

Investing in people

For over 140 years, ExxonMobil has been a leader in innovation, committed to improving quality of life by meeting the critical needs of society. We continually work to meet the changing needs of our customers and stakeholders which has been key to creating long-term shareholder value and critical to our continued success.

Also important to our success is our ability to attract the world’s best talent because our people are our biggest competitive advantage. Continually developing our teams and maintaining a strong culture is a core strategic priority and essential to achieving our long-term objectives.

We are focused on building a diverse workforce and productive work environment where individual and cultural differences are respected, where every employee is challenged to deliver their best and contribute to our Company’s success, and has the opportunity for unrivalled personal and professional development.

IN THIS SECTION

- 2022 HIGHLIGHTS
- A PLACE TO THRIVE
- ATTRACTING THE BEST TALENT
- ENABLING EMPLOYEES TO REACH THEIR FULL POTENTIAL
- DEVELOPING FUTURE LEADERS
- HARNESSING DIVERSITY

Relevant SDGs¹ tied to this section



2022 HIGHLIGHTS

In 2022, ExxonMobil delivered exceptional business results across a wide range of performance dimensions. The hard work and commitment of our people underpinned these results, as they have done for decades. Time and time again our people rise to the challenge, performing at a very high level, delivering beyond what was thought possible. We build on this advantage every year by attracting and developing the best talent and fostering an environment where every employee can thrive and reach their full potential.

OUR GOALS

OUR ACHIEVEMENTS

A place to thrive



- Significantly expanded stock program for professional employees, re-enforcing joint ownership in Company success
- First company-wide survey, strong understanding of company purpose and strategy, productive and inclusive work environment
- Strengthening our culture framework, sustaining engagements and pulse surveys

Attract the best talent



- Awarded #1 most attractive U.S. energy company for engineering students for 10th consecutive year; #2 globally
- Strong global acceptance rates, on average 10 to 15 percent higher than other large companies
- Increased diverse talent pipeline; actively involved in API taskforce; expanding leadership role in STEM education efforts

Enable employees to reach their full potential



- Continued investment in talent through job rotations, training, and learning
- Over 500,000 courses delivered in 2022
- More than 12,000 internal job rotations per year in support of development plans

Develop future leaders



- Successfully initiated re-designed leadership learning program in support of *We are ExxonMobil*
- Increased diversity among executives; women and U.S. minority representation up over 50% since 2016; on track to achieve goals by 2026

Harness diversity



- Fostered inclusive behaviors, embedded in *We are ExxonMobil*, through annual skills assessments
- Expanded career advocacy and mentoring programs, focusing organizational effort

