



Diversity, equity & inclusion report 2021



July 2022

Why diversity, equity and inclusion is important to bp

For too many people all over the world, access to opportunity and experiences is not equal. We believe we have a responsibility to do things differently, to do more to create equity – fair treatment according to everyone’s unique needs – and to do it faster and better than ever before.

We are creating a business where our colleagues, customers and suppliers feel safe being their best selves every day.

We want to be the first-choice integrated energy company for the best and brightest talent the world has to offer and ensure greater equity and inclusion for our employees and customers.

We aim to:

- Create an environment where everyone can be their best and true selves and reach their full potential.
- Value difference, hear all voices, and nurture all talent.
- Have zero-tolerance to prejudice.

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

- Reflects society as a whole.
- Connects deeply with consumer and stakeholder 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.

This report builds on our first DE&I report, published in 2021. It provides information on the diversity within bp and the steps we undertook to improve DE&I in 2021.

We know we have more work to do to make bp the most diverse, equitable and inclusive company it can be. We don’t have all the answers, but we are investing in the resources needed to help us get there.

Feedback from stakeholders is important and we welcome your thoughts on this report and our progress so far.

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.

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Introduction

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Embedding DE&I

In 2020 we set out bp's purpose to reimagine energy for people and our planet and reinvent bp. At the heart of this was accelerating our progress on diversity, equity and inclusion (DE&I).

bp has long made a priority of diversity and inclusion – with some success, and DE&I is now at the heart of our sustainability frame, to better connect the delivery of our strategy with the delivery of DE&I goals.

What we have seen from this much more deliberate focus on DE&I is that it is possible to make greater progress – and faster progress.

In action

Perhaps the most visible evidence of this is that six of the 11 members of our leadership team are women, making bp, we believe, the first major energy company to have a majority of women at the top of the organization.

While this is a significant milestone, we have much further to go until we truly reflect the world around us.

Using a global framework for action (see page 7) to guide our efforts in the areas of talent, accountability and transparency, we have laid the foundation for sustainable change:

- Through 2021, we rolled out our Race for Equity anti-racism and racial equity training programme across the US and UK, and continued to educate employees on the impact of discrimination and bias and the role we all play in creating a more equitable workplace. The training has been completed by more than 2,400 employees^a, and is now being rolled out across the business.

^a Data as at 20 June 2022.

- Included new DE&I measures to our group leader 2022 bonus scorecard – linking remuneration for our most senior leaders directly to DE&I for the first time.
- Developed a DE&I scorecard, which allows bp to track our progress on representation, promotion and attrition of women and ethnic minorities across the organization. And, we've given access to that data to our most senior leaders.
- Launched our global 'Hiring Inclusively' recruiting principles, which uses existing market availability data for women and ethnic minorities to help us achieve greater diversity in our candidate slates and interview panels.

Social mobility

Our work on DE&I extends to how we support education, training and reskilling more broadly.

Earlier this year, as part of our increased focus on equity, we launched a social mobility framework for action – bp's first – to help improve representation, inclusion, retention, and advancement of employees from socially diverse backgrounds.

And we're now also advocating for social mobility externally, including through our support for the UK Levelling Up Goals.

In a world of economic and geopolitical uncertainty, we are also looking at how we can support people who have been displaced. We are continuing to support Ukrainian refugees, as well as Belarusian and Russian

nationals who have left their countries, making them aware of job opportunities. In our retail business in Poland, several applications have been successful, and we have recruited more than 30 people who have fled these countries since March. And we are continuing to expand our partnerships with NGOs and scale our support in this initiative.

What's next

We have more to do. With nearly 70,000 people in more than 65 different countries, we recognize that cultural norms and personal views will differ.

But we aim to be a company where all our people feel able to bring their true selves to work – and one where the world's best talent will see us for who we are and be inspired to join us. We are determined to get there and hope this report will help you understand our progress.

Kerry Dryburgh

EVP, people & culture

Mark Crawford

SVP, DE&I





2021 DE&I highlights from our BRGs

Our business resource groups (BRG) – led by our employees – are integral to our DE&I efforts. They support the attraction, development and retention of employees, especially colleagues from diverse communities, and support our culture of inclusion.

Highlights in numbers^a

870

employees attended our 'Safe Space' programme globally

>2,400

employees attended our Race for Equity training programme

140

BRG chapters in total globally

5

new BRG chapters introduced in 2021

a Data as at 20 June 2022.



For more on our business resource groups, [see page 12](#)

For more on our progress in 2021, [see page 8](#)

bp Accessibility assisted with creation and roll-out of 'Disability Visibility' employee training to educate on biases of seen/unseen disabilities and how we support our disabled community.

bp Pride Asia Pacific has been rolling out Safe Space – a global programme that fosters an inclusive environment for LGBTQ+ employees by helping colleagues understand how they can provide support. In Singapore, training runs every two months, with extra sessions in Mandarin. Additional 'train the trainer' sessions increased the number of facilitators in 2021 from four to 10.

bp Indigenous BRG was launched to build a sense of community and educate employees on Native American, First Nation, and Aboriginal challenges.

bp Women's Network (bp WIN) welcomed new chapters in Germany, the Middle East, India and the UK. They strengthened partnerships with bp's Men as Allies working group and hosted International Women's Day events, including unconscious bias workshops.

bp Positively Ethnic Network (PEN) and bp African American Network (bpAA) collaborated with the DE&I team to create anti-racism training.

bp PEN and bpAA developed a video for employees, to support End Racism Day in the UK, tackling questions such as "what is code switching and why should we be aware of it?" The video gained support from senior executives and ultimately led to the launch of Race for Equity training programme. For more information, see page 9.

Improving awareness of neurodiversity

bp's neurodiversity working group developed and delivered bitesize training to more than 1,000 colleagues. The course covered what neurodiversity is, how it can benefit businesses and what actions individuals can take to make bp more inclusive for neurodiverse colleagues.

To improve diversity in the recruitment process and create a more inclusive candidate experience, **members of our BRGs have been specially trained and play an active role in candidate assessment and selection.**

bp Wisdom & Experience was set up to promote the benefits of age diversity. In 2021 the focus shifted to tackle age-biased language and imagery in internal communications. The BRG hosted a discussion event with senior leaders on ageism and a plan for employee training on the subject is in development.

