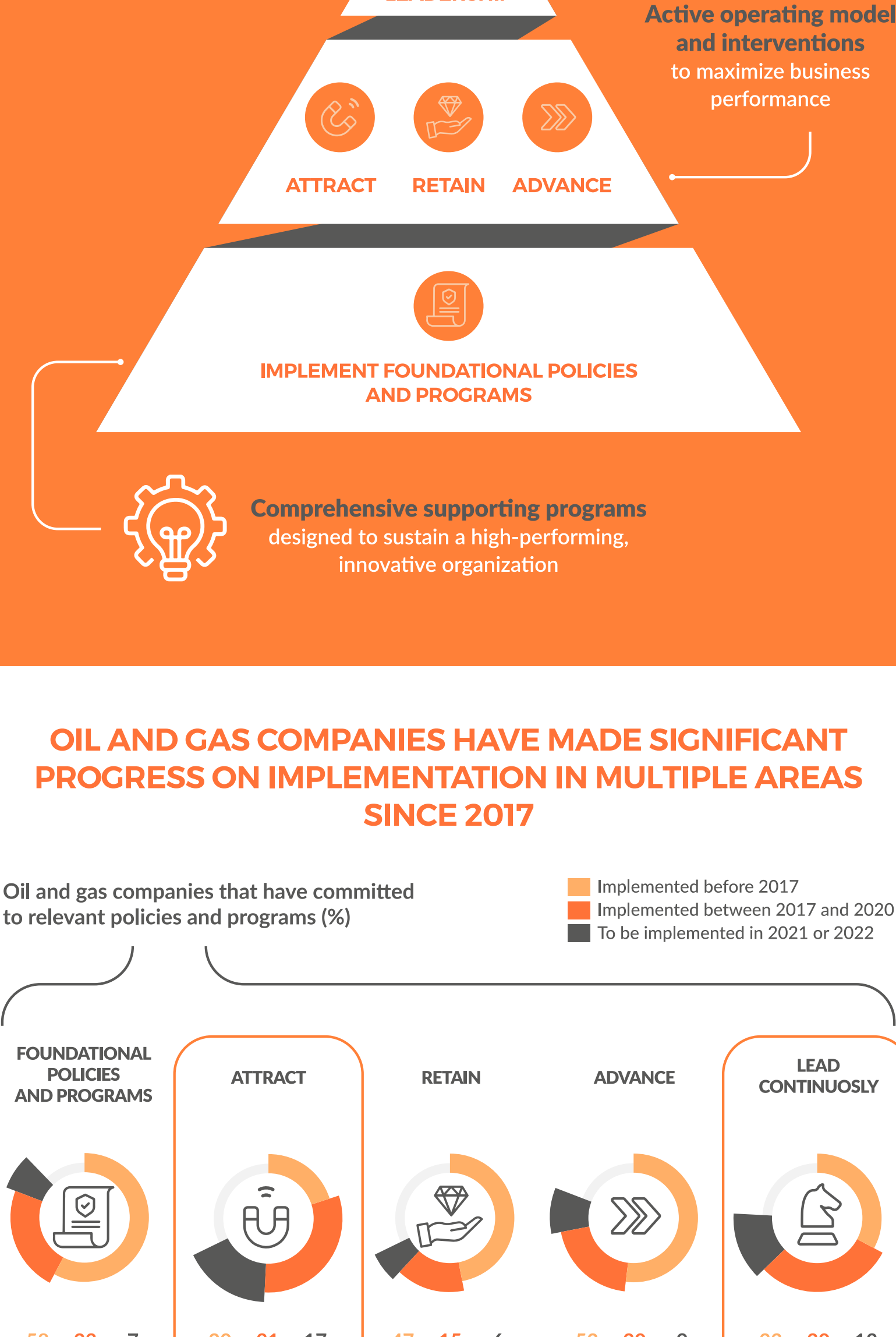


UNTAPPED RESERVES 2.0

DRIVING GENDER BALANCE IN OIL & GAS

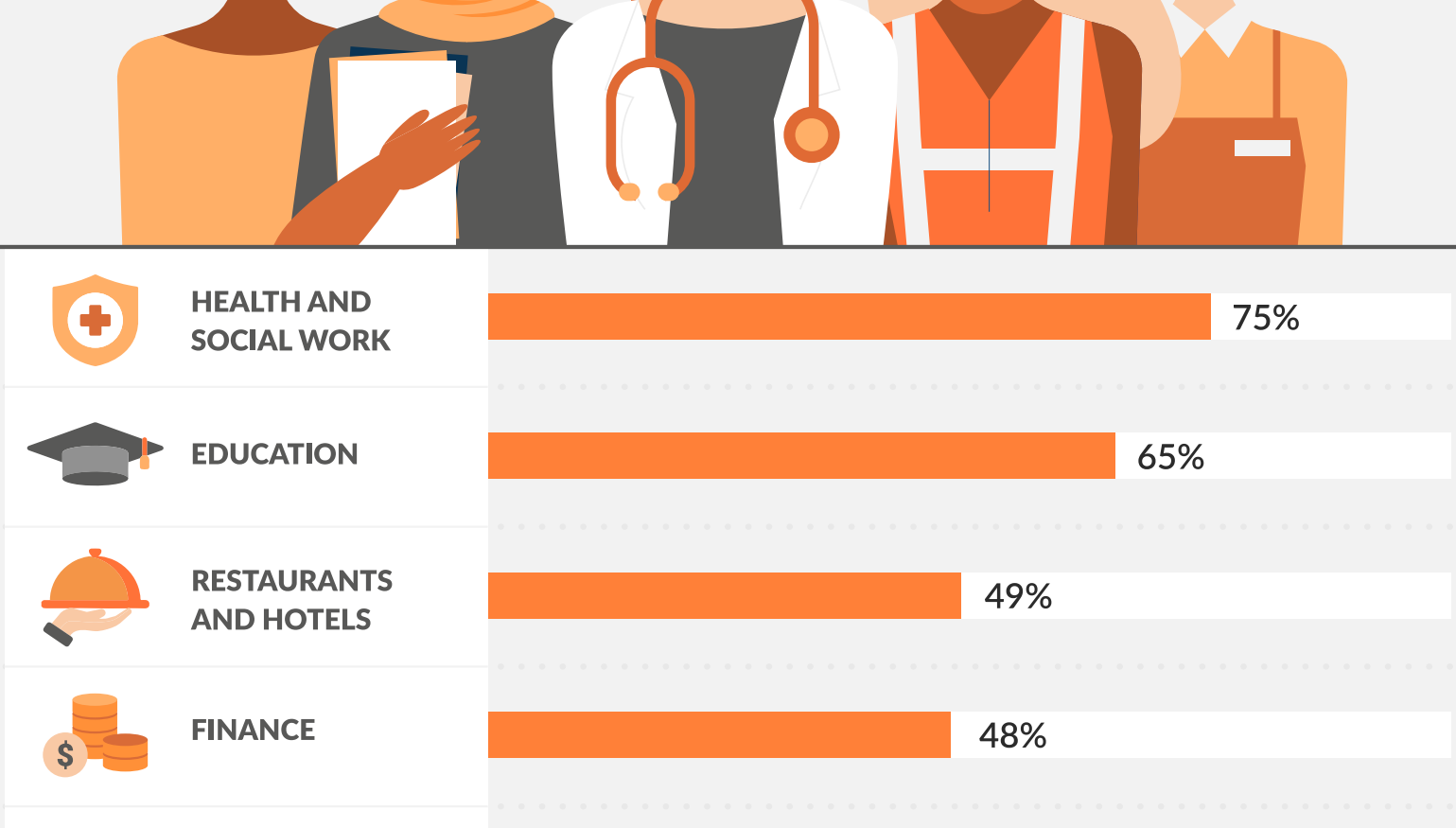
TO DRIVE GENDER BALANCE, OIL AND GAS COMPANIES NEED TO TAKE ACTIONS ON THREE LEVELS



OIL AND GAS COMPANIES HAVE MADE SIGNIFICANT PROGRESS ON IMPLEMENTATION IN MULTIPLE AREAS SINCE 2017

Oil and gas companies that have committed to relevant policies and programs (%)