OUR WORKFORCE IN NUMBERS
ONE GLOBAL TEAM

NORTH AMERICA

45%

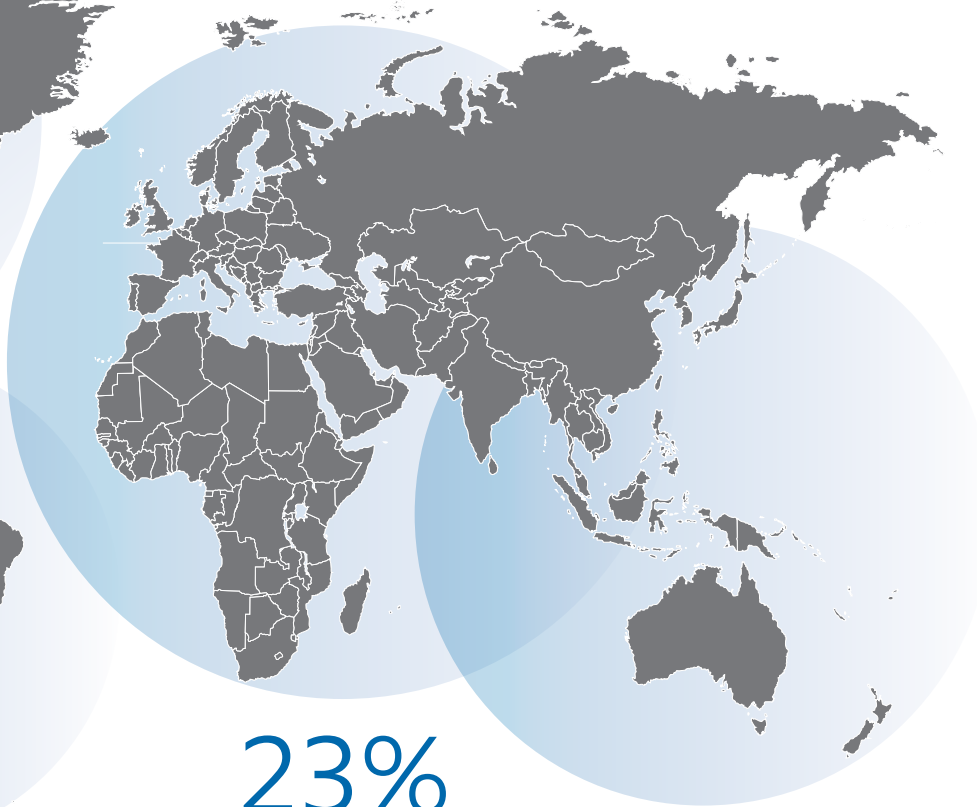


8%
SOUTH AMERICA



23%

EUROPE, AFRICA, MIDDLE EAST



ASIA PACIFIC

24%

61 countries

62,000 employees²

160+ nationalities

OUR WORKFORCE IN NUMBERS

18,000+ scientists and engineers

28% women in our global workforce²

38% female professional hires³

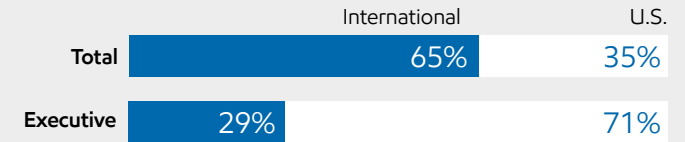
29% minorities in our professional U.S. workforce³

43% U.S. minority professional hires³

5% veterans in our total U.S. workforce⁴

PROFESSIONAL WORKFORCE³

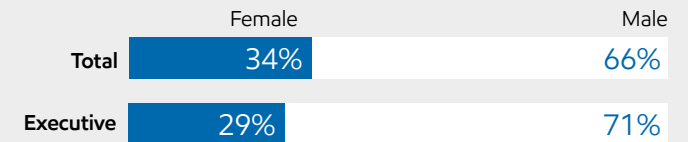
WORKFORCE: WORLDWIDE



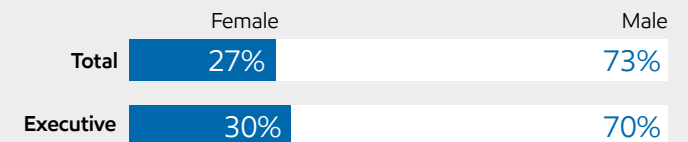
MINORITIES: U.S.



GENDER: WORLDWIDE



GENDER: U.S.



Data table, see page 17; U.S. workforce data, see also [EEO-1 report](#)



A PLACE TO THRIVE

CREATING SUSTAINABLE SOLUTIONS THAT IMPROVE QUALITY OF LIFE AND MEET SOCIETY'S EVOLVING NEEDS

Our strategy focuses on maximizing our competitive advantages in scale, integration, technology, functional excellence – and our people – to build globally competitive businesses.

Our history has been built on the talent, ingenuity, and hard work of our people, and our future legacy will be dependent on their continued commitment and pride in what we do and what we stand for.

Continually developing our people and maintaining a strong culture are core strategic priorities and absolutely essential to achieving our long-term objectives.

Our focus is on building a diverse workforce and environment where individual and cultural differences are respected, a place where all employees are challenged to deliver their best, can thrive and reach their full potential.

STRATEGIC TALENT OBJECTIVE

We have a diverse and engaged workforce and provide every individual unrivalled opportunities for personal and professional growth with impactful work meeting society's essential needs.

STRONG CULTURE. STRONG FUTURE.

- We are proud to be part of ExxonMobil
- We treat everyone with respect
- We value our people, customers, partners, and communities
- We work hard and have fun
- We listen, learn, and adapt
- We are committed to high standards, operations excellence, and business integrity
- We consistently outperform competition

Our culture is underpinned by our [Standards of Business Conduct](#), which support our commitment to provide equal employment opportunities and prohibit discrimination in the workplace.

WE ARE EXXONMOBIL

The strength of our culture has underpinned our success for decades. We leverage our *We are ExxonMobil* culture framework to clearly articulate our core values and leadership expectations, necessary to position our company for long-term success. It also outlines key behavioral skills that apply to all employees.

Around the world, we share a commitment to excellence in pursuit of our common goals. Our expectations of leaders steer the actions and development of our leaders to achieve business results that meet and exceed our strategic business objectives.

Our culture is enabled by a strong focus on leadership and key talent systems, including performance assessment, on-the-job experiences, and formal training to consistently develop our people. In 2022, we successfully initiated our re-designed leadership programs with one third of our eligible leaders participating by 2024.

These courses, developed in partnership with the University of Michigan and the University of North Carolina, are designed to help our supervisors and managers fully embrace *We are ExxonMobil*, connect it with our strategic priorities, and unlock the full potential of our workforce.

In 2022, we also launched our first company-wide survey, engaging our employees on their understanding of our Company's purpose and strategy, our progress in fostering a productive and inclusive environment, and our efforts to strengthen our culture.



"We strive to maintain a diverse workforce and foster a productive work environment where individual and cultural differences are respected and valued. We challenge our people to contribute fully, maintain courage of conviction, and adhere to the highest standards of excellence and integrity. We embrace learning, flexibility, and innovation to meet society's evolving needs and outperform competition."

