

# INVESTING IN PEOPLE

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

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

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- A PLACE TO THRIVE
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- ENABLING EMPLOYEES TO ACHIEVE THEIR POTENTIAL
- DEVELOPING FUTURE LEADERS
- HARNESSING DIVERSITY

Relevant SDGs<sup>1</sup> tied to this section



## 2021 HIGHLIGHTS

Throughout 2021, the people of ExxonMobil strengthened the company's leadership position, consistently demonstrating our core values including care, courage, and resilience as they helped society recover from the pandemic. Because of their efforts, ExxonMobil delivered industry-leading safety, reliability, and financial results in an extremely challenging environment.

### OUR GOALS

### OUR ACHIEVEMENTS

#### A place to thrive

- Expanded benefits to support employees' well-being due to COVID-19
- Progressed *We are ExxonMobil* culture initiative, expanded employee engagements and pulse surveys

#### Attract the best talent

- Awarded #1 most attractive U.S. energy company for engineering students, #2 globally
- Strong global acceptance rates
- Increased diverse talent across professional pipeline and wage populations

#### Enable employees to reach their full potential

- Continued investment in talent through job rotations, training, and learning
- 500,000 courses delivered in 2021

#### Develop future leaders

- Refreshed leadership training curriculum in support of *We Are ExxonMobil*
- Increased diversity among executives; women and U.S. minority representation up 35% since 2017

#### Harness diversity

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



### COVID-19

Like many other companies, the severe challenges posed by the pandemic required ExxonMobil to make difficult decisions and take steps to address costs while maintaining a long-term focus.

Despite these challenges, the strength of our company enabled us to maintain our salary levels and defined benefit pension plans. We also expanded various benefits to provide additional support to employees, including medical coverage and virtual medical visits, and continued pay for those required to quarantine.

In addition, recognizing the unprecedented strain on families during the pandemic, we provided flexible options for childcare beyond existing childcare support programs. In the United States, we introduced and made permanent crisis care mental health support.

Through regular and frequent employee engagements, our supervisors maintained close contact as we navigated the challenges of the pandemic together.