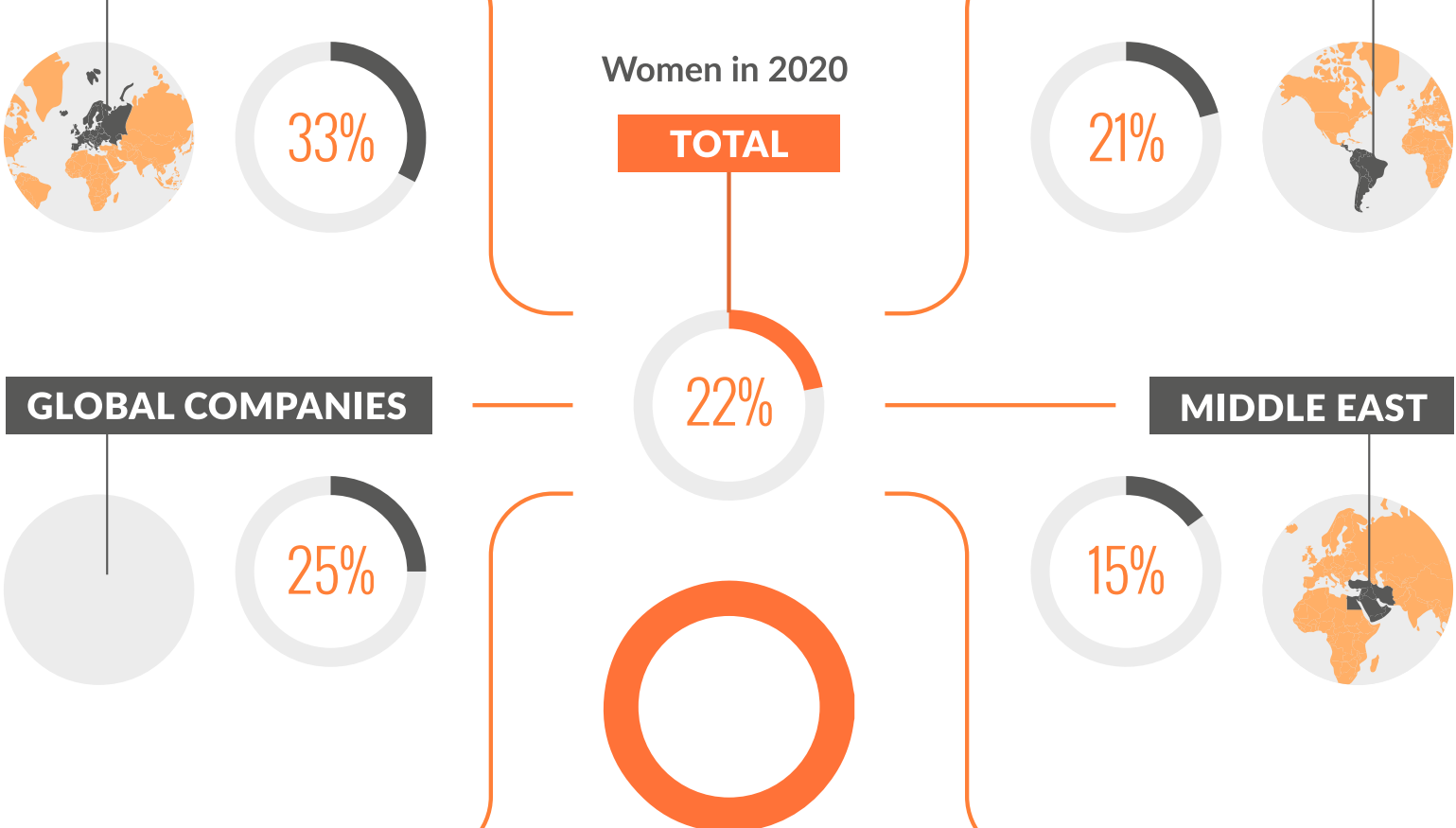
Legend: ■ Implemented before 2017, ■ Implemented between 2017 and 2020, ■ To be implemented in 2021 or 2022



