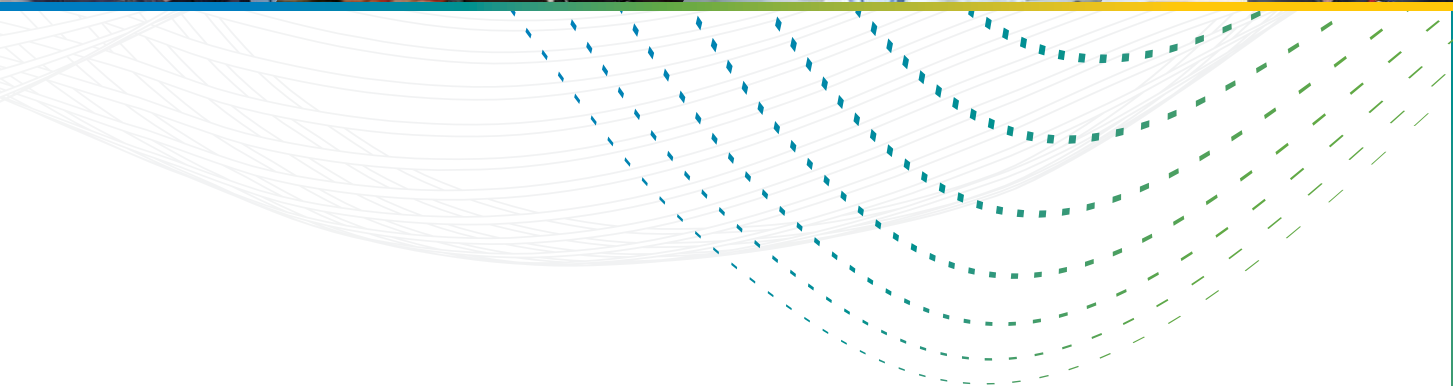
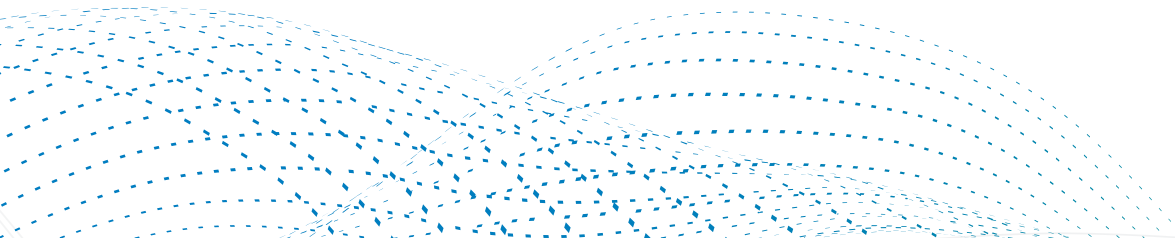




Who **We** Are

2020 Human Capital Management Report



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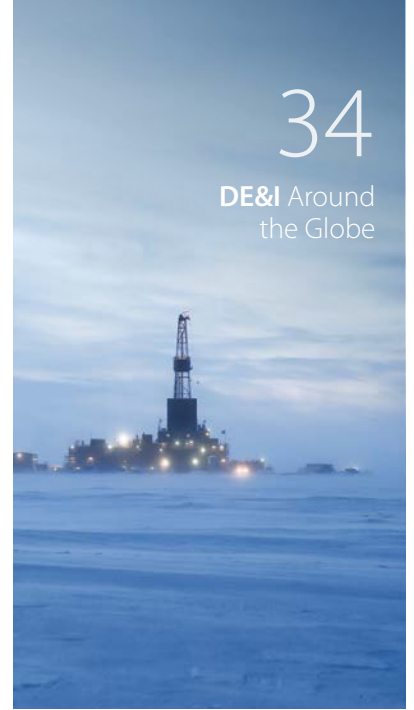
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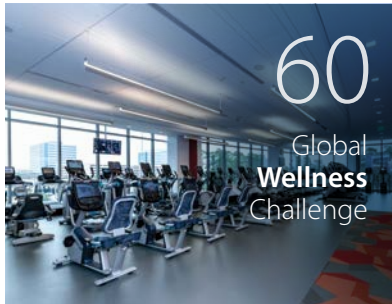
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Letter from Leadership

To our stakeholders,

As the world's largest independent upstream oil and gas business, ConocoPhillips embraces our mission to provide energy to power civilization while also playing a valued role in the energy transition toward a low-carbon future.

ConocoPhillips has been a leader in establishing a strategy that works in the new, challenging realities of our business. We have an enviable portfolio of some of the lowest cost of supply assets across the globe. And we have a well-established reputation for safe, responsible operations throughout our history as a company. But underlying our strategy, our portfolio and our reputation are OUR PEOPLE. They make ConocoPhillips run. The diverse people of ConocoPhillips have always been the heart of our company and we recognize that attracting and developing a world-class workforce is a competitive imperative within our changing industry.

We are very pleased to issue the company's inaugural Human Capital Management (HCM) Report, titled "Who **We** Are." This report describes our approach to HCM, which begins with a strong SPIRIT Values-based culture that we believe sets us apart. Our workforce — and our ways of work — reflect a commitment to excellence, accountability and performance. Our people are high achievers, and we care about and respect one another. This plays out through our emphasis on diversity, equity and inclusion, strong internal and external engagement and a priority on feedback. We understand that performance and job

satisfaction go hand in hand, which means we must offer a workplace environment where everyone feels valued.

Our vital industry is one of the most technically sophisticated in the world and we have always been innovative. This tradition of innovation will be put to great use as we evolve our business to meet a low-carbon future. We were the first U.S. upstream oil and gas company to adopt a Paris-aligned climate risk framework that included targets for emissions reductions, collaborative affiliations and advocacy for responsible carbon policies. We're a leader in taking measures to address our own carbon footprint and we are studying new energy technologies that align with our competencies. Meeting these future challenges requires having the best and brightest people who bring passion and excitement for solving important problems.

The essence of our HCM approach is this: inspire a compelling culture, attract and retain great people, provide rewarding opportunities and meet our commitments to all stakeholders. This is Who **We** Are.

Ryan Lance and the Executive Leadership Team

Handwritten signatures of Ryan Lance and the Executive Leadership Team members, including Bill, Jim, Ellen, Andrew, Anita, Mark, Kelly, and Joe.



The diverse people of ConocoPhillips **have always been the heart of our company** and we recognize that attracting and developing a world-class workforce is a competitive imperative within our changing industry.

RYAN LANCE
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER

Our Approach to Human Capital Management

Our Executive Leadership Team (ELT) and our board of directors play a key role in setting our Human Capital Management (HCM) strategy and driving accountability for meaningful progress. Our HCM programs are supported by our global leaders with significant functional oversight by our human resources team.

Our HCM strategy is built upon our SPIRIT Values — Safety, People, Integrity, Responsibility, Innovation and Teamwork. Our HCM programs are then built around three pillars that we believe are necessary for HCM success. The three pillars are: a compelling culture, a world-class workforce and strong external engagement. Each of these pillars are described in more detail below:

Who We Are:

A Compelling Culture

- › Focus on safety, accountability and performance.
- › Global COVID-19 response prioritizes protecting our workforce, mitigating the spread of COVID-19 and maintaining business continuity.
- › Actions grounded in diversity, equity and inclusion (DE&I) pillars: leadership accountability, employee awareness and processes/programs.
- › DE&I governance includes C-suite D&I Champion (Champion) and global D&I Council (Council).
- › Fourteen active Employee Networks, including new disability network.
- › Leveraging data analytics to monitor key workforce and engagement metrics.
- › **NEW:** 2020 *Perspectives Pulse* D&I Survey showed 80% employee satisfaction score (higher than prior year and external benchmark).
- › **NEW:** Introduced psychological safety training for supervisors to support our culture.
- › **NEW:** Prioritizing successful post-M&A cultural integrations.
- › **NEW:** Supporting different ways of working with new hybrid work program.

Valuing Our People:

A World-Class Workforce

Recruitment

- › Recruitment/selection practices focus on minimizing bias.
- › Summer interns and college hires establish feeder pools.

Employee Engagement and Development

- › Robust succession planning focuses on diverse internal pipeline.
- › Hands-on Talent Management Teams guide employee development.
- › **NEW:** Real-time recognition program.
- › **NEW:** Formal “how” rating assesses behaviors.

Compensation, Benefits and Well-being

- › Competitive, performance-based compensation packages; global equitable pay practices.
- › Compensation programs link individual and company performance.
- › Inclusive global benefits informed by external market practices and employee needs.
- › Global wellness programs address physical and mental well-being.
- › **NEW:** Introduced expanded benefits to support families.



Advocacy and Giving Back: External Engagement

- › Published statement condemning racial inequity.
- › Contributed \$5+ million toward charitable efforts and partnerships to support minority-, gender- and STEM-specific programs.
- › Actively partner with trade associations and minority nonprofit organizations.
- › Recognized by Human Rights Campaign's Corporate Equality Index; score of 100 for multiple years.
- › Increasing partnerships with HBCUs and Hispanic-serving institutions.
- › **NEW:** Allocated a significant amount of our university contributions budget to programs advancing DE&I.
- › **NEW:** Formed new partnership with INROADS and awarded Corporate Partner of the Year recognition.
- › **NEW:** Published our 2018-2020 EEO-1 reports externally and expanded external disclosures.

"We take a broad approach to Human Capital Management that begins with our SPIRIT Values. We embrace the need for an innovative, diverse and inclusive culture where talented people want to work. **Our HCM programs and processes are designed to attract and retain a world-class workforce to meet our evolving business needs.**

We also believe in playing a positive, visible role in our communities and as advocates for the business."

— **CHARLES E. BUNCH**, BOARD MEMBER AND CHAIRMAN OF THE HUMAN RESOURCES AND COMPENSATION COMMITTEE

— **ROBERT A. NIBLOCK**, BOARD MEMBER AND LEAD DIRECTOR

Our Mission

We exist to power civilization.

Our Values

We respect one another, recognizing that our success depends upon our employees.

We strive for an inclusive environment that reflects the different backgrounds, experiences, ideas and perspectives of our employees.



S

SAFETY

No task is so important that we can't take the time to do it safely. A safe company is a successful company.

"Our number one priority is to make sure everyone goes home safely every day. We have an important job to safely deliver energy to the world while minimizing our environmental footprint in this mission. A safe company is a successful company."

— **TROND-ERIK JOHANSEN**, VICE PRESIDENT, HSE

P

PEOPLE

We respect one another. We recognize that our success depends upon the capabilities and inclusion of our employees. We value different voices and opinions.

"The best thing about working at ConocoPhillips is definitely the people. The people I work with today and the people I've worked with in the past. I have learned — and continue to learn — so much from my colleagues and I feel so lucky every day."

— **SALLY MARSHALL**, CONTROLLER, CANADA

I

INTEGRITY

We are ethical and trustworthy in our relationships with internal and external stakeholders. We keep our promises.

"ConocoPhillips distinguishes itself by being straightforward and forthright in our dealings with others. In other words, our integrity. This is one of our SPIRIT Values and I think we get a lot of credit for being honest, fair and accurate in our interactions."

— **DAN CLARK**, VICE PRESIDENT, ROCKIES BUSINESS UNIT

Our Vision

We will be the **E&P company of choice** for all stakeholders.



R

RESPONSIBILITY

We are accountable for our actions. We care about our neighbors in the communities where we operate. We strive to make a positive impact across our operations.

“Being a leader in ESG leadership means gaining and maintaining people’s trust. We highly value engagement with all stakeholders and take pride in being accessible, open and transparent about our business practices.”

— **RYAN LANCE**, CHAIRMAN AND CHIEF EXECUTIVE OFFICER

I

INNOVATION

We anticipate change and respond with creative solutions. We are responsive to the changing needs of the industry. We embrace learning. We are not afraid to try new things.

“I’m glad to be part of a culture where we can try out new things and strive to improve. I have a drive to solve business problems. I like the intensity of it.”

— **RAMESH SHARMA**, STAFF ENGINEER, PROCESS

T

TEAMWORK

We have a “can do” attitude that inspires top performance from everyone. We encourage collaboration. We celebrate success. We win together.

“The work culture encourages knowledge sharing, teamwork and collaboration with all levels of the organization. In a busy day, there’s always time for some laughter and social interaction, whether in the form of a quick chat in the corridor, or a coffee/tea break.”

— **SANDHYA HEIDE**, IT SECURITY CONSULTANT, EUROPE, MIDDLE EAST AND NORTH AFRICA

By the Numbers

We actively monitor diversity metrics on a global basis. We are committed to being transparent as we build a more diverse and inclusive workplace.

Our current metrics reflect a snapshot of trends for the three years of 2018-2020. In the [Performance Metrics section](#), we provide data for 2016–2020. We are excited to see improvements, but acknowledge there is still work to do.