OUR WORKFORCE IN NUMBERS  
ONE GLOBAL TEAM

NORTH AMERICA

45%

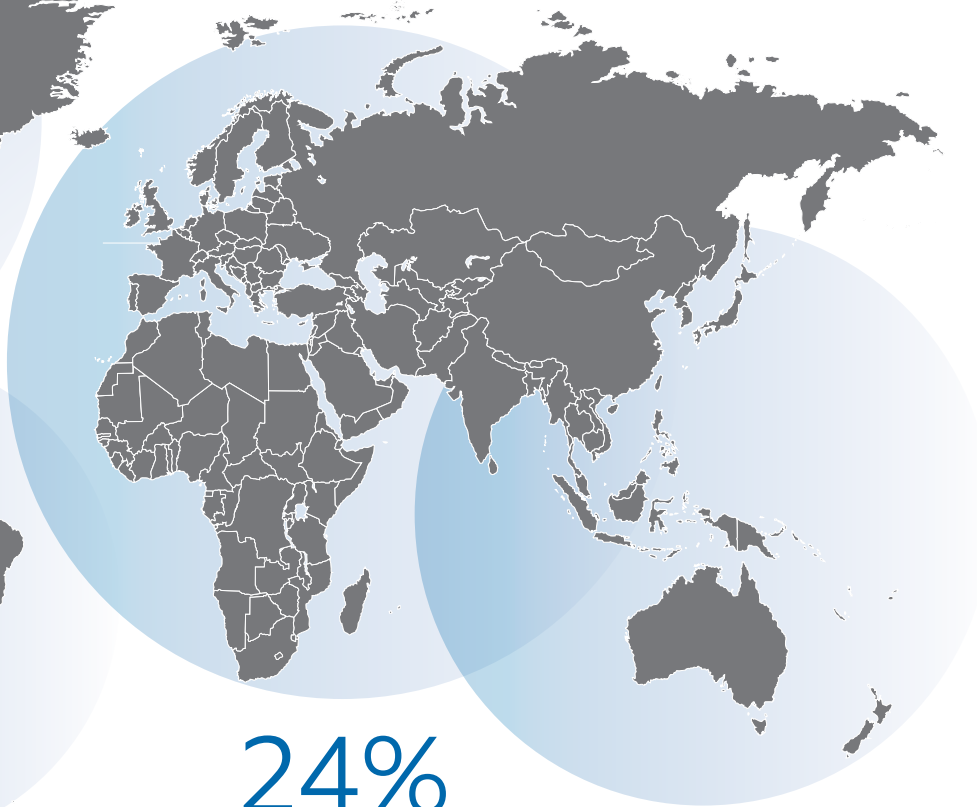


7%  
SOUTH AMERICA



24%

EUROPE, AFRICA, MIDDLE EAST



ASIA PACIFIC

24%

63 countries

63,000 employees<sup>2</sup>

160+ nationalities

OUR WORKFORCE IN NUMBERS

18,000+ scientists and engineers

29% women in our global workforce<sup>2</sup>

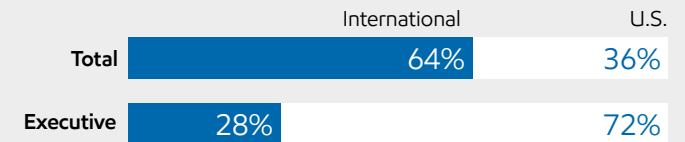
40% female professional hires<sup>3</sup>

27% minorities in our professional U.S. workforce<sup>4</sup>

47% U.S. minority professional hires<sup>3</sup>

5% veterans in our total U.S. workforce<sup>4</sup>

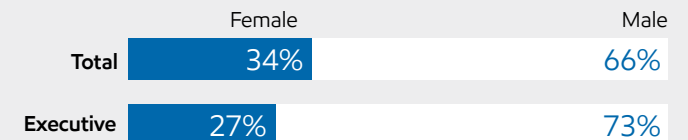
PROFESSIONAL WORKFORCE: WORLDWIDE



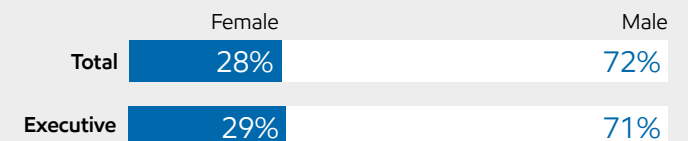
MINORITIES: U.S.



GENDER: WORLDWIDE



GENDER: U.S.



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

A photograph of four business professionals (three men and one woman) sitting around a table in a meeting room, engaged in a discussion. One woman is pointing at a laptop screen. The text 'A PLACE TO THRIVE' is overlaid in large white letters on the left side of the image.

# A PLACE TO THRIVE

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

We are committed to improving quality of life by meeting the critical needs of society. To do that, our strategy focuses on maximizing our competitive advantages in scale, integration, technology, operational excellence – and our people – to build globally competitive businesses.

The people of ExxonMobil are our most important competitive advantage. Our success, current and future, is based on the talent, ingenuity, and hard work of our people; fueled by 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.

We remain focused on building a diverse workforce and productive work environment where individual and cultural differences are respected, where every individual is challenged to deliver their best, and everyone has the opportunity for unrivalled personal and professional development.

## 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

ExxonMobil has a strong culture that has underpinned our success for decades. Our culture framework, *We are ExxonMobil*, articulates our core values and leadership expectations, necessary to position the company for long-term success. It also outlines key 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. Redesign of our formal leadership learning programs started in 2021. 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.

## 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



“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

## REWARDS AND WELL-BEING

We prioritize the health and well-being of our employees, which in turn supports their quality of life and productivity while at work. ExxonMobil's compensation and benefit programs support the company's approach to attracting and retaining the best talent for a lifelong career through a market-competitive total package. Compensation is highly differentiated by individual performance and builds over a career. In addition, benefit programs address employee needs throughout their careers and into retirement. Retirement plans form an integral part of this offering and are underpinned by the enduring 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, and fitness programs. We have implemented the Culture of Health program in 33 countries, and recently expanded the program in Cyprus, New Zealand, and Poland. Culture of Health was key to supporting mental health initiatives worldwide during the pandemic.