Dimensions with the higher number of policies and programs to be implemented going forward

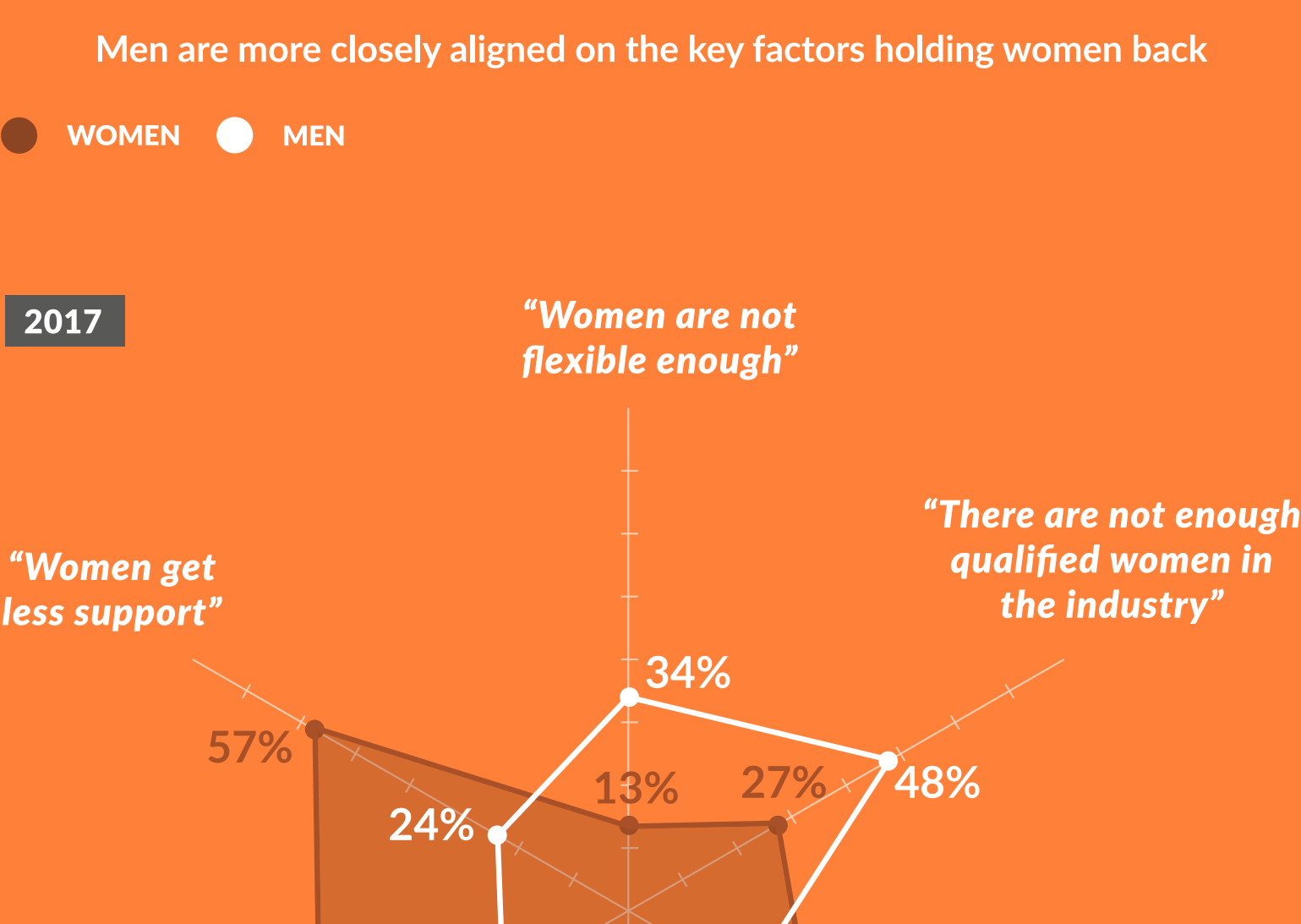
WOMEN'S REPRESENTATION IN MAJOR INDUSTRIES