Recognition

We received recognition for our diversity policies and practices from a number of organizations in 2021, including:

Reserves and National Guard Extraordinary Employer Award.



bp Pride UK chapter made top 10 shortlist of the British LGBT Awards.



Perfect 100% score from the Human Rights Campaign Corporate Equality Index for Best Place to Work.




bp named #46 of the Stonewall top 100 Employers in 2022 and received Gold employer award.



Awarded 'Organization of the Year' by SASE.



Progress in 2021

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Embedding DE&I in our sustainability frame


Our DE&I ambition is for bp to represent the world around us, create a culture of belonging and make a positive contribution to the societies and communities we operate in. In 2021 we continued to make progress embedding our DE&I ambition, and taking action on our global framework for action.

As part of our focus on improving people's lives, we incorporated diversity, equity and inclusion into our sustainability frame which we first published in 2021.

- Aim 12 is to support a just energy transition that advances human rights and education, including providing our people with the skills they need for their current role and for the energy transition, and supporting education and employability activities that help people develop transferable skills needed for careers in energy and other sectors.
- Aim 13 is helping more than one million people build sustainable livelihoods and resilience, including supporting our workforce through quality jobs with fair conditions.

- Aim 14 is greater diversity, equity, inclusion for our workforce and customers and to increase supplier diversity spend to \$1 billion.
- Aim 15 is enhancing the health and wellbeing of our employees, contractors and local communities. We're using innovative programmes, partnerships and offers to support them to proactively improve physical and mental wellbeing.

We have set objectives and targets against these aims out to 2025 and 2030.

-  For more information on our progress against these aims, see the [**bp sustainability report 2021**](#)



Our global framework for action

In 2021 we launched our global framework for action, following the launch of our US and UK frameworks in 2020. We use our framework to advance DE&I and set measurable actions that integrate DE&I into everything we do in bp.

The framework is used by our businesses, with support and guidance from the DE&I team. It is built around three principles:

Transparency

providing accurate data internally and externally to identify gaps, set direction and monitor progress.

Accountability

creating collective accountability for DE&I across the whole organization.

Talent

providing talent processes and programmes to create equity of opportunity.



➞ For more information, [see page 8](#)

Developing the framework

All entities are using the global framework for action as a template to their own plans, to align our focus on DE&I around the world.

In 2021 we delivered on a number of the commitments we made as part of the global framework, and we are continuing work on some other activities until 2025.

While the initial focus of the global framework has been on improving ethnic diversity in our US and UK businesses, we plan to apply the principles of the framework – transparency, accountability and talent – more broadly to other DE&I strands and under-represented communities, including gender, LGBT+, disability and social mobility.

➞ The action we have taken and the progress made in 2021 is outlined on [page 8](#)



Update on progress in 2021

Key: UK US

Transparency

Data collection

We continued to encourage and facilitate the collection of employee data through increased internal communication, including advocacy and encouragement from senior leaders. We are also working to gather data on more aspects of identity from more regions. This work is essential to help ensure we have robust demographic information for our teams.

DE&I report publication

We have continued to share our DE&I data and progress made in 2021 in this, our second DE&I report.

Entity scorecard

In 2021 we developed and implemented an aggregated DE&I scorecard that provides our most senior leaders with direct access to their DE&I data on a variety of employee lifecycle indicators. The data is refreshed monthly, and available 24/7, so the leaders and their people & culture partners can have transparent, data driven conversations about trends and progress.

Business supplier diversity plans

In 2022 we developed implementation plans for the five highest priority entities and provide a roadmap for reaching \$1 billion of spend by 2025. The plans include increasing engagement with diverse suppliers through category deep dives, developing oversight of expiring contracts, diverse supplier matching and development opportunities.

DE&I entity action plans

Each business has developed their own annual DE&I entity action plan, using data insights drawn from their DE&I scorecards. The DE&I entity action plan is made up of actions aligned to bp's global DE&I priorities in order to improve transparency, enhance accountability and ensure an inclusive and equitable experience for all employees.

Accountability

Gender ambition

In March 2022 we announced our refreshed gender ambition. Our aim is to have at least equal numbers of women as men in our 120 most senior leadership roles and 40% of women in the next level of leadership by 2025. By 2030, at the very latest, our goal is to have women occupying at least half of our senior leader roles and 40% at every other level of the company ([see page 17](#)).

Leadership compensation

In 2022 we are expanding our long-term incentive plan scorecard for group leaders to include DE&I measures. This decision was supported by bp's remuneration committee.

Race for Equity

bp's mandatory anti-racism and racial equity programme launched in 2021. Roll-out began in the US & UK with bp's most senior executives and we are on track for all employees to have completed the programme by the end of 2023 ([see page 9](#)).

US minority ambition

We launched a US minority ambition to set representation goals for our workforce that reflects the changing demographics of America, with quarterly reporting on progress, including sub-group detail. We are also leveraging external availability data to inform our plan ([see page 18](#)).

DE&I council

bp America DE&I council continues to bring together senior leaders from all US entities. The representatives are accountable for reporting and delivering bp's framework for action in the US and overall DE&I plan and commitments.

Talent

Leadership Inclusion for Talent (LiFT)

LiFT, our focused development offering for ethnic minority colleagues, launched in 2021 with two pilot cohorts of a total of 20 Black and African American participants in the US and UK. Plans are being prepared for further cohorts later in 2022, including other ethnic minority groups ([see page 9](#)).

Hiring Inclusively

'Hiring Inclusively' – our global recruiting principles to support our aim for greater diversity, equity, and inclusion – informs our expectations for diversity in our candidate slates and interview panels. We are also partnering with our employee-led business resource groups to participate in interview panels to help ensure a diverse decision-making process ([see page 10](#)).

Global STEM academy

We provided funding for international scholarships for more than 100 students, of which 60% were women, through the bp Global STEM academy. In January 2022 we announced our plans to evolve and scale our partnership with AFS – funding 5,000 young changemakers over five years – through the AFS Global STEM Changemakers initiative.

School leaver apprentices

In the UK this year, we employed 57 school leaver apprentices who are working towards qualifications in business management, digital, data and software development. In total we have more than 750 apprentices employed globally. For more on our social mobility initiatives, [see page 13](#).

