experiences and support other members. The sessions were confidential and focused on compassion, empathy and non-judgement, encouraging active listening among participants.

In 2020, we began offering employees free access to Headspace, a guided meditation app that focuses on mental health. And we supported UK mental health charity Mind, as they helped people with their mental health and wellbeing during the COVID-19 pandemic.





Our business resource groups continued

Supporting colleagues through a challenging year

Our BRGs were very active in 2020 as we responded to significant external events including the COVID-19 pandemic and the response to racial injustice, as well as internally with our new strategy and the Reinventing bp programme.

Changing ways of working

Our leaders and employees had to rapidly adapt their ways of working as COVID-19 spread across the globe.

As employees transitioned to working from home where possible, we emphasized our support for flexible working at this time and encouraged line managers to limit non-critical

“
The COVID-19 pandemic required us to learn new, virtual ways of communicating with our BRGs across the world, broadening our reach.”

Reyna Cabrera,
Auditor, internal audit/finance, bp Energia



work and support employees with managing their mental health. Our BRGs drove these activities across bp, helping create a more empathetic and open company culture.

Sharing experiences

bpWIN and other BRGs established informal ‘listening lounges’ through which colleagues could share their experiences of lockdown. This included working parents and carers, those who identify as racial and ethnic minorities, people with disabilities, and LGBTQ+ people.

The sessions also provided opportunities to inform new processes and policies and discuss new ideas. Our ‘listening lounges’ have helped foster a sense of community and support for employees who feel alone or marginalized, and have highlighted the intersectionality between many identities and experiences.

A key theme that emerged for women during these sessions was the concern that an increase in childcare and home-schooling responsibilities due to COVID-19 would lead to unfair performance reviews. This topic also came up at a ‘Think In’ session hosted by media partner Tortoise for our employees on parenting and working during the pandemic.

In acknowledgement of the huge pressures employees faced during the pandemic, we introduced measures to support employees. For example, in the UK we introduced COVID-19 special leave, a temporary allowance of up to 15 days paid time off for employees who were caring for others or providing educational support. And the leadership team took the decision that performance ratings would not take place in 2020.

We also developed ‘safe space’ conversations for BRG members and senior leaders to come together in small groups to engage in dialogue about their real-life experiences. This helped identify the actions we need to take to continue to build inclusion, putting diversity and inclusion firmly on the senior leadership team’s agenda. Topics discussed in 2020 included the impact of COVID-19 on work performance, mental health and family life.

Influencing decisions

Our BRGs influenced the decision to include Self-ID options on sexual preference and gender identity in the personal details we ask employees to provide. This enables us to measure diversity in a more comprehensive way, helping us to address the needs of employees who may feel marginalized.

Our BRGs have also helped to shape our frameworks for action on race in the UK and US.

→ For more information [see page 14](#).

“
Being an immigrant in the UK, I am interested in exploring other cultures. The Global Reach UK BRG empowered me to learn more about other cultures and bring cultural fluency among my bp colleagues. It’s given me a platform to creatively present multi-cultural stories through articles, events, webinars and many newsletters.”

Chandru Palanivel,
Digital strategy & optimization lead, core committee member, Global Reach UK



Spotlight on STEM: Partnering with the US National Society of Black Engineers

The National Society of Black Engineers (NSBE) is dedicated to increasing the number of Black Engineers who excel academically, succeed professionally and positively impact the community. bp and NSBE work together on recruiting, educational and development activities, including SEEK (Summer Engineering Experience for Kids), a programme designed to expose primarily African American students to the STEM field.

In 2020, we partnered with NSBE to deliver the SEEK summer camp virtually for 1,500 third to fifth grade students, ages 8-11 years.

As part of the curriculum, students undertook an engineering design project – such as building a glider or remote-control vehicle – with volunteer bp judges reviewing and assessing their assigned students’ project progress via written submissions and videos.

As the camp took place virtually, we were able to expand the programme beyond Chicago

and Houston to new cities across the US and internationally, including students from Nigeria and Canada.

SEEK provided a valuable opportunity for the bp team to nurture young people’s interest in technical problem solving. By sharing their curiosity, passion and experience, the team hoped to positively influence the students to join the next generation of STEM leaders.

Craig Vaughn,
Senior advisor, strategic intellectual asset management and bp judge at the 2020 SEEK Awards

Our commitment to our veteran workforce

We value the unique skills and capabilities that veterans bring to our workforce.

Our US DE&I council has established a veteran strategy and made a commitment to be recognized as an employer of choice among military veterans and to recruit, hire and retain more veterans.

And we’ve launched Self-ID, through which employees can disclose their veteran status in bp’s talent management platform.

2020 actions

- Launched key recruiting outreach activities aimed at building a pipeline of military talent into our organization and changing the dialogue around veterans and our industry.
- Launched a military career page with key resources to help veterans find roles with transferrable military skills.

- Held a virtual volunteer day to help our serving military with the transition into corporate America when they leave the services.
- Partnered with key veteran national organizations to advocate for military spouses and veteran hiring programmes.
- Hosted more than 20 career and transition sessions for veterans in partnership with Combined Arms and NextOps.
- Partnered with American Corporate Partners to provide year-long mentoring connections between more than 100 veterans and military spouses and bp mentors.

We believe all these actions will help improve understanding of our veteran workforce and improve practices for recruitment, placement, retention and promotion in support of our veteran diversity and inclusion strategy in the US.