A confidential employee health advisory 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. Examples include paid parental time off, adaptable workplace arrangements, modified work weeks, part-time employment, and adjustable work hours.



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“Our commitment to our employees runs deep. We demonstrate this through substantial investment in benefits to support employees and their families in every stage of life. These benefits align with and support the company's core principles and business strategy, and are designed to attract and retain talented employees for a long-term career.”

– Tracey C. Gunnlaugsson, Vice President, Human Resources



# ATTRACTING THE BEST TALENT

**ExxonMobil strives to recruit exceptional talent from diverse backgrounds. Our complex operations require deep technical skills and capabilities that are key competitive advantages and take decades to build.**

We have been consistently rated a top engineering employer among industry peers with enduring recruiting and internship programs for both professional and manufacturing disciplines. Many of these programs have been in place for over 30 years. For example, our technician trainees program in Malaysia has been running for more than 35 years consecutively. Over the years, graduates of this program have become members of our local operations leadership team.

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. Over the past two years, despite the personal and professional challenges brought on by the pandemic, we have been able to sustain our professional internships virtually in many locations around the world.

**No.1**  
U.S. ENERGY COMPANY  
- UNIVERSUM

**49%**  
HIRES WITH STEM AND  
TECHNICAL DEGREES

**26**  
COUNTRIES WITH  
ACTIVE HIRING

## EXXONMOBIL "TOP IN INDUSTRY" FOR MOST ATTRACTIVE U.S. EMPLOYER BY THE 2021 UNIVERSUM ANNUAL AWARDS

The Universum Annual Award is based on a survey of more than 51,000 U.S. college students who are actively engaged in engineering, business, sciences, and IT disciplines.



"It is an honor to be highlighted as one of the best in our field especially among such an important pool of potential employees and interns," said Jennifer Shenefelt, U.S. recruiting manager. "Universum data offers insight into what prospective employees are looking for, and we are excited to be recognized as a premier employer in the industry."

"This award is a direct reflection of ExxonMobil's recruiting model among students, which includes significant engagement with existing employees to help prospective candidates better understand our company," said Shenefelt. "We are grateful for our dynamic employees who volunteer their time to engage and connect with new talent joining the workforce. They are the best advocates of ExxonMobil's innovative, creative, and dynamic work environment."



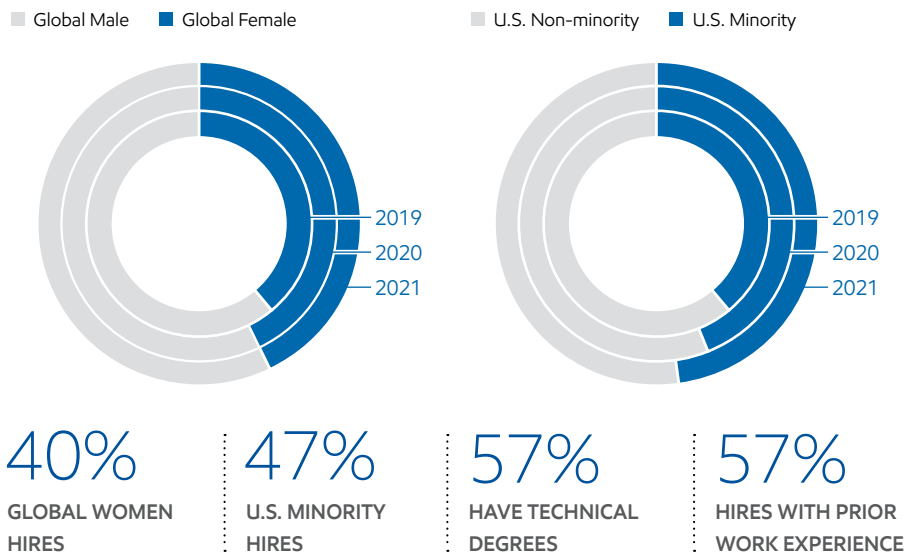
## CREATING PATHWAYS FOR DIVERSE LOCAL TALENT

Our complex operations require deep technical skills and capabilities that take time to build. Nearly 60% of our professional workforce have technical degrees, including from scientific and engineering disciplines. In filling these critical roles, we strive to hire diverse candidates. Our programs are designed to improve access to diverse talent in the scientific and engineering disciplines which traditionally have presented a lower availability of diverse candidates. This has a direct impact on the overall diversity of our workforce.