Women in 2020



EUROPE LEADS THE WAY TOWARD GENDER EQUITY IN THE OIL AND GAS INDUSTRY TODAY

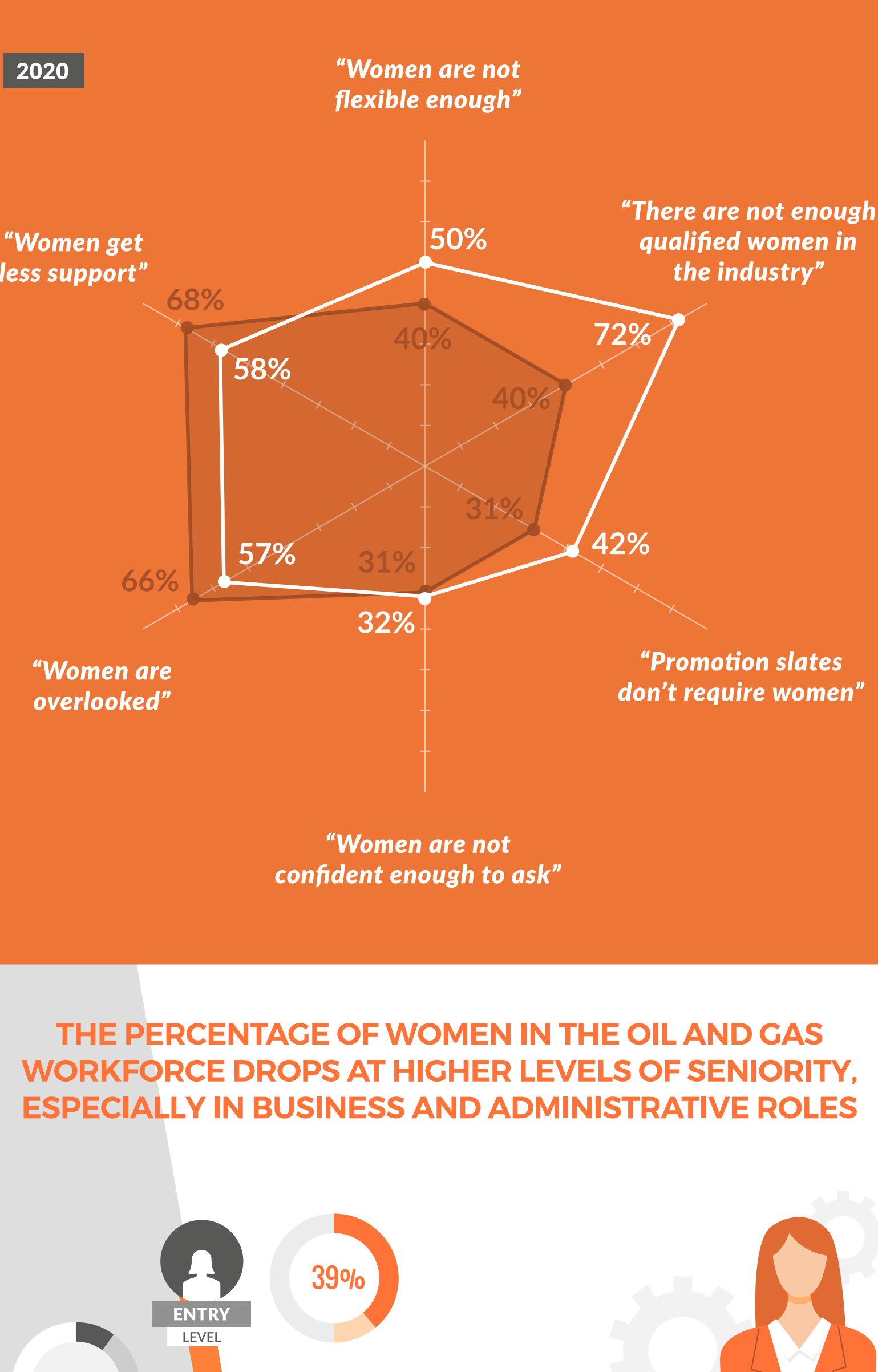
Women as a percentage of the total industry workforce, by region