– Darren W. Woods, Chairman & Chief Executive Officer

EXPECTATIONS OF LEADERS

SET STANDARDS | **CREATE CLARITY** | **INSPIRE AND MOTIVATE** | **PROMOTE INNOVATION** | **COMPETE TO WIN**

BEHAVIORAL SKILLS

Adapts | Communicates effectively | Develops others | Manages risks
 Analytical | Courage of conviction | Focuses on customers | Promotes inclusion
 Applies learning | Creates business value and competes to win in the marketplace | Innovates
 Shows initiative | Collaborates | Makes sound decisions | Strategic

CORE VALUES



INTEGRITY

Be honest and ethical
 Do what is right



CARE

Be responsible and inclusive
 Look after each other
 Contribute to the well-being of our communities and the environment



COURAGE

Take initiative and make a difference
 Think boldly and act with conviction
 Take personal ownership



EXCELLENCE

Hold ourselves to high standards
 Be thoughtful, thorough, and disciplined



RESILIENCE

Be determined and persevere
 Be purposeful and steadfast in our principles

REWARDS AND WELL-BEING

We recognize that the health and well-being of our employees is inextricably linked to their quality of life and productivity. ExxonMobil's compensation, benefits, and programs are designed to attract and retain the best talent for a lifelong career.

Highly differentiated pay-for-performance is foundational to our compensation program design. Level of pay is informed by individual performance and builds over a career.

In 2022, we significantly expanded our stock program, more than doubling the number of professional employees who receive stock awards, building ownership in our company's success. Award levels are tied to classification level and individual performance, in line with our pay-for-performance philosophy.

Our benefits and programs address employee needs throughout their careers and into retirement. This includes savings and pension plans which provide financial stability for our retirees and their families, and are underpinned by the financial strength of the company.

Ensuring access to affordable health care helps employees effectively manage their health and reduces related financial concerns. Through our Culture of Health program, we provide employees with health education, disease-management assistance, resilience training, fitness programs, and mental health support.

An employee assistance program is available at no cost and provides employees with access to professional counseling in a safe, confidential environment for an array of personal and mental health services.

ExxonMobil also offers a variety of workplace flexibility programs to maintain engagement and maximize productivity by addressing individual employee needs.



Health and wellbeing

Our health benefits meet a diverse range of needs, from preventative care and wellness programs to comprehensive coverage. Our health management programs support employees around the globe.



Financial planning

We offer some of the best pension and savings plans in the world, providing financial security into retirement. This is supplemented with financial planning advice available to employees as and when needed.



Work-life balance

Flexibility is key to how we do business. We support individual flexibility for employees to adjust when and where they work to manage short-term developments, taking into account business and individual needs. This also includes paid time off and leave of absence to optimize life and work.



Long-term security

We provide financial stability for our employees and their families. This includes life insurance and disability leave, programs that ensure income stability during difficult times.



Additional life benefits

Beyond our core offerings, our employees gain access to many other programs that may include loan assistance, back-up dependent care assistance, and employee career milestone awards and recognition.



ATTRACTING THE BEST TALENT

Our complex operations require technical skills and capabilities that take decades to build. Building a talented workforce starts with an ongoing commitment to recruit exceptional talent from diverse backgrounds.

We have been consistently rated a top engineering employer among industry peers with enduring recruiting and internship programs for both professional and manufacturing disciplines.

These programs have been in place for many years. For example, our Operations and Maintenance training program in Papua New Guinea has been running for more than a decade. Over the years, graduates of this program have become members of our local operations leadership.

Our internships give students opportunities to apply classroom skills and concepts in the workplace, gain valuable exposure to their chosen field of study, and obtain practical work experience while expanding their professional network. Despite the personal and professional challenges brought on by the pandemic, over the past 2 years, we have been able to sustain our professional internships virtually in many locations around the world. More recently, we have returned to on-site programs.

No.1
U.S. ENERGY COMPANY
- UNIVERSUM

44
COUNTRIES WITH
ACTIVE HIRING

EXXONMOBIL "TOP IN INDUSTRY" FOR MOST ATTRACTIVE U.S. EMPLOYER FOR 10TH CONSECUTIVE YEAR

ExxonMobil has been recognized as an industry-best company by Universum, an organization that surveys close to 50,000 U.S. college students who are actively engaged in engineering, business, science, and IT disciplines.

"It is a privilege to be recognized as the best in our field, especially among such an important pool of potential employees," said Kelly Robinson, Global Recruiting Manager. "This award is a reflection of the partnership we have across U.S. college campuses, and we're thankful for our employees who routinely engage with students."

This recognition also demonstrates the success of our student recruiting model, which focuses on engagement with existing employees to help prospective candidates better understand ExxonMobil. Our employees, who volunteer their time to engage with new talent joining the workforce, are the best representatives of our innovative work environment.

We are proud of our ability to attract top talent, particularly in today's dynamic labor environment. Our acceptance rates globally are strong, on average 10 to 15 percent higher than other large companies.



