

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, 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 employees are challenged to deliver their best and contribute to our Company's success, with the opportunity for unrivaled personal and professional development.

IN THIS SECTION

- 2023 HIGHLIGHTS
- A PLACE TO THRIVE
- ATTRACTING THE BEST TALENT
- VALUE OF DIVERSITY
- DEVELOPING FUTURE LEADERS
- ENABLING EMPLOYEES TO REACH THEIR FULL POTENTIAL

Relevant SDGs¹ tied to this section



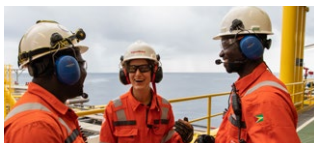
2023 HIGHLIGHTS

In 2023, ExxonMobil delivered strong 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. We build on this advantage every year by attracting and developing the best talent and fostering an environment where employees can thrive and reach their full potential.

OUR GOALS

OUR ACHIEVEMENTS

A place to thrive



- Strong culture, enabled by strong leadership, integrated talent processes, and active employee engagement
- Company-wide survey highlights employee pride, understanding of purpose and strategy, productive and inclusive work environment
- Over 30 percent of professional employees participating in stock program; reinforcing joint ownership of Company success

Attract the best talent



- Awarded #1 most attractive U.S. energy company for engineering students for 11th consecutive year; #1 globally²
- Global acceptance rate above 80%; exceeding broad market average
- Leadership role in STEM education efforts; providing education and training in the communities in which we operate; launching two centers in the U.S. offering innovative programming to introduce students to STEM education and careers

Value of diversity



- Leveraging expanded career advocacy and mentoring programs, focusing organizational effort
- Design of employee development and compensation programs drives unbiased outcomes
- Notable improvements in growing diverse leadership pipeline³, enabled by centralization of efforts

Develop future leaders



- 30 percent of leaders trained in re-designed leadership learning program in support of *We are ExxonMobil*
- Tailored development, prioritizing key experiences; one-third of leaders moved into new roles in 2023

Enable employees to reach their full potential



- Unparalleled commitment to development through stretch assignments; more than 12,000 internal job rotations per year
- On-the-job development supplemented with on-demand training; over 500,000 courses delivered in 2023

