



Who **We** Are

2021 Human Capital Management Report

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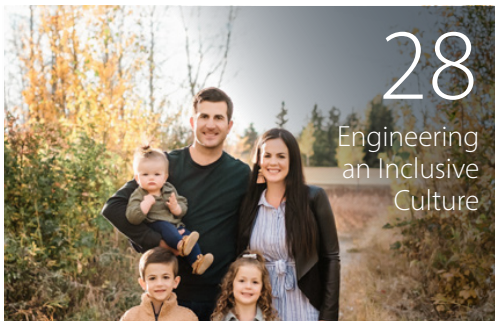
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Letter from Leadership

To our stakeholders,

2021 was a transformational year for ConocoPhillips. We operated extremely well – we progressed our Triple Mandate of meeting energy transition pathway demand, generating competitive returns on and of capital and achieving our net-zero emissions ambition; and closed two significant acquisitions in the heart of the Permian Basin. These results were directly attributable to our talented and dedicated global workforce – they make us Who **We** Are and drive our continued success.

Our people actions in 2021 were guided by three elements that set the foundation for our Human Capital Management (HCM) strategy:

- Inspire a compelling culture.
- Attract, engage and retain our world-class workforce.
- Meet our commitments to all stakeholders.

We took multiple steps to strengthen our SPIRIT Values-based culture, particularly as we welcomed approximately 1,100 new employees from Concho Resources and Shell following the two transactions. We blended teams, systems and processes, and started the important work of integrating our cultures, all while continuing to learn from each other to ensure we retain the best of our cultures. We also progressed our diversity, equity and inclusion (DEI) journey. Driven by feedback from our prior year's

global DEI employee survey, we developed a multiyear roadmap of priorities and tactics to guide our actions. In addition, we significantly increased internal and external transparency of our DEI metrics, launched our inaugural HCM report and set the foundation for a centralized DEI organization.

Our U.S. locations adopted a Hybrid Office Work (HOW) program, offering most employees increased flexibility with the option to work from home two days a week, while retaining the benefits of in-person office-based interaction and collaboration on the other three days. After a successful U.S. launch, many of our global locations implemented local HOW programs.

Protecting our employees' health and well-being remained an ongoing focus as the world continued adapting to the realities of COVID-19. Throughout our global operations, our actions were guided by the core values we set during early stages of the pandemic: protect our people, mitigate the spread of the virus and safely run the business.

It is with immense pride and gratitude that we reflect on our employees' achievements during 2021. We enter our 10th year as an independent E&P company with strength and resiliency, powered by our people. We built a competitive company to perform over the long term, with the best people in the industry to deliver on our plan.

Ryan Lance and the Executive Leadership Team



A collection of handwritten signatures in black ink, arranged in two rows. The top row contains four signatures, and the bottom row contains five signatures. The signatures are stylized and cursive, representing the members of the Executive Leadership Team.

2021 At a Glance



One of the world's
largest independent
E&P Companies



14

COUNTRIES
OF OPERATION



~9,900

TOTAL GLOBAL HEADCOUNT,
INCLUDING ~1,100 EMPLOYEES
FROM ACQUISITIONS

26.3%

GLOBAL WOMEN

21.9%

GLOBAL WOMEN IN
SENIOR LEADERSHIP

28.1%

U.S. PEOPLE OF
COLOR (POC)

14.8%

U.S. POC IN SENIOR
LEADERSHIP



84%

PARTICIPATION IN
EMPLOYEE ENGAGEMENT
SURVEY*

76%

WOULD RECOMMEND
CONOCOPHILLIPS AS A
GREAT PLACE TO WORK*

5%

GLOBAL VOLUNTARY
ATTRITION



ESTABLISHED FOUR-YEAR
PLAN AND DEI ROADMAP

184,400

HOURS OF VIRTUAL AND
IN-PERSON TRAINING

104

REMOTE WORKDAYS PER
YEAR VIA HYBRID OFFICE
WORK PROGRAM

As of Dec. 31, 2021. Definitions can be found in the glossary.

*Due to ongoing integration work, we delayed our employee engagement survey to January 2022; however, we consider data to be reflective of 2021 sentiments.

Our Approach to Human Capital Management

Our Executive Leadership Team (ELT) and 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 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 is described in more detail below:

Who We Are:

A Compelling Culture

- › SPIRIT Values guide everything we do.
- › Actions grounded in DEI pillars: leadership accountability, employee awareness and processes and programs.
- › Leveraging data analytics to monitor key workforce and engagement metrics through dashboards shared with the ELT, board of directors, leaders, Talent Management Teams and employees.
- › Prioritizing successful post-M&A cultural integrations.
- › Supporting different ways of working with new hybrid work program.
- › Global COVID-19 response prioritizes protecting our workforce, mitigating the spread of COVID-19 and safely running the business.

Valuing Our People:

A World-Class Workforce

- › Recruitment/selection practices focused on minimizing bias.
- › Robust succession planning focused on diverse pipeline.
- › Hands-on Talent Management Teams guide employee development.
- › Real-time recognition programs.
- › Competitive, performance-based compensation packages; global equitable pay practices.
- › Compensation programs linking individual and company performance.
- › Inclusive global benefits informed by external market practices and employee needs.
- › Global wellness programs engage employees in improving their physical and mental well-being.
- › Expanded U.S. benefits to support families.



External Engagement: Giving Back

- › Expanded external disclosures, including publishing our EEO-1 reports for the last three years and our inaugural HCM report.
- › Maintained active partnerships with trade associations and minority nonprofit organizations.
- › Recognized by Human Rights Campaign's Corporate Equality Index with a score of 100 for multiple years.
- › Increased partnerships with Historically Black Colleges and Universities and Hispanic-serving institutions.
- › Allocated significant amount of university contributions budget to programs advancing DEI.
- › Formed new partnership with INROADS, a nonprofit committed to leadership and career development for underrepresented talent, and awarded Corporate Partner of the Year recognition.

"Creating **a great place to work starts with fostering a strong culture,** supported by people, programs and processes that engage, inspire and reward our workforce."

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

By the Numbers

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

Our current metrics reflect a snapshot of trends for the three years of 2019-2021. In the [Performance Metrics](#) section, we provide data for 2017-2021. Although improvements have been made, we acknowledge there is still work to do.



Global Representation

~9,900 GLOBAL HEADCOUNT / 26.3% WOMEN / 11.3 AVERAGE YEARS OF SERVICE / 17.5 AVERAGE YEARS OF EXPERIENCE

16.3%

OF WOMEN ARE LEADERS



17.9%

OF MEN ARE LEADERS

"The company is looking at this data and trying to find indicators of improvement and opportunities for progress. **They're looking to make the data matter.** It's not just something we report, it's something we act on."

— KRISTIE MCLIN, FLUID CHARACTERIZATION MANAGER AND HOUSTON WOMEN'S NETWORK LEAD

TOTAL LEADERSHIP POSITIONS HELD BY WOMEN

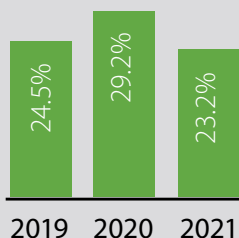
■ SENIOR LEADERS ■ JUNIOR LEADERS



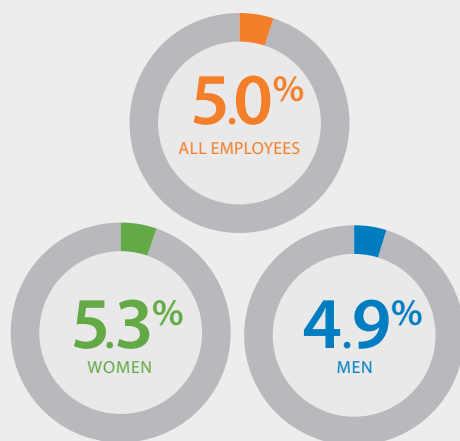
Global Hiring, Attrition & Development

GLOBAL WOMEN HIRES

-1
Percentage Point from 2019 to 2021

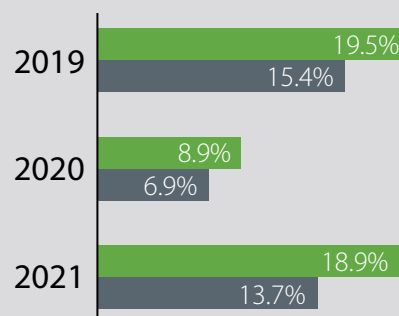


GLOBAL VOLUNTARY ATTRITION



PERCENTAGE OF GLOBAL PROMOTIONS BY MEN AND WOMEN

■ WOMEN ■ MEN



2021 GLOBAL EMPLOYEE TRAINING

1,281 DEI COURSES COMPLETED

21.5 HRS./PETROTECHNICAL EMPLOYEE

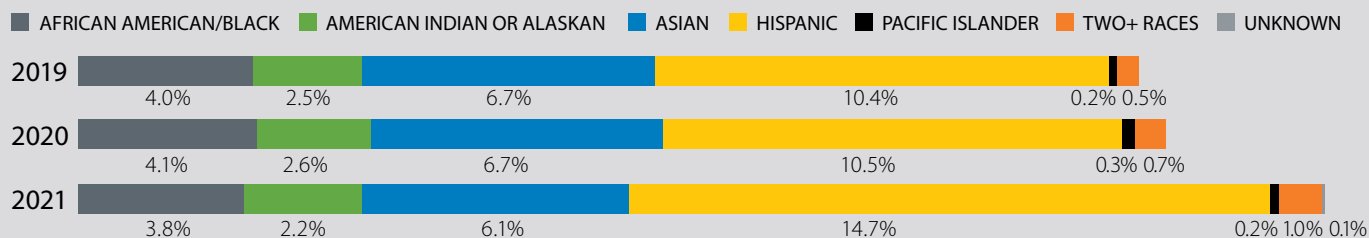
\$889 AVERAGE AMOUNT SPENT PER EMPLOYEE ON TRAINING

Employee data based on active employees as of Dec. 31, 2021. Definitions can be found in the glossary.