Global neurodiversity programme

Established so that our people processes and everyday work experiences support our neurodiverse colleagues, the programme included a review of recruitment, retention and career development processes, as well as meetings and other general communications. The goal is to create an environment where neurodiverse employees can thrive.

Examples from our framework for action

Leadership Inclusion for Talent

In 2021 we launched Leadership Inclusion for Talent (LiFT). The multi-year development experience is designed to help us become more inclusive (as outlined in our framework for action on page 8), by supporting the continued growth, development, visibility and access to opportunity for leadership talent currently under-represented at the highest levels in bp.

Based on our analysis when creating the framework for action, we determined that the two pilot cohorts would be comprised of 20 Black and African American senior leaders.

Unlike a traditional leadership training programme that prescribes what and how leaders need to progress, LiFT has been designed as an experience focused on self-discovery, making personal connections, developing relationships and building a learning mindset.

The first year comprised several elements, including a series of workshops where participants practised deep listening and response, and explored the relationship between themselves and others, and organizational culture and systems.

Participants also had a series of assessments designed to further develop insights, and they partnered with trained reciprocal mentors at the most senior level of bp.

During the remaining part of the experience participants will work with career partners, who are senior leaders in people & culture, to develop a personalized development plan including opportunities for coaching, targeted skill and capability development, further relationship and network building, and external learning offerings.

In the first year of the programme, two participants have been promoted to group leaders.

LiFT participant feedback

“Understanding myself and my style will make me a better leader.”

“It’s important that I take time to reflect on my leadership, how I show up and to also reach back.”

“The opportunity to connect with other high-performing and high-potential under-represented leaders that look like you is the biggest gift.”

Race for Equity – Empowering Leadership through Inclusion

We launched our Race for Equity programme in US and UK in 2021. The programme is focused on leadership and accountability, and our commitment to greater racial equity, doing our part in ending systemic racism and mitigating racial bias. It explores how we show up and speak up in tough situations, how we cultivate a culture of care, and build greater empathy and understanding to our employees’ needs.

The programme does this through:

- Highlighting the various challenges facing people of different races and how to better understand our employees’ needs.
- Sharing different perspectives on race issues, employee stories and the impact of bias, stereotypes and systemic racism.

- Exploring the courage to show vulnerability and how to navigate a difficult conversation about race and privilege.
- And our commitment to speak up, be an advocate, and take action.

“I thank the bp DE&I team and our BRG community for their work to raise awareness of the challenges faced by ethnic minority employees. We must continue to recognize and address racial discrimination through ongoing, honest conversations and purposeful action.”

Murray Auchincloss

CFO and UK race and ethnicity champion

Race for Equity participant feedback

“This training challenged me to think differently about what equity means when making resourcing decisions. Will also think more about the importance of being deliberate in coaching folks that have a different background to mine.”

“Real life examples from real people. The other voices brought into it made it powerful and helped drive the valuable perspectives that we must consider.”

“I will be more intentional about making sure everyone is heard and respected.”

Using data to drive progress

We know data is an important enabler to our DE&I progress. Data capability improves transparency and creates accountability, helping us achieve our aims. In 2021 our data capability advanced significantly, helping us improve how we hire, develop and retain diverse talent.

Hiring inclusively

Designed in 2021, and implemented in early 2022, our 'Hiring Inclusively' programme strives to help us achieve our aim 14 for greater diversity, equity and inclusion, and for our workforce to reflect the communities in which we operate. We worked with an external data partner to help us better understand the availability of diverse talent in our communities with the skills for bp jobs. Using that data, we developed, a programme that aims to help us achieve diversity in our candidate slates and interview panels.

How 'Hiring Inclusively' works

- Driving for speed while striving for diversity is now a reality as recruiters have access to applicant pipeline data enabling a more proactive and targeted approach.
- Diversity aspirations for each candidate slate are set based on the availability of women and minorities with the skills for bp jobs in the external market.
- Recruiters review internal and external market data for each role to develop an inclusive sourcing strategy and then partner closely with hiring managers on the tools and methods needed to proactively drive an effective recruiting campaign.
- In addition, we ensure interview panels are diverse by partnering with members of our business resource groups (BRGs) who have been trained to contribute to interviews and play an active role in candidate assessment and selection.

Global DE&I scorecard

We also developed and implemented a global aggregate DE&I scorecard that provides our most senior leaders, and their people & culture partners, with direct access to DE&I data on a variety of indicators.

- Representation of our leadership compared to their teams.
- Representation across organization structures, geographies, and grade groups.
- Representation of demographic groups in hires, promotions, and exits.
- The number of employees completing our Race for Equity training programme.
- Spend with diverse suppliers.

Our data is refreshed monthly, and available 24/7, so we can understand our progress and areas for improvement and take meaningful action to achieve our ambition.

249

members of BRGs trained in our 'Hiring Inclusively' programme since its implementation



Embedding DE&I

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Driving change across bp

Our employee-initiated and employee-led business resource groups (BRGs) play an important role in creating a sense of belonging and driving and delivering our DE&I priorities globally, across bp.

Our BRGs often focus on a diversity strand that's under-represented at bp or historically has faced bias or felt marginalized in the workplace. All are invited to join.

The groups work with our businesses, to attract, develop and retain people from under-represented groups and play a role in contributing to our brand perception externally. Through their presence and activity, they also create a broadened sense of community and inclusion for bp employees.

Each BRG has an annual plan that is funded centrally and an executive sponsor who coaches the leaders of each group in the delivery of their plans.

Developing future leaders

Our BRG leaders set strategy and coach teams of volunteers to achieve their goals. They represent the BRGs in advocating for sustainable DE&I change across the organization.

BRG leadership roles give colleagues an opportunity to strengthen their skill sets and expand their professional networks. This experience is valued at bp and considered when reviewing succession plans. We appointed new regional BRG leaders in the Europe, Middle East and Africa (EMEA) region in 2021.

We also introduced reward and recognition for our Americas and EMEA regional BRG leaders, paying them an annual allowance for their leadership and contribution to bp's strategic aims. We plan to make the allowance applicable to our Asia-Pacific region leaders in 2022, following the implementation of a consistent leadership model for BRGs.