Fostering a culture of inclusion

The bp Transgender Working Group (TWG) conducts activities across bp aimed at raising awareness around trans issues and supporting trans individuals within the company.

In 2020, the TWG helped support eight people to come out as transgender and also ran activities throughout the year including our 'life as a transgender family' podcast and transgender awareness events around the UK, Spain, Singapore, US and Hungary.

The group helped develop bp's gender transition guidelines in 2018 to support transitioning individuals, their line managers and people & culture representatives to develop a workplace transition plan.

The team are now focused on updating the guidelines to include people who identify as non-binary.

The TWG helped foster a more inclusive and open culture in bp, in which employees can bring their whole selves to work. Normalizing conversations around our gender identities and struggles to live openly and proudly has helped to raise the profile of bp as a trans inclusive employer.

Trans rights advocacy

We believe in offering a safe and inclusive workplace for all our employees based on our corporate values, and sometimes this means taking part in conversations around key social issues. In 2020, we engaged with the UK government regarding proposed changes to the Gender Recognition Act on trans rights to ensure that any legislative changes affecting the workplace would not be run counter to our values.



Neurodiversity as a competitive advantage

Neurodiversity has an important place in our DE&I framework for action and our reinvented bp.

We are putting steps in place to increase awareness and acceptance across bp and foster greater cognitive diversity in our workplaces.

In 2020, we ran neurodiversity awareness training sessions across bp supporting World Autism Week, 'Caring for the Vulnerable' listening sessions and hosted live courses through our bp university platform aimed at increasing understanding of neurological variations.

Our neurodiversity business resource group created guidance to help improve the accessibility of bp's communications as well as supporting testing of mobile applications from a neurodiverse perspective.

The team also worked with our people & culture teams to help improve recruitment methods for neurodiverse individuals.

We hosted a panel to learn from our strategic partners Microsoft, EY and SAP, where the companies shared insights into their journey towards greater neurodiversity as well as the challenges and successes they experienced in their neurodiversity workplace programmes.

And we partnered with Ambitious about Autism, the charity for children and young people with autism, to launch internships for neurodiverse talent. We recruited three interns through Ambitious about Autism, with two choosing to continue their careers within bp.



Our data

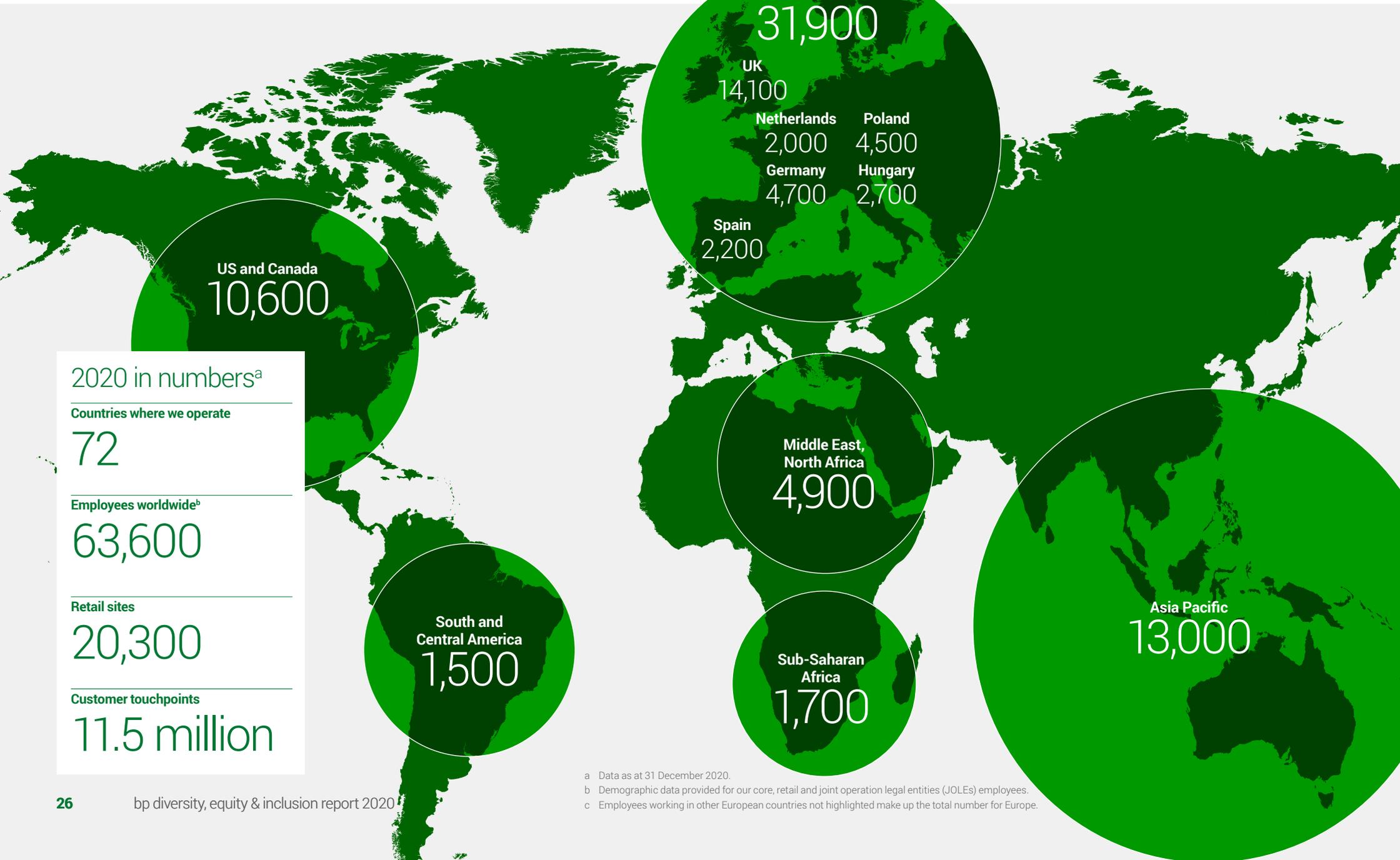
What's in this chapter:

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Diversity in our board and leadership teams	30
Measuring employee sentiment	32





Our people around the world



2020 in numbers^a

Countries where we operate

72

Employees worldwide^b

63,600

Retail sites

20,300

Customer touchpoints

11.5 million

a Data as at 31 December 2020.

b Demographic data provided for our core, retail and joint operation legal entities (JOLEs) employees.

c Employees working in other European countries not highlighted make up the total number for Europe.



Gender in bp

We recognize people of all gender and identities, but currently only report in terms of male and female. We are doing more to understand our non-binary team members and create a culture that enables them to fully declare their identity data in the future.

The energy sector and our business have traditionally had a gender imbalance, with more males than females in some roles, particularly those that are higher paid.

This continues to be the case in bp, with females in bp representing around 39% of our overall employee population in 2020.

We have been working to address this over a number of years and have made good progress in our group leader roles, but we have more to do to address this imbalance across all grades in the organization.

Our 2012 gender ambition

In 2012, we set a global gender ambition out to 2020.

- 25% of our group leader roles held by females (17% in 2012).
- 30% of our senior level leader roles held by females.

While we exceeded our ambition for group leaders in 2020 (29%), we did not reach our goal for senior level leaders (27%).

There is an upward trend in female representation at the more senior levels, but we recognize there is more work to be done in areas of recruitment, talent progression and retention of senior female talent.

We remain focused on improving this and have developed a new gender ambition:

- Females in 50% of our top 120 leader roles by 2025.

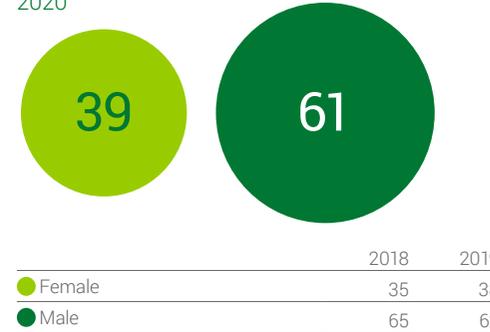
We will be setting a gender ambition for the rest of the organization in 2021.

➔ For more information on the bp leadership team and our top 120 leaders, [see page 31](#).

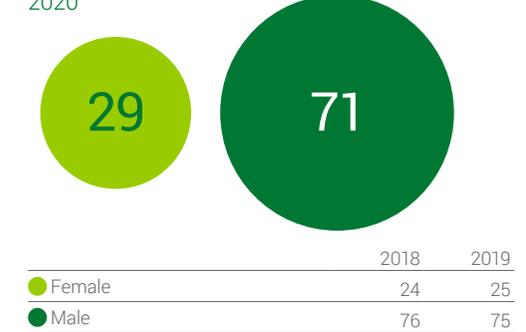
🔗 We report our UK gender pay data, read the latest report at [bp.com/ukgenderpaygap](https://www.bp.com/ukgenderpaygap).

Global gender in bp^{ab}

All employees % 2020



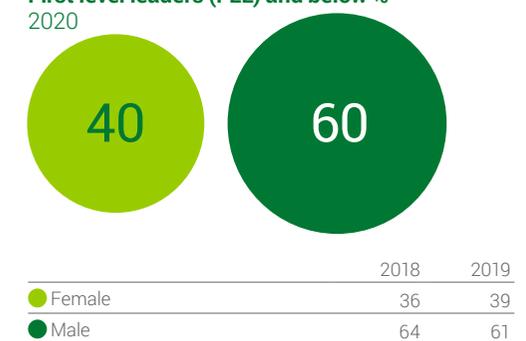
Group leaders (GL) % 2020



Senior level leaders (SLL) % 2020



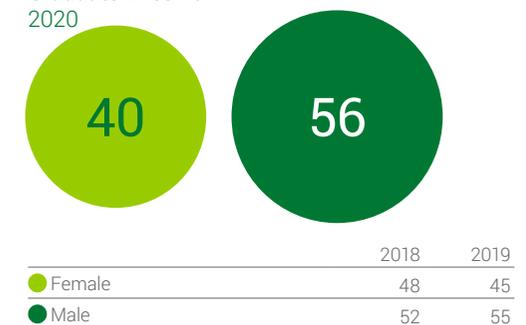
First level leaders (FLL) and below % 2020



Experienced hires % 2020



Graduate hires^c % 2020



a Gender data provided for core, retail and joint operation legal entities (JOLEs) employees. For more information about our data see About this report on page 34.

b All data as at 31 December.

c 4% of graduate hires chose not to disclose gender.



Ethnicity in bp

We are increasing our focus on equity with the aim of becoming a more inclusive employer that embraces the full breadth of diversity the world has to offer.

We know that the key to embracing our unique opportunity to reimagine energy for people and planet will be our ability to attract, develop and retain the best of the diverse talent available.

We have operations in more than 70 countries around the world with around 63,600 employees worldwide.