INVESTING IN GLOBALLY DIVERSE LOCAL TALENT

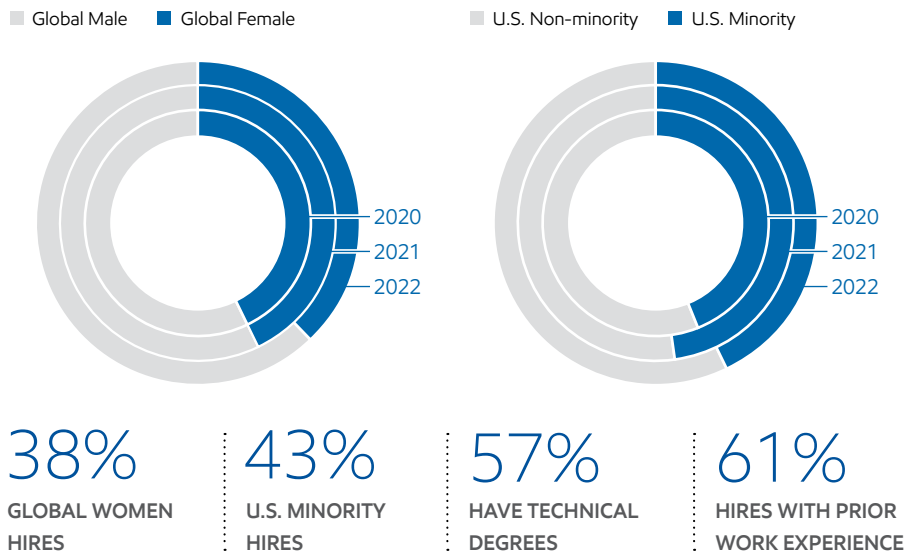
The global breadth of our operations makes diversity foundational to what we do. Building a diverse talent pipeline starts with understanding the availability of diverse talent across professional and wage disciplines to meet the challenges of our business.

Professional hiring³

Our programs are designed to improve access to diverse talent in scientific, engineering, and finance disciplines which traditionally have lower availability of diverse candidates. This has a direct impact on the overall diversity of our workforce.

Over the past 10 years, we have consistently hired female and U.S. minority candidates for professional roles at levels above availability.⁵ 30% of our professional hires in the U.S. were women, compared to availability⁵ of 31%. 43% of our professional hires in the U.S. were minorities, with 17% Asian, 8% Black/African American, and 14% Hispanic/Latino, compared to availability⁵ of 10% Asian, 7% Black/African American, and 10% Hispanic/Latino.

PROFESSIONAL HIRES – 2020-2022



SPOTLIGHT: SPONSORING FUTURE GENERATIONS OF DIVERSE INDUSTRY LEADERSHIP

Long-term success in growing a diverse workforce in our industry requires investment in expanding the pool of diverse students.

Since 2000, ExxonMobil has invested \$1.6 billion globally in preparing students for careers in science, technology, engineering and mathematics, also known as STEM. As part of this investment, ExxonMobil supports programs that help underrepresented students pursue careers at ExxonMobil and in the broader oil and gas industry.

In the U.S., our objective is to see graduating engineers at rates reflective of community demographics. This requires partnership with a variety of experts in education, state and nationally, to spark student interest in STEM-related careers.

In 2022, ExxonMobil expanded its leadership role in STEM education efforts as Chair of a Texas A&M Engineering Advisory Council Task Force, aimed at improving engagement and K-12 education quality for diverse students to increase interest and participation in engineering education and careers.

ExxonMobil's Future Leaders Academy has long sponsored scholarships for high-achieving sophomore and junior engineering students from organizations such as the Society of Hispanic Professional Engineers, National Action Council for Minorities in Engineering, and Future of STEM Scholars Initiative. In addition to scholarships, the Future Leaders Academy includes a mentorship program, internship opportunities, and visits to ExxonMobil facilities.

Through ExxonMobil Foundation, we are exploring "Teen Tech and Engineering Centers," aimed at encouraging high school student STEM interest and possible STEM careers as well as supporting training of teachers in STEM knowledge areas.

More about ExxonMobil's support of STEM education, at our [Careers website](#).

SPOTLIGHT: A DIVERSE U.S. WAGE TALENT PIPELINE

Our U.S. manufacturing sites are home to nearly 6,500 wage employees, with 60% based in our Gulf Coast facilities. As a large employer in the region, we are committed to contribute to the development of local, diverse wage talent.

OUR FOCUS

Continually expanding the wage talent pool by creating pathways for local, diverse students to gain access to quality education and training programs that prepare them for opportunities in our industry.

We achieve this by leveraging the scale of our industry through partnerships with associations such as the American Petroleum Institute (API) and by expanding high-quality partnerships with local community and technical colleges.

Partnership with local community and technical colleges

We have several initiatives that continue to yield tangible results in growing diverse talent benefiting our industry and our company.

Baytown, Texas ▪ Supported local community colleges and schools for over 30 years, providing classroom and education support for teachers and students, and focusing on creating STEM pathways to the industry. Most recently, we invested in Lee College’s Student Resource Advocacy Center, focused on expanding access to educational opportunities.