Advocating for inclusive change

Our BRGs advocate for inclusive change in the workplace and for our customers. They pilot DE&I practices to make these changes possible, and participate in other activities such as focus groups, user-acceptance testing and consultation.

In 2021 our BRGs advocated for inclusive change across many areas, including:

- Our return to the office, following the COVID-19 pandemic.
- Workplace design.
- Reviewing our employee reward offer.
- Innovation concept testing.
- Retail site accessibility.
- More connectivity with the bp board through BRG connection meetings.
- 'Ask me anything' sessions with entity and country leaders.

Creating an inclusive environment for our trans colleagues

We want to make sure all our employees feel supported and comfortable in the workplace.

Gender neutral bathrooms

In 2021 we introduced gender neutral bathrooms in our Houston office in response to a concern raised by a newly hired employee around facilities in the office. Within 24 hours, the Houston facilities team responded to the concern and created a taskforce to find a solution. This led to the introduction of three gender neutral bathrooms.

The team worked with bp Pride BRG and the Human Rights Campaign to ensure they created the right kind of space. The project formed the pilot for a global programme with a broader goal to help all our offices provide facilities that meet the needs of our diverse communities. Our goal is for all new office spaces to have specifications to introduce gender neutral bathrooms.

Transform programme

In Spain, bp Pride introduced a new trans inclusion programme 'Transform'. The team partnered with civil society associations focused on trans inclusion to train 275 colleagues across our convenience & mobility business and other bp entities on trans inclusion and transphobia.

The team also worked on embedding attraction of trans and non-binary talent into existing talent acquisition processes. They are developing a mentoring programme for trans new hires and implementing an ongoing review of internal policies by our trans colleagues.

- Within the first month of activity, three transgender colleagues were employed.



Driving change across bp

Development opportunities

Members of our BRGs have access to professional development opportunities beyond the core bp development offer. In 2021 our BRGs had opportunities to network with industry peers, represent bp at industry events and attend external advocacy training. They also participated in:

- DePaul university professional development programmes and faculty-led sessions: 'The imperfect leader' and 'Performance optimization' modules.
- Google's 'I am remarkable' programme, focused on the importance of self-promotion in personal and professional life.
- INvolve 'Emerging Leaders' programme to build confidence, capability and leadership skills to help diverse emerging talent into more senior roles.
- SASE national convention – bp Asian Network members participated in the convention, which provides professional and leadership development workshops and networking opportunities. In 2021 employees also attended the SASE Women's Leadership conference and Executive Presence workshops.
- McKinsey Black Leadership Academy – Management Accelerator programme for early to mid-career Black leaders. The six-month programme is designed to enable participants through building strategic and critical thinking and business acumen. The programme also facilitates networking among Black leaders across industries.

Partnerships across our BRGs

Our BRGs are increasingly collaborating and advocating for causes across diversity strands. They use an intersectional framework to highlight experiences at work through the intersection of our identities, and advocate for solutions that address unique patterns of inequity and exclusion that cannot be solved by focusing on a single identity. They also seek to make sure the most marginalized groups are not inadvertently left behind.

- bp Accessibility partnered with bp Positively Ethnic Network (bp PEN) to explore the relationship between ethnicity and mental health.
- bp Women's Network (bp WIN), bp PEN and bp Pride came together to host a panel on intersectionality. They celebrated our employee role models and discussed how identities combine to create privilege and discrimination.
- bp Pride worked with bp Working Parents and Carers on trans children awareness.

Facing challenges

BRGs are often at the forefront of DE&I discourse and practice, challenging bp to lead with a progressive edge.

Because of this our BRGs occasionally meet with resistance when some employees don't understand them or experience a need for the work they do. We encourage our BRGs to engage with colleagues using quantitative and qualitative information and data to help advance shared understanding.

There are times when a BRG's advocacy may not be aligned with the beliefs or priorities of other employees. We aim to highlight the needs of a community or group, without diminishing the progress of another. We are clear that we expect employees to have respect for colleagues' beliefs, even if they are different to their own.

If employees do not feel fully respected, we have 'speak up' mechanisms in place that employees are encouraged to use, if necessary.

Supporting bp's women in business in Mexico

In 2021 our team in Mexico added a new branch of bp WIN to our global network of existing chapters. The network is proving successful, with around 45 active members and an average of 120 participants at its key events during the year.

Progress in 2021

- Held inclusive leadership training with corporate and onsite employees.
- Hosted eight gender equity panels, focusing on topics specific to Mexico and how to create safe spaces.
- Lead a breast cancer awareness session, and hair donation and soda cap donation campaigns for breast cancer treatment.
- Issued a regular newsletter, including interviews with senior leaders on diversity, equity and inclusion at bp.

Breaking down barriers to social mobility

We want to make sure people from all socioeconomic backgrounds have a fair chance to access opportunities and advance their careers through bp.

We invest in social mobility initiatives around the world. This includes programmes that build employability skills and provide opportunities to students from lower socioeconomic backgrounds. For example, we've hosted and mentored around 30 interns each year since 2002 through UK social mobility charity Career Ready, with several former interns eventually taking on bp apprenticeships.

And we support the Social Mobility Foundation's 'Aspiring Professionals' programme, which aims to give young people an insight into different professions and develop the skills they need to achieve their career ambitions.

Our commitment to social mobility is strengthened through Kerry Dryburgh's (EVP, people & culture) role as a commissioner on the Levelling Up Goals initiative in the UK. With a specific focus on harnessing the energy transition, we are helping to shape what levelling up and social mobility means in this area and

demonstrate how corporates can contribute to social mobility.

Within bp, we've launched a BRG focused on social mobility and developed a framework for action. The framework will aim to help improve the representation, inclusion, retention, and advancement of employees from lower socioeconomic backgrounds at bp. We're also working to offer more apprenticeships, with the demand for UK school leaver apprentices significantly increasing year on year.

Supplier diversity

We are committed to delivering greater equity and inclusion for our partners and suppliers. Supplier diversity creates social and economic value, strengthens our reputation, drives our performance, and underpins our strategy.

Since 2018 we have partnered with more than 1,100 diverse and small businesses in the US, including minority, women, LGBTQ+ and veteran-owned enterprises, and we are building a network of preferred diverse suppliers. In 2021 we grew our preferred diverse suppliers from around 280 to around 370.