We have 43,500 core employees globally, and we have ethnicity data for 20,800. Completion of this field is concentrated in the US and UK, where we have ethnicity data for 16,000 out of 17,300 employees (92%).

Our Self-ID initiative will be key to helping us better understand how our people choose to identify and will enable bp to embed a culture that fully embraces and values the scope of diversity we have.

Looking ahead: We plan to collect and report on ethnicity data for other bp countries.

// **Racial injustices in the US highlight that we must do more to help address the systematic inequities in our society. Racism in any form is prohibited at bp. But these words are not enough. We must go much further. We must improve on our shortcomings, learn from each other and ensure all under-represented minorities have a stronger voice within bp.** //

Dave Lawler,
bp Americas president

A global conversation on race

The tragic killing of George Floyd, the subsequent protests against racial injustice, and other events since, created an impetus for us to accelerate change. We have long held minority representation and inclusion as a key facet of our DE&I agenda, and as the scale of the global response increased, we launched virtual 'listening lounge' sessions and 'virtual cafes' primarily in the US and the UK.

The sessions provided a safe space for our African American and Black colleagues to share their experiences towards racial inequity and for our broader community to stand in solidarity.

They highlighted the need for allyship and the critical role both individual employees and the wider company can play in this conversation on race.

More than 3,000 employees and leaders across bp attended the sessions, sparking conversations across entities and regions, which fed into our frameworks for action. Feedback and recommendations for further action to advance the DE&I agenda were collected from the sessions.

As we developed our longer-term framework for action, our US business took the immediate action to recognize Juneteenth as a paid holiday of reflection. We have also established Martin Luther King Jr. day as an official holiday for US bp employees.





Ethnicity in bp continued

Data for 2018, 2019 and 2020 is as at 31 December^a

US ethnicity

Ethnic minorities make up approximately 29% of our overall workforce in the US. This has shown an upward trend over the last three years and is consistent across grade levels.

2017 US minority ambition

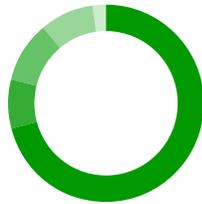
In 2017, we set a US minority ambition out to 2025:

- 20% of our group and senior leader roles held by minorities.

- 30% of our first level leaders and below held by minorities.

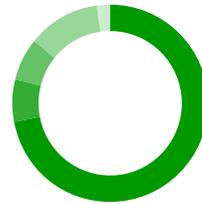
We have seen a slight increase in representation of minorities over the last three years. This is reflected similarly across grade levels. The largest increase was for Asian Americans within group level leaders at 12% (2019 4%).

All core employees^b %



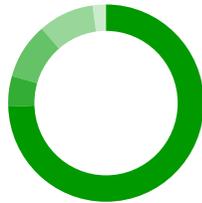
	2018	2019	2020
White	75	74	71
African American/Black	7	7	8
Hispanic	8	8	9
Asian	7	7	9
Other	2	2	2
Undisclosed	1	1	1

Group leaders (GL) %



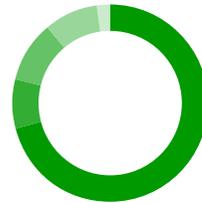
	2018	2019	2020
White	85	81	72
African American/Black	3	4	7
Hispanic	6	7	7
Asian	4	6	12
Other	0	1	3
Undisclosed	1	0	0

Senior level leaders (SLL) %



	2018	2019	2020
White	79	77	73
African American/Black	5	5	5
Hispanic	7	8	9
Asian	6	7	9
Other	1	2	2
Undisclosed	2	2	2

First level leaders (FLL) and below %



	2018	2019	2020
White	74	73	71
African American/Black	7	7	8
Hispanic	8	8	10
Asian	7	7	9
Other	3	3	2
Undisclosed	0	1	0

UK ethnicity

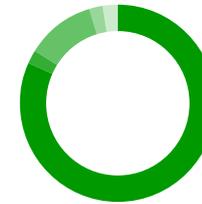
Ethnic minorities make up approximately 16% of our overall workforce in the UK, a trend that has remained steady over the last three years and is consistent across the company. Our representation is in line with the UK average, however when compared to the diversity of the south east in which we are primarily based, it's clear we still have some way still to go.

2020 UK ethnic minority ambition

We recently established a new UK ethnicity ambition to achieve:

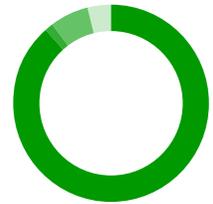
- 15% of our senior leader roles (SLL and above) held by minorities.
- 25% of our first level leader roles and below (FLL and below).
- 20% overall increase in Black representation across all levels.

All core employees^b %



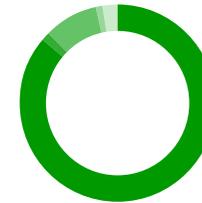
	2018	2019	2020
White	76	74	72
Black, African, Caribbean, Black British	2	2	2
Asia, Asian British	9	9	10
Mixed or multiple ethnic groups	2	1	2
Other ethnic group	2	2	2
Undisclosed	9	11	12

Group leaders (GL) %



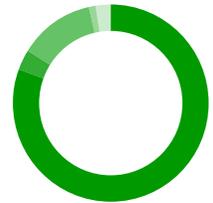
	2018	2019	2020
White	74	74	69
Black, African, Caribbean, Black British	1	1	1
Asia, Asian British	4	4	5
Mixed or multiple ethnic groups	1	0	0
Other ethnic group	2	2	3
Undisclosed	19	19	22

Senior level leaders (SLL) %



	2018	2019	2020
White	80	78	76
Black, African, Caribbean, Black British	1	1	1
Asia, Asian British	5	6	8
Mixed or multiple ethnic groups	1	1	1
Other ethnic group	2	2	2
Undisclosed	11	12	12

First level leaders (FLL) and below %



	2018	2019	2020
White	75	73	71
Black, African, Caribbean, Black British	3	2	3
Asia, Asian British	10	10	11
Mixed or multiple ethnic groups	2	2	2
Other ethnic group	2	2	2
Undisclosed	8	11	12

^a Because of rounding totals may not equal 100.