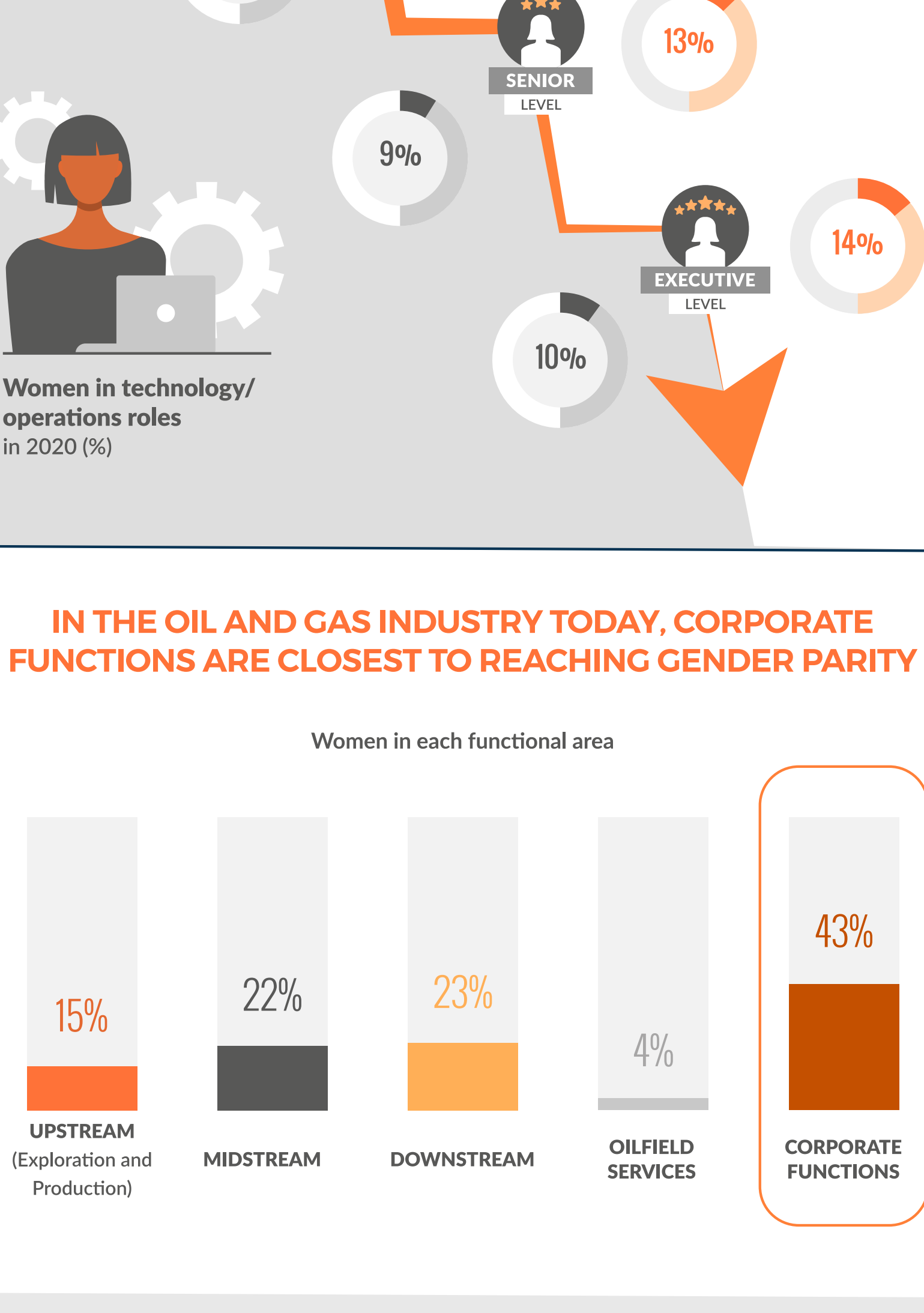
WOMEN AND MEN STILL DIFFER IN THEIR VIEWS ABOUT FEMALE CAREER CHALLENGES

Men are more closely aligned on the key factors holding women back

Legend: ● WOMEN, ● MEN