We aim to double our spend with certified diverse suppliers in the US by 2023 and to reach \$1 billion annual diverse spend by 2025. In 2021 we spent around \$200 million with more than 100 minority, woman and veteran-owned businesses.


We know there is more work to do to build a diverse, equitable and inclusive supply chain, and we are looking at different ways to increase our access to diverse suppliers. For example, our new partnership with Asian-owned company, Supplier.IO, gives us access to a database of more than 9,900 certified diverse businesses and around 21,000 small and local businesses globally.

Embedding supplier diversity

As part of our reinvent bp programme, which was designed to restructure the organization and develop new, more agile ways of working, we embedded supplier diversity through new ways of working with our finance and procurement businesses.

We introduced unified systems and processes, with engagement plans that aim to prioritize diverse suppliers. As a result, in 2021 we:

- Launched a new diverse supplier platform.
- Upgraded our digital systems to improve reporting on supplier diversity activity.
- Increased diverse spend in two business areas: convenience & mobility and trading & shipping.

 For more information on supplier diversity and aim 14 of our sustainability frame.

Please see our sustainability report 2021

While our business can help our local communities by boosting economic development and employment, it can also bring positive benefits for the supplier companies themselves.

// Our relationship with bp has been an important driver of growth at HENECO. We have improved our systems and process to respond to the quality requirements from bp and other clients, and this has helped us achieve ISO 9001 certification for quality management. What's more, our work with bp has provided opportunities to showcase our technical capabilities on a global scale. //

Alex Dawatola

CEO of Heneco – a minority owned engineering firm that supports our Gulf of Mexico business

Unlocking the power of a diverse supply chain

To deliver our net zero ambition, we know digital innovation is a key component of our strategy. As a result, in 2021, our innovation & engineering business together with the DE&I team and finance procurement produced a digital capability matchmaking programme to increase diversity within its digital supplier base. The programme matched bp decision-makers with digital, diverse-owned suppliers through assessments of nearly 200 diverse suppliers

across four diversity strands – gender, minority, LGBTQ+, and veterans.

The team looked for suppliers to deliver products or services to increase cost optimization, efficiency, automation and provide innovative solutions for bp. As a result, 12 diverse companies will be further evaluated and added to preferred supplier lists for digital capability and onboarded through our procurement systems.

Demonstrating our commitment to Australia's First Nations people

We're committed to building respectful relationships with and valuing Aboriginal and Torres Strait Islander peoples, histories, and cultures – and we're driving progress in this area through our Reconciliation Action Plan.

Our action plan focuses on fostering cultural respect, strengthening partnerships, supplier diversity, unlocking Indigenous talent and identifying new opportunities for Indigenous businesses and communities.

A key focus in 2021 was developing employee and customer awareness of the rich diversity of the many distinct Aboriginal and Torres Strait Islander groups of Australia, and their differing cultures, customs, languages, and laws.

We engaged with the Australian Institute for Aboriginal and Torres Strait Islander Studies and worked with an Indigenous-owned design and print company to develop an Acknowledgement of Country poster to recognize Australia's First Nations people as the Traditional Custodians of the land. Now, over 320 of our retail sites across Australia proudly display this poster, aiming to help bridge the knowledge gap, foster greater inclusion, and show our respect for Australia's first people.

We're also supporting the MURRA Indigenous business programme, which aims to build future leaders, and we've increased the number of Aboriginal and Torres Strait Islander employees and interns we've welcomed into our head office, refinery and retail locations.

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Our people around the world^a

US and Canada

12,800

Europe^c

31,500

UK _____ 14,400

Germany _____ 4,600

Hungary _____ 2,700

Netherlands _____ 1,800

Poland _____ 4,300

Spain _____ 2,300

Middle East,
North Africa

4,400

Sub-Saharan Africa

1,400

Asia Pacific

13,400

2021 in numbers^a

>65

Countries where we operate

65,900

Employees worldwide^b

20,500

Retail sites

>12 million

Customer touchpoints

a Data as at 31 December 2021.

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, and we are committed to creating a culture and practice that enables all our employees to share their gender identity so that we can include them in our reporting and ambitions.

In the UK and US our employees have been able to share their gender identity since 2021, and we are working to encourage them to do so. For now, disclosure rates remain low and we are only able to report in terms of male and female. 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. Our gender ambition and wider inclusion work seeks to redress that imbalance.

Gender balance in bp

Overall, the proportion of women employed across bp remained at 39% of our global workforce in 2021 (39% in 2020). In 2012 we set two global 2020 gender ambitions: for women to hold 25% of our group leader roles and 30% of our senior level leader roles.

While we met our 25% group leader ambition and increased female representation in senior level leader roles to 29%, we fell short of our 30% ambition.

We remain focused on improving this and have committed to a renewed ambition of gender parity for the top levels of leadership (top 120 roles) by 2025 and parity for all executive level employees (group leaders) by 2030.

We have also committed to reach 40% female representation (senior level leaders) for the next layer of senior leadership by 2030.

We saw an increase in the percentage of women graduates joining bp in 2021: 47% compared to 40% in 2020. We want to do more to attract women graduates in the future and hope that our purpose and strategy will help do that. In 2021 we expanded our engagement to universities and societies, adopting a data-led approach to target diverse talent.

We also delivered a series of virtual upskilling events focused on gender, Black heritage, social mobility and accessibility.

- ➔ For more information on the bp leadership team and our top 120 leaders, [see page 20](#)
- 🌟 Read our latest UK gender pay gap report at bp.com/ukgenderpaygap

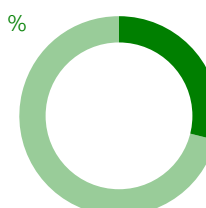
Gender in bp^{ab}

All employees % 2021



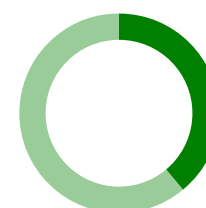
	2019	2020	2021
● Female	38	39	39
● Male	62	61	61

Senior level leaders (SLL) % 2021



	2019	2020	2021
● Female	26	27	29
● Male	74	73	71

Experienced hires % 2021



	2019	2020	2021
● Female	40	37	39
● Male	60	63	61

Group leaders (GL) % 2021



	2019	2020	2021
● Female	25	29	32
● Male	75	71	68

First level leaders (FLL) and below % 2021



	2019	2020	2021
● Female	39	40	40
● Male	61	60	60

Graduate hires^c % 2021



	2019	2020	2021
● Female	45	40	47
● Male	55	54	52

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 23.
b All data as at 31 December 2021.
c 1% of graduate hires chose not to disclose their gender.