^b Ethnicity data provided for core employees only. For more information about our data see About this report on page 34.



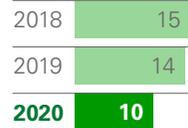
Generational data

Data for 2018, 2019 and 2020 is as at 31 December.

Ages at bp

The majority of our employees are aged between their mid-20s and mid-50s, with a smaller percentage of people 57 and over. This has remained relatively consistent for the last three years.

57 and over % (born between 1946 and 1964)



56-41 % (born between 1965 and 1980)



40-25 % (born between 1981 and 1996)



24 and under % (born between 1997 and 2012)



Diversity in our board and leadership teams

We continue to work to increase diversity across our workforce, leadership team and board.

Though we have more to do in all areas, we have made progress on gender diversity at senior levels over the past few years.

In 2020, board female representation remained at 42%, and we increased female executive committee representation from 15% to 31% and met the Hampton-Alexander and Parker review targets for 2021.

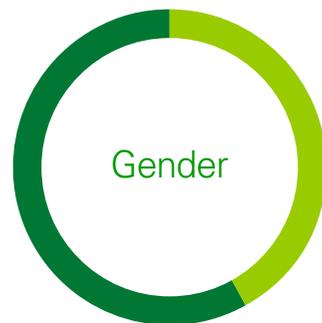
The Hampton-Alexander review set a target of 33% representation of women on FTSE 350 boards and in executive committees and direct reports by the end of 2020.

The Parker review set a target in 2017 for all FTSE 100 boards to have at least one director from an ethnic minority background by 2021.

See the **bp annual report 2020** for more information.

Board composition

Data as at 31 March 2021^a



5 Female 5 (42%)
7 Male 7 (58%)



11 White 11 (92%)
0 Black 0
1 Asian 1 (8%)
0 Mixed or multiple ethnic groups 0



4 UK 4 (33%)
4 US 4 (33%)
4 Non-US/UK 4 (33%)

^a Data as at 31 March 2021 to incorporate board and leadership changes.



Diversity in our board and leadership teams continued

bp leadership

The bp leadership team represents the principal executive leadership of the bp group. Biographies for all 12 members of the team are available in the bp annual report 2020.

As part of our Reinvent programme we selected new leaders from the executive level down.

Our top 120 leaders were selected because they reflected a number of key attributes required to drive bp's transformation.

- A track record of delivery.
- Curious and open-minded.
- Purpose-driven.
- Lead through our values – especially safety.
- Emotionally connected and empathetic.

Of this team, 39% are women and 24% are from under-represented ethnic minority backgrounds. This is good progress, but still not good enough. As a leadership, we are not yet fully reflective of bp as a whole or the communities in which we operate.

Information and biographies for the bp leadership team are available in the **bp annual report 2020**.

Leadership team composition

As at 31 March 2021^a



● Female 4 (33%)
● Male 8 (67%)



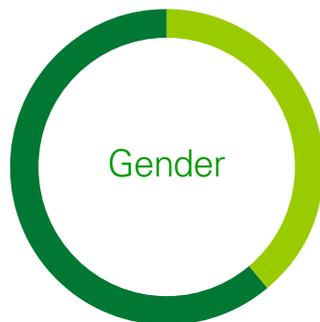
● White 8 (89%)
● Black 0
● Asian 1 (11%)
● Mixed or multiple ethnic groups 0



● UK 5 (45%)
● US 3 (27%)
● Non-US/UK 3 (27%)

Top 120

As at 31 March 2021^a



● Female 39%
● Male 61%



● White 76%
● Black 5%
● Asian 11%
● Hispanic or Latino 5%
● Other 3%



● UK 53%
● US 26%
● Non-US/UK 21%

^a Data as at 31 March 2021 to incorporate board and leadership changes.

^b Gender data provided for top 122 leaders.

^c Unknown or undisclosed ethnicities are excluded.

^d Unknown or undisclosed nationalities are excluded.

^e Citizenships of native or naturalized used as a proxy for nationality for US origin employees.



Measuring employee sentiment

In 2019, we captured employee sentiment about inclusion in bp through our Pulse survey.

All bp employees received the Pulse survey, which captured their perceptions of work demands, sense of autonomy and leadership support. The results of the 2019 survey provided some positive insights into employee perceptions of inclusion at bp, shown here.

However, from the start of 2020, we stopped our full annual Pulse survey and introduced a weekly 'Pulse Live' survey. 'Pulse Live' enables us to better monitor changes in employee sentiment and quickly adapt our questions to changing circumstances. But as a result, we no longer capture answers to these specific inclusion questions and cannot show data for 2020.

The data captured in 2019 helps to provide an insight into employee sentiment, but does not give an up-to-date picture, or take account of the challenges employees faced during 2020. We aim to provide a more up-to-date view of employee sentiment about DE&I in bp in future reports.