Trends and Highlights:

- ▶ Globally, we show a positive three-year trend in representation of women at all levels of leadership and career progression. In 2020, despite a slight decrease in women in leadership, we increased representation of women at senior, entry and mid-career levels. Annualized global attrition for women remains below attrition for men and below overall attrition numbers for ConocoPhillips. Additionally, annualized attrition for women has decreased over the three-year period.
- ▶ In the U.S., we have improved our representation of people of color in all levels of leadership and career progression over the last five years. In 2020, our overall representation for people of color increased by one percentage point. Annualized attrition for people of color in the U.S. remains below attrition for white employees and below overall attrition numbers for ConocoPhillips. Additionally, annualized attrition for people of color has decreased over the three-year period.
- ▶ We are accelerating our work to analyze and better understand our underlying data and trends. Making the data visible is an important step in our DE&I journey, but what we do with this information is what matters. The Council, consisting of diverse senior leaders from across ConocoPhillips, in conjunction with the ELT, reviews these metrics and identifies appropriate plans and priorities to address trends. We also continue to educate and inform our workforce on underlying trends to raise awareness. That is how we take DE&I to the next level.

~9,700

TOTAL
HEADCOUNT



15

WORK
COUNTRIES



65

WORK
LOCATIONS



59%

U.S. POPULATION



55

NATIONALITIES



44.7

AVERAGE AGE



11.9

AVERAGE YEARS
OF SERVICE



17.9

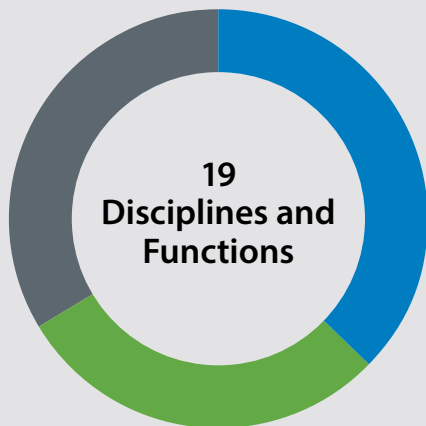
AVERAGE YEARS
OF EXPERIENCE



Data as of Dec. 31, 2020. Data does not include Concho Resources, as transaction closed in 2021.

GLOBAL REPRESENTATION

By Function



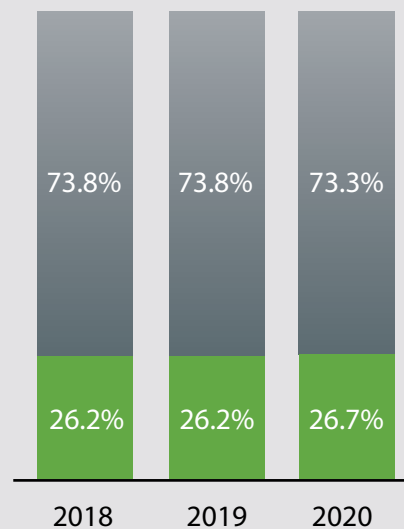
37.4%
ENGINEERING AND GEOSCIENCE

33.5%
BUSINESS FUNCTIONS

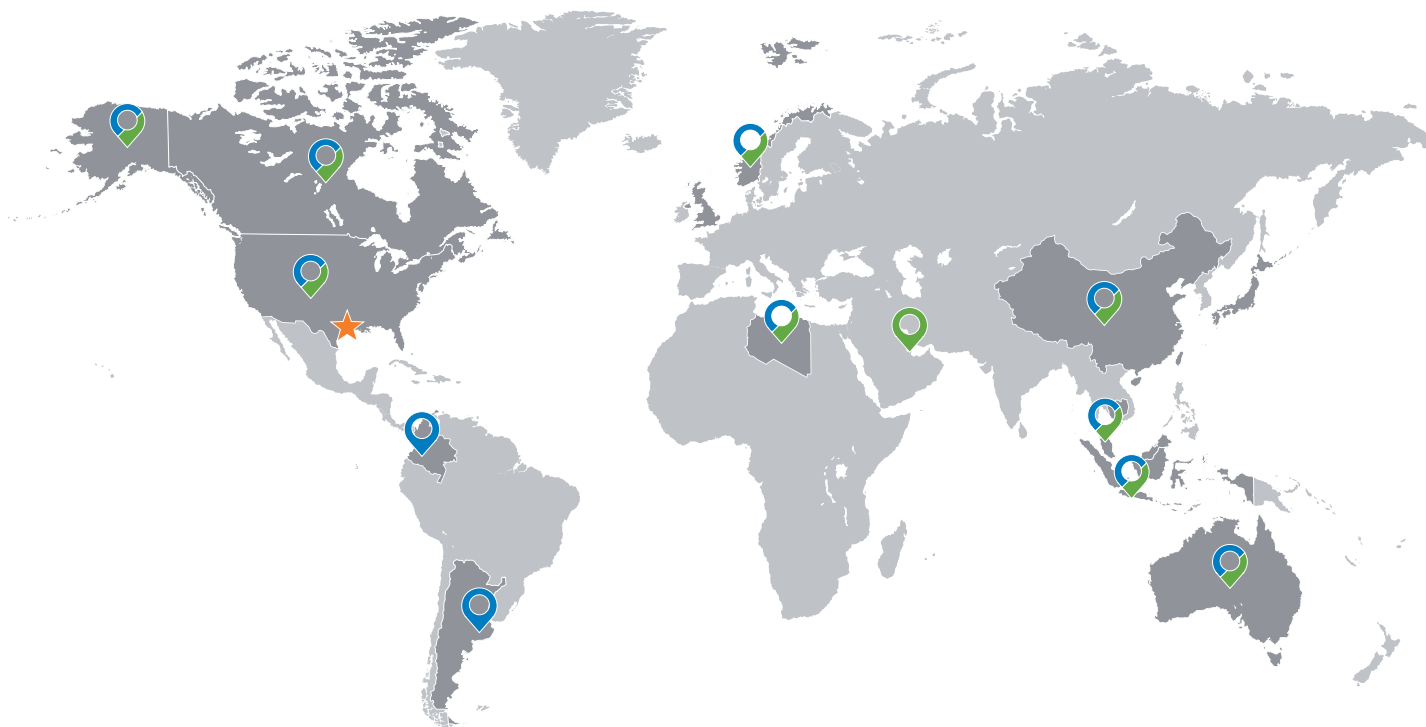
29.0%
FIELD

By Gender

■ WOMEN ■ MEN



GLOBAL OPERATIONS

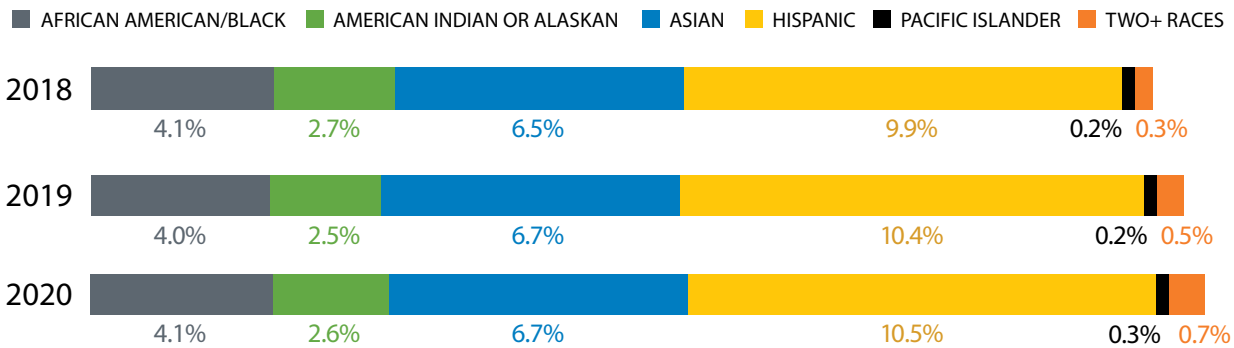


📍 Exploration 📍 Production 📍 Exploration and Production ★ Headquarters

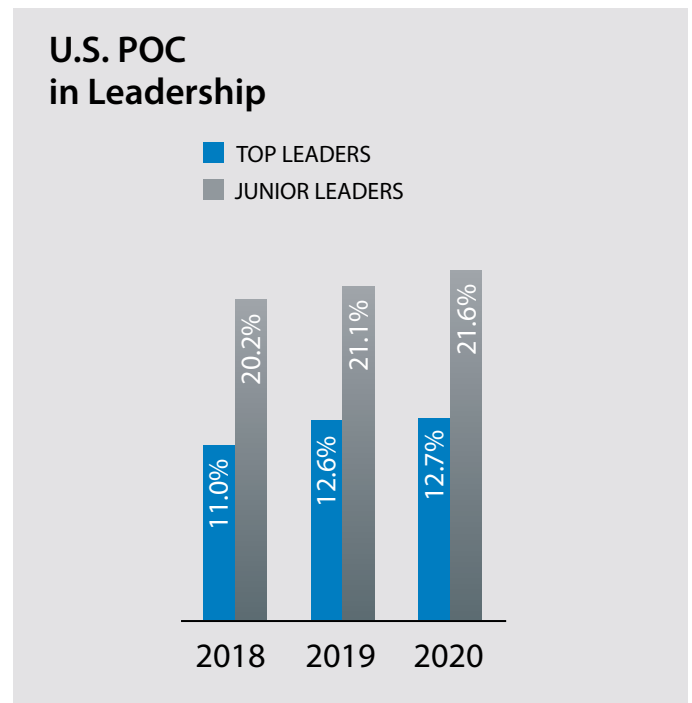
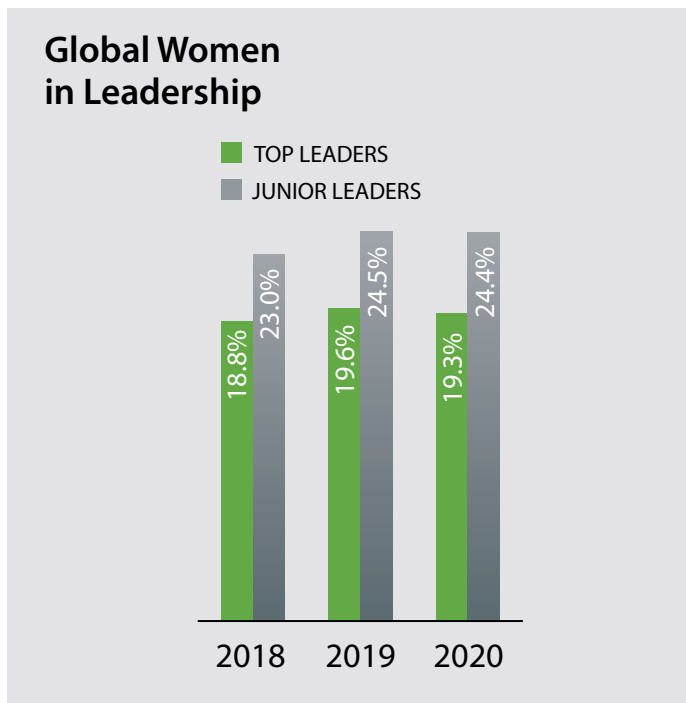
U.S. REPRESENTATION

29% WOMEN / **25%** POC / **6%** VETERANS / **5%** PEOPLE WITH DISABILITIES

People of Color (POC) by Race/Ethnicity



LEADERSHIP



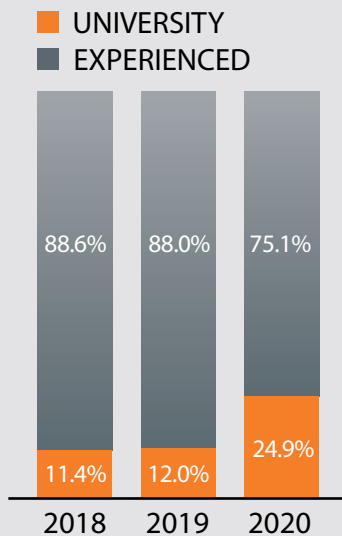
2020 U.S. Leadership by Race/Ethnicity¹



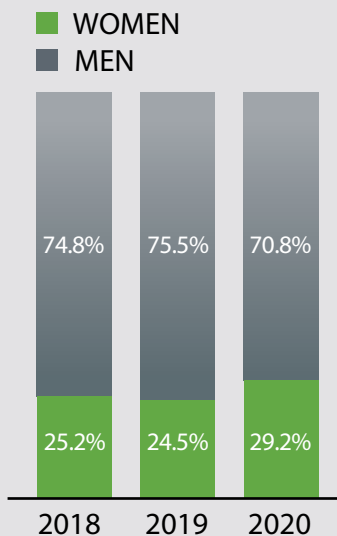
Employee data based on active employees as of Dec. 31, 2020. U.S. workforce demographics account only for self-reported data. Business Functions, Field, POC, Top Leaders and Junior Leaders definitions can be found in the glossary. Data may not equal 100% due to rounding. ¹2020 U.S. Leaders by race/ethnic group based on the represented population at ConocoPhillips.