Beaumont, Texas ▪ In collaboration with local schools, launched the 409 Energy Scholars Program for high school juniors, providing an immersive experience with 1:1 mentorship and workshops focused on job readiness. We also support Early College High School programs allowing students to complete dual credit courses for degrees in process, operating, instrumentation and computer science.

Corpus Christi, Texas ▪ Key sponsor of the Craft Training Center of the Coastal Bend, providing training and certifications for a variety of skilled craft careers. Wage internship programs focused on Advanced Technology roles will be introduced in 2023, sourcing directly from local community colleges in the Coastal Bend Area.

Baton Rouge, Louisiana ▪ Established in 2012, our North Baton Rouge Industrial Training Initiative (NBRITI) helps students acquire skills needed to compete for industrial jobs. This initiative is a collaboration with industry contractor firms and the local community college, and is recognized as one of the top three U.S. public-private workforce programs.

Partnership with API

ExxonMobil is an active member of the API Diversity, Equity & Inclusion working group, supporting strategies for increased diverse representation in our industry. In July 2020, industry partners agreed to pursue several targeted initiatives:

Job readiness program ▪ Development of an entry-level workforce training and certification program to help fill skill gaps and diversify the manufacturing talent pool. The SkillsReady program successfully launched in August 2022. ExxonMobil served as a key contributor to curriculum development and provided classroom training and exposure to our Baytown Olefins Plant for SkillsReady students. The API working group is currently exploring opportunities to scale up through partnerships with various colleges.



API recently launched SkillsReady program that provides valuable workforce training and certification to candidates in the Oil and Gas industry.

Skills-based hiring initiatives ▪ Pilot program underway in partnership with Opportunity@Work, focused on creating job opportunities in our industry for diverse talent from non-degreed pathways. ExxonMobil is participating in the Houston area pilot, which was launched in 4Q 2022.

Through our partnership with API, we are also engaged in developing and expanding our industry’s diverse supplier pipeline. We provide more detail in our [Sustainability Report – Promoting Supplier Diversity](#).

ENABLING EMPLOYEES TO REACH THEIR FULL POTENTIAL

INVESTING IN PEOPLE FOR LONG-TERM CAREERS

Our employees have expertise in a wide range of disciplines, including engineering, finance, mathematics, chemistry, and biology, to name just a few. Because it takes decades to build key capabilities within our global workforce, ExxonMobil invests in people for long-term careers. This includes work assignments, on-the-job experiences, and focused training and education. Our approach takes significant investment and is critically important in maintaining our competitive advantages and achieving our strategic objectives.

Our leaders and supervisors understand their responsibility to develop all employees to their full potential. Employees have an individual development plan, informed by annual skills assessments, which guides them in achieving their career aspirations.

In 2022, we reorganized around our three integrated value chains, Upstream, Product Solutions, and Low Carbon Solutions – enabled by centralized organizations. More than ever before, these changes provide our employees unrivalled opportunities for personal and professional growth and greater opportunity to obtain the experiences, leadership, and technical capabilities that equip them to work on a broader portfolio of opportunities.

The skills and capabilities that allow our workforce to meet the world's energy needs today, are the same critical and transferable skills required for ExxonMobil to play a leading role in a thoughtful energy transition.

LEVERAGING CORE CAPABILITIES AND SKILLS IN EMERGING AREAS

Sarah Klepper, Senior Maintenance Superintendent at our LaBarge, Wyoming facility, is leading a team to build out and operate the equipment critical to expanding Carbon Capture and Storage capability by up to 1.2 million metric tons of CO₂, in addition to the 6 to 7 million metric tons captured at LaBarge each year. This will allow ExxonMobil to capture nearly 20% of all human-made CO₂ captured in the world each year, and to produce 20% of the world's helium critical to medical and other technology applications, as well as LNG for home heating and transportation applications.

As a Chemical Engineer with a background in traditional oil and gas operations, global projects design, and planning, Sarah has been able to combine her deep knowledge of facility operations with cutting-edge emission reduction technologies like carbon capture and storage. "It has been such a great experience to work with an incredible team at a facility that is utilizing so many first-of-its-kind technologies to reduce emissions and provide products needed globally. It's been tremendously rewarding to leverage a lot of my prior experience from our refining operations to our LaBarge facility," Sarah reflected.



A CAREER-ORIENTED APPROACH

We provide meaningful opportunities for our employees to continuously develop the skills and capabilities necessary to succeed and achieve their potential. This takes significant investment in talent development. It requires a deliberate approach to career planning to offer unparalleled opportunities, formalized skills, and leadership training in support of on-the-job learning.

Average length of service for career employees who retire with ExxonMobil is 30 years.

Our career-oriented, individually tailored development approach is unique and results in many employees moving to new roles about every three years. In 2022, on average 12,000 employees took on a new job role providing an opportunity to grow and develop new skills and capabilities. For many employees this also included an opportunity to work in another part of our company or work abroad.