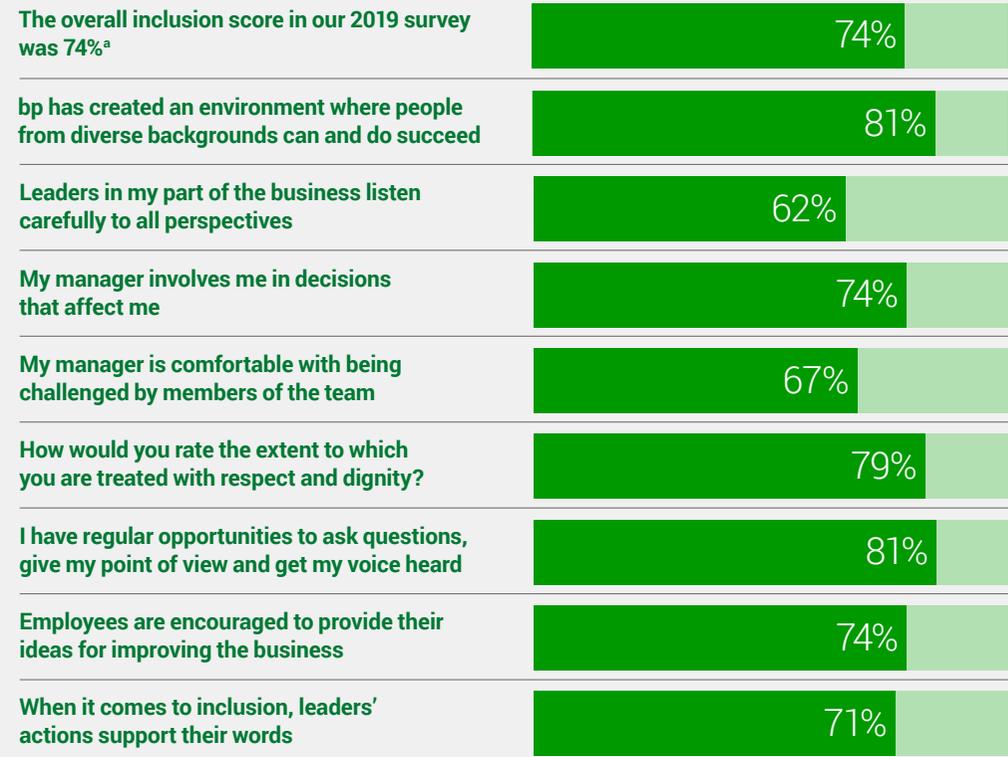
Inclusion in bp

We believe in the power of listening and sharing through conversation, allowing everyone to reflect based on their own experience, listen to other's stories to build empathy and share insights. This will help to open the minds of our employees to address discriminatory behaviours in more meaningful ways, drive change and build a more inclusive bp.

Overall, the answers provided by all respondents to the Pulse survey were similar to the prior year, with very marginal differences between different demographic groups (ethnicity, gender and age). Some larger discrepancies included:

- In response to the statement, "bp has created an environment where people from diverse backgrounds can and do succeed", the overall score was very positive (81%), however there were marked differences between the answers of those who identified as non-white vs. white – particularly in the US and the UK – where white employees responded 12% and 11% more positively.
- The two statements, "How would you rate the extent to which you are treated with respect and dignity?" and, "I have regular opportunities to ask questions, give my point of view and get my voice heard", both scored very positively across all employee groups although for the former question, there was a 5% difference between global non-white and white responses, again skewed more positively towards the white respondents.

^a It is not mandatory to provide demographical data and in responding to the eight statements below, there is an option to 'prefer not to say'. The results are, therefore, reflective only of the employee population that both provided demographical information (58% of total respondents) and stated a clear opinion.



- There was a slightly more positive response (4%) from females in response to the statement, "Employees are encouraged to provide their ideas for improving the business".
- The statement that received the least positive response universally was, "Leaders in my part of the business listen carefully to all perspectives".

In September 2020, our 'Pulse Live' survey focused on DE&I and revealed that almost two-thirds of respondents support bp taking a public position on diversity issues. This support is strongest among females and outside the US. Racism is the issue employees most want to see bp advocating for externally.