HIRING AND ATTRITION

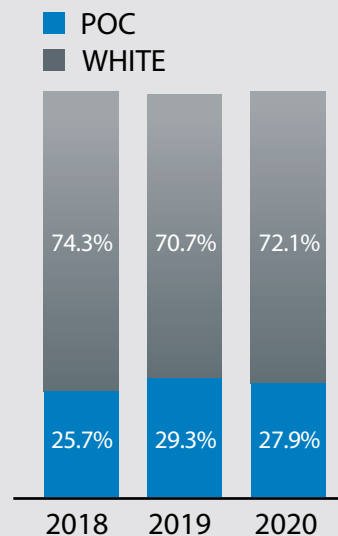
Global Hires by Type



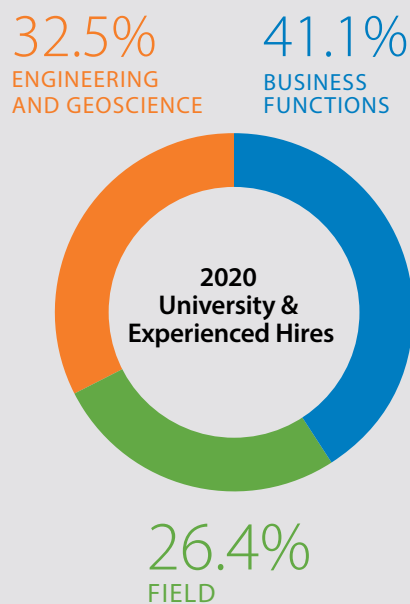
Global Hires by Gender



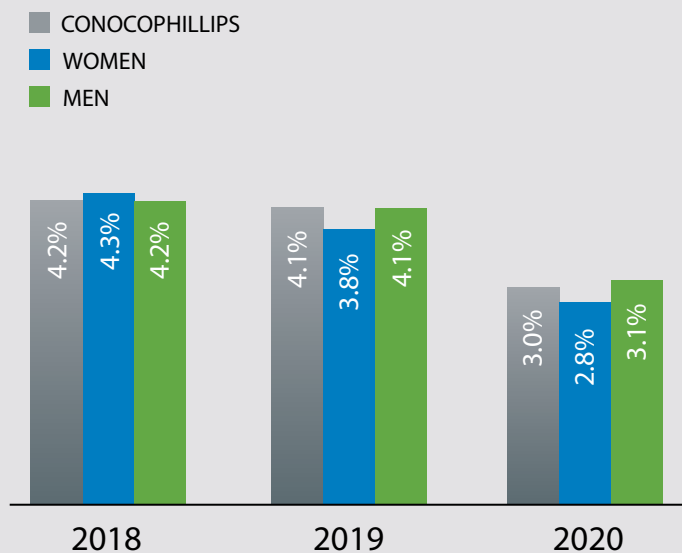
U.S. Hires by Race/Ethnicity



2020 Hires by Functions



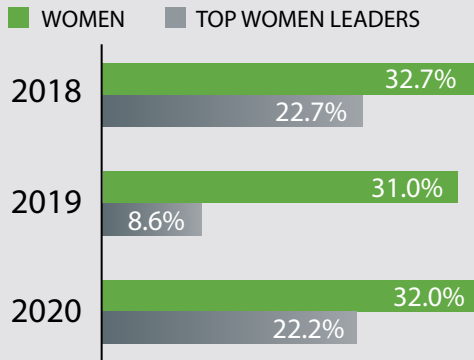
Voluntary Attrition Rates



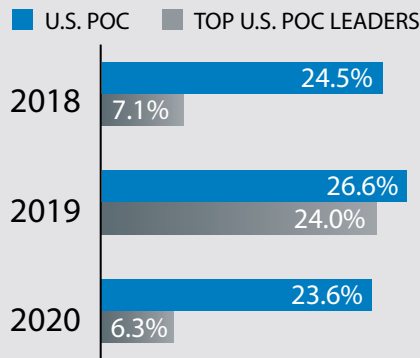
Employee data based on active employees as of Dec. 31, 2020. U.S. workforce demographics account only for self-reported data. Business Functions, Field, POC and Top Leaders definitions can be found in the glossary. Data may not equal 100% due to rounding. ¹Promotions (in percentages) allocated to a gender group(women/men) or race/ethnic group (POC/White).² Includes engineering and geoscience.

DEVELOPMENT

Percentage of Promotions¹ – Global Women



Percentage of Promotions¹ – U.S. POC



“My vision for the future is one in which every individual has the **same opportunity to contribute and a sense of belonging** throughout their career, regardless of ethnicity, race, gender, religious beliefs, what language we speak, or sexual orientation.”

— **WENDY KING**, VICE PRESIDENT, GULF COAST BUSINESS UNIT

2020 Training



1,870

DE&I COURSES COMPLETED



27.1

TRAINING HRS./PETRO-TECHNICAL EMPLOYEE²



48%

SUPERVISORS COMPLETED PSYCHOLOGICAL SAFETY TRAINING



Who We Are

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Our Culture

How we do our work is what sets us apart and drives our performance. We're experts in what we do and continuously find ways to do our jobs better. We value diversity and create an inclusive culture of belonging. Together, we deliver strong performance, but not at all costs. We embrace our core cultural attributes that are shared by everyone, everywhere.

Accountability + Performance

- + We live our SPIRIT Values.
- + We are inspired and inspire others.
- + We are empowered.
- + We keep our commitments.
- + We do business better.
- + We focus on the things that matter.

It's not just what we do. **It's how we do it.**

“Our success depends upon our people. We strive to **foster an inclusive work environment, rooted in our SPIRIT Values and accountability to each other.** These elements make up Who **We** Are. They set the foundation for our culture, drive our performance and help us create a workplace where our people can grow professionally and personally.”

— **HEATHER SIRDASHNEY**, VICE PRESIDENT, HUMAN RESOURCES AND REAL ESTATE AND FACILITIES SERVICES

Valuing Human Rights

Governments have primary responsibility for protecting human rights, and we believe business has a constructive role to play to advance respect for human rights throughout the world, as do Non-Government Organizations (NGOs) and other representative groups in civil society.

We recognize the dignity of all human beings and our core values embrace these inalienable rights: for all people to live their lives free from social, political or economic discrimination or abuse.

Our Focus and Expectations

We commit to respecting the human rights of all people and will conduct business consistent with the human rights philosophy expressed in the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

Our intent regarding human rights is also reflected in our purpose and values and in our business ethics policy and health, safety and environmental policy.

These policies address how we conduct our business with respect for people and the environment, accountability and responsibility to communities, and ethical and trustworthy relationships with our stakeholders. We will maintain ongoing discussion with government, NGOs and other business stakeholders through our participation in the Voluntary Principles on Human Rights and Security. The company's approach to engagement with indigenous communities, in locations where they are an important stakeholder group for our operations, is consistent with the principles of the International Labour Organization Convention 169, concerning Indigenous and Tribal Peoples, and the United Nations Declaration on the Rights of Indigenous Peoples.

[Read more about our commitment to human rights.](#)

“In years past, it's been, ‘Well that's not our issue. We aren't going to fix that.’ Now corporate America has stepped up and said this is something that needs to be fixed. This is aligned with our SPIRIT Values; **ConocoPhillips believes that we have the responsibility to value people everywhere.**”

— KEVIN AVERY, MANAGER, FEDERAL GOVERNMENT AFFAIRS AND ALASKA

Condemning Racial Injustice, Championing Human Rights

We are committed to eliminating bias and injustice in all its forms. We strive to represent and reflect the global communities in which we live and work, including recognizing the dignity of all human beings and fostering an environment of inclusion that respects individual contributions and differences.

ConocoPhillips Chairman and CEO Ryan Lance and other members of the Business Roundtable reinforced this value by publishing a statement condemning racial inequity. ConocoPhillips is a participant in the Voluntary Principles on Security and Human Rights, which states that “force should be used only when strictly necessary and to an extent proportional to the threat; and the rights of individuals should not be violated while exercising the right to exercise freedom of association and peaceful assembly.”

In our hometown of Houston, Lance encouraged and recognized the efforts of the Houston Police Department (HPD) and mayor to apply these and HPD’s own stated principles in their approach to the demonstrations that took place in our city. Lance also encouraged the International Association of Chiefs of Police to do the same.



Business Ethics

Our reputation and integrity depend on each employee, officer, director and those working on our behalf assuming a personal responsibility for our business conduct. Led by our Chief Compliance Officer, our Global Compliance and Ethics team ensures adherence with applicable laws and the highest ethical standards, promotes a positive corporate reputation, prevents criminal and civil liability, and sets the tone for an ethical work environment. The team includes local ambassadors embedded in business units and functions who help support and administer our Global Compliance and Ethics program.



As part of our commitment to continuous improvement, we expanded our monitoring and assurance function in 2020, with activities aimed at preventing retaliation against employees who report potential concerns.

Aspects of our compliance and ethics program relevant to financial reporting are annually reviewed by the company's external auditor, and Global Compliance and Ethics processes are periodically audited by our internal audit function and external compliance experts.

Code of Business Ethics and Conduct

Our Code of Business Ethics and Conduct (Code) explains our standards as well as our legal and ethical responsibilities and provides guidance for expected behaviors. It covers a range of topics including business ethics, antitrust, anti-corruption, gifts and entertainment, conflicts of interest and political involvement.

All employees have access to web-based training on the Code at any time and are periodically required to complete training. All new employees receive training. As part of our annual certification process in 2020, 100% of active employees confirmed they read the Code, made any required disclosures and reported all potential concerns. Employees who are most exposed to legal risks, like corruption, take part in web-based training and other targeted training. In addition to corruption training, we also teach employees how to deal with situations that may involve laws or regulations regarding political activities, antitrust, anti-boycott, economic sanctions and export controls.

[Read more about our business ethics.](#)

“In a world where truth, respect and fair treatment seem to be increasingly challenged, the **honesty**, **openness** and **integrity** within ConocoPhillips simply make it a great place to work.”

— **DAVID HENDICOTT**, GENERAL MANAGER, PARTNER-OPERATED ASSETS, IT, COMMERCIAL AND BUSINESS DEVELOPMENT, EUROPE, MIDDLE EAST & NORTH AFRICA

Safety

Our Commitment

We are committed to protecting the health and safety of everyone who plays a part in our operations, lives in the communities in which we operate or uses our products. Wherever we operate, we conduct our business with respect and care for both the local and global environment and systematically manage risks to drive sustainable business growth. We will not be satisfied until we succeed in eliminating all injuries, occupational illnesses, unsafe practices and incidents of environmental harm from our activities.

To meet our commitment, we:

- › Comply with applicable regulations and laws.
- › Demonstrate visible and active leadership that engages employees and service providers, and manage health, safety and environmental (HSE) performance as a line responsibility with clear authorities and accountabilities.
- › Ensure all employees and contractors understand that working safely is a condition of working for and with ConocoPhillips, and that they are each responsible for their own safety and the safety of those around them.
- › Maintain “stop work” policies that establish the responsibility and authority for all employees and contractors to stop work they believe to be unsafe.
- › Manage all projects, products and processes in a way that protects safety and health and minimizes impacts on the environment.
- › Provide employees with the capabilities, knowledge and resources necessary to instill personal ownership and motivation to achieve HSE excellence.
- › Provide relevant safety and health information to contractors and require them to provide proper training for the safe, environmentally sound performance of their work.
- › Measure, audit and publicly report HSE performance and maintain open dialogue with stakeholder groups and with communities where we operate.
- › Work with both governments and stakeholders where we operate to develop regulations and standards that improve the safety and health of people and the environment.
- › Maintain a secure work environment to protect ourselves, our contractors and our assets from risks of injury, property loss or damage resulting from hostile acts.
- › Communicate our commitment to this policy to our subsidiaries, affiliates, contractors and governments worldwide and seek their support.

[Read more about our HSE efforts.](#)



“It’s important to understand that everyone has a role to play when it comes to safety at ConocoPhillips. We have an **organizational culture that empowers us to put safety first** and that’s reflected in the behaviors of our staff.”

— NORM DEMMITT, SENIOR OPERATOR

SPOTLIGHT

COVID-19 Response

“Throughout our global operations, everything we’ve done in **response to COVID-19 comes from our core values: protect our people, mitigate the spread of the virus and safely run the business.** Our workforce has stepped up, activated plans and communicated. Our people continue to get the job done while protecting themselves and others.”

— **RYAN LANCE**, CHAIRMAN AND CHIEF EXECUTIVE OFFICER

WHEN SOCIAL
DISTANCING IS
NOT POSSIBLE,
**PLEASE
WEAR FACE
COVERINGS**

ConocoPhillips

ConocoPhillips



At the beginning of the COVID-19 pandemic, we put in place three core priorities: protect our people, mitigate the spread of the virus and safely run the business. In conjunction with these priorities, we developed a governance structure and protocols that have served us well in managing through the pandemic, including:

- › Standing up a Crisis Management Support Team with global reach.
- › Communicating regularly with employees and providing them with sufficient flexibility, including remote work capability, to confront the pandemic's unique challenges.
- › Implementing rigorous sanitization protocols to keep our workplace safe.

