



# Gender pay gap report 2019

March 2020

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# Introduction



BP is behind on where it needs to be when it comes to gender balance and representation. And though we have made progress, I am frustrated by the pace of change. There is much more we can and will do, to open doors and break down barriers.”

**Bernard Looney**  
Chief executive officer

The diversity of our people is our biggest asset and what makes BP a great place to work for many employees. We need diversity to succeed as a company, especially as we work to deliver our purpose to reimagine energy for people and our planet.

## Gender balance in BP

Both the energy sector and our business have traditionally had gender imbalances, with more men than women in some roles. This is still the case. It’s something that we have been working to address over a number of years and we’ve made some progress, but we know there’s still further to go to work towards a gender balance.

In 2012 we set two 2020 gender goals: for women to hold 25% of our group leader roles and 30% of our senior level leader roles. At the end of 2019, 25% of our group leaders were women, compared to 17% in 2012, an increase of 46%. We were still short of our 30% goal for senior level leaders, with 26% of these roles held by women in 2019, and we remain focused on improving this.

Overall, the proportion of women employed across BP is higher than ever before and accounted for 38% of our workforce in 2019 (35% 2018). We have seen improvements in areas of the business where women have previously been under-represented and we have women leading some of our core businesses, such as petrochemicals, shipping and treasury, and countries including Canada, China, Mexico and the US. At graduate entry level our intake is almost balanced, with 45% women and 55% men.

We’re aiming to improve gender representation and we recognize sponsorship and mentoring of women as ways to support our leadership talent pipeline. We’re also doing more to include men in our efforts to achieve a better gender balance and ensure everyone feels included.

## BP employees (% female), globally<sup>a</sup>

	2014	2015	2016	2017	2018	2019
All employees	31%	32%	33%	34%	35%	38%
Graduate hires	37%	44%	45%	45%	48%	45%
Group leaders <sup>b</sup>	18%	19%	22%	21%	24%	25%
Senior leaders <sup>c</sup>	20%	21%	23%	24%	25%	26%
Board directors	14%	20%	21%	23%	36%	42%

<sup>a</sup> % women as at 31 December 2019.

<sup>b</sup> Group leaders are our most senior leaders and there were 380 across BP as at 31 December 2019. Their roles range from operational, functional and regional leadership – including large asset management and specialized technical and business functions – up to executive directors.

<sup>c</sup> Senior level leaders are the leadership tier below group leaders. They typically manage larger teams or are recognized as technical or functional experts.

## About our gender pay gap report 2019

Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap. This is our third gender pay gap report.

Like many other organizations, we do have a gender pay gap. This varies across our UK businesses, ranging from -0.8% in BP Chemicals to 26.3% in BP Exploration for mean pay gap. Our gender pay gap exists mainly because we employ different numbers of men and women at different levels in our workforce; and in specific roles that attract higher pay, bonuses or allowances. We are working to reduce differences over time and recognize that this is a long-term representation challenge we need to address.

## How our gender pay gap changed in 2019

The mean gender pay gap across our UK businesses remained static from 2018-19, generally changing between 1-3% in each of the reporting entities. The mean bonus gap showed sizable fluctuations, because payments can change year-on-year for example the vesting of equity awards.

Our highest pay gap entities, BP Exploration and BP p.l.c., both saw small year-on-year improvements in mean pay gaps, and three of the five entities improved their median pay gap in 2019.

## Our long term ambition

We want there to be no structural basis for a gender pay gap anywhere in BP around the world, based on consistent representation of women at all levels throughout the organization. While we have made some progress, we are not satisfied and we have action plans across all our businesses to improve representation and drive faster change. We know that this will take time to achieve.

## Declaration

We confirm that the information and data provided in this report is accurate and in line with mandatory requirements.

**Simon Ashley**  
UK HR director

**Peter Mather**  
Group regional president,  
Europe and head of country, UK

# Why we have a gender pay gap

At BP we want to make sure employees in similar roles are being paid equitably. Our regular equal pay reviews give us confidence that our policies and processes are working and that pay differences, where they exist, are not based on gender. However, we do have a gender pay gap. This varies across our businesses for several reasons.

## Uneven gender representation

Although we've improved women's representation overall (35% in 2019), there are still proportionally fewer women working at our most senior levels (26%). Representation of women has increased in leadership roles overall since 2018, leading to small reductions in average pay gaps. Pay and bonuses are higher at more senior levels, so this imbalance in gender representation across levels results in a gap between mean and median pay and bonuses for men and women in most of our entities, particularly in BP p.l.c.

## Roles with higher pay and bonus are male-dominated

In BP Exploration roles that carry significant allowances (for example, offshore work) are predominantly carried out by men and result in our highest pay gap. We also have roles such as trading, where pay is weighted heavily towards performance bonuses. These roles are currently predominantly carried out by men. BP Express Shopping competes against other convenience retailer companies. It has a different employment model to our other reporting entities in the UK, with a high proportion of hourly paid employees and low differentiation in pay.

## Fluctuations in bonus gaps

Bonus gaps will typically show greater volatility because they include one-off payments such as spot bonuses or certain types of share awards.

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# What action we're taking

We want to attract, develop and retain the best talent and to create a diverse and inclusive working environment, where everyone is accepted, differences are valued and there is no discrimination. This starts with our attraction and recruitment processes and continues through the way we develop and support employees to unlock their human energy to be the best they can be at BP.

## Attraction and recruitment

We've worked hard to attract women into BP at all levels and in all roles, and help them progress successfully throughout their careers with us. The energy sector, and BP in particular, needs to be seen as an attractive option for women and we prioritize this as part of our talent attraction work.

We have a clear diversity and inclusion policy that guides our approach to hiring. We call this our 'rules of the road' and it ensures we have diverse pools of applicants and assessment panels whenever possible.