Ethnicity in bp

bp has operations in more than 65 countries with around 65,900 employees worldwide. Of our 41,300 core employees globally, we have ethnicity data for 19,800 based on the countries where we are legally able to collect this information and the employees who have chosen to declare their ethnicity. In the US and UK we have ethnicity data for 15,300 of 16,300 employees (94%).

In 2022 our data collection work will be key to helping us better understand how our people choose to identify and will enable us to embed a culture that embraces and values the full scope of diversity of our people.

We hope this will enable us to collect and report on ethnicity data for other bp countries.

US ethnicity

- Ethnic minorities make up approximately 28% of our overall workforce in the US, an increase of 2% since 2019.

2017 US minority ambition

In 2017 we set a US minority ambition out to 2025 and we have achieved all of the targets we set:

- 20% of our group and senior leader roles held by minorities (achieved in 2019).
- 30% of our first level leader and professional staff roles held by minorities (achieved in 2020).

As of 31 December 2021, our combined group leader and senior leader ethnic minority representation was 25.8%, and our combined representation for first level leader and professional staff roles was 30.8%.

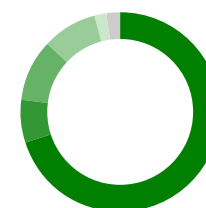
As we achieved our ambition ahead of schedule, we have been working to develop new ethnicity targets. We plan to include more information on this in our next DE&I report, covering activity in 2022.

From 2019 to 2021, while representation for some ethnic minorities has increased, progress has not been as consistent for all groups as we would like. Representation for African American, Hispanic and Asian employees increased from 2019 in our first level leaders population and below. For senior level leaders, Hispanic and Asian representation increased, but African American representation was flat from 2019. For group leaders, African American and Hispanic representation increased from 2019, but Asian representation decreased.

With the reset of our US Minority Ambition and other equity initiatives, we anticipate more consistent progress for all minority groups.

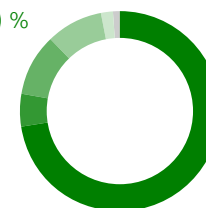
US ethnicity^a

All core employees^b %



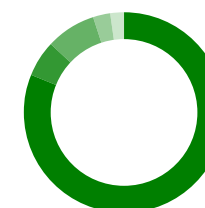
	2019	2020	2021
White	74	71	70
African American/Black	7	8	7
Hispanic	8	9	10
Asian	7	9	9
Other	2	2	2
Undisclosed	1	1	2

Senior level leaders (SLL) %



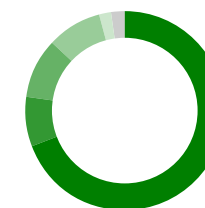
	2019	2020	2021
White	77	73	72
African American/Black	5	5	5
Hispanic	8	9	10
Asian	7	9	9
Other	2	2	2
Undisclosed	2	2	1

Group leaders (GL) %



	2019	2020	2021
White	81	72	82
African American/Black	4	7	6
Hispanic	7	7	8
Asian	6	12	3
Other	1	3	2
Undisclosed	0	0	0

First level leaders (FLL) and below %



	2019	2020	2021
White	73	71	70
African American/Black	7	8	8
Hispanic	8	10	10
Asian	7	9	9
Other	3	2	2
Undisclosed	1	0	2

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 23.

Ethnicity in bp

UK ethnicity

Ethnic minorities make up approximately 17% 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.

As part of our ongoing commitment to DE&I transparency, we published our first UK ethnicity pay and bonus gap data on a voluntary basis in 2022.

🔍 See the [bp UK gender and ethnicity pay gap report](#) for more information

UK ethnic minority ambition

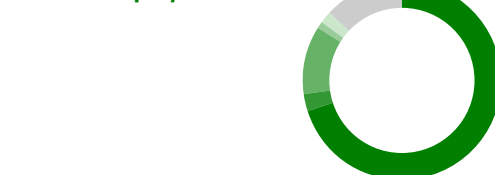
By 2025 we aim to achieve:

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

As of 31 December 2021 our combined group leader and senior leader ethnic minority representation was 13.3%, and our combined representation for first level leader and below roles was 18.5%.

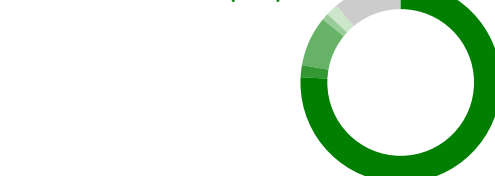
UK ethnicity^a

All core employees^b %



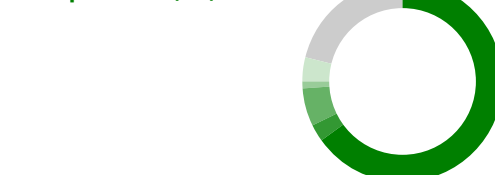
	2019	2020	2021
● White	74	72	70
● Black, African, Caribbean, Black British	2	2	3
● Asian, Asian British	9	10	11
● Mixed or multiple ethnic groups	1	2	1
● Other ethnic group	2	2	2
● Undisclosed	11	12	13

Senior level leaders (SLL) %



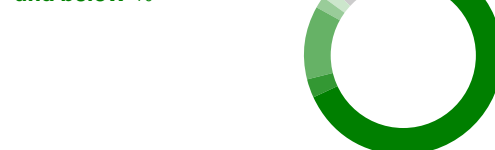
	2019	2020	2021
● White	78	76	76
● Black, African, Caribbean, Black British	1	1	2
● Asian, Asian British	6	8	8
● Mixed or multiple ethnic groups	1	1	1
● Other ethnic group	2	2	2
● Undisclosed	12	12	11

Group leaders (GL) %



	2019	2020	2021
● White	74	69	65
● Black, African, Caribbean, Black British	1	1	3
● Asian, Asian British	4	5	6
● Mixed or multiple ethnic groups	0	0	1
● Other ethnic group	2	3	4
● Undisclosed	19	22	21

First level leaders (FLL) and below %



	2019	2020	2021
● White	73	71	69
● Black, African, Caribbean, Black British	3	3	3
● Asian, Asian British	10	11	12
● Mixed or multiple ethnic groups	2	2	2
● Other ethnic group	2	2	2
● Undisclosed	11	12	13

a Because of rounding totals may not equal 100.