We responded swiftly to local COVID-19 realities and did so in keeping with our SPIRIT Values. In our field locations, our personnel performed self-assessments for symptoms each day. When appropriate, to provide further protection we implemented travel restrictions and enforced additional safety protocols for business-critical travel.

We took a cautious approach to occupancy levels in certain operations to minimize health risk exposure and enable effective social distancing. A significant portion of our office staff worked remotely and productively for extended periods. They then safely returned as our global offices executed carefully designed and flexibly phased reentry plans in compliance with national, state and local guidelines. These measures proved effective at mitigating the spread of COVID-19 and reducing business disruptions. Of course, as of this writing the pandemic persists, so we continue implementing and evolving our COVID-19-related business continuity plans.

We also maintained support of our local communities by donating more than \$1.3 million in relief aid, food and medical supplies to area hospitals and first responders, in addition to our planned contributions.

All of us at ConocoPhillips extend our deepest sympathies to those impacted. We also express our sincere gratitude to everyone inside and outside the company helping us manage through this ongoing global health crisis.

[Read more about our COVID-19 response and our commitment to workplace safety.](#)

DE&I

Actions matter. Valuing everyone’s contribution isn’t just something we talk about. It’s what we strive to put into practice each day. Our commitment to building a diverse, equitable and inclusive environment is foundational to our SPIRIT Values, and it’s an imperative because it’s our people that make ConocoPhillips run.

Each employee is accountable for creating and sustaining an inclusive work environment. ELT has ultimate accountability for advancing our DE&I commitment through a governance structure that includes an ELT-level Champion and a global Council consisting of diverse senior leaders from across ConocoPhillips. The Council plays a key role in establishing corporate DE&I priorities in support of three pillars: leadership accountability, employee awareness, and processes and programs. Over the past five years, we have taken several deliberate actions to progress our DE&I journey.

INTERNAL PROGRESS

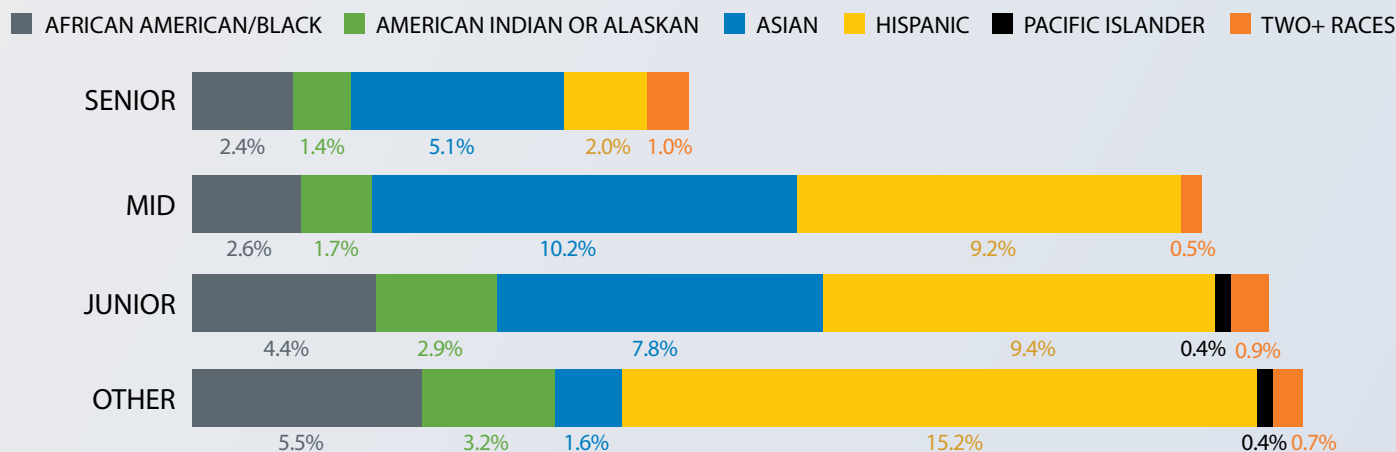
2016

2017

Key DE&I Accomplishments 2016-2020

- › Established diversity and inclusion strategy.
- › Introduced three pillars: Leadership Accountability, Awareness, Processes and Programs.
- › Engagement and inclusion focus in annual “people plan” updates.
- › Introduced requirement for personal inclusion action plans for our top senior leaders.
- › Introduced optional Inclusion Awareness training.

2020 Representation by Race/Ethnicity and Career Level



“I want people to see and feel DE&I, not just hear about it. I want people to **walk into our places of work and know DE&I lives here.**”

— ELLEN DESANCTIS, SENIOR VICE PRESIDENT, CORPORATE RELATIONS

2018

- › Discussed company-wide diversity and inclusion successes and challenges with our top senior leaders.
- › Issued CEO statement to Business Roundtable outlining our commitment.
- › Increased stockholder engagement around DE&I.
- › Continued to integrate DE&I into processes and programs.
- › Piloted Catalyst’s Men Advocating Real Change (MARC) training.

2019

- › Issued first global DE&I priorities.
- › Gathered feedback from global *Perspectives* survey.
- › Established Champion and Council.
- › Accelerated MARC training, especially among Leadership Forum and TMT leads.
- › Launched DE&I resource site, Yammer page and Champion blog.
- › Piloted Psychological Safety training.
- › Implemented Inclusive Hiring training.

2020

- › Published our first D&I Annual Report and D&I dashboards internally.
- › Focused our 2020 employee engagement survey, *Perspectives*, on DE&I.
- › Continued to enhance our internal resource site and fostered candid conversations through our Yammer group.
- › Awarded our first prestigious “SPIRIT of Performance Award” to recognize our internal DE&I advocates.
- › Implemented a “how” rating as part of our performance management process.
- › Diversified our Council.
- › Added Martin Luther King Day as a U.S. holiday.

Leadership Accountability

We all have roles to play in shaping the company's culture of DE&I, starting with leadership.

The ELT has ultimate responsibility for DE&I progress. The Human Resources and Compensation Committee of the board of directors is also involved in oversight of the company's efforts and receives periodic updates on progress and plans.

Our ELT is also engaged with our workforce through our DE&I Yammer Group, participation in employee network events and involvement with external organizations.

We hold our global leaders accountable for having local DE&I plans. Beginning in 2020, all business units, functions and staff groups were required to have annual DE&I goals that are reviewed periodically.

DE&I is also a key component of our unique "Leader of Leaders" program, which brings together the company's top senior leaders on a quarterly basis in small groups to learn, discuss, network and adopt practices promoting DE&I, psychological safety, innovation, HSE and other important topics. As part of this program, all leaders have personal inclusion goals that are assessed as part of the performance management process. Additionally, leaders dedicate portions of our annual Leadership Forum meetings, a gathering of our top company leaders, to discuss DE&I and participate in relevant training and group discussion.

In 2019 a global Council, made up of top senior leaders, was created with responsibility to:

1. Advocate on behalf of ConocoPhillips DE&I plans and programs across the organization, including to the ELT and peers.
2. Serve as DE&I ambassadors, proactively sharing key messages across the organization and role modeling inclusive behaviors.
3. Advise on programs, policies and plans that will advance DE&I across the organization.

The Council is comprised of global senior business unit and functional leaders. Terms are staggered to ensure ongoing diversification. Our current Council is 43% female and 50% people of color. Since 2019, the Council meets eight to 10 times per year to progress priorities and aims to increase DE&I throughout the global organization. The Council has been refreshed twice to accommodate organizational changes, bring new perspectives into the group and engage emerging leaders in global processes. An important aspect of Council work is to bring awareness to DE&I across the company. Council members are expected to engage with their local leaders, peers and employees to raise visibility for DE&I everywhere.

"An important aspect of our DE&I ambition is **ensuring everyone feels valued and can be authentic**. Creating a culture where that's possible and expected takes work on the part of all of us. We must confront and challenge our biases. We need to make an effort to understand each other. This is how we'll get the very best for the company and for all of us."

— **BILL BULLOCK**, EXECUTIVE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

SPOTLIGHT

We're Raising the Bar on Creating an Inclusive Environment

Cultivating a culture that supports equal opportunity and experience for all employees is the cornerstone of our commitment to diversity and inclusion.

Chairman and CEO Ryan Lance raising the rainbow flag at the ConocoPhillips headquarters was a display of support for our belief that each person is accountable for creating and sustaining an inclusive work environment. The flag-raising event was organized and supported by the ConocoPhillips Pride Network, a group comprised of lesbian, gay, bisexual or transgender (LGBTQ+) employees and their allies, who come together to network, develop and provide value back to ConocoPhillips.

Read more on [spiritnow](#).



“I think most people support diversity, equity and inclusion, but **many don't know what 'good' looks like**, don't see the power and benefits of it, or simply have blind spots. That is why training, self-awareness, modeling inclusive behaviors, and leadership visibility and accountability are all so important in breaking down those barriers.”

— **KHOA DAO**, PRESIDENT, AUSTRALIA



Awareness

Raising awareness about DE&I is critical to establishing and maintaining an inclusive culture.

COMMUNICATIONS

Our efforts include several internal channels of communication, including a DE&I Yammer Group. This is a forum for employees to talk openly, honestly and respectfully about issues and personal experiences related to diversity and inclusion.

The DE&I Yammer site remains one of the most active Yammer sites in the company. It is frequented by leaders, including the ELT, who engage on critical topics.

Our DE&I Resource site serves as a platform to share updated resources for DE&I progress, metrics, education and highlights of global activities. The site includes feature stories, spotlights on DE&I across the globe, information about the Council and several resources to help with conversations on DE&I.

In 2020, leaders across the company held meetings and endeavored to have conversations with employees, especially within our diverse populations, about racial injustice in light of tragic external events and the role and impact of DE&I.

TRAINING

Training on such topics as unconscious bias is critical to raising awareness of DE&I. We work closely with partners to develop and host training targeting a range of topics.

Some of the training highlights include:

Catalyst's Men Advocating Real Change (MARC) Program

More than 130 leaders have participated in the MARC Program trainings at our Houston, Calgary and Anchorage offices. This program is designed to inspire men to leverage their unique opportunity and responsibility to be advocates for equity, and its philosophy is applicable to all leaders. MARC participants are expected to engage with each other and the organization as advocates of DE&I.

Symmetra's Psychological Safety Training

In 2020, we implemented psychological safety training for supervisors. This training is key to ensuring we foster an environment in which all employees feel valued and welcomed to participate in our business processes, from safety and production to innovation and inclusion. Through the end of 2020, more than 800 global supervisors had completed the training.

Inclusive Hiring Training

All those involved in the recruiting process receive training on inclusive hiring best practices. In 2020, that was extended to include our university recruiters. More than 275 managers, HR professionals and employees also completed our inclusive hiring course, designed to assist them in recognizing bias and its impact on the staffing process, while providing strategies to mitigate bias and make objective hiring decisions.

"Attending MARC training is one of the things that has enriched my personal progress in DE&I. It's provided me with a base of awareness to **better relate to the perspective of others** and the challenges people face."

— EREC ISAACSON, PRESIDENT, ALASKA

Programs and Processes

We know that for DE&I to be sustainable, we need programs and processes that promote fair, consistent, disciplined and equitable treatment of all employees. By putting a DE&I lens on our people-related programs and processes, we can help improve DE&I within the company.

Some of our focus areas include:

- › Recruiting: Enhancing our recruitment and selection practices to embed inclusion into each step. This includes educating managers on inclusive hiring practices, working with partners to connect veterans and individuals with disabilities with employment, ensuring diverse internal and external candidate slates, and creating balanced interview teams to mitigate any unconscious bias in our hiring processes.
- › Talent Management Teams: Examining our Talent Management Teams' processes to ensure we are eliminating bias within our selection and succession efforts.
- › Performance management: Implementing a "how" rating as part of our performance management process to hold our workforce and our leaders accountable for behaviors, including DE&I.
- › Recognition: Expanding our workforce recognition programs to include a prestigious SPIRIT of Performance Award for DE&I advocates.
- › Accommodations: Promoting inclusion of employees with disabilities and sincerely held religious beliefs through a robust accommodation process available to all employees.
- › Employee networks: Sponsoring broad participation in our extensive employee networks.

SPOTLIGHT

DE&I Around the Globe

- › In Alaska, Australia, Indonesia and the Lower 48, local D&I Councils have been established to engage employees on DE&I issues.
- › In Asia Pacific, China, Malaysia, Singapore, Indonesia and Qatar held psychological safety training for supervisors.
- › In Qatar, the team developed local action plans that they branded as WASL, which means "connecting and respecting" in Arabic. These plans focus on three concepts: same but different, small tweaks and focusing on inclusive conversations.
- › In Canada, listening sessions between leaders and employees have created a safe space for conversations about DE&I.

“Belonging at work is key for any employee to **feel valued, respected and cherished**. It’s important we spend our lives in environments where we are celebrated and encouraged to bring our whole selves to work every day, and inclusion makes this possible.”