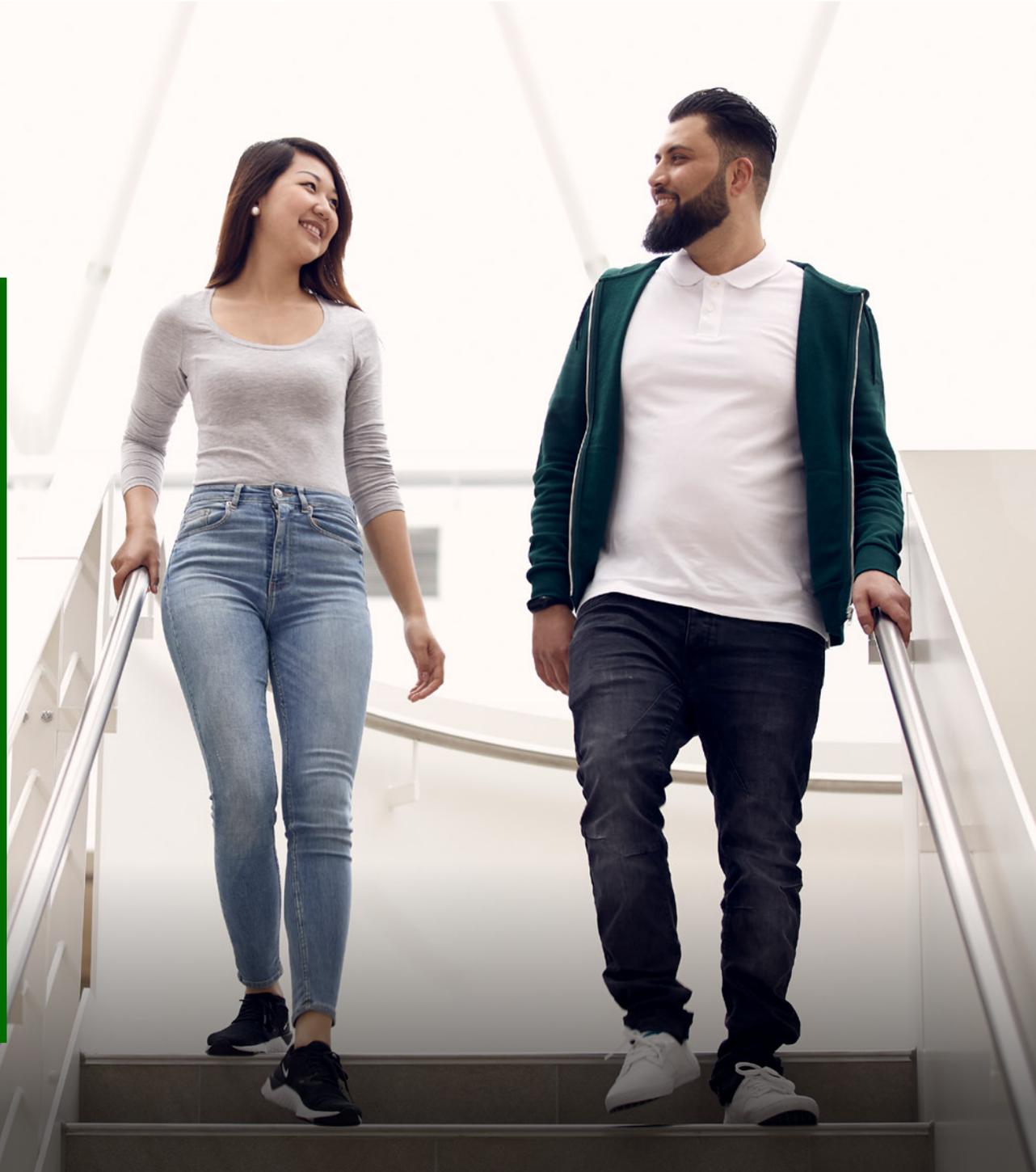
As part of our global framework for action we have stated that we will hold our leaders accountable for inclusive behaviour, linked to their performance management and implement inclusive policies and processes.



About this report

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About this report

Our data

- The people data provided in this report covers gender globally for our 63,600 employees (core, retail and joint operation legal entities (JOLEs)), and ethnicity in the US and UK (where we collect the data) for our 43,500 core employees.
- Core employees exclude retail, JOLEs and contractors.
- We currently collect and report ethnicity data using country-specific terminology. For our ethnic minority employees in the UK, this is Black, Asian and Minority ethnic (BAME). The US defines minority by the US Census Bureau – Black, American Indian, Asian, Pacific Islander, Latinx, other, and two or more races.
- As a general rule, we collect ethnicity data through self-identification.
- At bp we recognize all differences across the broad spectrum of diversity and we aim to improve the data we capture to encompass other strands of diversity, including disability, LGBT+, generations and veterans. We want to enrich our understanding of the diversity of our people and improve the data we report.

Our terms

Under-represented minority

For consistency in this report, we use the term under-represented minority, which is our global term for an ethnically or racially distinct group that is **under-represented**. Under-represented minority is an ethnic or racially distinct group where there are fewer employees in that group at bp than in the communities in which we operate.

Inclusion

Whether or not to be inclusive is a choice we each make, consciously or not, many times a day. People who feel included in bp have a sense of belonging, bring their whole selves to work, are empowered within their team and trust their colleagues: this generates great outcomes. By being inclusive we are abiding by our code of conduct and living the bp values.

Equity

Equity and equality are sometimes used interchangeably but do not mean the same thing. **At bp we intentionally use the term equity**. Equity focuses on what people need to achieve fair outcomes for all, see page 10.

Ethnicity

The terms 'Ethnicity', 'Nationality' and 'Race' are often used interchangeably. At bp, we use the term 'Ethnicity' as its spectrum is much broader and can be reflective of the diverse cultures represented globally.



Read more

Sustainability report 2020

The bp sustainability report 2020 provides an overview of sustainability at bp.

bp.com/sustainability

Annual report and Form-20F 2020

The bp Annual Report and Form 20-F 2020 provides an overview of bp's key activities, events and results in 2020, together with commentary on our performance and ambition.

bp.com/annualreport

ESG datasheet

Our ESG datasheet aims to provide a consolidated overview of bp's non-financial performance.

bp.com/ESGdata

Reporting centre

Our reporting centre brings together all our key reports including our annual report as well as others mentioned in this document.

bp.com/reportingcentre

Careers

bp is an exciting place to be for anyone who wants to be part of the global energy business, find out more about our career opportunities.

bp.com/careers

Accessibility

We have followed guidelines for the design of this report to help make it more accessible for our readers.

If you would like to receive this report in a different format, such as large print or braille please contact the corporate reporting team at corporatereporting@bp.com.

Feedback

If you have any feedback about this report or questions about our DE&I approach, you can get in touch with us by emailing diversityandinclusion@bp.com.