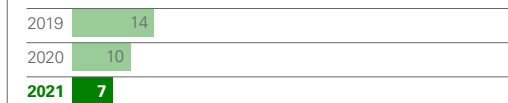
b Ethnicity data provided for core employees only. For more information about our data see About this report on page 23.

Generational data

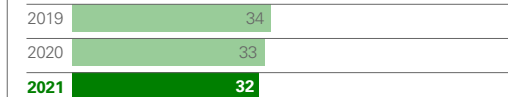
Generation groups at bp^c

The majority of our employees are born between 1965 and 1995, with a smaller percentage of people born prior to 1965. In 2020, as part of reinvent bp, we offered an expression of interest (EOI) programme where employees in UK, US and several other countries could voluntarily request to leave bp with severance. This programme was available to employees regardless of age. For individuals born between 1946 and 1964, EOI exits were 34.3% of the total exits for this population; a factor that impacted representation for this population as of December 2021.

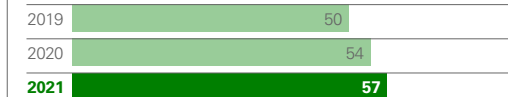
Core employees % born between 1946 and 1964



Core employees % born between 1965 and 1976



Core employees % born between 1977 and 1995



Core employees % born from 1996 onwards



c Data for 2019, 2020 and 2021 is as at 31 December.

d Generation data provided for core employees only. For more information about our data see About this report on page 23.

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.

bp group board

In 2021 board female representation was 40% (down 2% from 2020). This meets the FTSE Woman Leaders Review target of 40% representation of women. We have a woman appointed to the position of senior independent director, as also recommended by the Review. We also meet the Parker Review target for Black and minority ethnic directors.

🔍 See the [bp Annual Report 2021](#) page 84 for more information

Improving gender equity on boards

bp WIN signed up to Women on Boards – an organization that supports its members into the boardroom with the aim of improving gender equity in non-executive director roles. As a member, bp employees can access leadership skills development, search vacancies and attend networking events.

bp leadership

The bp leadership team represents the executive leadership of the bp group. Biographies for all 11 members of the team are available in the bp Annual Report 2021.

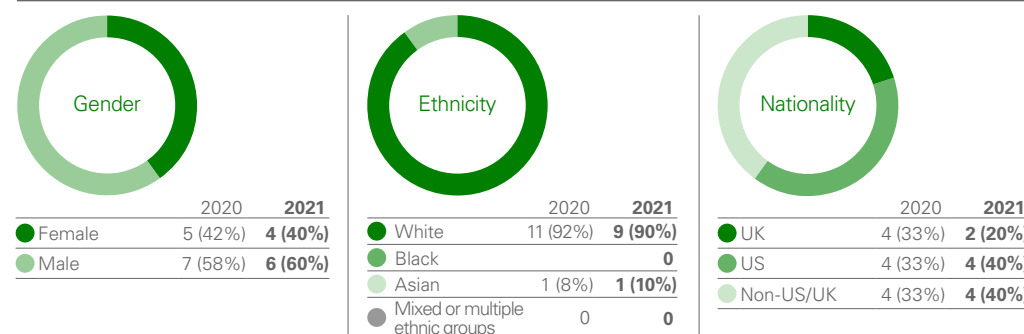
Of this team, 55% are women (up 22% from 2020). Our ethnic minority leadership remained stable since 2020 at 11%.

While we improved on female representation, we have more to do to better reflect the ethnic minority diversity in bp and in the communities in which we operate.

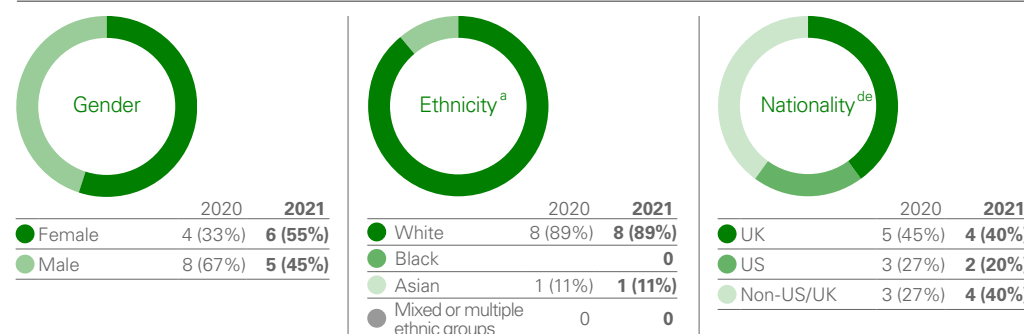
We remain focused on improving this and have introduced a number of initiatives aimed at addressing ethnicity representation, see pages 8-9.

For more information on our new gender ambition see page 17.

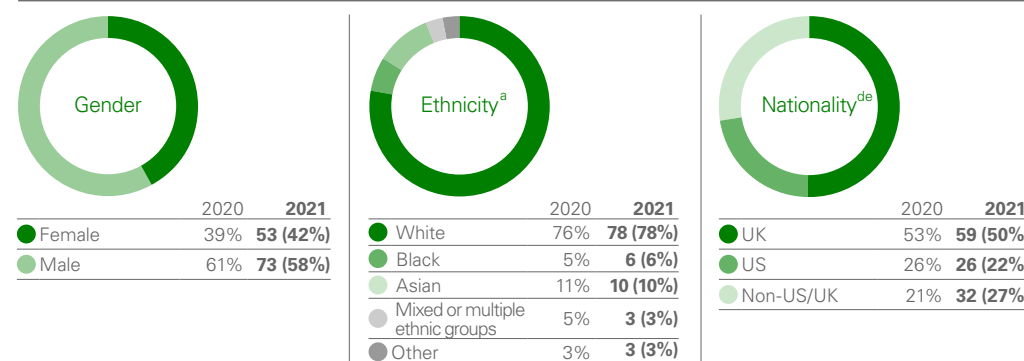
bp group board composition^b



Leadership team composition^b



Top 120^{b,c}



^a Unknown or undisclosed ethnicities are excluded.