U.S. Representation

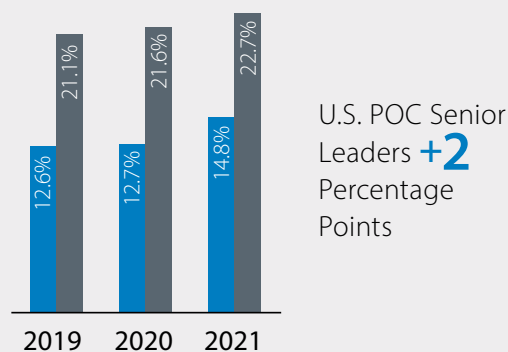
61.3% U.S. EMPLOYEES / **27.9%** WOMEN / **28.1%** POC / **5.9%** VETERANS / **4.6%** PEOPLE WITH DISABILITIES

U.S. PEOPLE OF COLOR (POC) BY RACE/ETHNICITY

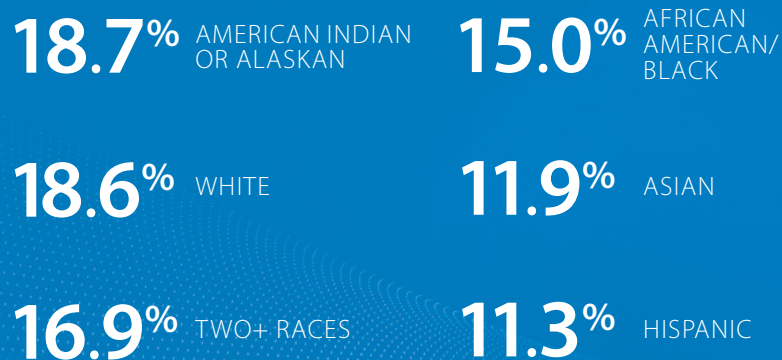


U.S. POC IN LEADERSHIP

■ SENIOR LEADERS ■ JUNIOR LEADERS



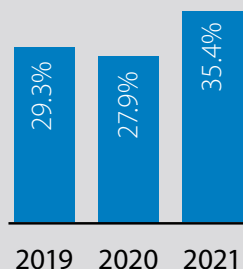
U.S. LEADERSHIP BY RACE/ETHNICITY*



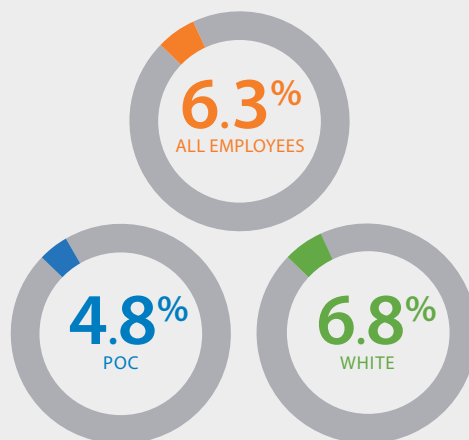
U.S. Hiring, Attrition & Development

U.S. POC HIRES

+6 Percentage Points from 2019 to 2021

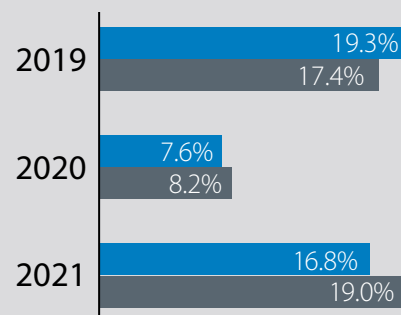


U.S. VOLUNTARY ATTRITION



PERCENTAGE OF PROMOTIONS IN U.S. BY RACE/ETHNICITY

■ U.S. POC ■ WHITE



Employee data based on active employees as of Dec. 31, 2021. Definitions can be found in the glossary. *2021 U.S. leaders by race/ethnicity based on the represented population at ConocoPhillips.





A Compelling
Culture

Our Mission, Vision
and Values 16



**Focus on
Cultural Integration**

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**Diversity, Equity
and Inclusion**

22

Our Mission, Vision and Values

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.

Our Mission

We exist to power civilization.

Our Vision

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

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.

[Read more about our SPIRIT Values on our website.](#)

Safety

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

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.

Integrity

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

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.

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.

Teamwork

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

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 strive to 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 empowered.
- › We do business better.
- › We are inspired and inspire others.
- › We keep our commitments.
- › We focus on the things that matter.

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



“Despite the changing environment, the elements that make up the fabric of our company are as true now as when we were established in 2012. Our mission, vision and SPIRIT Values drive our strategy, performance, culture and reputation. **But our people are the real contributors to our success – they make us who we are.**”

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

Focus on Cultural Integration

With two significant acquisitions completed in 2021, we prioritized cultural integration and seized the opportunity to learn from and build upon the unique cultures that make us Who **We** Are.

Following the successful close of the Concho Resources transaction, we launched an onboarding framework to introduce heritage Concho employees to ConocoPhillips and help provide a seamless transition to our programs and processes. This phased, fit-for-purpose approach consisted of a dedicated resource site for employees, targeted training on culture, leadership, talent systems and processes, and comprehensive compensation and benefits education.

We implemented learnings from the Concho integration as we welcomed and onboarded employees following the acquisition of Shell's Permian assets. After announcing the transaction, we hosted informational sessions with employees to learn more about ConocoPhillips, our Permian operations, what to expect in the staffing process and our compensation and benefits. On employees' first day with ConocoPhillips, we designed and delivered a full-day onboarding program to welcome new employees to the company.

We actively monitored key workforce metrics through ongoing engagement, active listening and data analytics.

We will use this data as we continue our cultural integration in 2022.

"After 18 years with Concho, I was encouraged to stay with ConocoPhillips because I saw right away that the culture was very similar. **We hold the same values and really invest in people** as one of our best assets."

— **AMY PENLAND**, LOWER 48 FINANCIAL ACCOUNTING & REPORTING CONSULTANT

SPOTLIGHT

Welcoming New Teammates

Reservoir Engineering Supervisor Nuny Rincones joined ConocoPhillips in early 2021 as part of the Concho transaction, so she's seeing the organization with fresh eyes.

It didn't take Nuny, a Venezuelan native, long to notice a defining characteristic among the ConocoPhillips workforce: authenticity. "Employees are OK to be themselves and share where they can help add value. I've felt that firsthand as a newcomer to the team. ConocoPhillips is what the world looks like. It's very diverse. We have people from everywhere."

Nuny, who leads the D&I committee for the Society of Petroleum Engineers' Permian Basin Chapter, helped to establish employee networks at ConocoPhillips' Midland office. She also runs a mentoring women's circle in Midland.

"The environment has been very welcoming. My colleagues are **willing to share ideas and information freely**, and that creates a culture where your opinion counts and is valued."

— **NUNY RINCONES**, RESERVOIR
ENGINEERING SUPERVISOR



SPOTLIGHT

Desert Delight: Living and Working in Midland

Following last year's integration with Concho Resources, some 750 ConocoPhillips employees now work in the company's Midland, Texas, office, which serves as a strategic operational hub for its Permian Basin assets.

Clay Crews, reservoir engineer, remembers his first experience in Midland. It was 2014, and he'd just accepted a summer internship with an operator in Midland.

But he'd never been to West Texas and needed to find a place to stay for the summer. Clay had a college friend whose family lived in Midland, so he reached out to get apartment complex recommendations. That same day the friend responded back by saying "my parents have an extra bedroom in Midland, and they will let you live there through the summer under one condition: You can't wash your clothes with oil on them in the new washing machine."

To Clay, such hospitality exemplifies the type of selfless people who live in Midland.

"A family I had never met opened up their home without hesitation and gave me the chance to experience Midland like it was my hometown. Years later, I made Midland my home, and I still keep up with the family." Clay said that same inclusive attitude can be found in the Midland office. Laughter and friendly banter are common in the hallways, and on Fridays many of the teams get together in the cafeteria to eat breakfast.

"For a young person, you have **so many opportunities here that are important for your career.**

ConocoPhillips has so much going on in the Permian and the friendly people make living in Midland meaningful."

— CLAY CREWS, RESERVOIR ENGINEER

"We have a great office culture that is right in the middle of all the oilfield action. In the same day you can spend the morning in a team meeting and by lunch you can be at the wellsite. Right outside the Midland office, you can see everything the business fundamentally does every day."

Read more on [spiritnow](#).



Diversity, Equity and Inclusion

At ConocoPhillips, we value all forms of diversity, provide equitable programs and promote a culture of inclusion. Our vision is for our workforce to have a strong sense of belonging and feel supported in meeting their full potential. Our commitment to DEI is foundational to our SPIRIT Values.

Each employee is accountable for creating and sustaining an inclusive work environment. The ELT has ultimate accountability for advancing our DEI commitment through a governance structure that has included an ELT-level DEI Champion and a global DEI Council (Council), consisting of senior leaders from various backgrounds, from across ConocoPhillips. Three areas guide our actions and drive progress: leadership accountability, employee awareness, and processes and programs. In 2021, we continued making strides toward building a more diverse, equitable and inclusive environment for our employees.

Internal Progress

Key DEI Accomplishments 2019-2021

2019

- › Issued first global DEI priorities.
- › Gathered feedback from global *Perspectives* survey.
- › Established DEI Champion and Council.
- › Accelerated Catalyst's *Men Advocating Real Change* (MARC) training.
- › Launched DEI resource site, Yammer page and Champion blog.
- › Piloted psychological safety training.
- › Implemented inclusive hiring training.