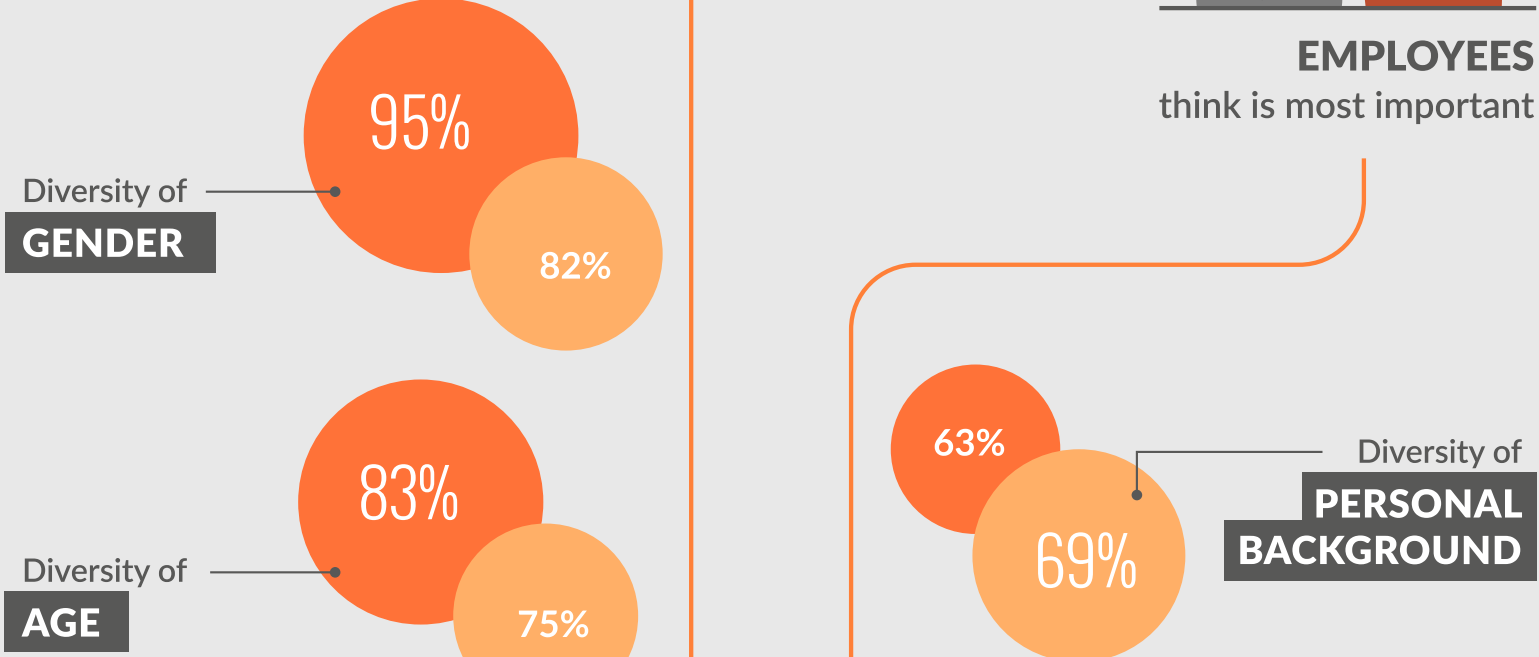


THE PERCENTAGE OF WOMEN IN THE OIL AND GAS WORKFORCE DROPS AT HIGHER LEVELS OF SENIORITY, ESPECIALLY IN BUSINESS AND ADMINISTRATIVE ROLES