Employees and supervisors engage in ongoing development discussions to remain aligned on career aspirations, development opportunities, and future roles. Each year, employees formally assess their skills together with their supervisor. This informs individual development and learning plans as well as possible next job assignments.

Coupled with ongoing talent reviews and robust succession planning, these skills assessments allow us to identify talent pools, and evaluate skills and capabilities needed to succeed now and in the future.

Training includes both classroom-based learning and open-access digital learning options, providing our employees the opportunity to sharpen requisite skills at their own pace.

13 career communities

~1,400 functional skills

30 years average
length of service for retiring career employees

1 in 3 employees
rotates jobs each year, on average

~2,500 expatriates
and rotators on assignment abroad at any given time

69,000 training participants



DEVELOPING FUTURE LEADERS

Developing the company’s future leaders is vital given the complex and long-term nature of our business. The decisions our executives make and the risks they manage play out over time horizons that are often decades in length.

Leadership development ensures we have the necessary skills and capabilities to deliver on our business strategies and facilitates development of the next generation of leaders. Given the size and scale of ExxonMobil, developing these leaders requires a thoughtful and rigorous approach.

Identification of future leaders begins in the early stages of employment. We look for employees who have the capability and willingness to contribute at senior levels of our organization throughout a long career.

We focus on individualized development plans, prioritize targeted skills and capabilities, and ensure employees get the right assignments at the appropriate stage in their careers, to ensure readiness to assume larger executive level roles. These plans evolve as performance is demonstrated and leadership potential is tested.

The senior leadership team reviews these plans annually along with the overall health of our leadership pipeline and succession plans. This also includes a review of key indicators to ensure rate and pace of development progresses as intended.

Our Board of Directors plays an important role in leadership development and continuity. Our CEO leads an annual Board review on succession plans for key leadership positions and our efforts in investing in globally diverse talent.

Effective leadership is essential to our ability to leverage the full strength of our competitive advantages and enable our talented workforce to thrive and deliver their best.

Through our leadership learning program, supervisors and managers learn from executive leaders and peers as part of the *We are ExxonMobil* framework and deepen their understanding of how it connects to the company’s strategic priorities. It brings together leaders from around the world who are facing similar challenges, supplementing on-the-job experiences, to build depth in critical skills tied to our leadership expectations. Our program also offers an opportunity for participants to engage with senior leader role models as they build confidence to become role models themselves.



DIVERSE LEADERSHIP TALENT

By sourcing talent from nearly all countries in which we operate, we have over 30 nationalities represented in our executive population. We focus on identifying talent early and developing employees throughout their careers to reach their highest potential.

We periodically assess how our talent programs and initiatives are affecting proportionate diversity throughout our talent pipeline, from entry level to the most senior positions. Proportionate diversity means we maintain a broadly consistent diversity mix throughout our talent pipeline, and considers availability in the talent market.

We monitor the overall mix of our global workforce, including how women and U.S. minorities are advancing through the organization, and progressing to more senior roles. Since 2016, our female and U.S. minority executive representation increased by more than 50%. Our goal is to meet or exceed availability⁵ by 2026.

We achieve this by focusing on strong execution of our talent processes: early identification of talent, execution of development plans, and timely promotions. These actions are supplemented with career advocacy and mentoring intended to build skills.

Goal: Meet or exceed availability⁵ by 2026

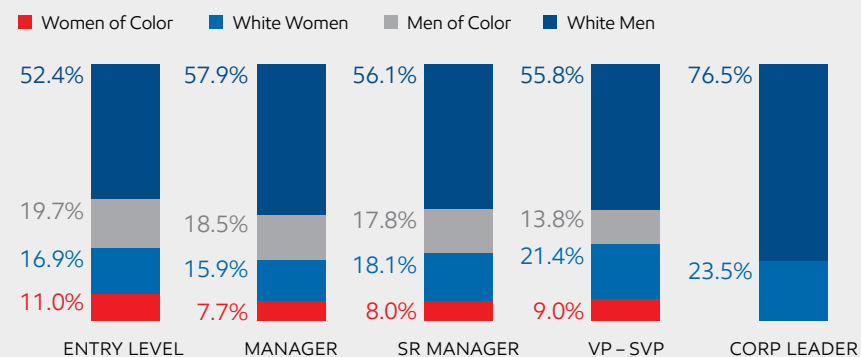
EXECUTIVE	Availability ⁵	Executive Level		Professional Workforce 2022
		2022	2016	
Women, global	31%	29%	18%	34%
U.S. Minorities	30%	23%	15%	29%
– Asian	10%	9%	4%	9%
– Black/African American	7%	6%	5%	7%
– Hispanic/Latino	10%	7%	5%	10%
International	–	29%	29%	65%

U.S. TALENT PIPELINE DIVERSITY

We have seen significant progress in diverse representation in U.S. executive and corporate leadership since 2016, an increase of 45%.