### Professional hiring<sup>3</sup>

Since 2014, we have consistently hired female and U.S. minority candidates for professional roles at levels above availability.<sup>5</sup> 38% of our professional hires in U.S. were women, compared to availability<sup>5</sup> of 31%. 47% of our professional hires in the U.S. were minorities, with 20% Asian, 8% Black/African American, and 14% Hispanic/Latino, compared to availability<sup>5</sup> of 10% Asian, 7% Black/African-American, and 10% Hispanic/Latino.

### PROFESSIONAL HIRES - 2019-2021



## EXXONMOBIL SPONSORS FUTURE GENERATIONS OF DIVERSE INDUSTRY LEADERS



ExxonMobil's financial aid and internship programs play an important role in identifying diverse talent.

Since 2000, ExxonMobil has invested \$1.25 billion globally in preparing students for careers in science, technology, engineering and mathematics, also known as STEM. As a part of this investment, ExxonMobil supports programs that help underrepresented students pursue careers at ExxonMobil and in the broader oil and gas industry.

ExxonMobil's Future Leaders Academy is one such example in the United States. Since 2013, we have 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.

Students in the 2021 academy class visited ExxonMobil's Houston campus where they met with academy alumni and heard from a number of company leaders including Jack Williams, a senior vice president and program sponsor on the corporation's management committee.

"A talent pool diverse in background, thought and experience is critical if we are to bring forward the best solutions possible to lead in a lower-emissions future," Williams said. "I'm proud that ExxonMobil runs programs like the Future Leaders Academy to enable students from all backgrounds to join our industry and help us find solutions to some of society's biggest challenges."

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 5,000 wage employees, with 70% 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

ExxonMobil is working to expand the wage talent pool by creating pathways for local diverse students to gain access to quality education and training programs that prepare them for key opportunities in industry.

We leverage the scale of our industry by partnering with associations such as the American Petroleum Institute (API) to develop key programs.

We are also expanding high-quality partnerships with local community and technical colleges to provide scholarships and curriculum input.

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#### 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 progress further targeted initiatives:

**Job readiness program** ▪ Utilizing API's Global Industry Services core expertise to develop an entry-level workforce training and certification program to help fill skill gaps and diversify the talent pool. First registration is planned in mid-2022.

**Wage recruitment program** ▪ Pilot in partnership with Opportunity@Work, which focuses on creating job opportunities in our industry for diverse talent via skills-based hiring and targets candidates from alternative non-degree pathways. It will be piloted in the Houston area in the second half of 2022.

Through our partnership with API, we are also engaged in expanding our supplier diversity initiatives. We provide more detail in our [Sustainability Report – Promoting Supplier Diversity](#).



In collaboration with Baton Rouge Community College, ExxonMobil recently launched a process technician internship program.

#### Partnership with local communities and technical colleges

For many years, we have progressed several initiatives that continue to yield tangible results in growing diverse talent that benefits our industry and company.

**Baytown, Texas** ▪ Community College Petrochemical Initiative supports recruitment activities and partnership with nine Houston-area community colleges.

**Beaumont, Texas** ▪ Early College High School program allows Beaumont ISD students to complete associate degrees in process operation, instrumentation, and other vocational disciplines while completing their high school diploma.

**Corpus Christi, Texas** ▪ Internship program encourages students to pursue skilled craft careers.

**Baton Rouge, Louisiana** ▪ Our North Baton Rouge Industrial Training Initiative, in place since 2012, 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 public-private workforce programs in the United States. Our wage intern program with the local community college started in 2020 and provides valuable industry experience to local students.

# ENABLING EMPLOYEES TO ACHIEVE THEIR 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. This approach to development 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.