2020

- › Published our first "D&I Annual Report" and DEI Dashboards internally.
- › Focused our 2020 employee engagement survey, *Perspectives*, on DEI.
- › Continued to enhance our internal resource site and fostered candid conversations on Yammer.

- › Awarded our first "SPIRIT of Performance Award" to recognize our internal DEI advocates.
- › Implemented a "how" rating as part of our performance management process.
- › Diversified our DEI Council.
- › Added Martin Luther King Jr. Day as a U.S. holiday.

2021

- › Refreshed and diversified the DEI Council.
- › Used 2020 survey insights to develop six multiyear corporate DEI priorities and create tactics to deliver meaningful progress.
- › Introduced the "E" (equity) to D&I, emphasizing the importance of providing equitable programs and processes.
- › Established a centralized DEI organization to be led by a Chief Diversity Officer.
- › Increased internal and external DEI disclosures.
- › Reached more than 1,200 leaders through psychological safety training since 2019.



"I work for ConocoPhillips because of our core values, the people side of those values, and how, within the company, we respect each other in everything that we do. We can bring the best that we have to ConocoPhillips and apply it every day."

— **SANJAY MEHTA**, MANAGER, APPLIED DIGITAL TECHNOLOGIES

SPOTLIGHT

China President Bill Arnold Named Male Ally of the Year

Bill Arnold, president of ConocoPhillips China (COPC), received the Male Ally of the Year Award at the 2021 Women Empowerment Awards in China, in recognition of his outstanding efforts to champion, sponsor and advocate for women in leadership. Since assuming the role of president, Bill has undertaken a range of informed actions to promote gender equality at COPC, in line with the company's commitment to building an inclusive workplace.

Bill's first "DEI aha" moment came about 22 years ago when he received a call from his closest niece, an aspiring engineer just entering the industry — and struggling. She was facing gender discrimination and wanted guidance on how to navigate these barriers.

"I was taken aback because I had never really reflected on this issue, but I realized that if my talented niece was facing discrimination in the workplace, then countless other women must be, too."

His niece's story inspired him to change. "As a man with growing leadership roles, I felt an obligation to use my influence to make a difference."

Since Bill moved to China in 2018, he has worked closely with COPC employees to deeply embed gender equality and inclusion into the company's culture and vision. Inclusion was added as a China Business Unit key strategic plank and DEI goals were established as annual milestones. Bill encourages female employees to speak face-to-face with him about challenges and opportunities at the workplace, providing an accessible and safe atmosphere to voice their concerns. This allows the company and him to better understand their perspectives and to review current practices or develop appropriate policies.

COPC is proud to have achieved 50% women in the workforce, and more than 47% percent women in supervisor and leadership positions, despite being in a traditionally male-dominated industry.

COPC's efforts to empower women and promote gender equality is further supported by various self-initiated platforms and activities, including employee-led committees and clubs, team appreciation moments, leadership commitment videos, gratitude challenges, annual family day events and diversified employee volunteering activities.

"To me, **every interaction is an opportunity to promote a better culture** around gender equality."

— **BILL ARNOLD**, PRESIDENT OF CONOCOPHILLIPS CHINA



MALE AL
年度

Bill Ar

President
康菲石油

Leadership Accountability

2021 Highlights

- › Established a centralized DEI organization to be led by a new chief diversity officer.
- › Created multiyear roadmap to deliver meaningful DEI progress.

Leadership is a key accelerator of DEI success. When leaders are visible, engaged and committed to DEI, it helps show that our words match our actions. We expect leaders at all levels (from frontline supervisors to the ELT) to increase their personal commitment to DEI by taking visible actions, such as setting and sharing their DEI goals, mentoring colleagues from diverse backgrounds, engaging our workforce on related topics, utilizing and supporting existing DEI resources, and demonstrating behaviors consistent with our DEI ambitions.

DEI Council

The Council is comprised of global senior business unit and functional leaders. Terms are staggered to ensure ongoing diversification. In 2021, we further diversified our Council to ensure it reflected the diversity we seek across our global organization. This included adding two new members from Concho Resources. Our current Council is 43% women, 50% people of color, 79% U.S.-based leaders and 21% global leaders. An important aspect of Council work is bringing awareness to DEI across the company. Council members engage with their local leaders, peers and employees to raise visibility for DEI everywhere.

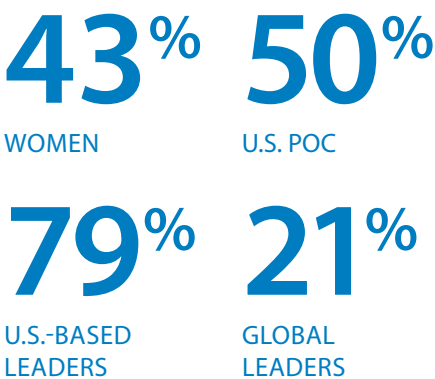
DEI Priorities and Tactics: 2021-2024

In 2021, the Council announced ConocoPhillips' multiyear DEI priorities. They established these priorities based on extensive feedback, including responses from a global employee survey conducted in late 2020. The results of that survey acknowledged we've made progress on DEI in recent years, but challenged us to make more visible progress, more quickly.

Additionally, the Council developed a detailed plan, made up of 18 specific tactics, to bring the priorities to life. Examples of these tactics include:

- › Aligning on a commitment to stand-up a centralized DEI organization and staffing a chief diversity officer. This new DEI organization will play a key role in stewarding our DEI governance structure moving forward.
- › Increasing internal and external DEI disclosures.

Our DEI Council Representation



Multiyear DEI Priorities

Leadership Accountability

- › Increase leadership visibility on DEI.

Employee Awareness

- › Expand access to DEI training.
- › Increase transparency on DEI data and trends.

Programs and Processes

- › Optimize Talent Acquisition strategy.
- › Improve Talent Management Teams and succession processes.
- › Elevate importance of the "how" rating.

"I envision a future for ConocoPhillips **where we all choose to be part of the DEI culture change**, where we embrace the belief that diverse views make for richer decisions, driving high performance, and where we all take opportunities to learn from others and grow. However, like running a marathon, our DEI journey is going to take time, sustenance, good pacing and support from each other."

— **SONAL DAMANI**, MANAGING TAX COUNSEL, OPERATIONS AND DEI COUNCIL MEMBER



SPOTLIGHT

John Butterwick, Engineering an Inclusive Culture

John's limitless passion for helping others is a characteristic his ConocoPhillips colleagues know well. When he served as a Surmont production superintendent, John pioneered a 2020 campaign to broaden the Production team's awareness and understanding of D&I.

For his efforts, ConocoPhillips recognized John with a 2021 SPIRIT of Performance Award.

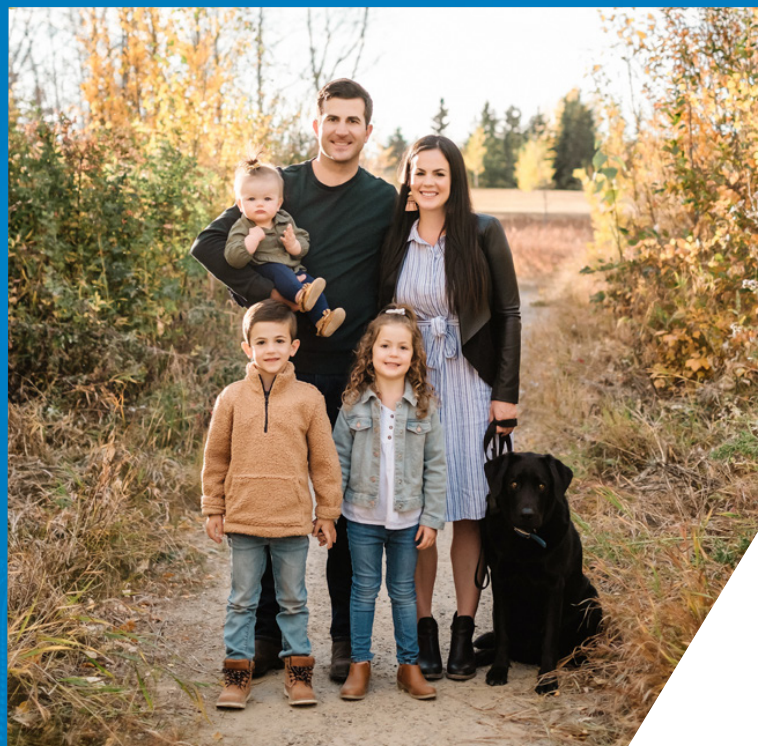
To jump-start the initiative, John formed a five-member D&I Focus Team to guide the 24-member Production team's D&I vision. Using feedback from a baseline survey, the D&I Focus Team developed monthly presentations on topics such as trust, recognition and communications styles. The campaign has taught the Production team to consider other points of view and prioritize ideas outside of the group's broader consensus.

Read more on [spiritnow](#).



"Getting nominated for the award by my team was a proud moment for me, but **nothing in our business is delivered by one person. It's delivered by teams.** My colleagues deserve the credit."

— **JOHN BUTTERWICK**, SUPERVISOR,
PRODUCTION DELIVERY



Employee Awareness

2021 Highlights

- Published 2018-2020 EEO-1 reports.
- Launched inaugural HCM Report.

Raising awareness about DEI is critical to establishing and maintaining an inclusive culture and signals that we are all on this journey together.

DEI Training

Training on such topics as unconscious bias and psychological safety helps raise awareness of DEI. Historically, our DEI training programs targeted leaders to reinforce the importance of setting the tone from the top. In 2021, we began piloting DEI training to develop a future curriculum for all employees. We continue to leverage readily available educational content, such as LinkedIn Learning training, and work closely with external partners to develop and host training on a range of DEI topics across our company. In 2021, employees completed 1,281 DEI courses, and nearly 460 hiring managers completed our inclusive hiring best practices course.