OUR WORKFORCE IN NUMBERS
ONE GLOBAL TEAM

NORTH AMERICA

45%

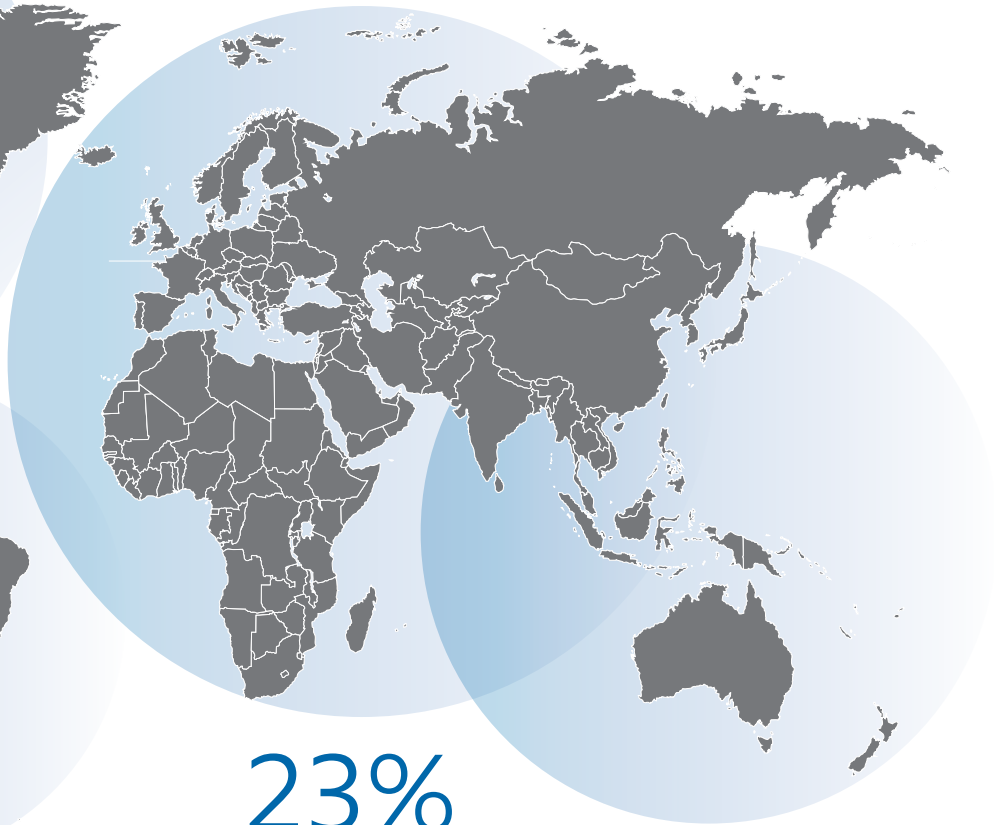


8%
SOUTH AMERICA



23%

EUROPE, AFRICA, MIDDLE EAST



59 countries

62,000 employees⁴

160+ nationalities

ASIA PACIFIC

24%

OUR WORKFORCE IN NUMBERS

20,000+ scientists and engineers

64% workforce outside the U.S.

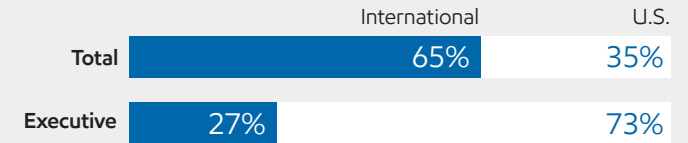
28% women⁵ in our global workforce

32% minorities in our U.S. workforce⁶

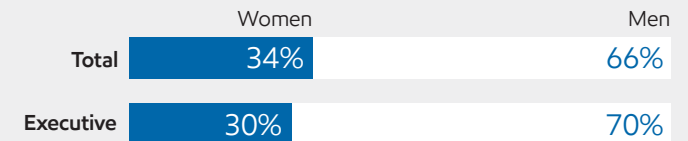
5% veterans in our total U.S. workforce

PROFESSIONAL WORKFORCE⁷

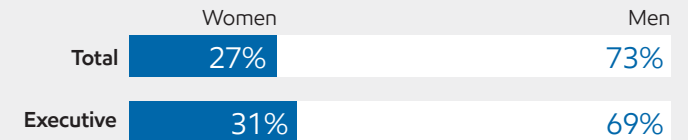
WORKFORCE: WORLDWIDE



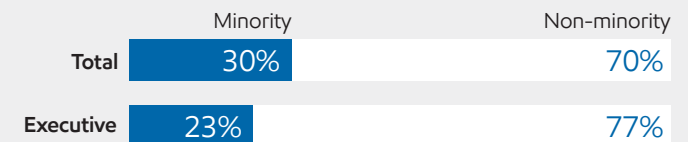
GENDER: WORLDWIDE



GENDER: U.S.



MINORITIES: U.S.



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



A PLACE TO THRIVE

STRATEGIC TALENT OBJECTIVE

We have a diverse and engaged workforce and enable every employee to reach their potential over a long-term career by providing unrivaled opportunities for personal and professional growth with impactful work meeting society's essential needs.

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.

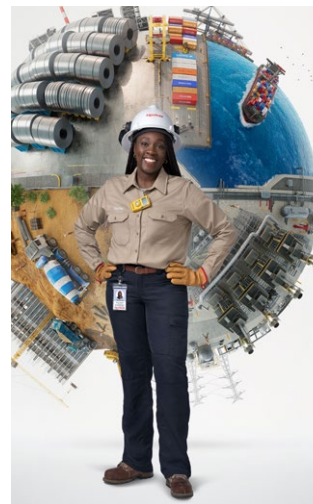
Developing our people and maintaining a strong culture are core strategic priorities and absolutely essential to achieving our long-term objectives.

We are focused 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.

Our [Standards of Business Conduct](#) underpin our culture, supporting our commitment to: equal employment opportunities, prohibiting discrimination in the workplace, and unbiased outcomes in our policies and programs.

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



A CAREER, NOT JUST A JOB

Regina Davis, Baton Rouge Refinery Manager, responsible for the safe, reliable, and profitable operation of the refinery at the Baton Rouge Complex. "As a first-generation university graduate with an engineering degree, I wasn't sure where my career would take me. With ExxonMobil, I have been able to work with great people from around the world, which allowed my family and I to live in Virginia, Texas, Alberta, and now Louisiana, close to home, and where I started my career almost 25 years ago."

WE ARE EXXONMOBIL

The strength of our culture has been foundational to our success for decades.

We leverage our *We are ExxonMobil* culture framework to articulate our core values and leadership expectations. It also outlines key behavioral skills that apply to all employees.

Our expectations of leaders steer the actions and development of our leaders to achieve business results that meet and exceed our strategic business objectives and position us for long-term success.