— **NUNY RINCONES**, STAFF RESERVOIR CHARACTERIZATION ENGINEER,
PERMIAN BUSINESS UNIT



EMPLOYEE NETWORKS

For more than 30 years, our employee networks have provided an important forum for discussion, development and connection to our communities. These networks are led by employees with guidance and involvement from leadership. Open to all employees, these groups promote DE&I through knowledge sharing, networking, professional development and volunteerism. They allow employees to connect with others with similar backgrounds, become allies and learn about those with different backgrounds, whether that be ethnicity, gender, sexual orientation or shared life experiences. Network members also provide valuable input to the company's efforts by sharing feedback and promoting cultural awareness and education.

Our employee networks offer various programs and events to support personal and professional development. Most 2020 events were held virtually, which resulted in higher attendance as employees from different offices and field locations were able to participate in events that were historically limited to those in one physical location. More than 5,000 employees participated in various networks in 2020.

We have 14 networks globally, including two that were recently launched: **A Better Life for Everyone (ABLE) Network** in Houston and Bartlesville. ABLE raises awareness and provides support, coaching, mentoring and networking opportunities for employees with disabilities as well as employees with family members connected through disabilities.

Veterans and Ex-Military Employee Network in Australia. This network recognizes and celebrates current and former service members. It provides opportunities for employees to volunteer and fundraise in support of local communities, supports nonprofit organizations benefiting veterans, and creates employee pathways for returned military personnel.

"I had the honor to be the executive sponsor of one of our employee networks, which gave me the opportunity to witness firsthand **how much they do to help us foster an inclusive environment** of mutual respect, trust and understanding."

— **NICK OLDS**, EXECUTIVE VICE PRESIDENT, GLOBAL OPERATIONS



SPOTLIGHT

Employee Feedback Influences Priorities

In the third quarter of 2020, a global **Perspectives Pulse survey** on DE&I was issued to all employees. The survey, which was administered by the Council, was designed to capture both quantitative and qualitative feedback on the company’s DE&I progress and perceived effectiveness. The response rate was very high, and over 10,000 comments were collected and evaluated.

In 2021, the Council further analyzed the survey results and developed 2021-2022 DE&I priorities.

12

Questions

65%

Employee Participation

10,000+

Comments Collected

2021-2022 DE&I PRIORITIES

Leadership Accountability

Increase leadership visibility on DE&I

Awareness

Expand access to DE&I training

Increase transparency on diversity data and trends

Programs/ Processes

Optimize talent acquisition strategy

Update Talent Management Teams and succession processes

Elevate importance of the “how” rating

SPOTLIGHT

How ConocoPhillips' Newest Employee Network is Creating a Better Life for Everyone (ABLE)

As the mother of a child with a disability, Amanda Morris, supervisor, Maintenance and Reliability, savors the little moments.

At 18 months, her daughter Bailey was diagnosed with DiGeorge Syndrome, a chromosomal disorder that results in poor development of several body systems. "We had a list of 180 things that could be wrong with an 18-month-old baby who couldn't speak for herself," Amanda said. "It was intimidating and scary. I wondered, how am I as a mother going to help her overcome these hurdles and help her live life to the fullest?"

Enter the power of networking.

A mutual colleague introduced Amanda to Jennifer Hoyt, staff geologist, whose daughter was battling a myriad of medical conditions, including respiratory and auditory issues. Amanda and Jennifer quickly bonded, connected by their children's disabilities.

This connection helped foster ConocoPhillips' newest employee network, ABLE, which supports employees with disabilities and employees who have family members with disabilities.

Read more about ABLE on spiritnow.

"When we discussed creating a network, I quickly reflected on the struggles and tears that I had **experienced as a mom to a disabled child.**"

— **AMANDA MORRIS**, SUPERVISOR,
MAINTENANCE AND RELIABILITY

"We wanted to start this network to **provide people with a place to turn** when they need support and information regarding disabilities for themselves or their loved ones."

— **JENNIFER HOYT**, STAFF GEOLOGIST

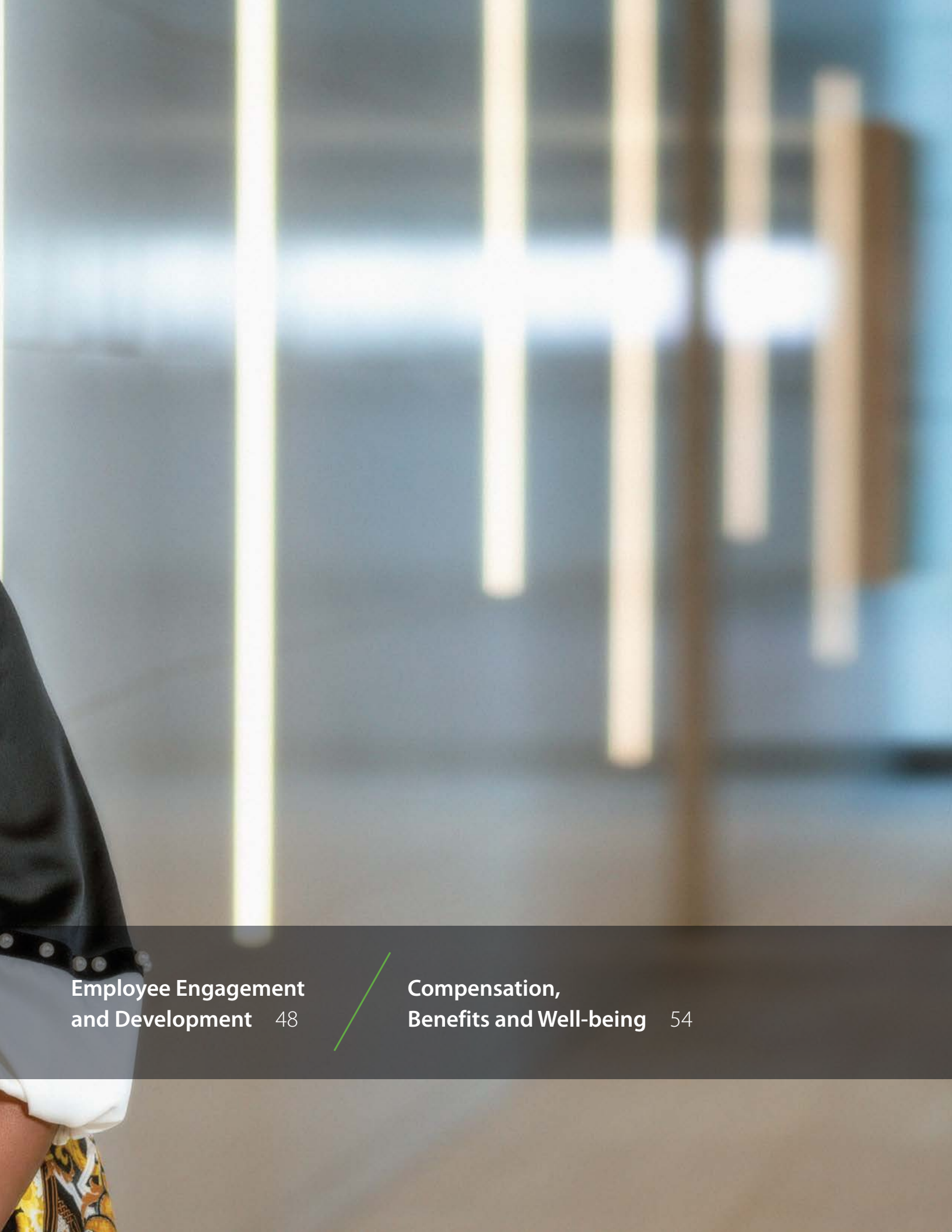






Valuing Our People

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Recruitment

Our continued success requires a strong global workforce that can contribute the right skills, in the right places, to achieve our strategic objectives. We offer university internships across multiple disciplines to attract the best early-career talent. We also recruit experienced hires to fill critical skills and maintain a broad range of expertise and experience.

University Recruitment

Bringing new people with fresh ideas into our company is vital to our future. We take enormous pride in our Summer Internship Program, which strives to offer a compelling, hands-on experience. We provide interns with challenging assignments, knowledgeable mentors and engaging activities to help them grow their skills and network.

The relationship between the company and the universities we support is important. We make financial contributions to 19 universities and designate a significant portion of our university contributions budget to programs advancing DE&I. We also designate senior leaders to engage with university leadership, deans and senior faculty.

Due to the global pandemic, we shifted our recruiting and onboarding strategies in 2020:

- › We made the difficult decision to cancel our 2020 Summer Internship Program and delay our university new hire start dates in the U.S. However, all interns received a lump sum payment representing half the salary they would have been eligible to receive. Additionally, we offered virtual, discipline-specific training experiences throughout the summer and extended offers for employment and return internships in 2021 to eligible interns.
- › We established robust practices to onboard new hires remotely.
- › We also continued recruitment virtually, attracting 111 interns for summer 2021 to work across eight U.S. locations.

“You have to build companies that can withstand the volatility of our business. That means having a **resilient strategy and an engaged workforce** that can thrive through cycles.”

— **TIM LEACH**, EXECUTIVE VICE PRESIDENT, LOWER 48



- 72.8% WHITE
- 13.6% HISPANIC
- 6.2% BLACK
- 2.5% ASIAN
- 2.5% AMERICAN INDIAN OR ALASKAN
- 2.5% 2+ RACES
- 0.0% PACIFIC ISLANDER

2020 Job and Internship Acceptance Rates* by U.S. University Students

74%

U.S. Interns

85%

U.S. University Hires

91%

Conversion Rate of Interns to Hires

*Acceptance and conversion rates are calculated by dividing accepted offers by the total number of offers made to U.S. university students or interns in 2020.

Inclusive Hiring

In support of the company's DE&I efforts, we are enhancing our hiring practices to embed inclusion into each step, from drafting job descriptions to using intentionally diverse interview panels and candidate selection methodologies.

- › We use an innovative writing platform to help us remove from job postings any biased language and unconscious barriers to attracting top candidates.
- › We work to connect with individuals and veterans with disabilities who want to find employment with an inclusive employer, and we ensure job postings are promoted through a variety of diverse organizations.
- › In the U.S., hiring veterans is a key element of our talent strategy. Veterans currently represent 6% of our employee workforce and make up a diverse community. We work with external partners and attend recruitment events geared to veterans. We also train our recruiters on use of military terminology, as well as on the top challenges that veterans and transitioning military service members face in entering the civilian workforce.
- › To attract diverse candidates for full-time positions and summer internships, we recruit from a number of universities in the U.S. By attending conferences and recruiting at Hispanic-serving institutions like the University of Houston and historically black colleges and universities like Prairie View A&M University, we are able to extend a broader outreach to potential candidates. We also partner with the National Society of Black Engineers and INROADS, a nonprofit committed to leadership and career development for underrepresented talent.
- › A data analytics dashboard was developed to provide insights into the diversity of university talent pools as well as visibility regarding diversity representation throughout our recruiting process, from application to offer.
- › As part of our new hire onboarding efforts, we introduced "Onboarding Partners" for all new hires to help foster a sense of belonging and offer a psychologically safe resource for them to engage through and ask questions.

"Above all, when I met the leadership team and people in the organization, I found this incredible knowledge base from years of experience at ConocoPhillips. At the same time, the **people were down to earth, highly collaborative and took care of one another.** That was frankly the pivotal factor for me for joining ConocoPhillips."

— PRAGATI MATHUR, CHIEF DIGITAL AND INFORMATION OFFICER

“Strategy and the health of the organization are the foundation for **attracting and retaining a world-class workforce**. People want to work where there are exciting opportunities and room for advancement. We have a very compelling business plan for the company and a strong culture, with opportunities that make this a place where you can build a career.”

— **DOMINIC MACKLON**, EXECUTIVE VICE PRESIDENT,
STRATEGY, SUSTAINABILITY AND TECHNOLOGY



SPOTLIGHT

Girls Talk Tech IT Summer Program Inspires a New Generation of Young Women

In the summer of 2021, the hallways of ConocoPhillips headquarters in Houston were alive with the sounds of laughter and excitement as 12 high school girls met in person for the first time after a month of virtual interaction presentations as part of the 2021 ConocoPhillips Girls Talk Tech IT Summer Program. The event culminated four weeks of learning a new technical application and using data to tell a story linked to the energy industry.

The young women were chosen from among a pool of applicants, half of whom came by way of ConocoPhillips' relationship with EMERGE, a nationally recognized organization focused on underserved communities that empowers and prepares high-performing first-generation students to graduate from college.

In its second year, the program gives participants an opportunity to gain exposure to a variety of new Information Technology experiences. The program is open to qualifying juniors and seniors in Houston-area high schools.

The 2021 participants were paired with someone from a different school to encourage them to get to know each other and form bonds. Each of the six teams was assigned a ConocoPhillips mentor to guide them through the program, assist with the project and offer encouragement and support.

Read more about this program on spiritnow.