DEI Disclosures

We took significant measures to increase our transparency and hold ourselves accountable for visible progress by enhancing our HCM disclosures.

In 2021, we included HCM disclosures in our 2020 10-K filing for the first time and expanded global workforce metrics reported in the Dow Jones Sustainability Index and the company's 2020 Sustainability Report. Additionally, we published our consolidated Equal Employment Opportunity EEO-1 reports for 2018-2020 on our website.

Internally, we also increased visibility to diversity metrics to help inform workforce decisions, drive consistency and mitigate bias. We update our internal global and U.S. DEI Dashboards annually. These dashboards present a multiyear view of key demographics, trends and statistics. Analytics dashboards were also created for university recruiting, experienced hire recruiting and Talent Management Teams.

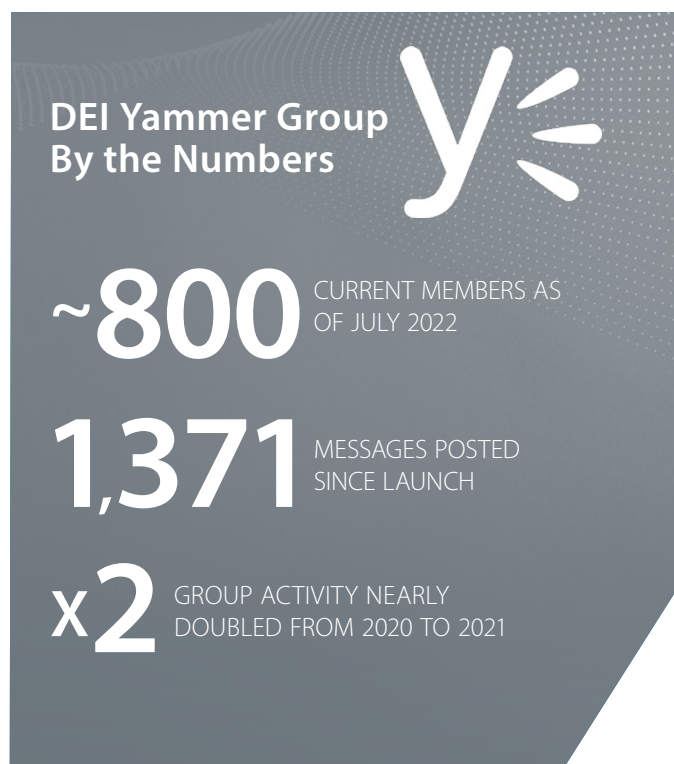
Additional diversity metrics were included in the monthly People Dashboard for business leaders. These dashboards help inform decisions, establish a baseline and track progress.

All of these efforts contributed to the development and launch of our inaugural HCM report, titled "Who **We** Are." This report serves as a view into our culture and details the actions we are taking to inspire a compelling culture, attract and retain great people and meet our commitments to all stakeholders.

Communications

Our awareness efforts include internal channels of communication, like the DEI Yammer Group. This is a forum for employees to talk openly, honestly and respectfully about issues and personal experiences related to diversity, equity and inclusion.

The DEI Yammer Group remains one of the most active Yammer sites in the company. In 2021, it was frequented by leaders and employees as a safe forum to share their voice on topical issues, educational resources and updates on DEI progress.



Programs and Processes

2021 Highlights

- › Established internal process for auditing our recruitment processes to mitigate potential bias.
- › Diversified our Talent Management Teams' (TMTs) leadership to increase representation of women and U.S. people of color.

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

In 2021, as a natural evolution of our diversity and inclusion journey, we added the "E" to our D&I program – further emphasizing the importance of equity in bringing diversity and inclusion together to help create a work environment where everyone is positioned to achieve their ultimate potential. The concept of equity is not new to our company; however, with this more elevated focus, we are encouraged to find ways to embed this important attribute into our core talent programs and processes.

Throughout 2021, we progressed DEI in our core talent processes and programs in the following areas:

- › **Optimizing our talent acquisition strategy:** We established a process for auditing each step of our sourcing, recruitment and selection processes to help mitigate potential bias in our decisions and ensure an equitable process for all.
- › **Improving TMTs and succession processes:** We enhanced the diversity of our TMTs' representatives, with a specific focus on increasing the representation of women and U.S. people of color in these roles. Additionally, TMTs aligned on common DEI goals, including developing a consistent onboarding curriculum inclusive of DEI training and leveraging internal data to drive talent decisions.

- › **Elevating the importance of the "how" performance rating:** In 2020, we implemented a "how" rating as part of our performance management process to hold our workforce and leaders accountable for behaviors, including DEI. In 2021, we created tools for leaders to help formalize the "how" behavior discussions in performance management and succession processes.

"As I reflect on our SPIRIT Values, the '**P**' is for **People and as part of our company values, this highlights our care and respect for all employees.** It is about honoring the differences between us—both visible and invisible—and accepting people for their true selves."

— **BILLIE KORSUNSKIY**, VICE PRESIDENT,
CORPORATE SERVICES, CANADA

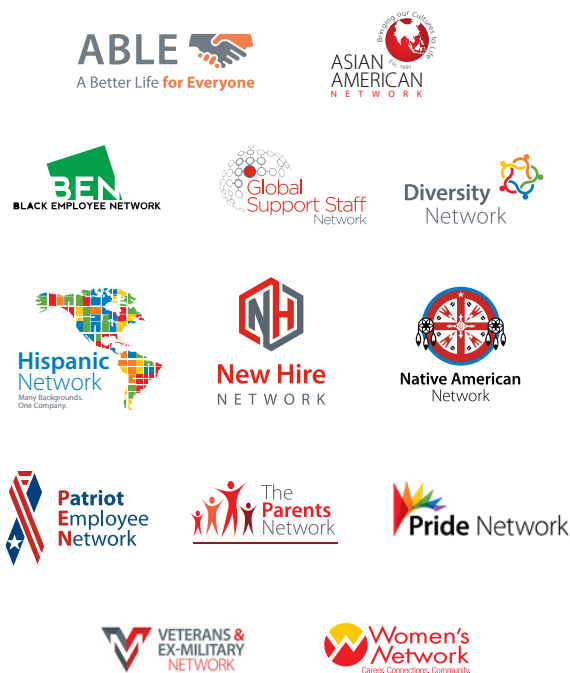


Employee Networks

For more than 30 years, our employee networks have provided an important forum for discussion, development and connection to our communities. Open to all employees, these groups promote DEI through knowledge sharing, networking, professional development and volunteerism around the globe.

We have 13 networks globally with a total combined membership of approximately 5,000 active members.

Read more about the networks on our website.



2021 Employee Network Highlights

- Established first Women's Network chapter in China.
- Raised the Pride flag around the globe under the coordination and leadership of our Pride Network chapters.
- Held a powerful panel discussion on anti-AAPI hate, hosted by the Asian American Network, and an event that focused on LGBTQ+ experiences, hosted by the Alaska DEI Council and Pride Network.
- Signed the Employer Support of the Guard and Reserve statement during the Patriot Employee Network's Veterans Day celebration.
- Established four new employee network chapters in the Permian.



SPOTLIGHT

Pooling Together: How the Hispanic Network Supports Houston's Most Vulnerable Children

More than 10 years have passed, but geologist Jose Delgado still fondly recalls the first soccer pool fundraiser he helped coordinate for the ConocoPhillips Hispanic Network in support of Casa de Esperanza de los Niños, a Houston-based nonprofit that helps children in crisis due to abuse, neglect or HIV.

"That was the year Spain beat the Netherlands 1-0 to win the title," said Jose, a soccer enthusiast. "And that was the start of us leveraging the World Cup to make some real changes in our community."

More than 100 ConocoPhillips employees and their families participated in that initial soccer pool, which coincided with the FIFA 2010 World Cup South Africa. The network raised \$3,500 for Casa de Esperanza.

Fast forward to 2021, and the Hispanic Network's passion for soccer and supporting Casa de Esperanza remains alive and well. Last summer, 21 ConocoPhillips employees and their families showed their competitive spirit by predicting the outcomes of the 2021 Copa America and 2020 UEFA Euro soccer tournaments, raising more than \$2,000 for Casa de Esperanza.

By using the soccer pools as fundraising tools, Delgado said, the Hispanic Network has been able to make a positive impact on Casa de Esperanza.

Since 2010, the Hispanic Network has raised \$22,400 for Casa de Esperanza through its soccer pools (including company match) with support from 663 ConocoPhillips employees and their families, as well as \$41,000 in corporate contributions.

Read more on [spiritnow](#).

"At ConocoPhillips, the diversity of our workforce and our passion for sports enable us to support a noble cause like Casa de Esperanza and **give back to our community.**"

— JOSE DELGADO, STAFF GEOLOGIST



SPOTLIGHT

Holding Ourselves Accountable to Progress

At ConocoPhillips, we believe it is important to be transparent about our current metrics, trends and insights on DEI to hold ourselves accountable to progress. Gathering this data is also an important step in guiding and calibrating our DEI efforts.

The ConocoPhillips *Perspectives* Survey is our primary listening platform for gathering feedback on employee sentiment. This is one of the tools we use to measure incremental year-over-year progress on DEI. The five questions we use to track DEI in the survey focus on the topics of belonging, leadership actions, DEI progress, equal opportunity and psychological safety (employees feeling free to speak their minds).

Due to ongoing integration work, we delayed our *Perspectives* survey to January 2022; however, we consider data to be reflective of 2021 sentiments.

Overall, our scores were reflective of a transformational year of change for our company. We were pleased to see strong scores on psychological safety, in which we've focused efforts through leadership training. Since 2019, more than 1,200 leaders have attended this training. However, feedback also reflected the challenges the company, industry and society have faced in the last 18-24 months, including the ongoing COVID-19 pandemic and the company's significant M&A activity, apparent in the impairments on various DEI scores year-over-year.