IN THE OIL AND GAS INDUSTRY TODAY, CORPORATE FUNCTIONS ARE CLOSEST TO REACHING GENDER PARITY

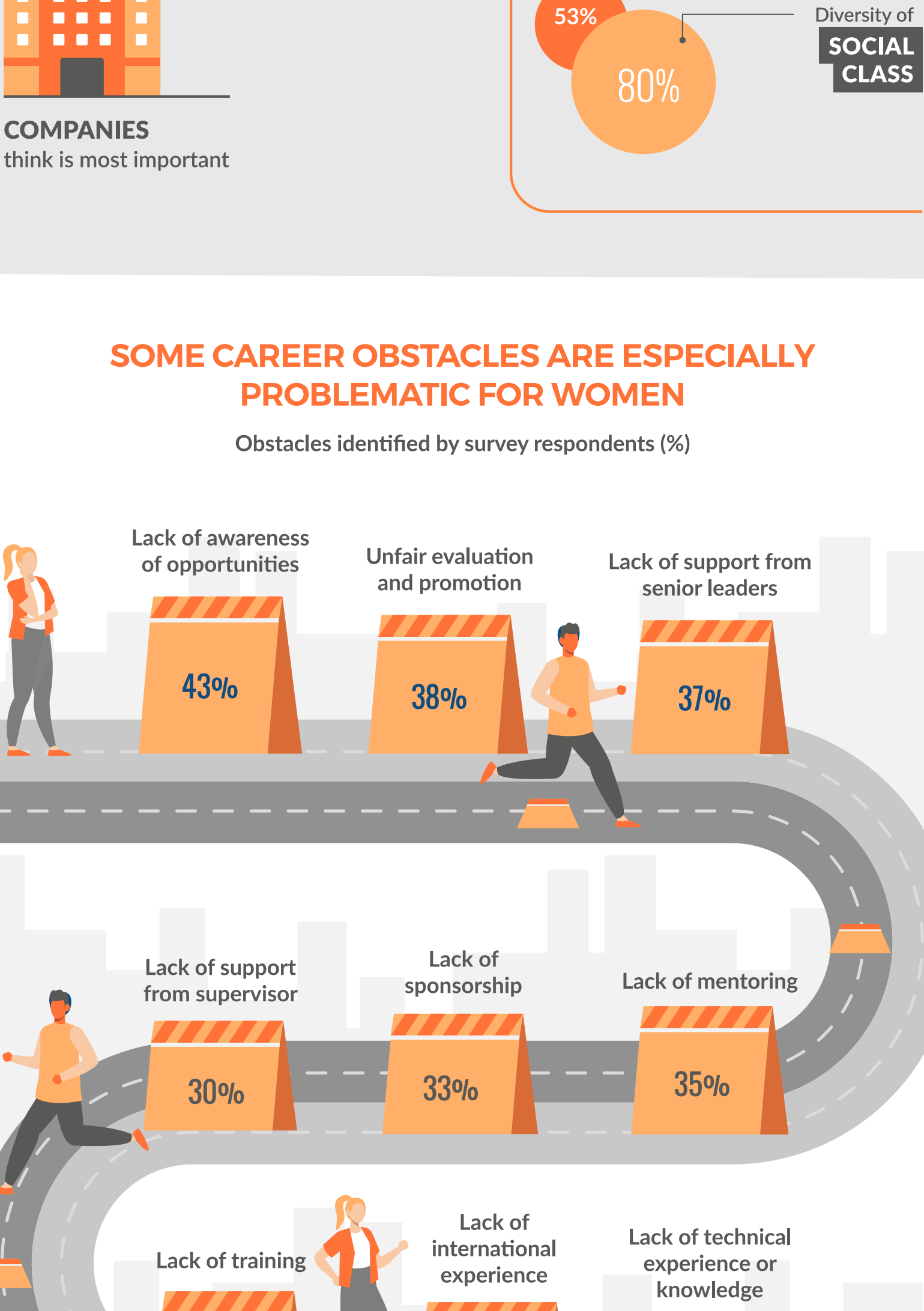
Women in each functional area



ELEMENTS OF DIVERSITY AND INCLUSION IN 2020, ACCORDING TO COMPANIES AND EMPLOYEES IN THE OIL AND GAS SECTOR

% respondents who indicate dimension should be included in definition of diversity

Legend: ● Oil and gas companies (%), ● Oil and gas employees (%)



SOME CAREER OBSTACLES ARE ESPECIALLY PROBLEMATIC FOR WOMEN

Obstacles identified by survey respondents (%)

