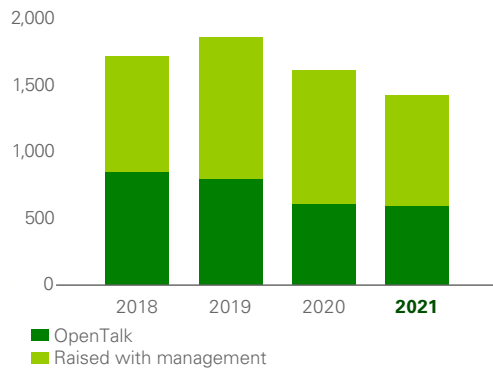




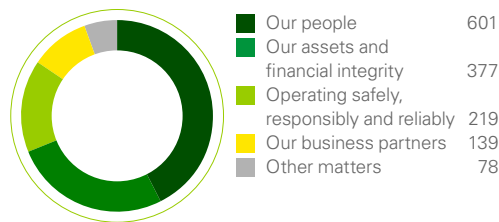
## Building on strong foundations

### Total number of concerns and enquiries raised



### Concerns and enquiries raised through all reporting channels in 2021

(by code of conduct chapter)



More than 1,400 concerns<sup>a</sup> and enquiries were reported in 2021, around 14% fewer than 2020 (more than 1,600 enquiries). Concerns reported per 100 employees in 2021 decreased slightly to 2.5 (2.6 2020).

The most frequently raised concerns continue to be related to the 'our people' section of the code. This section of the code addresses issues such as harassment, equal opportunity, and diversity and inclusion.

<sup>a</sup> Excluding duplicate concerns.

<sup>b</sup> Dismissals, resignations during investigation and supplier terminations.

In 2021, around 40 employee exits<sup>b</sup> resulted from non-conformance with the code or unethical behaviour, compared with around 80 in 2020. This total excludes dismissals of staff employed at our retail service stations.

### Our people

Our people are crucial to delivering our purpose and strategy. We focus on attraction, recruitment and development to help ensure we have the skills we need today and are prepared for our transition to become an integrated energy company.

In 2021, we continued our work to build skills forecasts and capability plans in priority disciplines, such as digital and data, hydrogen, offshore wind, and electrification, so that we have the capabilities we need to deliver our strategy. This work is integral to our aim 12 to support a just transition.

[Read more about our aim 12 just transition, on page 35](#)

### Developing our people

bp employees collectively completed more than 750,000 hours of formal learning in 2021. This was in addition to on-the-job learning, coaching and mentoring, team growth days and other informal learning opportunities that were available to our employees. Our overall learning catalogue currently includes more than 20,000 course titles, which help individuals to develop leadership skills and technical discipline depth, underpinned by a rigorous core mandatory curriculum centred on safety and compliance. Our curriculum also emphasizes future skills beyond technical and business specialisms – including sustainability, digital, agility and commercial, bolstered by a core set of soft skills.

### Our capability across bp



In 2021, we piloted a new virtual coaching and learning programme, designed to support employee personal development and strengthen our approach to performance management and feedback, with more than 3,300 people.

Leadership capability is critical. We need everyone in bp to lead through the energy transition and we are refreshing and relaunching our leadership frame and talent management practices to promote the behaviours and skills needed for the future. In 2021, we offered 'Leading safe, ethical and inclusive teams' support to more than 1,100 new line managers and introduced new DE&I training, including our Race for Equity programme, continuing to build leadership capability across bp.

[Read more about Race for Equity, on page 39](#)

We are also continuing to bring high-calibre specialized talent into bp from the external market to fill skills gaps and complement our expertise. Of our 64 new group leader appointments since the third quarter of 2020, 15 have been external hires.

### Education and employability

We support education and employability initiatives and invest in the communities where we work. This helps underpin our future growth by expanding talent pipelines for established skillsets and newer ones, including many of the skills that bp and the world need to get to net zero. These skills are in short supply and competition for talent is high.