The DEI Council will be digging into the DEI-specific scores and comments to validate or evolve our multiyear DEI priorities and actions.

<i>Perspectives</i> Survey: 24 Scaled Questions, 5 Related to DEI	2020 <i>Perspectives</i>	2022 <i>Perspectives</i>	2022 Scores vs External Benchmark
I feel a sense of belonging at ConocoPhillips.	76	69	Below
Leaders at ConocoPhillips value different perspectives.	68	66	Below
We are making progress on diversity, equity and inclusion at ConocoPhillips.	74	70	N/A
Regardless of background, everyone at ConocoPhillips has an equal opportunity to succeed.	68	66	Below
I feel free to speak my mind without fear of negative consequences.	n/a	76	Exceeds





Valuing Our People

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Attraction and Retention

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 U.S. 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 DEI. In 2021, we more than doubled the allocation of our contributions in service of DEI advancement to 41%, compared to 18% in 2020.

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 work with diverse organizations such as the National Society of Black Engineers, the National Association of Black Geoscientists, the National Association of Black Accountants, and INROADS, a nonprofit committed to leadership and career development for underrepresented talent.

To help track and monitor progress on the diversity of our university hires and interns, we developed a data analytics dashboard last year to provide insights into the diversity of university talent pools, as well as visibility into the diversity representation throughout our recruiting process, from application to offer. These are important insights that give

us line of sight to the diversity of the student populations for the universities from which we recruit and help us monitor acceptance and intern conversion rates. This data has also helped us make informed, data-driven decisions regarding our university contributions.

Due to the ongoing global pandemic, we continued to recruit and interview virtually last year. 2021 university interns and new hires represented our most diverse recruiting class to date, with 112 interns and 34 university new hires joining the company.

2021 Diversity of U.S. Intern and University Hires

Interns:

42% WOMEN

38% U.S. POC **+2** PERCENTAGE POINTS IN U.S. POC INTERNS FROM 2020.

University Hires:

50% WOMEN

38% U.S. POC

+15 PERCENTAGE POINTS IN WOMEN UNIVERSITY HIRES FROM 2020.

2021 Job and Internship
Acceptance Rates* by U.S.
University Students

76%

U.S. INTERNS

81%

U.S. UNIVERSITY HIRES

82%

CONVERSION RATE
OF INTERNS TO
HIRES



61.8%	WHITE
20.6%	HISPANIC
8.8%	TWO+ RACES
5.9%	AFRICAN AMERICAN/BLACK
2.9%	ASIAN

*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 2021.

Inclusive Hiring

We strive for our workforce to be representative of the communities where we operate and the talent pools from which we recruit/hire. To aid in these efforts, we leverage data analytics and other key business drivers to evaluate and optimize our experienced hire recruiting strategies.

For the past few years, we have strived to embed DEI into every aspect of our recruitment process, from drafting inclusive job descriptions to using intentionally diverse interview panels and candidate selection methodologies.

- › We use an innovative writing platform to review job postings and help remove 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. Last year, ConocoPhillips signed a statement from the Employer Support of the Guard and Reserve to affirm our unwavering support to those who continue to voluntarily serve in the armed forces.
- › **New** – We established an internal business process for auditing each step of our sourcing, recruitment and selection processes to help mitigate potential bias in our decisions.
- › **New** – We developed a U.S. experienced source-to-hire dashboard to track how the diversity composition of the candidate pool changes as candidates progress from applicant through to offer acceptance.

“In my career, I have never seen as many women occupy technical environmental leadership roles as we see now. It is a testament to the **focus on leadership development for women at our company** and in the oil and gas industry. It certainly showcases our continued journey and commitment to DEI, which results in a stronger workforce delivering differential results.”

— **SHARON ZUBROD**, MANAGER, LOWER 48
ENVIRONMENTAL AND SUSTAINABLE DEVELOPMENT

SPOTLIGHT

From the Operating Room to Well Planning

Associate Petrophysicist Susanne Leseth still remembers when ConocoPhillips visited the University of Stavanger (UiS) in 2017.

That's where she first became acquainted with the company. She had recently left her job as a surgical nurse to pursue a new career in oil and gas. Her decision to switch careers came at a time when many others were fleeing the oil sector to look for a more stable job market in public health service. Susanne made the opposite choice. She left her job and applied for the geoscience program at UiS, unaware of what awaited her.

"I met the head of the ConocoPhillips Norway graduate program for geologists, Rune Tveit, on career day," Susanne said. "Even then, the company had an inclusive image that gave me a sense of hope and motivation. I asked Rune if he had any tips about relevant master's programs that might increase my chances of getting a job in the industry. He told me to follow my heart. If you think something is fun, you'll most likely do a good job of it. So that's what I did."

The short meeting with Rune was a decisive factor in her decision to follow her dream of a master's degree in petroleum geoscience.

[Read more on spiritnow.](#)

"I think it's wonderful that the company is giving us newcomers a chance. **It shows that ConocoPhillips is making a commitment to the future, and not afraid to believe in us.** I feel so lucky. Not only did I get a job in the company I wanted to work for, but I also get to work with petrophysics, my dream all along!"

— SUSANNE LESETH, ASSOCIATE PETROPHYSICIST



SPOTLIGHT

Fantastic Flex: Hybrid Office Work (HOW) Program Gives Employees the “Best of Both Worlds”

First launched in the U.S. in July 2021, ConocoPhillips' HOW program has empowered many employees to experience the advantages of both in-person engagement and individual flexibility.

“While we still value the benefits of in-person interaction, we recognize that our ways of working have fundamentally changed,” said Human Resources Shared Services Manager Nikki Benson. “The HOW program gives our employees the best of both worlds.”

By pivoting to a hybrid work setup, ConocoPhillips has enhanced its people-centric culture, a move to boost employee well-being, engagement and retention.

Here's how the program works: Mondays, Tuesdays and Thursdays are core in-office days; eligible employees can work remotely on Wednesdays and Fridays. The program is designed around the company's existing flexible work schedules, with 9/80, 19/30 and other local flexible schedules remaining in place. Employee participation in the HOW program is optional. For employees who prefer or need to work from the office on a regular basis, the company's offices are open and available throughout the week.

Chief Diversity Officer Natacha Buchanan said the HOW program is a response to an evolving work environment.

“ConocoPhillips trusts its employees to do their work and is providing them the flexibility to do it in a way that is convenient and most effective for them,” she said. “I'm incredibly proud to be at a company that is willing to do that and that trusts its people.”

As the mother of two teenagers, Buchanan said the program's flexibility enables her to be more visible and present with her family.

“The HOW program meets employees where they are,” she said, “and allows them to leverage the program in the way that works best for them.”

After a successful U.S. launch, many of our global locations implemented local HOW programs.

“I am so thankful for the HOW program. It relieves a lot of stress that comes with logistically preparing for a workday in the office versus at home. **I feel like I am a better mom and a better employee because of the HOW program.**”

— KATE ZAVALA, REGIONAL COORDINATOR



Employee Engagement and Development

Investing in our employees impacts the success of the organization, 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 for on-the-job development, mentorship, coaching and formal training through career conversations with their supervisors. Employees are also encouraged to create Individual Development Plans, a development tool that captures employees' long-term career plans. As part of ongoing development, we encourage leaders and employees to gain insights on their strengths and areas for improvement through a 360-degree assessment tool, which gathers feedback from supervisors, direct reports and peers to help increase an employee's overall effectiveness. In 2021, we expanded use of this assessment tool for individual contributors to leverage in their Individual Development Plans.

- › We established a consistent TMT onboarding curriculum, inclusive of DEI and data analytics training.
- › TMTs aligned on a united goal to focus on expanding the depth and diversity of succession benches and ensuring consistency in development strategies.
- › Dashboards of demographic metrics are utilized by TMTs to help mitigate bias and inform promotion and development decisions.
- › TMTs developed common DEI goals, creating alignment and prioritization among all the TMTs.

Talent Management Teams

Skill-based Talent Management Teams (TMTs), made up of senior representatives from business units and corporate functions, guide employee development and career progression by discipline and location. TMTs help identify our future business needs and assess the availability of critical skill sets within the company. They also play a vital role in striving for integrity and equity in our talent practices and succession planning. In 2021, a number of steps were taken to further embed DEI into our core talent processes led by the TMTs:

- › TMT representatives were diversified with a specific focus on increasing women and U.S. people of color representation.

"I've had an amazing experience throughout my time working at the ConocoPhillips Global Water Sustainability Center. I am **able to gain many practical skills in an applied research environment** alongside a team of highly qualified scientists and engineers."

— DAREEN DARDOR, ENGINEER, QATAR

Formal Training

In 2021, our employees completed more than 184,400 hours of virtual and in-person training on topics ranging from technical to professional development (approximately 18.6 hours per employee). We also launched an enhanced learning and competencies website to connect employees around the globe with learning opportunities across technical, functional, safety, operational and ESG-related disciplines. This centralized site is continuously updated with fit-for-purpose and on-demand learning curriculums to ensure our employees have the resources and training they need.

Following the acquisition of Concho Resources in 2021, we took the opportunity to learn from and leverage Concho's field rotational program that had longstanding success in building and developing early career talent. We

expanded upon this program and designed a rotational curriculum for petrotechnical engineering university hires. This program now consists of three-month rotations in production, drilling, completions and facilities engineering within an employee's first 12 months with the company.

In 2021, we also kicked off the biennial ConocoPhillips PetroTech Academy (PTA) program with 70 participants across four business units. PTA is a multidisciplinary, collaborative, technical learning experience for young engineers and geoscientists. The program is comprised of training modules, presentations, workshops and simulations, and offers extensive networking opportunities to give our early-career technical workforce an opportunity to meet and learn from our ELT, internal technical managers and subject matter experts.