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. Through our partnership with the University of Michigan and the University of North Carolina, our leadership programs help our leaders fully connect *We are ExxonMobil* with our strategic priorities, and unlock the full potential of our workforce. Nearly one-third of our eligible leaders have now participated in these redesigned leadership programs, with over half to be trained by the end of 2024.

Our 2023 company-wide survey continued to demonstrate employee engagement and pride in being part of ExxonMobil, as well as employee understanding of our Company's purpose and strategy, our progress in fostering a productive and inclusive environment, and our efforts to strengthen our culture.

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

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

Highly differentiated pay-for-performance is foundational to our compensation program design. The design of our programs and processes drives unbiased outcomes. Specific to compensation, this results in the same levels of compensation for the same performance, experience, and level, thereby maintaining internal alignment and equity.

Our review of pay outcomes includes comparative analysis of compensation of women and men, and minority and non-minorities in the U.S. Recent third-party analysis, conducted in early 2024, validated that the design of the system is working as intended – compensation is at parity. Analysis across the U.S. population showed a pay gap of less than 0.4% between women and men, and minority and non-minority employees in the U.S.

Over 30 percent of professional employees participate in our stock program, 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 support employees throughout their careers and into retirement. This includes savings and pension plans, which provide financial stability for our employees, retirees, and their families, underpinned by the financial strength of the Company.

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.



Workplace flexibility

We support individual flexibility for employees to temporarily 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, disability leave, and programs that support 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 service anniversary 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.

In view of our global scale, we are able to reach into markets across the world to bring in the best talent, representative of the communities in which we operate. We have been consistently rated a top engineering employer among industry peers with enduring recruiting and internship programs for both professional and manufacturing disciplines.

We have hiring programs in the majority of countries in which we operate. These include internship programs, many of which have been in place for years and are an important early investment in talent and talent identification. Graduates of these programs become integral to our global workforce. For example, in Papua New Guinea, our Operations and Maintenance training program has been running for more than a decade, with graduates of this program becoming 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.

No.1

U.S. ENERGY COMPANY &
GLOBAL ENERGY COMPANY²
– UNIVERSUM

+80%

GLOBAL
ACCEPTANCE RATE

73%

HAVE TECHNICAL
DEGREES

EXXONMOBIL "TOP OF INDUSTRY" FOR MOST ATTRACTIVE U.S. EMPLOYER FOR 11TH CONSECUTIVE YEAR AND #1 ENERGY COMPANY IN COUNTRIES WITH LARGE EXXONMOBIL FOOTPRINT



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

“This award is a reflection of the partnership we have across U.S. college campuses, ExxonMobil’s strong brand and employee value proposition, and the work of ExxonMobil employees, who dedicate their time to engage with students as they consider future careers,” said Jason Hawthorne, Global Recruiting Manager.

This recognition continues to demonstrate the success of our university recruiting model. We hire and develop a world-class workforce to create sustainable solutions that improve quality of life and meet society’s evolving needs.

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, the rate at which a defined group can be sourced externally, across professional and wage disciplines to meet the challenges of our business.

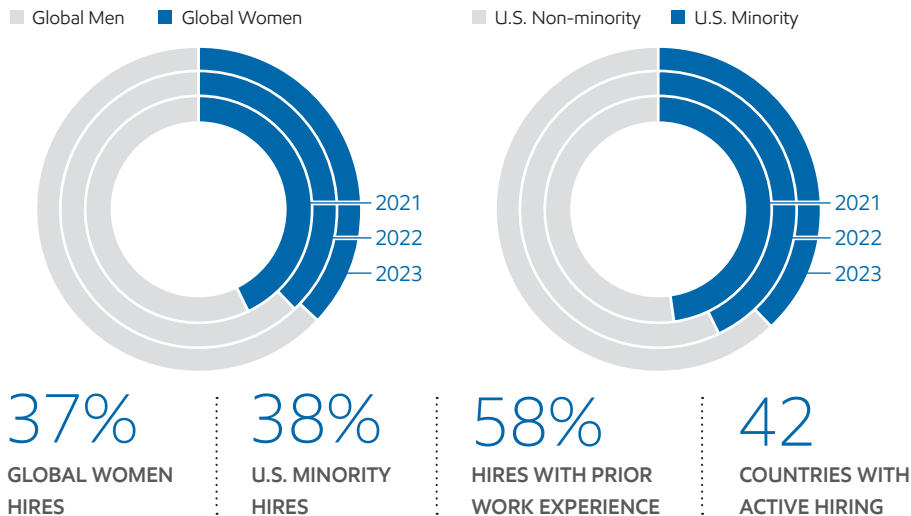
Professional hiring

With active hiring in 42 countries, we are able to build a workforce representative of the communities in which we operate.