ExxonMobil U.S. female and minority representation levels compare well within the oil & gas industry, and relative to broader industries when considering availability of the required degrees for our business. Our data consists of U.S. payroll employees globally, including those on assignment outside the U.S. This scope provides a more complete view of our talent pipeline relative to the U.S. EEO-1 report.

U.S. TALENT PIPELINE - EXXONMOBIL⁶



Comparator Data ⁶	Entry Level	Manager	Senior Manager	VP-SVP	Corp Leader
U.S. WOMEN					
Oil & Gas	36%	23%	25%	25%	13%
ExxonMobil	28%	24%	26%	30%	24%
U.S. MINORITIES					
Broad industries, indexed	28%	24%	19%	14-16%	13%
ExxonMobil	31%	26%	26%	23%	0%



HARNESSING DIVERSITY

ExxonMobil is committed to building and sustaining a diverse workforce. Diversity strengthens us by promoting unique viewpoints and challenges each of us to think beyond our traditional frames of reference.

Operating in over 60 countries with over 160 nationalities, inclusion and diversity is foundational to what we do and the culture to which we aspire. Diversity is not a stand-alone activity, it is intrinsic to ensuring all employees can thrive and reach their full potential. It shapes our approach to recruitment and retention, and influences how we mentor and develop future leaders so that we have an employee base that reflects the communities in which we operate.

We leverage diversity to create competitive advantage, enabling teams and individuals to be more innovative, resilient, and better equipped to navigate the complex and evolving global energy and chemical landscape. When employees can deliver their best, it enhances our competitive advantage.

EMPLOYEE RESOURCE GROUPS

ExxonMobil encourages participation in Employee Resource Groups. These groups support recruitment efforts, new hire orientation, professional development, and mentorship. Each of our Employee Resource Groups has a senior leader sponsor.



DIVERSITY FRAMEWORK

PRINCIPLES

- Inclusive culture where diversity is respected and valued
- Workforce and leadership reflect communities and culture where we operate
- Opportunity to achieve full potential and excel based on contributions and performance
- Development shared responsibility between supervisor and employee
- Meritocracy with consistent, uniform, and unbiased treatment
- Industry competitive compensation

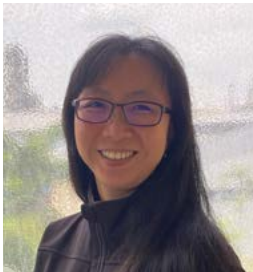
APPROACH

- Work with local schools, community colleges, universities, and national organizations to grow and recruit available talent
- Maintain consistent development to sustain proportionate diversity along development pipeline
- Hire female and minority talent at or above availability
- Steward development pipeline
- Ensure strong line accountability with HR support

CULTURAL AWARENESS

ExxonMobil's reach is extensive, with facilities and product marketing in most of the world's countries. Our employees span the globe and share a commitment to excellence in pursuit of the company's strategic objectives. Ultimately, our culture and values define and bind us.

The company's global business context provides employees the opportunity to think beyond traditional frames of reference, and requires effective cross-cultural collaboration. This begins with a genuine interest to better understand work culture and the preferences of diverse colleagues. Throughout the year we celebrate the heritage and uniqueness each of our employees brings as we strive to play a leading role in the energy transition.



"Qualities like care, resilience, excellence, form ExxonMobil's culture, and have meant that I've been able to work with amazing people to achieve great results wherever in the world I've worked."

– Leona Ann Chua,
Technical Manager,
ExxonMobil Product Solutions



"I am proud to be a part of ExxonMobil. We achieve our best results by believing that success comes in our differences, and ensuring everyone is listened to and valued in the workplace."

– Hannah Houston,
Machinery Engineer,
ExxonMobil Product Solutions



"My upbringing taught me the value of diverse thinking in solving challenges, and at ExxonMobil we do just that, solving the toughest energy challenges by bringing to bear the diversity of our people."

– Rohan Davis,
Start-Up & Integration Team Manager,
ExxonMobil Supply Chain



"I am proud to be part of ExxonMobil, a Company that is committed to embracing diversity to deliver business results, to create an environment where we can all succeed and make a difference."

– Regina Davis,
Refinery Manager,
ExxonMobil Product Solutions



"Our goal is to hire talent from across all regions of Guyana, which enables us to leverage the expertise of in-country talent for the work we do. I'm proud to see how our approach to talent development benefits our local talent."

– Aryoko Dwinanto,
Human Resources Manager,
ExxonMobil, Guyana



"In an increasingly global business environment, teams that do better at developing and leveraging external relationships while driving more effective internal collaboration deliver greater business value."