Leadership Development

We recognize that supervisors play a key role in talent development, engagement and retention. We offer a supervisor development curriculum to help leaders effectively engage and develop their employees. Global courses focus on proactive communication, employee development and building trust.

In 2021, we refreshed our Leader of Leaders program, which brings together the company's top senior leaders from around the globe in small cohorts on a quarterly basis to align on key drivers of our culture. We diversified the makeup of the cohorts to maximize the opportunity for relationship building and added a number of new heritage Concho leaders to cohorts. During a time of significant organizational change, our leaders had conversations regarding the topics of listening, DEI and cultural change.

Last fall, we held our first in-person Leadership Forum meeting since 2019. Our top senior leaders gathered in Houston to discuss the company's global strategy, the energy transition, technology, DEI and employee engagement strategies. Over the course of two days, our leaders engaged in breakout sessions, listened and learned from keynote speakers and reconnected with each other.

Additionally, various business units and functions continued running "Leaders Connect" programs, an informal community of practice where cohorts of six to eight leaders at various levels 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. To enhance these efforts, we created a centralized platform last year to connect all global teams participating in the program and provide resources they can leverage for local programs.

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 hold our workforce and leaders accountable for behaviors reflective of our SPIRIT Values and Leadership Competencies. In 2021, we advanced the adoption of the "how" rating, implemented in 2020, by equipping leaders with guidelines and reference materials to assist with their assessment of key "how" performance indicators.

Recognition is important to employees and core to our culture. Since 2020, our employee-driven internal recognition program, The Mark Award: Instant Thanks, has allowed employees to send thank-you messages through an award system that recognizes other employees for what they accomplished or how they accomplished tasks and projects. In 2021, 48% of employees received Instant Thanks awards and nearly 10,720 Instant Thanks messages were sent.

The Mark Award: Instant Thanks

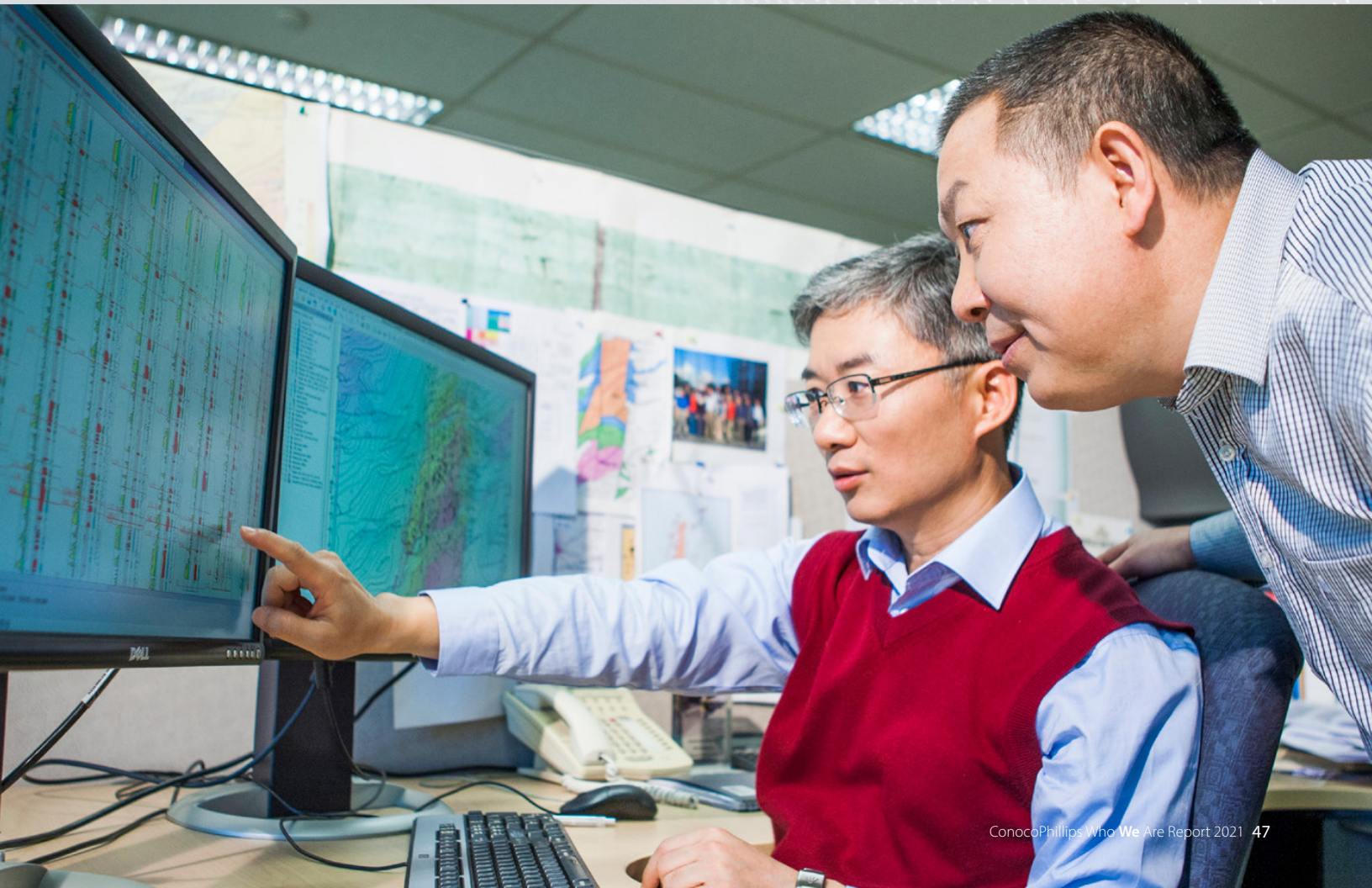
An employee-driven recognition program

48% OF EMPLOYEES
RECEIVED AN
AWARD

~10,720 INSTANT THANKS
MESSAGES
SENT

“Interactive teamwork makes all the difference. As a leader, **my job is to be there to guide people and cheer them on** where and when needed.”

— RUNE WOIE, MANAGER, WELLS PROJECTS



2022 ConocoPhillips *Perspectives Survey*

84%GLOBAL
PARTICIPATION
RATE**~10,700**WRITTEN
COMMENTS**75**EMPLOYEE
SATISFACTION
SCORE**76%**WOULD RECOMMEND
CONOCOPHILLIPS
AS A GREAT PLACE
TO WORK

Top Improvements ▲

+8

I feel free to speak my mind without fear of negative consequences.

+7

I feel satisfied with the recognition or praise I receive for my work.

+5

My supervisor has meaningful discussions with me about my career development.

Top Impairments ▼

-7

I feel a sense of belonging at ConocoPhillips.

-5

How happy are you working at ConocoPhillips?

-4

We are making progress on diversity, equity and inclusion at ConocoPhillips.

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 strengthening our culture. Leaders analyze the survey results and comments and identify focus areas for action, striving for incremental year-over-year progress on results. Our employee feedback strategy is comprised of an annual engagement survey and shorter DEI pulse surveys as needed.

Due to ongoing integration work following two major transactions in 2021, we delayed our *Perspectives* Survey to January 2022; however, we consider its data to be reflective of 2021 sentiments. The survey was comprised of 24 questions on topics relevant to the health and long-term success of our

organization such as engagement, DEI, SPIRIT Values, company strategy, career development, leadership and well-being. We had a participation rate of 84% and received over 10,700 written comments from employees around the globe.

Overall, our scores were reflective of a transformational year of change for our company. We were very pleased to see strong scores on questions related to psychological safety, recognition and career path. However, feedback also reflected the challenges the company, industry and society have faced in the last 18-24 months, including the ongoing COVID-19 pandemic, political polarization, market downturns and recoveries and the company's significant M&A activity. This was particularly apparent in the impairments on employee satisfaction and various DEI scores. Looking ahead, we are leveraging feedback and focusing efforts on areas of highest impact to employee engagement.



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 Practices

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.

U.S. Participation in Compensation and Benefits Programs

98%

PARTICIPATION RATE IN
COMPANY-MATCHED SAVINGS PLAN

\$80.8^{MM}

401(K) COMPANY MATCHES

\$417,000

AVERAGE SAVINGS PLAN BALANCE
FOR ACTIVE EMPLOYEES

93%

EMPLOYEES ENROLLED
IN MEDICAL PLAN

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 DEI and pay equity.

"It's great to see the company listening to employees' needs and enhancing our benefits as a result. As a mother to a child with a disability, I am **incredibly thankful for new benefits focused on meeting the needs of those with disabilities** through hearing aid and expanded speech therapy coverage. This will have a huge impact on many employees and is another prime example of how the company is infusing DEI into everything we do for employees."

— JENNIFER HOYT, STAFF GEOSCIENTIST

Benefits

Our global benefits are competitive, inclusive and align with our culture. We provide family-friendly policies such as flexible work schedules, a hybrid office work program, competitive time off, paid leave to care for seriously ill family members and parental leave in many locations. Combined with our maternity benefit (eight weeks), new birth mothers in the U.S. are eligible for up to 14 weeks of paid leave. In 2021, we enhanced our U.S. benefits program to provide expanded coverage for employees and families requiring disability support, elder care and child care. We also provide access to quality child care, including onsite child care, where local access is a challenge. Given the impact of COVID-19, employee health and wellness benefits were also enhanced globally to assist employees.

In the U.S., we partner with those employees who participate in ConocoPhillips' medical plan to promote accountability for personal health through our Health Improvement Incentive Program. This voluntary program encourages healthy behaviors, provides insights into potential health risks and offers opportunities to improve overall health. Employees can earn incentives toward medical premiums by completing a series of steps, including the newly added mental well-being incentive. In 2021, 75% of participants completed a biometric screening, of which 85% earned the mental well-being incentive.