^b Data as at 31 March 2022 to incorporate board and leadership changes.

^c Data provided for top 126 leaders.

^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

Employee engagement

Our employee engagement score is one of the non-financial key performance indicators we use to help the board and leadership team assess bp's performance. It helps us understand and monitor levels of engagement and identify areas for improvement.

We introduced a new overall engagement metric in 2021, which scored 64%. Building on what we have heard, we are focusing our action planning on four key areas to strengthen engagement:

- Connecting with purpose and strategy.
- Future excitement at work.
- Inclusion.
- Career development.

Using inclusion insights

We use our annual 'Pulse' and weekly 'Pulse Live' surveys to monitor employee sentiment across bp. We use insights from our 'Pulse' survey to:

- Build transparency and understanding of workplace experiences and culture.
- Track perception of inclusion over time and across different demographics.
- Support decision making on DE&I activities.

In 2021 we introduced a new set of questions to measure progress around inclusion across our business. This gives us a good base to build from, and we want to do more to increase these scores in the future.

Analysing the 'Pulse' annual inclusion scores helps teams to identify areas where we are doing well and opportunities to improve. Results can be cut by different filters to help inform local DE&I plans.

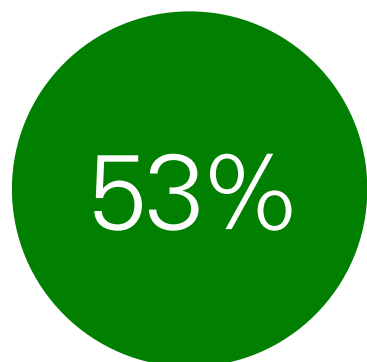
Analysis of the data collected during our 2021 survey highlighted four key insights:

- Women don't see enough being done to challenge non-inclusive behaviours.
- Black employees report lower levels of psychological safety.
- Engagement is highest among gay women.
- Disabled employees give less positive scores than non-disabled employees.

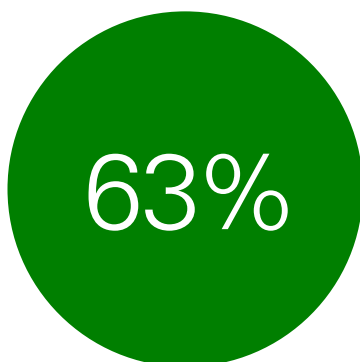
These insights identify some important areas that we are focused on improving to help make all employees feel included, engaged and comfortable at work. For example, these insights informed entity DE&I action plans to encourage dialogue around issues specific to those entities. And our new Race for Equity programme raises awareness on non-inclusive behaviours and how to challenge them (see page 9). As our approach evolves, we will continue to use these insights to inform and improve our action planning, drive accountability and provide transparency around employee sentiment.

Using insights from our 'Pulse' survey in this way supports our goal to make bp a more equitable and attractive place to work. This in turn, can positively impact the representation of our workforce.

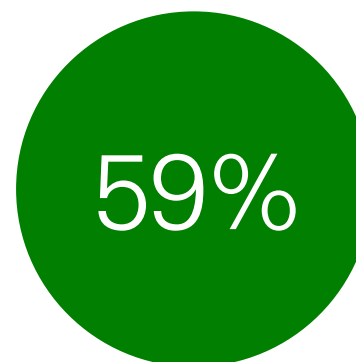
Responses to our 2021 Pulse inclusion statements



In my part of the business, we are good at calling out non-inclusive behaviours



I feel a strong sense of belonging at bp



In my part of the business, we often discuss how we can build a more inclusive workplace

Focus on DE&I

In 2022 we introduced new 'Pulse Live' questions focused on DE&I.

- 70% of colleagues responded positively to the statement: "In my part of the business, people are committed to creating a diverse workforce that represents the communities in which we operate."
- 68% of colleagues agreed with the statement: "bp's approach to diversity, equity and inclusion will make bp more successful over time."

About this report

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Our terms	➡	23
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Cautionary statement	➡	24

About this report

Our data

- The people data provided in this report covers gender globally for our 65,900 employees (core, retail and joint operation legal entities (JOLEs)). Global generation data and ethnicity data for the US and UK (where we collect the data) is for our 41,300 core employees.^a
- Core employees exclude retail, JOLEs and contractors.
- We currently collect and report ethnicity data using country-specific terminology. For the UK, this is White, Black, Asian and Mixed or Multiple ethnic group or Other. In the US, the US Census Bureau defines ethnicity as White, Black, American Indian, Asian, Pacific Islander, Latinx, Other, and Two or more races.
- As a general rule, we collect and report gender, ethnicity and other people data through employee self-identification. Employees are able to update their personal data within our people systems at any time, which can result in small changes in our representational data when taken at different points in time for the same effective date, especially for smaller populations.
- 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, LGBTQ+, generations and veterans. We want to enrich our understanding of the diversity of our people and improve the data we report.

^a Data as at 31 December 2021.

Our terms

Gender

We recognize people of all gender and identities, and we are committed to creating a culture and practice that enables all our employees to share their gender identity so that they can be included in our reporting and ambitions.

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**. 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.

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 2021

provides an overview of our progress against our 20 sustainability aims, including details of the relating to DE&I: aims 12, 13, 14, and 15.

 bp.com/sustainability

Annual Report and Form-20F 2021

provides an overview of bp's key activities, events and results in 2021, 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, including people data.

 bp.com/ESGdata

UK gender and ethnicity pay gap report

Our gender pay gap report is prepared in accordance with UK legislation. In 2021, for the first time, we have also included our UK ethnicity pay and bonus gap data on a voluntary basis.

 bp.com/ukgenderpaygap

Reporting centre and archive

brings together all our key reports, including our DE&I report for 2020, and 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

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

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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