The organizational changes we made in 2022 to streamline our businesses will enable our employees to obtain experiences, leadership, and technical capabilities that equip them to work on a broader portfolio of opportunities than ever before.

## CELEBRATING A FIRST-EVER 60 YEARS OF SERVICE

Barbara Beckmann, senior economics adviser at our Baton Rouge Refinery, recently celebrated 60 years of service with ExxonMobil.

Barbara is the first employee globally to ever reach this milestone. She began her career with Humble Oil in Baton Rouge after becoming the first female engineering student to graduate from the University of Mississippi in 1961.

Barbara is a trailblazer and champion for inclusion, innovation, and mentorship. She's seen firsthand the impact of mentors on her career, and has spent the past 60 years giving back, guiding and investing in other young employees – living out some of the very core values that make ExxonMobil what it is today.



*"I want to help people reach their full potential. I like to see people happy in their jobs and try to ensure they get a wide variety of experiences. I think mentorship is the best calling in the world. I love being able to influence and push people to get outside their comfort zone and get better."*

## 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 more than 30 years.

Our career-oriented, individually tailored development approach results in many employees moving to new roles about every three years. For many employees this may also include an opportunity to work abroad.

In addition to new assignment opportunities, employees formally assess skills annually to inform individual development and learning plans as well as possible next job assignments. Employees and supervisors engage in ongoing career development discussions to remain aligned on career aspirations, development opportunities, and future roles.

Through ongoing talent reviews and robust succession planning, we evaluate capabilities and identify the talent pools we need 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.

Our leadership learning programs enable our supervisors and managers to 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.

13 career communities

~1,500 functional skills

30 years average  
length of service for retirees

1 in 5 employees  
rotates jobs each year, on average

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

73,000 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.

ExxonMobil’s board of directors plays an important role in leadership development and leadership continuity. Our CEO leads an annual review with the board on the succession plans for key leadership positions and diversity of our leadership pipeline.

## **JANET MATSUSHITA, SENIOR VICE PRESIDENT GLOBAL OPERATIONS, RECOGNIZED WITH GLOBAL LEADERSHIP AWARD FROM SOCIETY OF WOMEN ENGINEERS**

The Global Leadership Award honors a woman with at least 15 years of professional experience in an international STEM-based business or organization, and in so doing, serves as a role model to women engineers and technologists worldwide. “I am thrilled to have received the Global Leadership Award from the Society of Women Engineers,” Janet said. “Far more than an individual recognition, this represents the combined efforts of countless managers, peers, and team members throughout my career working together to accomplish outstanding results. I am honored and humbled to have been selected as an example for what can be achieved through diversity, collaboration, and hard work.”



## 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 2011, our female and U.S. minority executive representation is up more than 80%. Our goal is to meet or exceed availability within 5 years. 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 availability<sup>5</sup> within 5 years

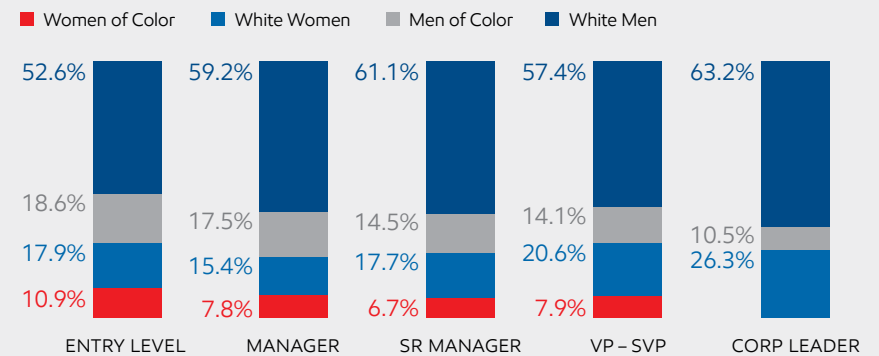
Executive	Availability <sup>5</sup>	Executive Level		Professional Workforce 2021
		2021	2017	
Women, global	31%	27%	20%	34%
U.S. Minorities	30%	22%	16%	27%
– Asian	10%	8%	5%	9%
– Black/African-American	7%	6%	5%	7%
– Hispanic/Latino	10%	7%	6%	10%
International	–	28%	30%	64%

## U.S. TALENT PIPELINE DIVERSITY

We have seen significant progress in diverse representation in U.S. executive and corporate leadership since 2017, an increase of 35%.