“One thing that often comes as a surprise is that IT is about so much more than coding. There are **many different paths to a rewarding, fulfilling career in IT.**”

— KELEIGH MAIRE, CORPORATE STAFFS
SHARED SERVICES SUPERVISOR





Employee Engagement and Development

Investing in our employees drives our company's performance, so we approach talent development and succession planning with the same rigor that we apply to our business strategy. We seek to attract, develop and retain employees through a combination of on-the-job learning, formal training and regular feedback and mentoring.

Career Development

We empower our employees to grow their careers through personal and professional development opportunities. Employees can identify opportunities through career conversations with their supervisors and by creating an Individual Development Plan, a development tool that captures employees' long-term career plans. As part of ongoing development, we encourage leaders to gain insights on their strengths and areas for improvement through a 360 assessment tool, which gathers feedback from supervisors, direct reports and peers to help increase an employee's overall effectiveness.

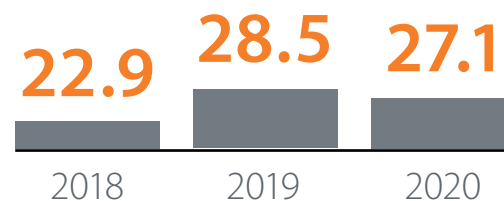
Talent Management Teams

Talent Management Teams (TMTs), made up of senior representatives from business units and corporate functions, help guide employee development and career progression. The TMTs help identify future business needs and assess the availability of critical skill sets within the company. Dashboards of demographic metrics are utilized by TMTs to mitigate bias and inform promotion and development decisions. The Council is also working to further evaluate our existing TMT structure and processes to ensure diversity and inclusion is addressed throughout.

Formal Training

In 2020, our employees completed more than 170,000 hours of virtual and in-person training on topics ranging from technical to professional development (approximately 18 hours per employee). To facilitate learning and development while working remotely during the pandemic, subject matter experts across the organization collaborated to create the ConocoPhillips Centralized Learning Resource. This one-stop shop contains virtual and online/self-paced courses on a variety of focus areas, including DE&I, innovation, data analytics, petrotechnical and many more. Throughout the year, employees completed approximately 6,000 online or virtual courses.

Petrotechnical Training Hours per Employee



Succession Planning

Succession planning is a top priority for management and the board. Leaders at all levels review Individual Development Plans, provide feedback and facilitate career conversations on an ongoing basis to ensure that employees can reach their full potential.

Annually, business leadership and TMTs meet to review succession benches, calibrate talent and provide recommendations to executive leadership and the board to ready our succession candidates for future leadership roles and promote business continuity.

Leadership Development

We recognize that supervisors play a key role, so we offer a robust supervisor development curriculum to help leaders engage and develop their employees. Global courses focus on proactive communication, employee development and building trust. In 2020, nearly 800 supervisors participated in virtual training related to psychological safety in support of fostering our culture of DE&I.

To foster collaboration and share best practices, we established the Leaders of Leaders program. This program brings together the company's top senior leaders in small cohort groups to learn, discuss, network and adopt practices promoting DE&I, psychological safety, innovation, HSE and other important topics.

Additionally, various business units and functions ran "Leaders Connect" programs, an informal community of practice where cohorts of six to eight leaders meet regularly to talk through topical leadership issues. The aim of the program is to help leaders establish a peer network, build trust and share and learn from each other about various leadership topics such as DE&I, leading through change, employee engagement and communication.

"I encourage my Legal team to work with our business partners in an informal and open way. I believe that accessibility and **strong relationships help contribute to better, more creative solutions** to further our company's strategy."

— **KELLY ROSE**, SENIOR VICE PRESIDENT, LEGAL AND GENERAL COUNSEL

Performance Management

We use a performance management program focused on objectivity, credibility and transparency. The program includes broad stakeholder feedback, real-time recognition and a formal “how” rating to assess behaviors to ensure they are in line with our SPIRIT Values and Leadership Competencies. We have identified Leadership Competencies that provide a common baseline of knowledge, skills, abilities and behaviors to support employee performance, growth and success. In 2020, we delivered performance management training globally to more than 3,000 employees.

Recognition is important to our employees and core to our culture. In 2020, we launched an employee-driven internal recognition program, The Mark Award: Instant Thanks, enabling employees to send thank-you emails through an award system that recognizes other employees for what they accomplished or how they accomplished a task. In 2020, 54% of employees received Instant Thanks awards and over 13,000 Instant Thanks were sent.

Mentoring

Employees with experience in every field have taken great care to pass on knowledge and maintain a tradition of excellence. Business units and functions provide an avenue for their employees to develop mentor and mentee relationships and grow personally and professionally. Employees can also expand their network by participating in mentoring circles. These small groups of individuals meet regularly to learn and grow together and to discuss a wide variety of topics, such as leadership, DE&I and communication.

“My proudest professional moments have been seeing the people I mentored and sponsored over the years develop in their careers. It’s a very rewarding feeling to have had a positive impact, however small, in helping people achieve their potential.”

— MICHAEL HATFIELD, CHIEF TECHNOLOGY OFFICER AND SENIOR VICE PRESIDENT, GLOBAL TECHNICAL FUNCTIONS



2020 ConocoPhillips
employee satisfaction score
exceeds external benchmark

65%

Employee
Participation

80

Employee
Satisfaction score

| QUESTIONS: 10 SCALED + 2 OPEN-ENDED | 2019 PERSPECTIVES SCORE ¹ | 2020 PERSPECTIVES PULSE: D&I SCORE ¹ | 2020 SCORES VS. EXTERNAL BENCHMARK |
|---|---|--|--|
| I feel a sense of belonging at ConocoPhillips. | 72 | 76 | Exceeds |
| Regardless of background, everyone at ConocoPhillips has an equal opportunity to succeed. | 66 | 68 | Slightly Below |
| Leaders at ConocoPhillips value different perspectives. | 66 | 68 | Exceeds |
| I have good career opportunities at ConocoPhillips. | 63 | 67 | Exceeds |

¹The company score represents the average weighted response across all employees who responded to the survey.

Employee Feedback Surveys

Taking steps to measure and assess employee satisfaction and engagement is at the heart of long-term business success and creating a great place to work for our global workforce. Since 2019, the ConocoPhillips *Perspectives* Survey has become our primary listening platform for gathering feedback on employee sentiment and promoting our Who **We** Are culture.

In 2019, we initiated our first global *Perspectives* Survey since 2013. The survey included 45 questions that touched on the topics of engagement, SPIRIT Values, DE&I, company strategy, leadership and career development.

We had a participation rate of 86% and received over 30,000 written comments from employees around the globe. Leaders analyzed the data and comments, and identified focus areas for action.

In 2020, we conducted a targeted *Perspectives Pulse* survey to gain insights on our progress in advancing our DE&I efforts. We asked 12 questions that touched on equal opportunity, belonging and career development opportunities. We had a participation rate of 65% and received over 10,000 written comments from employees around the globe. We analyzed the responses by multiple demographic cuts and leveraged the insights to inform our 2021-2022 Corporate DE&I priorities and focus areas.



Compensation, Benefits and Well-being

Our compensation and benefits philosophy and the overall structure of our programs are designed to reward all employees who contribute to our success.

We offer competitive, performance-based compensation packages, follow global equitable pay practices and provide family-friendly benefits.

Compensation

Our compensation programs are generally comprised of a base pay rate, the annual Variable Cash Incentive Program (VCIP) and, for eligible employees, the Restricted Stock Unit (RSU) program.

From the CEO to the frontline worker, every employee participates in VCIP, our annual incentive program, which aligns employee compensation with ConocoPhillips' success on critical performance metrics and also recognizes individual performance. Our RSU program is designed to attract and retain employees, reward performance and align employee interest with that of stockholders by encouraging stock ownership. Our retirement and savings plans are intended to support employees' financial futures and are competitive within local markets.

GLOBAL EQUITABLE PAY PRACTICE

We have global equitable pay practices that strive to ensure the compensation of every employee reflects their talents, skills, responsibilities and experience and is competitive within our peer group. We routinely benchmark our global compensation and benefits programs with local markets to ensure they are competitive, inclusive and aligned with company culture, and allow our employees to meet their individual needs and the needs of their families.

"I'm actually not very good at work if I haven't made sure I've taken care of my loved ones. At the same time, I love my job. I love the people that I work with, the projects, the technical challenges and the intellectual stimulation. When I go home, **I want to be satisfied that I have done my job well so I can devote my time to the family.**"

— KHALID SOOFI, GEOSCIENCE
SENIOR FELLOW

Global Equitable Pay Practices



We conduct annual disparity pay reviews to assess gaps related to university hire compression, etc.



We conduct annual adverse impact analysis before compensation decisions are finalized.



We establish hiring guidelines for U.S. university recruitment based on degree level and degree type—offers are made consistently.



We conduct gender pay gap analysis and reporting in the U.K. and Australia, aligned with local government requirements.



With the assistance of external expertise, we conduct periodic pay equity analysis in our major markets and adjust compensation where appropriate.



We provide regular updates to the Human Resources and Compensation Committee of the board of directors on people strategies and initiatives, including DE&I and pay equity.

SPOTLIGHT

Helping Families Focus on their Most Important Job

In 2020, ConocoPhillips increased its paid parental leave from two weeks to six weeks for all parents—fathers, mothers, adoptive parents and partners alike. Maternity leave also increased to provide all birth mothers eight weeks of paid leave versus the current range of six to eight weeks. When combined with the enhanced parental leave benefit, birth mothers will be eligible for up to 14 weeks of paid leave following the birth of their child.

Megan Gosnell, manager, North Slope Growth & Integration, was pleased to see ConocoPhillips continue to support employees' lives beyond the office.

"I do not plan to have more children, but as a supervisor and parent, I'm thrilled to support my team in having this additional time off during a critical time in their lives, especially for non-birth parents," said Megan, adding that it's important for supervisors like her to encourage employees to take advantage of this benefit.

"The ability to bring your best to both work and home is absolutely connected. If you feel like you are significantly sacrificing one for the other, you will likely not perform well at either," said Megan.

If a new parent can now be more present within their first year of a birth or adoption, they will likely be more engaged when back at work.

Learn more on [spiritnow](#).

Maternity
(paid)



Parental
(paid)



Total Paid Leave





“I have been a working mom my entire career. There are a lot of challenges that working moms face that can potentially hold them back in pursuing the career they would like to have, and **I believe the Hybrid Office Work program will go a long way in helping working parents overcome these challenges.**”

— KYLA GONZALES, MANAGER, TALENT MANAGEMENT

Benefits

Our global benefits are competitive, inclusive and align with our culture. We provide family-friendly policies such as flexible work schedules, competitive time off, paid leave to care for seriously ill family members and parental leave in many locations. In 2020, our U.S. parental leave benefits increased from two weeks to six weeks. Combined with our maternity benefit (eight weeks), new birth mothers are eligible for up to 14 weeks of paid leave. Given the impact of COVID-19, employee health and wellness benefits were also enhanced globally to assist employees. **Read more about our COVID-19 response.**

Well-being

Our global wellness programs are designed to educate and promote a healthy lifestyle. The COVID-19 pandemic disrupted our daily routines, limiting interactions with others and changing how we worked and exercised. We modified our annual global wellness challenge to include virtual workout sessions and added a new module to address mental well-being, which focused on practicing behaviors that reduce

stress and anxiety and promote a culture of caring and inclusion.

All employees have access to our employee assistance plan, and many of our locations offer custom programs to support mental well-being. This included “Journey to Calm” in 2020, a global weekly message series intended to help employees improve stress management skills. By dedicating time and using the short tips, participants were supported in their efforts to better manage stress and improve mental well-being in general.

Each year, we spotlight World Mental Health Day to reinforce how employees can improve and maintain their emotional and mental well-being. In 2020, we had leaders participate in a panel raising awareness about mental well-being.



SPOTLIGHT

Supporting Different Ways of Working: The Hybrid Office Work Program

In 2021, we introduced the Hybrid Office Work (HOW) program in the U.S. and some global locations offering a combination of work from both office and home.

The HOW program blends the advantages of in-person engagement with individual flexibility for eligible office-based employees in the U.S. where a hybrid schedule is feasible. Mondays, Tuesdays and Thursdays are designated as core in-office days each week. Eligible employees have the option to work remotely on Wednesdays and Fridays. The program isn't mandatory; our offices remain open and available throughout the week.

We also acknowledge that many of our employees are field-based or in roles that cannot be performed remotely. The efforts of these employees are essential in running the business, and we are especially thankful for their commitment and contributions.



SPOTLIGHT

Global Wellness Challenge Promotes Physical and Mental Well-being

A year of upheaval disrupted the daily routines of our workforce. Knowing that our workforce's health and wellness routines were impacted, we modified our global SPIRIT of Wellness challenge to ensure participants could adhere to social distancing guidelines. The challenge was also improved to cover mental as well as physical health.