Well-being

Ensuring our employees' health and well-being remained an ongoing focus as the world continued adapting to the realities of COVID-19. In 2021, COVID-19 activities were guided by our three companywide priorities, set during early pandemic stages: protect our employees and contractors, mitigate the spread of COVID-19 and safely run the business. We have acted on these priorities via a coordinated crisis management support team, frequent workforce communications and flexible programs to suit the challenging environment. Our office and field staffs adhered to rigorous mitigation protocols implemented across operations, utilizing the most current guidance from health authorities. Mitigation measures, including requirements for remote work, vaccines and testing, were driven by the specific circumstances applicable to a region or business function.

Our global wellness programs are designed to educate and promote a healthy lifestyle. Each year, we host a six-week global competition featuring health and wellness activities called the SPIRIT of Wellness challenge. In 2021, nearly 2,000 employees and contractors participated as individuals or as part of a team. The event included three challenges: Move, Eat Right and Stress Less.

All employees have access to our employee assistance program, and many of our locations offer custom programs to support mental well-being.



SPOTLIGHT

2021 SPIRIT of Wellness: Pulling Together for Health

If you're looking to improve your mental wellness, ConocoPhillips employee Tonita Gomez de Moran has some words of wisdom for you.

Tonita said she realized the importance of mental health during and after her battle with breast cancer.

"It was clear to me that without a positive attitude, the brutal treatment would take a bigger toll on my body."

Tonita, a change, problem management and disaster recovery analyst at the company's Bartlesville, Okla., campus, was among the thousands of ConocoPhillips employees and contractors who participated in the 2021 SPIRIT of Wellness challenge, a six-week competition featuring health and wellness activities. During this global campaign, held June 14-July 26, employees and contractors participated as individuals or as part of a team. The event included three challenges: Move, Eat Right and Stress Less. Recording their activities daily, participants earned points and tracked their progress on Individual and Team Leaderboards.

While Tonita focused on her mental health, Sani Dadan, a senior field rotating equipment engineer in Indonesia, pushed his physical limits by cycling and running.

"Go further...go faster...go higher and stay safe," Sani posted on Yammer in the final days of the challenge, just days before winning the Individual Champion category with more than 290,000 points.

"The most difficult step to take is the first step, so do not be afraid.

Mental wellness is just as important as physical, emotional and spiritual health."

— **TONITA GOMEZ DE MORAN**, ANALYST, CHANGE, PROBLEM MANAGEMENT & DISASTER RECOVERY

Tonita and Sani's self-improvement efforts reflect the essence of this annual event, a challenge that played out in every location where ConocoPhillips operates around the world. Even in Malaysia, where the country remained on COVID-19 lockdown, employees walked, ran and jogged 10,000 steps around their homes every day, participated in virtual exercise classes and cooked healthy recipes.

Read more on [spiritnow](#).





External Engagement

Giving Back 58



Giving Back

Our employees make our communities stronger. We are proud to support their generous involvement in local charitable activities through employee volunteerism and giving programs.

In 2021, \$5.1 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 disaster relief and social services organizations. Our employees also strive to improve the quality of life in the communities where we live and work.

- › Despite a challenging year with employees continuing to work from home due to the pandemic, ConocoPhillips Canada staff volunteered 893 hours on a range of activities in 2021. This included making lunches for kids through Brown Bagging for Calgary's Kids, planting trees and cleaning our river and pathways with the City of Calgary and wrapping gifts for families in need with Dreams Take Flight.
- › In Eagle Ford, employees volunteered nearly 250 hours to serve local nonprofits, including the Floresville Lions Club, Bulldog Education Foundation and Yoakum Rotary Foundation.
- › As a result of the Concho acquisition, we became a Tier 1 member of the Permian Strategic Partnership (PSP), which doubles our annual financial commitment to PSP initiatives.
- › In Australia, employees rolled up their sleeves to help clean up the beaches in conjunction with Reef Clean and Clean Up Australia.

[Read more about our employees' efforts on our website.](#)

"In our continued effort to build a company that our employees can be proud of, **we embrace the opportunity to support and give back to the communities where we operate.** In the Permian, we're a member of the Permian Strategic Partnership, which focuses on public education, infrastructure, healthcare, affordable housing and workforce development."

— **JACK HARPER**, EXECUTIVE VICE
PRESIDENT, LOWER 48

SPOTLIGHT

ConocoPhillips Helps Deliver **1.6 Million** **Vaccine Doses** in 2021

ConocoPhillips continues to support communities around the world and empower them in the fight against COVID-19 and its variants. In 2021, ConocoPhillips Qatar supported the rollout of the National COVID-19 Vaccination Program, helping the Ministry of Public Health and Hamad Medical Corporation deliver 1.6 million doses of the vaccine to key business and industry workers. This collaborative effort established one of the largest vaccination centers in the world – Qatar Vaccination Center for Business and Industry Sector. The center exceeded its initial goal to deliver 25,000 doses a day and succeeded in delivering 40,000 daily doses – thanks to the dedication and hard work of more than 700 health care professionals. In January, the Qatar Vaccination Center for Business and Industry Sector opened its doors again to administer third doses of the vaccine.



40,000

DOSES DELIVERED DAILY



>700

HEALTH CARE
PROFESSIONALS INVOLVED



Watch the video
on spiritnow.





Measuring Our Progress

Performance Metrics 62



Performance Metrics

We use key metrics to measure and monitor our performance and progress managing sustainability risks. The data that follows is presented by year. On our website, we also present this data by country, and *it can be easily downloaded as XLS or PDF spreadsheets.*

We are committed to publicly disclosing ConocoPhillips' Consolidated EEO-1 Report. The report represents ConocoPhillips' U.S. workforce by race, ethnicity and gender across job categories established by the U.S. Equal Employment Opportunity Commission (EEOC). *ConocoPhillips' EEO-1 reports can be found on our website.*



OPERATED TOTAL¹

METRIC	2017	2018	2019	2020	2021			
						GRI	IPECA	SASB
Social								
Safety (rate per 200,000 hours worked)²								
Workforce Fatalities	0	0	1	0	0	403-9	SHS-3	EM-EP 320a.1
Workforce Total Recordable Rate	0.17	0.17	0.15	0.12	0.15	403-9		EM-EP 320a.1
Workforce Total Recordable Rate (including COVID-19)	n/a	n/a	n/a	0.21	0.52	403-9		EM-EP 320a.1
Workforce Lost Workday Rate	0.04	0.05	0.03	0.04	0.04			
Workforce Lost Workday Rate (including COVID-19)	n/a	n/a	n/a	0.13	0.41			
Employee Total Recordable Rate	0.07	0.06	0.05	0.09	0.14	403-9-a-iii	SHS-3	
Employee Total Recordable Rate (including COVID-19)	n/a	n/a	n/a	0.20	0.33	403-9-a-iii	SHS-3	
Employee Lost Workday Rate	0.02	0.03	0.03	0.02	0.05		SHS-3	
Employee Lost Workday Rate (including COVID-19)	n/a	n/a	n/a	0.13	0.24		SHS-3	
Contractor Total Recordable Rate	0.22	0.20	0.18	0.13	0.16	403-9-b-iii	SHS-3	
Contractor Total Recordable Rate (including COVID-19)	n/a	n/a	n/a	0.21	0.57	403-9-b-iii	SHS-3	
Contractor Lost Workday Rate	0.06	0.06	0.03	0.04	0.04		SHS-3	
Contractor Lost Workday Rate (including COVID-19)	n/a	n/a	n/a	0.12	0.46		SHS-3	
Global Workforce³								
Employees at Year-End ⁴	11,400	10,800	10,400	9,700	9,900	2-7-a	SOC-5	
Part-Time Employees	1.5%	1.7%	1.4%	1.0%	0.9%	2-7-b	SOC-5	
Employees – Women	26%	26%	26%	27%	26%	405-1-b-i	SOC-5	
All Leadership – Women	21%	22%	24%	23%	25%	2-7-a	SOC-5	
Top Leadership – Women	17%	19%	20%	19%	22%	2-7-a	SOC-5	
Junior Leadership – Women	22%	23%	25%	24%	25%	2-7-a	SOC-5	
Professional – Women	27%	28%	28%	29%	29%	2-7-a	SOC-5	
Petrotechnical – Women	19%	20%	20%	20%	20%	2-7-a	SOC-5	
Non-U.S. Employees	48%	49%	45%	41%	39%		SOC-5	
All Non-U.S. Leadership	49%	52%	47%	44%	41%		SOC-5	
Non-U.S. Top Leadership	30%	34%	31%	25%	24%		SOC-5	
Non-U.S. Junior Leadership	53%	57%	50%	49%	44%		SOC-5	
Avg. Years of Service	11.1	11.3	11.4	11.9	11.3		SOC-5	
Avg. Years of Experience	16.5	16.8	17.5	17.9	17.5		SOC-5	
Employees by Age Group								
Under 30	10%	9%	8%	8%	8%	405-1-b-ii	SOC-5	
30–50	59%	60%	60%	60%	62%	405-1-b-ii	SOC-5	
51+	31%	31%	31%	33%	30%	405-1-b-ii	SOC-5	

SASB- The Sustainability Accounting Standards Board

IPECA- Our reporting is aligned with guidelines developed by IPECA (2015)