**i** Read more at [bp.com/careers](https://bp.com/careers).

In 2019 we were named as one of the UK's Top 50 Employers for Women in The Times newspaper, for the first time.

## Developing the talent pool

Under-representation of women in science, technology, engineering and maths (STEM) subjects during education is a continuing limit on gender representation in BP. This issue is perpetuated by general perceptions of STEM careers. It takes a long time for initiatives designed to attract women into STEM to have a clear and lasting impact.

We've invested in STEM education in the UK for more than 50 years, helping young people to understand the career opportunities available to them if they continue their education by studying STEM subjects. We're supporting professional development for teachers and educators, through the BP-funded Science Museum Group Academy and our ongoing support for 'Project ENTHUSE' at the National STEM Learning Centre.

We're also working in collaboration with the Royal Academy of Engineering in the UK and are actively involved in many other initiatives. These include POWERful Women and Million Women Mentors, which both focus on bringing more women into STEM disciplines and professions.

**i** Read more at [bp.com/stem](https://bp.com/stem).

## Progression

We routinely focus on identifying high potential people, ensuring they have robust career and development plans. We are deepening the feeder pool at less senior levels so we can build our talent pipeline. We expect our senior leaders to sponsor and mentor talented women.

## Retention

Many different issues can affect why our people choose to stay with BP, including return to work support. We're proud that 88% of our employees return to us from maternity leave. Our people value the flexible working arrangements we offer. We're doing more to embrace flexible working, allowing employees to find a better work-life balance and work more productively.

Our employee-initiated business resource groups, including the BP Women's International Network (BPWIN) and the Working Parents and Carers group, share employees' insights and opinions to help us shape policies that encourage positive career choices.

**i** Read more at [bp.com/diversityinclusion](https://bp.com/diversityinclusion).

In 2019 we launched our global flexible working principles and improved our leave allowances, providing every employee with a minimum amount of paid parental or carer leave.

We also provide mentoring, coaching and sponsorship for high potential individuals, those returning to work after an extended period of leave and those transitioning to new roles.

# Statutory reporting: BP gender pay data for 2019

Five of our UK entities have at least 250 employees. Together these employ around 14,300 people. Under current regulations we're required to report our gender pay gap for these entities at 5 April 2019.

## BP gender pay and bonus gaps

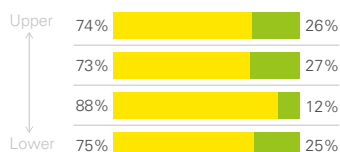
Legal entity	Reportable Pay Gap (%)				Reportable Bonus Gap (%)				% receiving bonus				Female (%)	
	Mean		Median		Mean		Median		Male		Female		2018	2019
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019		
BP Chemicals	2.0	-0.8	-6.8	-12.4	-9.1	-113.2	13.4	14.8	99.2	96.4	98.6	98.7	22	23
BP Oil	13.7	14.7	11.6	9.5	27.4	26.0	27.5	26.8	97.6	98.9	95.0	95.7	41	41
BP p.l.c.	24.0	21.6	19.8	18.9	64.9	65.8	38.8	41.0	96.8	95.8	96.1	95.1	42	44
BP Exploration	29.4	26.3	29.1	24.9	22.6	32.8	28.3	28.7	99.5	99.0	98.4	98.9	22	23
BP Express Shopping	3.1	3.6	1.8	4.0	0.2	10.9	0.8	4.3	15.5	16.0	12.2	12.7	48	49

A share option plan awarded to group leaders in 2011 that can be exercised up until 2021, was incorrectly omitted from calculations in both 2017 and 2018. The table above includes the correct restated numbers for 2018. The impact in 2018 was minimal, but resulted in a slight overstatement of our mean bonus gaps across two entities (BP Exploration & BP p.l.c.). There was no impact on 2018 median bonus gap numbers. The impact in 2017 was more significant, and resulted in an understatement of our bonus gaps across three entities (BP Oil, BP Exploration & BP p.l.c.). The inclusion of this plan as had a particular impact on BP Chemicals bonus gap numbers due to the relatively small group leader population in that entity.

## Proportion of men and women in each quartile band

### BP Chemicals Limited

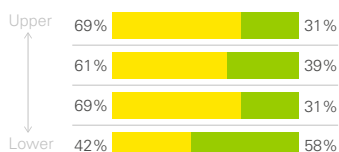
median pay gap -12.4%



BP Chemicals is our petrochemicals business in the UK, principally our operation in Hull.

### BP Oil UK Limited

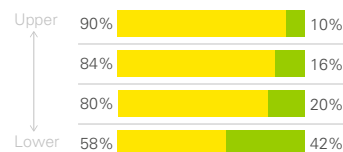
median pay gap 9.5%



BP Oil represents our Downstream fuels and lubricants businesses.

### BP Exploration Operating Company Limited

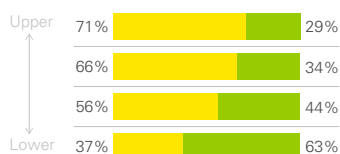
median pay gap 24.9%



BP Exploration covers Upstream activities in the UK, principally North Sea operations.

### BP p.l.c.

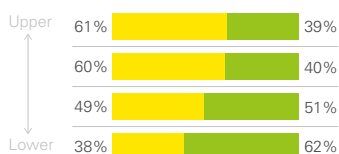
median pay gap 18.9%



BP p.l.c. predominantly covers employees in corporate business and functions, including our integrated Supply and Trading and Air BP businesses.

### BP Express Shopping Limited

median pay gap 4.0%



BP Express Shopping is our largest UK employing business, concerned with retail operations supporting our UK-wide network of forecourts.

● Men ● Women