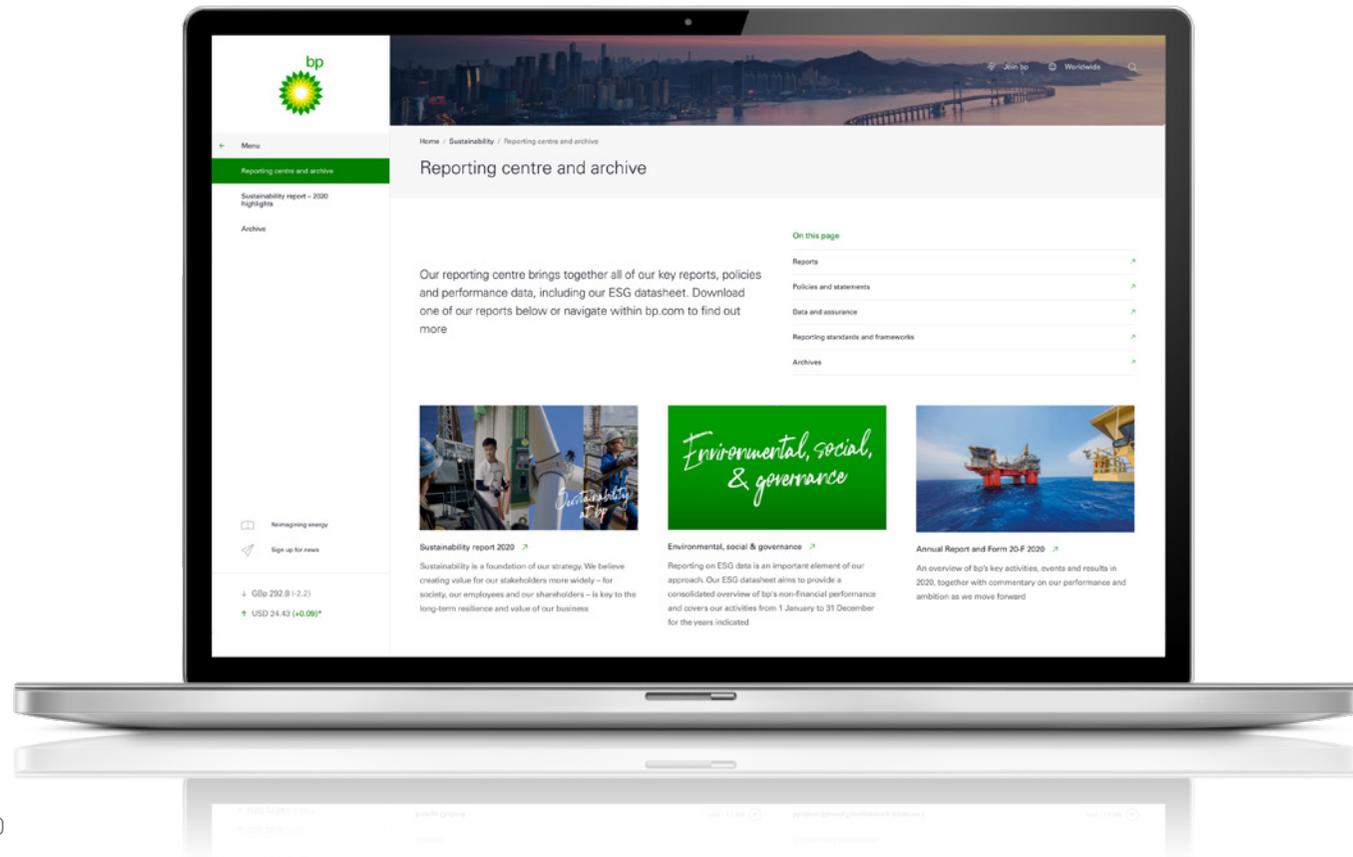
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Cautionary statement

In order to utilize the 'safe harbor' provisions of the United States Private Securities Litigation Reform Act of 1995 (the 'PSLRA'), bp is providing the following cautionary statement.

This report contains certain forecasts, projections and other forward-looking statements – that is, statements related to future, not past, events and circumstances which may relate to one or more of the financial condition, results of operations and businesses of bp and certain of the plans and objectives of bp with respect to these items.

These statements are generally, but not always, identified by the use of words such as 'will', 'expects', 'is expected to', 'aims', 'should', 'may', 'objective', 'is likely to', 'intends', 'believes', 'anticipates', 'plans', 'we see' or similar expressions. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will or may occur in the future and are outside the control of bp. Actual results may differ from those expressed in such statements, depending on a variety of factors including the risk factors set forth in our most recent Annual Report and Form 20-F under 'Risk factors'.

No part of this report constitutes, or shall be taken to constitute, an invitation or inducement to invest in BP p.l.c. or any other entity and must not be relied upon in any way in connection with any investment decisions. BP p.l.c. is the parent company of the bp group of companies, all of which are separate legal entities.

Unless otherwise stated, the term bp and terms such as 'we', 'us' and 'our' are used in this report for convenience and simplicity and collectively refer to BP p.l.c. and the bp group of companies.

Please note the DE&I ambitions, goals, aims and targets set out in the bp diversity, equity & inclusion report will comply with bp's code of conduct and applicable laws.

Our most recent Annual Report and Form 20-F is available on our website at www.bp.com, or can be obtained from the SEC by calling 1-800-SEC-0330 or on its website at www.sec.gov.

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