Across the globe, 2,331 employees, contractors and retirees formed 126 teams and committed to the six-week challenge. Participants shared stories on a dedicated Yammer site of improved physical and mental health, new hobbies discovered and old ones revisited, and several delicious, healthy recipes.

Agus Setiawati (Tia), senior administrative assistant, Indonesia, and working mom who juggles a lot of responsibilities, participated in the challenge.

"After several months of working from home, I began to suffer from cabin fever," she said. "I researched the syndrome and it sounded exactly like what I was experiencing. I started looking at the resources on the SPIRIT of Wellness site and decided to embrace the challenge, adding morning walks to my routine, and getting back to an old hobby, painting."

Tia has walked more than 125 miles, met people she now greets on her daily walks, used cooking as a way to bond with her sons, and rediscovered her love of painting. As a bonus, she lost some weight.

Read more stories on [spiritnow](#).

"The SPIRIT of Wellness program inspired me to take control of my health and I have regained my positive outlook. **I feel like a new me, and my days are full of color.**"

— **AGUS SETIAWATI (TIA)**, SENIOR ADMINISTRATIVE ASSISTANT



Advocacy
and Giving



Community Engagement

Our employees make our communities stronger. We are proud to support their generous involvement in local charitable activities through employee giving programs that include United Way campaigns, matching gift contributions and volunteer grants.

In 2020, \$5 million in combined employee, retiree and company matching gift contributions was donated to more than 2,000 charities around the world. These donations supported a number of local needs ranging from local education programs to providing COVID-19 relief aid for hospitals, first responders and social services organizations.

- › Despite a challenging year, 223 ConocoPhillips Canada staff volunteered 874 hours on a range of activities in 2020, including serving lunches at the Calgary Drop-In Centre, making lunches for kids through Brown Bagging for Calgary's Kids, cleaning the river and pathways within the city of Calgary, and helping children learn to read at Calgary's Connaught School.
- › Eagle Ford employees have contributed more than 8,425 hours serving nonprofit organizations since 2015.
- › With our Bakken operations close to the Little Missouri State Park, our employees volunteered in the spring to prepare the campground facilities and riding trails for tourist season.
- › Employees in Malaysia volunteered to beautify an Orang Asli (Indigenous Peoples) School by painting corridors, decorating classrooms and helping plant vegetables in the school's edible garden.

[Read more about some of our efforts around the globe and our COVID-specific efforts.](#)

Matching Gift

Our matching gift program encourages eligible employees to become personally involved in the well-being of the communities in which they live and work. Contributions to qualified 501(c)(3) organizations are matched dollar-for-dollar, up to \$10,000 for employees annually.

2020 Global Charitable Investments

\$51 million

In Social Investments

\$1.3 million

In COVID-19 Relief Aid*

2,700+

Organizations Benefited

*Includes cash and in-kind donations. All data as of 2020.

Partnerships

We care about our neighbors in the communities in which we operate, and partner with others to gain further insight into DE&I resources available outside the company. We contribute more than \$5 million annually toward charitable efforts and partnerships to support minority-, gender- and STEM-specific programs globally. We actively support and participate in leadership conferences, trade associations and minority nonprofit organizations, including but not limited to:

CATALYST

A global nonprofit working with some of the world's most powerful CEOs and leading companies to build workplaces that are welcoming to women and minorities. It pioneers research and develops practical programs like Tools for Engaging in Meaningful Dialogue. It also offers learning solutions to help remove barriers and drive change, among them the MARC program and webinars on a variety of topics. Through our partnership with Catalyst, all ConocoPhillips employees have access to its research, tools and virtual learning opportunities.

API: DE&I MEMBER WORKING GROUP

In 2020, we became part of an API Working Group of member companies tasked with identifying and piloting efforts to bring greater DE&I energy and awareness to our sector. We are actively participating in a Supply Chain pilot and other efforts.

TEXAS ALLIANCE OF MINORITIES IN ENGINEERING (TAME)

An organization that focuses on populations that remain underrepresented in STEM fields, encourages study of STEM topics and promotes diversity in STEM careers.

QATAR AMERICAN INSTITUTE

A nonprofit research institute that hosts an open cultural space to convene, facilitate cross-cultural exchange programs, and develop educational research on the cultural and strategic ties between the United States and Qatar.

GREATER HOUSTON PARTNERSHIP

As a member company, we are engaged with the Greater Houston Partnership through the "One Houston Together" initiative.

BUSINESS ROUNDTABLE: DIVERSITY AND INCLUSION WORKING GROUP

A committee designed to develop actionable DE&I recommendations and consider how to measure progress for top corporations.

EXTERNAL CONFERENCES

We attend conferences and events like KPMG's Women's Leadership Summit, the Congressional Black Caucus and Congressional Hispanic Caucus, in order to share knowledge and expand our insights on DE&I. These events also provide employees with professional development and networking opportunities.

Additionally, one of our Council members, Kevin Avery, was appointed to the Congressional Hispanic Caucus Institute Advisory Council. This group helps support the organization by providing resources and expertise, strategic input and guidance.



SPOTLIGHT

ConocoPhillips Sponsors “Portraits of Courage” Exhibit to Recognize Veterans

In February 2020, ConocoPhillips sponsored the “Portraits of Courage: A Commander in Chief’s Tribute to America’s Warriors” exhibit featuring the artwork of former U.S. President George W. Bush. The exhibit displays a collection of portraits on loan through the George W. Bush Center, a nonprofit organization whose Military Service Initiative is focused on helping veterans and their families. You can read more about the sponsorship and our commitment to support veterans on *spiritnow*.

“Our ‘Portraits of Courage’ sponsorship is an element of our longstanding commitment to support veterans,” said Andrew Lundquist, senior vice president, Government Affairs. “We’re proud to recognize the many veterans who serve this country and contribute their invaluable leadership and skills to ConocoPhillips and society.”

“Our ‘Portraits of Courage’ sponsorship is just one example of our long-standing **commitment to support veterans.**”

— ANDREW LUNDQUIST, SENIOR VICE PRESIDENT, GOVERNMENT AFFAIRS



External Recognition

While we have been recognized for our ESG and DE&I efforts, we know that it takes ongoing commitment to make sustainable progress. So, we continue to provide training, build awareness and reinforce accountability at all levels of the organization and focus on behaviors and processes that build an environment in which everyone has the opportunity to succeed.

AWARDS AND RECOGNITION

Newsweek Green Rankings 2020 United States

Ducks Unlimited Diamond Life Sponsor Award for Recognition of Outstanding Contributions to Waterfowl Conservation United States

Human Rights Campaign's 2020 Corporate Equality Index score of 100, making us a "Best Place to Work for LGBT Equality" United States

Forbes' America's Best Employer for Diversity 2020 United States

Fortune's World's Most Admired Companies 2020 Global

Institutional Investor Research
Named a top company for ESG disclosure

2020 Padmamitra Award in Poverty Eradication Indonesia

Indonesia's Ministry of Energy and Mineral Resources, Recognition for Energy Management Indonesia

RATINGS AND QUESTIONNAIRES

Dow Jones Sustainability Index
88th percentile, North America Index List, inclusion in the Sustainability Yearbook and top U.S. performer in the Oil and Gas Upstream and Integrated sector

CDP Climate
B score, above average

Sustainalytics
Top 6th percentile, Oil and Gas Producers

ISS E&S Quality Score
1 = Lowest Risk, both Environmental and Social

Corporate Human Rights Benchmark
38%; industry average is 29.4%

MSCI ESG
A rating

SUSTAINABLE DEVELOPMENT LEADERSHIP:

- › Founding member of the United States Business Council for Sustainable Development.
- › Founding member of the Marine Well Containment Company.
- › Founding member of the Subsea Well Intervention Services (formerly Subsea Well Response Project).
- › Co-led development of the GEMI® Local Water Tool™.

SPOTLIGHT

They've Got GRIT: Four from ConocoPhillips Receive Coveted Award

ConocoPhillips Executive Vice President, Global Operations Nick Olds, a member of the company's Executive Leadership Team, was one of eight winners of the 2020 GRIT Executive Award. Nick was recognized for his active support of DE&I. He was nominated for the GRIT Award by members of the Hispanic Network, who wrote: "When you think of encouragement, Nick Olds is the perfect image... Nick has proven his boundless commitment and constant support to the ConocoPhillips Hispanic Network initiatives."

Individual Award winners from ConocoPhillips included Senior Geologist Katie Hulseley from the Lower 48 Great Plains business unit; Development Integration Manager Lorena Van Metre, who supports New Ventures; and contractor Aimee Borders, who supports the company's social media efforts.

As the Lead of the ConocoPhillips Hispanic Network, Lorena has used her emotional intelligence, empathy and mindfulness to effectively communicate goals and engage other network members and business units to support the Hispanic Network and other network group

initiatives. In 2019, with the help of more than 80 volunteers, Lorena raised over \$8,000 and 2.4 tons of supplies to support communities in need in Houston and Latin America.

Aimee leads by example, lifts others and has a unique understanding of the energy industry. In her communications role, she brings humanity and authenticity to social media communications and has applied her experience to help create a safe space for the company to further diversity and inclusion conversations.

This marks the third year of GRIT Awards. ConocoPhillips people have been recognized in each of those years.

Read more on [spiritnow](#).



A person wearing a blue plaid shirt is seen from the back, looking at a computer monitor. The background is slightly blurred, showing an office environment.

Measuring Our Progress

Performance Metrics and
EEO-1 Reports 72





Our Performance Metrics

We use key metrics to measure and monitor our performance and progress managing sustainability risks. This data is presented by year or by country and easily downloaded as XLS or PDF spreadsheets on *our website*.



| METRIC | PERFORMANCE BY YEAR ¹ | | | | |
|--------|----------------------------------|------|------|------|------|
| | 2020 | 2019 | 2018 | 2017 | 2016 |

Safety (rate per 200,000 hours worked)²

| | | | | | |
|---|-----|-----|-----|-----|-----|
| Workforce Fatalities | 0 | 1 | 0 | 0 | 0 |
| Workforce Total Recordable Rate | 12% | 15% | 17% | 17% | 18% |
| Workforce Total Recordable Rate (including COVID-19) | 21% | n/a | n/a | n/a | n/a |
| Workforce Lost Workday Rate | 4% | 3% | 5% | 4% | 5% |
| Workforce Lost Workday Rate (including COVID-19) | 13% | n/a | n/a | n/a | n/a |
| Employee Total Recordable Rate | 9% | 5% | 6% | 7% | 9% |
| Employee Total Recordable Rate (including COVID-19) | 20% | n/a | n/a | n/a | n/a |
| Employee Lost Workday Rate | 2% | 3% | 3% | 2% | 4% |
| Employee Lost Workday Rate (including COVID-19) | 13% | n/a | n/a | n/a | n/a |
| Contractor Total Recordable Rate | 13% | 18% | 20% | 22% | 23% |
| Contractor Total Recordable Rate (including COVID-19) | 21% | n/a | n/a | n/a | n/a |
| Contractor Lost Workday Rate | 4% | 3% | 6% | 6% | 6% |
| Contractor Lost Workday Rate (including COVID-19) | 12% | n/a | n/a | n/a | n/a |

Global Workforce³

| | | | | | |
|------------------------------------|-------|--------|--------|--------|--------|
| Employees at Year-End ⁴ | 9,700 | 10,400 | 10,800 | 11,400 | 13,300 |
| Employees—Women | 27% | 26% | 26% | 26% | 27% |
| All Leadership—Women | 23% | 24% | 22% | 21% | 21% |
| Top Leadership—Women | 19% | 20% | 19% | 17% | 17% |
| Junior Leadership—Women | 24% | 25% | 23% | 22% | 21% |
| Professional—Women | 29% | 28% | 28% | 27% | 28% |
| Petrotechnical—Women | 20% | 20% | 20% | 19% | 20% |
| Non-U.S. Employees | 41% | 45% | 49% | 48% | 49% |
| Non-U.S. Top Leadership | 25% | 31% | 34% | 30% | 33% |
| Non-U.S. Junior Leadership | 49% | 50% | 57% | 53% | 55% |
| All Non-U.S. Leadership | 44% | 47% | 52% | 49% | 51% |
| Avg. Years of Service | 11.9 | 11.4 | 11.3 | 11.1 | 10.3 |
| Avg. Years of Experience | 17.9 | 17.5 | 16.8 | 16.5 | 15.8 |

| METRIC | PERFORMANCE BY YEAR ¹ | | | | |
|---|----------------------------------|------|------|------|------|
| | 2020 | 2019 | 2018 | 2017 | 2016 |
| Employees by Age Group | | | | | |
| Under 30 | 8% | 8% | 9% | 10% | 11% |
| 30-50 | 60% | 60% | 60% | 59% | 59% |
| 50+ | 33% | 33% | 31% | 31% | 30% |
| Additional Workforce Statistics (U.S.)⁵ | | | | | |
| Employees—POC ⁶ | 25% | 24% | 24% | 23% | 23% |
| All Leadership—POC | 19% | 19% | 18% | 17% | 16% |
| Top Leadership—POC | 13% | 13% | 11% | 10% | 10% |
| Junior Leadership—POC | 22% | 21% | 20% | 19% | 18% |
| Professional—POC | 24% | 24% | 23% | 23% | 22% |
| Employees covered by a collective bargaining agreement | 4% | 4% | 5% | 4% | 4% |
| Veterans | 6% | 6% | n/a | n/a | n/a |
| Employees with disabilities | 5% | n/a | n/a | n/a | n/a |
| Global Hiring | | | | | |
| University hires | 25% | 12% | 11% | 18% | 21% |
| Diversity hiring—Women | 29% | 24% | 25% | 28% | 28% |
| U.S. Hiring | | | | | |
| Diversity hiring—U.S. POC | 28% | 29% | 26% | 29% | 26% |
| External Hire Acceptance Rate | | | | | |
| University hire acceptance (U.S.) | 85% | 84% | 78% | 87% | 76% |
| Interns acceptance (U.S.) | 74% | 68% | 87% | 87% | 85% |
| Conversions from Interns to Hires | 91% | 73% | 75% | 47% | 27% |
| Interns—U.S. Minorities | 36% | 32% | 33% | 27% | 20% |

| METRIC | PERFORMANCE BY YEAR ¹ | | | | |
|--------|----------------------------------|------|------|------|------|
| | 2020 | 2019 | 2018 | 2017 | 2016 |