GRI- Global Reporting Initiative

OPERATED TOTAL¹ *continued*

METRIC	2017	2018	2019	2020	2021	GRI	IPECA	SASB
Social <i>continued</i>								
U.S. Workforce Demographics⁵								
Employees – POC ⁶	23%	24%	24%	25%	28%	405-1-b-iii	SOC-5	
All Leadership – POC	17%	18%	19%	19%	21%	405-1-b-iii	SOC-5	
Top Leadership – POC	10%	11%	13%	13%	15%	405-1-b-iii	SOC-5	
Junior Leadership – POC	19%	20%	21%	22%	23%	405-1-b-iii	SOC-5	
Professional – POC	23%	23%	24%	24%	26%	405-1-b-iii	SOC-5	
Employees covered by a collective bargaining agreement	4%	5%	4%	4%	4%	2-30-a	SOC-5	
Veterans	n/a	n/a	6%	6%	6%	405-1-b-iii	SOC-5	
Employees with disabilities	n/a	n/a	n/a	5%	5%	405-1-b-iii	SOC-5	
U.S. Employees by race/ethnicity and gender								
White Women	21.4%	21.4%	20.9%	21.2%	20.0%	405-1-b-iii	SOC-5	
White Men	55.1%	54.9%	54.6%	54.0%	51.8%	405-1-b-iii	SOC-5	
Hispanic Women	2.7%	2.6%	2.5%	2.6%	3.0%	405-1-b-iii	SOC-5	
Hispanic Men	7.0%	7.3%	7.9%	7.8%	11.7%	405-1-b-iii	SOC-5	
Asian Women	2.0%	1.9%	2.0%	2.0%	1.9%	405-1-b-iii	SOC-5	
Asian Men	4.5%	4.6%	4.7%	4.7%	4.2%	405-1-b-iii	SOC-5	
Black/African American Women	1.9%	1.9%	1.8%	1.8%	1.6%	405-1-b-iii	SOC-5	
Black/African American Men	2.2%	2.2%	2.2%	2.3%	2.2%	405-1-b-iii	SOC-5	
American Indian or Alaskan Women	1.1%	1.0%	1.0%	0.9%	0.9%	405-1-b-iii	SOC-5	
American Indian or Alaskan Men	1.6%	1.7%	1.6%	1.6%	1.3%	405-1-b-iii	SOC-5	
Pacific Islander Women	0.1%	0.1%	0.1%	0.1%	0.1%	405-1-b-iii	SOC-5	
Pacific Islander Men	0.1%	0.1%	0.1%	0.2%	0.1%	405-1-b-iii	SOC-5	
Two+ races Women	0.1%	0.1%	0.2%	0.3%	0.4%	405-1-b-iii	SOC-5	
Two+ races Men	0.2%	0.2%	0.3%	0.5%	0.5%	405-1-b-iii	SOC-5	
Hiring (Global unless identified as U.S.)								
University hires	18%	11%	12%	25%	10%	401-1	SOC-15	
Diversity hiring – Women	28%	25%	24%	29%	23%	401-1	SOC-15	
U.S. Hiring								
Diversity hiring – U.S. POC	29%	26%	29%	28%	35%	401-1	SOC-15	
U.S. Hiring by race/ethnicity								
White	69.9%	74.1%	69.7%	71.7%	63.1%	401-1	SOC-15	
Hispanic	15.1%	14.8%	14.8%	10.4%	21.9%	401-1	SOC-15	
Asian	6.8%	4.4%	7.8%	8.0%	5.3%	401-1	SOC-15	
Black/African American	6.2%	3.3%	3.9%	6.0%	5.0%	401-1	SOC-15	
American Indian or Alaskan	1.4%	1.9%	0.8%	2.0%	0.8%	401-1	SOC-15	
Pacific Islander	0.0%	0.4%	0.4%	0.4%	0.3%	401-1	SOC-15	
Two+ races	0.7%	0.7%	2.3%	1.6%	2.1%	401-1	SOC-15	
Undisclosed	0.0%	0.4%	0.2%	0.0%	1.6%	401-1	SOC-15	
External hire acceptance rate								
University hire acceptance (U.S.)	87%	78%	84%	85%	81%	401-1	SOC-15	
Interns acceptance (U.S.)	87%	87%	68%	74%	76%	401-1	SOC-15	
Conversions from Interns to Hires	47%	75%	73%	91%	82%	401-1	SOC-15	
Interns – U.S. Minorities	27%	33%	32%	36%	38%	401-1	SOC-15	

OPERATED TOTAL¹ *continued*

METRIC	2017	2018	2019	2020	2021			
						GRI	IPECA	SASB
Social <i>continued</i>								
Attrition rate								
Total Attrition Rate	17.4%	8.3%	11.2%	5.3%	14.5%	401-1	SOC-6	
Voluntary Attrition	4.1%	4.2%	4.1%	3.0%	5.0%	401-1	SOC-6	
Voluntary Attrition – Women	4.0%	4.3%	3.8%	2.8%	5.3%	401-1	SOC-6	
Voluntary Attrition – Men	4.1%	4.2%	4.1%	3.1%	4.9%	401-1	SOC-6	
Voluntary Attrition – U.S. POC	4.1%	5.1%	3.4%	2.9%	4.8%	401-1	SOC-6	
U.S. Voluntary Attrition by race/ethnicity								
White	5.2%	5.2%	4.9%	3.7%	6.8%	401-1	SOC-6	
Hispanic	2.8%	5.9%	3.3%	2.2%	5.2%	401-1	SOC-6	
Asian	5.6%	5.1%	3.8%	4.1%	2.9%	401-1	SOC-6	
Black/African American	4.8%	3.4%	3.5%	4.2%	4.0%	401-1	SOC-6	
American Indian or Alaskan	4.9%	4.5%	4.1%	1.4%	7.8%	401-1	SOC-6	
Pacific Islander	0.0%	8.8%	0.0%	0.0%	6.7%	401-1	SOC-6	
Two+ races	5.6%	0.0%	0.0%	0.0%	7.3%	401-1	SOC-6	
Voluntary attrition less than 5 years of tenure	5.2%	4.8%	4.3%	2.5%	8.4%	401-1	SOC-6	
Training, Development and Promotions								
Training of Petrotechnical employees (Hours of training/empl.)	20.3	22.9	28.5	27.1	21.5	404-2	SOC-7	
D&I Training courses completed by employees	n/a	n/a	n/a	1,872	1,281	404-2	SOC-7	
Average spent on training per employee (in dollars)	\$1,172	\$1,181	\$1,277	\$948	\$889		SOC-7	
Promoted – Women	31%	33%	31%	32%	33%		SOC-7	
Promoted – U.S. POC	28%	25%	27%	24%	26%		SOC-7	
U.S. Promoted								
White	72.0%	75.3%	72.8%	76.5%	74.2%		SOC-7	
Hispanic	12.9%	12.0%	12.4%	9.6%	10.7%		SOC-7	
Asian	7.2%	5.8%	7.6%	5.7%	5.6%		SOC-7	
Black/African American	4.4%	3.3%	4.3%	4.1%	5.2%		SOC-7	
American Indian or Alaskan	2.4%	2.6%	2.0%	2.8%	2.1%		SOC-7	
Pacific Islander	0.2%	0.5%	0.2%	0.4%	0.6%		SOC-7	
Two+ races	0.8%	0.7%	0.7%	0.9%	1.3%		SOC-7	
Undisclosed	0.0%	0.0%	0.0%	0.0%	0.2%		SOC-7	
Promoted to Top Leadership – Women	18%	23%	9%	22%	31%		SOC-7	
Promoted to Top Leadership – U.S. POC	12%	7%	24%	6%	21%		SOC-7	
Governance								
Board⁷								
Independent Members	90%	91%	91%	92%	80%			
Women	40%	36%	36%	31%	27%	405-1-a-i		

Notes

¹ Data is based on assets in which we have operational control. To provide the most current and accurate data available, we have updated previously reported data for prior years as needed.

² Rates are shown including and excluding COVID-19 work-related illnesses experienced in 2021, as defined by OSHA.

³ Data may not equal 100% due to rounding.

⁴ Employee headcount based on active employees as of Dec. 31, 2021.

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).

⁷ As of Dec. 31, 2021.

Glossary

Diversity, Equity and Inclusion (DEI)

This is standard nomenclature for referencing a workforce comprised of various dimensions of diversity that mirrors the available talent in the community, an inclusive culture where people feel safe, seen, heard and respected; and equitable policies and processes that provide everyone the opportunity to reach their fullest potential.

E&P

Exploration & Production.

Junior Leader

Front-line supervisors, typically recognized within the company for expertise and technical leadership within a discipline.

People of Color (POC)

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

Promotions

Promotion metrics are calculated relative to a corresponding population.

Senior Leader

High-level leaders typically responsible for enterprise/business unit goals, strategies and cross-discipline organizations.

Explore ConocoPhillips

Fact Sheets

Published annually to provide detailed operational updates for each of the company's six segments.

www.conocophillips.com/factsheets



Sustainability Report

Published annually to provide details on priority reporting issues for the company, a letter from our CEO and key environmental, social and governance metrics.

www.conocophillips.com/susdev



Annual Report and 10-K

Published annually to provide details on the company's financial and operating performance, a letter from our CEO and additional shareholder information.

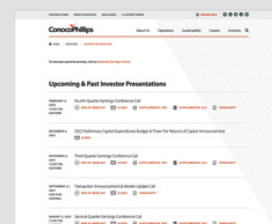
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Upcoming and Past Investor Presentations

Provides notice of future presentations and archived presentations dating back one year, including webcast replays, transcripts, slides and other information.

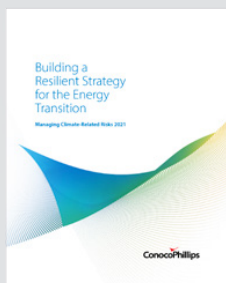
www.conocophillips.com/investorpresentations



Managing Climate-Related Risks Report

Published annually to provide details on the company's governance framework, risk management approach, strategy, key metrics and targets for climate-related issues.

www.conocophillips.com/climatechange



Code of Business Ethics and Conduct

Explains our standards as well as our legal and ethical responsibilities and provides guidance for expected behaviors.

www.conocophillips.com/businessethics