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 - EXXONMOBIL<sup>6</sup>



Comparator Data <sup>6</sup>	Entry Level	Manager	Senior Manager	VP-SVP	Corp Leader
<b>U.S. Women</b>					
Oil & Gas	38%	25%	23%	20-21%	10%
ExxonMobil	29%	23%	24%	29%	26%
<b>U.S. Minorities</b>					
Broad industries, indexed	25%	21%	18%	12-15%	12%
ExxonMobil	30%	25%	21%	22%	11%



# 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.**

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. Diversity is not a stand-alone activity; it is embedded in our core values, our approach to how we develop talent, and the culture to which we aspire. We expect our leaders to demonstrate behaviors that foster inclusive and productive work environments.

## 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 work together to provide society with essential products.



*"Be yourself. We need all kinds of people in this company, so embrace your personal strengths and understand your development opportunities."*

– Kristy Walker, Manager,  
Global Cash Management



*"Human creativity and ingenuity is a quality that exists in all of us. Let's bring our best collective thinking together to address the significant energy and climate challenges the world faces today."*

– Prasenjeet Ghosh, Engineering &  
Technology Integration Manager



*"As a leader in manufacturing, I have the opportunity to partner with our communities to develop local talent. Hiring people from different backgrounds and unleashing their ingenuity helps us successfully make products that matter to society."*

– Rozena Dendy,  
Beaumont Refinery Manager



*"When everyone gets to contribute and share their unique viewpoints or skill sets, we will end up with better solutions to the complex challenges of our business."*

– Kok-Yew See, VP,  
Environmental & Property  
Solutions



*"What we bring to the company, in the form of ideas, is largely influenced by our past experiences, backgrounds and who we are as people. Having more diversity of thoughts and ways of approaching a problem leads us to better solutions."*

– Cynthia Leong, Modern Apps &  
Platform Manager, Argentina IT Lead



*"The ability to create an environment of trust, inclusion, authenticity and empathy are vital leadership skills. Effective leadership defines the business challenges, sets clear priorities, and encourages constructive debate."*

– Michael Deal, VP, Upstream  
Technology Portfolio



*"When we truly value our differences, we start to understand what unites us. Celebrating diversity is what brings ExxonMobil together, driving us to compete to win through industry-leading collaboration and innovation."*

– Colin Delaney,  
Business Support Supervisor



*"Hispanic culture is rooted in principles of hard work, resiliency, as well as respect and care for others. I am proud of being Latino and leveraging my cultural heritage to help deliver business value."*

– Luis Mendez, Americas Asphalt  
Technical Advisor



*"In an evolving world with unprecedented challenges, it's more important than ever for our company to bring more creativity, innovation, and resilience. Diversity of thought and inclusion of different perspectives are key enablers to make this happen."*

– Sahar Mahmood, Americas  
Procurement Manager



## PERFORMANCE DATA TABLE

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



## FOOTNOTES / GLOSSARY OF TERMS

<sup>1</sup>The United Nations adopted the Sustainable Development Goals (SDGs) to achieve significant progress on global economic, social, and environmental challenges by 2030. Although directed at governments, the private sector and civil society play an important role in support of governments' national plans. ExxonMobil contributes to certain aspects of all 17 SDGs.

<sup>2</sup>Global 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.

<sup>3</sup>Professional hires are employees hired as EMPT.

<sup>4</sup>U.S. workforce is defined as all active, regular executive, management, professional, technical, and wage employees on the 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.

<sup>5</sup>Availability 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.

<sup>6</sup>ExxonMobil talent pipeline analysis uses McKinsey & Company "Women in the workplace" report, 2021. 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 employees globally, including those on assignment outside the U.S., as of December 2021. 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 2020, 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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