– Badri Athreya,
Technology Portfolio Manager,
ExxonMobil Technology & Engineering

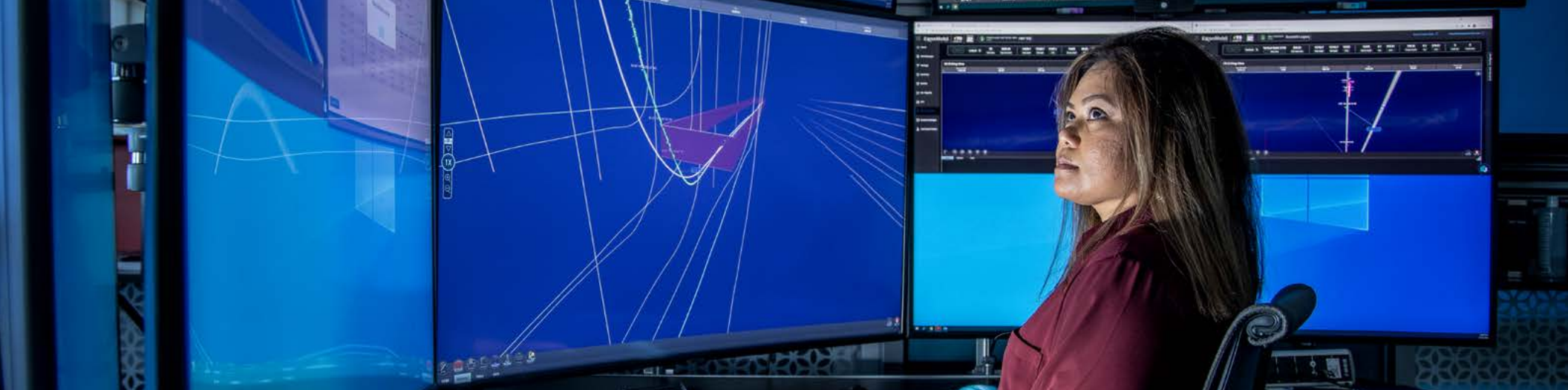
KAREN MCKEE, PRESIDENT EXXONMOBIL PRODUCT SOLUTIONS AND EXECUTIVE SPONSOR OF THE ASIAN CONNECTION FOR EXCELLENCE (ACE)

"It is important that everyone finds their home in ExxonMobil. We are a rich, diverse, talented group of people, and I want everybody, whatever ERG you find you belong in, whatever nationality you are, whatever ethnicity you are, wherever you are located, I want you to feel like you belong, and that you are making a difference."



PERFORMANCE DATA TABLE

METRIC	2022	2021	2020	2019	2018	2017	2016
Workforce composition							
Number of regular employees at year end ² (<i>thousands</i>)	62	63	72	75	71	70	71
Percent International – global workforce ²	64	64	60	60	60	60	59
Percent women – global workforce ²	28	29	29	29	29	28	28
Percent professional women – global	34	34	34	34	34	33	32
Percent executive women – global	29	27	24	22	20	20	18
Percent professional U.S. minorities	29	27	28	27	26	25	23
Percent executive U.S. minorities	23	22	20	18	17	16	15
Percent U.S. veterans ⁴	5	5	5	5	4	4	3
Hiring³ (percent professional new hires)							
Women – global	38	40	40	37	37	41	45
U.S. minorities	43	47	43	37	35	32	32
U.S. Asian	17	20	16	14	13	12	11
U.S. Black/African American	8	8	9	8	7	7	7
U.S. Hispanic/Latino	14	14	14	11	12	11	11
Training							
Number of participants in corporate and technical training (<i>thousands</i>)	69	73	78	88	87	98	83
Total corporate and technical training expenditures (<i>millions of dollars</i>)	31	19	34	77	62	94	108



FOOTNOTES / GLOSSARY OF TERMS

¹The United Nations adopted the Sustainable Development Goals (SDGs) to achieve progress on global economic, social, and environmental challenges by 2030. Although the goals are directed at governments, the private sector and civil society play an important role in supporting national plans. ExxonMobil supports governments' efforts to meet the SDGs.

²Global workforce is defined as all active, regular executive, management, professional, technical (EMPT), and wage employees, who work full-time or part-time for ExxonMobil, and are covered by ExxonMobil's benefit plans and programs. Employees at our company-operated retail stores are not included.

³Professional employees and hires are defined as EMPT.

⁴U.S. workforce is defined as all active, regular EMPT and wage employees on U.S payroll, who work full-time or part-time for ExxonMobil and are covered by ExxonMobil's benefit plans and programs. Employees at our company-operated retail stores are not included. U.S. workforce is a broader definition than EEO-1 report scope, which excludes U.S. payroll employees on assignment outside the United States.

⁵Availability is the rate at which the defined group can be sourced in external hiring market in the U.S., based on governmental data and degree / experience hiring mix.

⁶ExxonMobil talent pipeline analysis uses McKinsey & Company "Women in the workplace" report, 2022. Broad industries U.S. minority data is indexed to normalize for differences in labor market availability based on government data. ExxonMobil data includes all U.S. payroll EMPT globally, including those on assignment outside the U.S., as of December 2022. This provides us a more complete view of the talent pipeline, aligned with our philosophy on talent development. EEO-1 data is as of December 2021, limited in scope, and provides less granularity. ExxonMobil VP-SVP includes all executives with the exception of those classified as corporate leader.

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