Turnover Rate

| | | | | | |
|--|------|-------|------|-------|-------|
| Total turnover rate | 5.3% | 11.2% | 8.3% | 17.4% | 13.8% |
| Voluntary turnover | 3.0% | 4.1% | 4.2% | 4.1% | 3.5% |
| Voluntary turnover—Women | 2.8% | 3.8% | 4.3% | 4.0% | 3.8% |
| Voluntary turnover—U.S. POC | 2.9% | 3.4% | 5.1% | 4.1% | 4.0% |
| Voluntary turnover less than 5 years of tenure | 2.5% | 4.3% | 4.8% | 5.2% | 4.2% |

Training, Development and Promotions

| | | | | | |
|--|-------|------|------|------|------|
| Training of Petrotechnical employees (hours of training/empl.) | 27.1 | 28.5 | 22.9 | 20.3 | 17.8 |
| DE&I Training courses completed by employees | 1,872 | n/a | n/a | n/a | n/a |
| Psychological Safety Training completed by supervisors | 48% | n/a | n/a | n/a | n/a |
| Promoted—Women | 32% | 31% | 33% | 31% | 33% |
| Promoted—U.S. POC | 24% | 27% | 25% | 28% | 29% |
| Promoted to Top Leadership—Women | 22% | 9% | 23% | 18% | 32% |
| Promoted to Top Leadership—U.S. POC | 6% | 24% | 7% | 12% | 26% |

FOOTNOTES

¹ Data is based on assets over which we have operational control.

² Rates are shown including and excluding COVID-19 work-related illnesses experienced in 2020, as defined by OSHA.

³ Data may not equal 100% due to rounding.

⁴ Employee headcount based on active employees at year-end.

⁵ U.S. workforce demographics account only for self-reported data.

⁶ POC: People of Color (includes ethnic/racial groups defined per the U.S. Census).

U.S. Equal Employment Opportunity Reports

We are committed to publicly disclosing ConocoPhillips' Consolidated EEO-1 Report. The report characterizes ConocoPhillips' U.S. workforce by race, ethnicity and gender across job categories established by the U.S. Equal Employment Opportunity Commission (EEOC).

ConocoPhillips 2020 EEO-1 Consolidated Report

| JOB CATEGORIES | HISPANIC OR LATINO | | NOT HISPANIC OR LATINO | | | | | | | | | | | | |
|----------------------|--------------------|------------|------------------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|--------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|----------------|
| | Male | Female | MALE | | | | | | FEMALE | | | | | | Overall Totals |
| | | | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | |
| Exec/Senior Mgrs | 0 | 0 | 47 | 1 | 0 | 1 | 0 | 0 | 17 | 0 | 0 | 0 | 1 | 0 | 67 |
| First/Mid-Lvl Mgrs | 50 | 13 | 508 | 20 | 1 | 26 | 19 | 3 | 157 | 15 | 0 | 12 | 8 | 1 | 833 |
| Professionals | 214 | 83 | 1,698 | 64 | 6 | 213 | 42 | 16 | 747 | 50 | 2 | 96 | 30 | 9 | 3,270 |
| Technicians | 20 | 8 | 120 | 8 | 0 | 3 | 6 | 2 | 30 | 4 | 0 | 3 | 0 | 1 | 205 |
| Sales Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Admin Support | 9 | 40 | 34 | 11 | 0 | 0 | 2 | 0 | 209 | 31 | 4 | 4 | 13 | 5 | 362 |
| Craft Workers | 44 | 0 | 172 | 3 | 0 | 0 | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 227 |
| Operatives | 99 | 1 | 429 | 10 | 1 | 14 | 19 | 2 | 16 | 0 | 0 | 0 | 1 | 0 | 592 |
| Laborers and Helpers | 4 | 0 | 4 | 5 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 15 |
| Service Workers | 1 | 1 | 7 | 6 | 0 | 3 | 0 | 0 | 15 | 2 | 0 | 0 | 1 | 0 | 36 |
| TOTAL | 441 | 146 | 3,019 | 128 | 9 | 260 | 94 | 25 | 1,192 | 102 | 6 | 115 | 54 | 16 | 5,607 |

ConocoPhillips 2019 EEO-1 Consolidated Report

| JOB CATEGORIES | HISPANIC OR LATINO | | NOT HISPANIC OR LATINO | | | | | | | | | | | | |
|----------------------|--------------------|------------|------------------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|--------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|----------------|
| | Male | Female | MALE | | | | | | FEMALE | | | | | | Overall Totals |
| | | | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | |
| Exec/Senior Mgrs | 0 | 0 | 42 | 0 | 0 | 0 | 0 | 0 | 14 | 0 | 0 | 0 | 1 | 0 | 57 |
| First/Mid-Lvl Mgrs | 54 | 15 | 545 | 20 | 0 | 25 | 16 | 3 | 165 | 15 | 0 | 11 | 10 | 1 | 880 |
| Professionals | 195 | 74 | 1,656 | 67 | 7 | 211 | 41 | 11 | 711 | 49 | 2 | 94 | 28 | 6 | 3,152 |
| Technicians | 19 | 8 | 134 | 8 | 0 | 4 | 7 | 1 | 32 | 6 | 0 | 2 | 0 | 1 | 222 |
| Sales Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Admin Support | 10 | 42 | 33 | 8 | 0 | 0 | 1 | 0 | 230 | 32 | 4 | 4 | 14 | 4 | 382 |
| Craft Workers | 52 | 0 | 190 | 4 | 0 | 1 | 5 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 254 |
| Operatives | 112 | 1 | 445 | 9 | 1 | 13 | 20 | 1 | 14 | 0 | 0 | 0 | 1 | 0 | 617 |
| Laborers and Helpers | 4 | 0 | 1 | 5 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 12 |
| Service Workers | 0 | 1 | 9 | 6 | 0 | 4 | 1 | 0 | 17 | 1 | 0 | 1 | 1 | 0 | 41 |
| TOTAL | 446 | 141 | 3,055 | 127 | 8 | 258 | 91 | 18 | 1,185 | 103 | 6 | 112 | 55 | 12 | 5,617 |

ConocoPhillips 2018 EEO-1 Consolidated Report

| JOB CATEGORIES | HISPANIC OR LATINO | | NOT HISPANIC OR LATINO | | | | | | | | | | | | |
|----------------------|--------------------|------------|------------------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|--------------|---------------------------|-------------------------------------|------------|-----------------------------------|-------------------|----------------|
| | Male | Female | MALE | | | | | | FEMALE | | | | | | Overall Totals |
| | | | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | White | Black or African American | Native Hawaiian or Pacific Islander | Asian | American Indian or Alaskan Native | Two or More Races | |
| Exec/Senior Mgrs | 0 | 0 | 41 | 1 | 0 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 1 | 0 | 55 |
| First/Mid-Lvl Mgrs | 48 | 12 | 506 | 17 | 0 | 26 | 14 | 3 | 154 | 12 | 0 | 11 | 9 | 0 | 812 |
| Professionals | 170 | 76 | 1,620 | 69 | 7 | 195 | 47 | 7 | 686 | 51 | 1 | 86 | 31 | 6 | 3,052 |
| Technicians | 19 | 9 | 114 | 10 | 0 | 4 | 6 | 0 | 31 | 5 | 0 | 2 | 0 | 0 | 200 |
| Sales Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Admin Support | 7 | 42 | 39 | 7 | 0 | 0 | 1 | 0 | 249 | 35 | 4 | 5 | 16 | 0 | 405 |
| Craft Workers | 47 | 0 | 183 | 3 | 0 | 2 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 241 |
| Operatives | 104 | 0 | 433 | 9 | 0 | 14 | 18 | 0 | 9 | 0 | 0 | 0 | 0 | 0 | 587 |
| Laborers and Helpers | 3 | 0 | 5 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 12 |
| Service Workers | 0 | 1 | 13 | 4 | 0 | 4 | 1 | 0 | 22 | 1 | 0 | 2 | 1 | 0 | 49 |
| TOTAL | 398 | 140 | 2,954 | 122 | 7 | 245 | 92 | 11 | 1,165 | 104 | 5 | 106 | 58 | 6 | 5,413 |

Glossary

Business Functions

IT, HR, Finance, Supply Chain, Legal and others.

DE&I

Diversity, Equity and Inclusion. This is standard nomenclature for referencing a culture of diversity and inclusion in which people are treated equally and everyone has the opportunity to succeed.

D&I Council

Global group consisting of diverse senior leaders from across the company. Plays a key role in establishing corporate DE&I priorities in support of three pillars: leadership accountability, employee awareness, and processes and programs. Advocates on behalf of the company's DE&I plans and programs; serves as DE&I ambassadors; and advises on programs, policies and plans that will advance DE&I across the organization.

Employee Networks

Employee-led groups that promote DE&I through knowledge sharing, networking, professional development and volunteerism, with guidance and involvement from leaders.

E&P

Exploration & Production.

ELT

Executive Leadership Team.

Field

Field and non-exempt personnel.

HSE

Health, Safety and Environment.

Junior Leaders

Early- and mid-career supervisors.

MARC

Catalyst's Men Advocating Real Change program designed to inspire men to leverage their unique opportunity and responsibility to be advocates for equity; its philosophy is applicable to all leaders.

People of Color (POC)

Includes ethnic/racial groups defined per the U.S. Census.

Performance Management

Ongoing process in which supervisors and employees work together to align on business and development goals, measure progress, seek and deliver real-time feedback, and celebrate successes by rewarding both what gets done and how it gets done.

Perspectives Survey

Global employee engagement survey that serves as the company's primary listening platform for gathering feedback on employee sentiment and promoting our Who **We** Are culture.

Petrotechnical

Engineering, Geosciences, Wells, Production Operations and Land.

TMT

Talent Management Team. Consists of senior representatives from business units and corporate functions who help guide employee development and career progression. Helps identify future business needs and assess the availability of critical skill sets within the company.

Top Leaders

Senior supervisors.

VCIP

Variable Cash Incentive Program. Annual incentive program that aligns employee compensation with the company's success on critical performance metrics and also recognizes individual performance.

Who We Are

Human Capital Management Report

This inaugural report describes the foundational elements that comprise our Human Capital Management approach: inspire a compelling culture, attract and retain great people, provide rewarding opportunities and meet our commitments to all stakeholders. While this report primarily represents a snapshot in time as of year-end 2020, we know it takes a consistent and long-term commitment to sustain progress. As we head into 2022, we are focused on continuing the integration work associated with the two recent Permian transactions; preparing for our global employee engagement survey; strengthening our culture; and continuing to protect our workforce and safely run the business during the COVID-19 pandemic. We look forward to sharing our progress and actions on each of these in our next HCM report.

EXPLORE CONOCOPHILLIPS

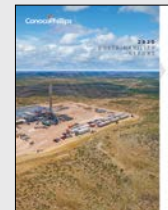
Fact Sheets

The ConocoPhillips Fact Sheets provide detailed operational updates for each of the company's six segments. The Fact Sheets are updated annually and are available at www.conocophillips.com/factsheets.



Sustainability Report

Our annual Sustainability Report provides details on priority reporting issues for the company, a letter from our CEO and key environmental, social and governance metrics. The report is updated in June and is available on our website at www.conocophillips.com/susdev.



Managing Climate-Related Risks Report

Our Managing Climate-Related Risks Report includes a letter from our CEO and details on our governance framework, risk management approach, strategy, and key metrics and targets for climate-related issues. The report is available on our website at www.conocophillips.com/climatechange.



2021 Market Update

During 2021 ConocoPhillips conducted a market update that provided an overview update to the company's 10-year strategic plan. A slide deck and transcript are available on our website at www.conocophillips.com/investorpresentations.




ConocoPhillips