In 2023, hiring programs supported our ability to successfully attract campus and experienced talent into roles across the Company. We are able to leverage our hiring programs to supplement internal development as we consider growth areas and skill needs.

Over the past 10 years, we have consistently hired women and U.S. minority candidates for professional roles at levels representative of availability. 32% of our professional hires in the U.S. were women. 38% of our professional hires in the U.S. were minorities, with 13% Asian, 9% Black/African American, and 14% Hispanic/Latino.

PROFESSIONAL HIRES – 2021-2023



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 STEM 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.

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 2024, the ExxonMobil Foundation will be launching two centers offering innovative after-school programming that introduces students to STEM education and STEM careers at no cost to students or their families. The programs will connect a student's passion to tangible career paths, while preparing them for success in school and beyond. These facilities will feature state-of-the-art makerspaces, 3D printing, a digital garage, and other creative learning areas.

Our goal is to expand in other U.S. locations and internationally where need exists.

To learn more about ExxonMobil's support of STEM education, visit ExxonMobil.com/stem.



SPOTLIGHT: A DIVERSE GLOBAL TALENT PIPELINE

Operating in 59 countries, we look to engage with local communities where we operate to provide education and hands-on work experience. This provides access to a diverse local talent pool and builds the local talent pipeline that is instrumental in running our operations.

OUR FOCUS

We engage with local stakeholders and educational institutions to provide opportunities and build workforce capability, enriching the communities in which we operate and supporting the success of ExxonMobil.

Training and hiring locally has the shared benefit of helping us meet our staffing needs while advancing local economic development and education. We aim to enhance the long-term capability of the local workforce by leveraging the capability of our organization, and engage in training and educational partnerships locally.

Partnership with local community and educational institutions

In the countries where we operate, the training and education partnerships we participate in continue to yield tangible results in growing diverse talent, benefiting our industry and our Company. Some examples around the world include:

Singapore ▪ ExxonMobil has partnered with the Institute of Technical Education (ITE) to offer graduates opportunities to jumpstart their careers while working towards a nationally recognized diploma through the Work-Study Diploma (WSDip) program. WSDip trainees acquire invaluable hands-on experience through on-the-job training with industry experts, bridging the gap between theory and practice.

Malaysia ▪ Launched in 2021, ExxonMobil Young Engineer Program (YEP), a partnership with Society of Professional Engineers and Universiti of Kebangsaan Malaysia (UKM), is an annual employee volunteerism program where our early career engineers engage with science stream students in public schools in Terengganu and Klang Valley to talk about the energy industry, experience the Oil and Gas supply chain through interactive hands-on activities, and discuss the various careers available.

Thailand ▪ In collaboration with the Ministry of Higher Education, Science, Research and Innovation, ExxonMobil established a scholarship fund in 1982 to support undergraduate students with strong academic performance needing financial support. Students in STEM, Accounting, Business, Finance, and Business Language programs from state universities nationwide can apply for this scholarship which helps students pursue higher education.

Papua New Guinea ▪ In 2022, the Operations and Maintenance training program celebrated its 10th year. The program has seen hundreds of Papua New Guineans receive on-the-job technical skills training. Trainees spend 12 months completing Oil and Gas foundational skills, followed by 12 months of advanced skills training, and two training rotations in the business before being assigned to our operations facilities. Some of those that have completed the program have progressed to more senior roles, with more than 50% of the field operational leadership roles now staffed by program graduates.



EMPNG Operations Manager with 24 trainees from the Operations and Maintenance training program.

Guyana ▪ ExxonMobil Guyana Limited (EMGL) along with the Government of Guyana and other industry partners are investing in the Oil and Gas Training Center, part of the wider Guyana Technical Training College Inc (GTTCI). ExxonMobil will be leading GTTCI's Energy and Technology programs with a focus on Oil and Gas disciplines: Mechanical, Electrical, Instrumentation and Controls, and Process Operations. Once completed, the center will have the capacity to graduate 60 technicians per year. Located in Berbice, Guyana, the first phase of the Oil and Gas training center was recently completed at a cost of \$13M. Training has started at the FacTor (Facility Simulator), a fully functioning process plant that provides practical training, enabling trainees to experience operations, troubleshooting, and maintenance in a safe environment.

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](#).



VALUE OF DIVERSITY

Diversity strengthens us by promoting unique viewpoints and challenges each of us to think beyond our traditional frames of reference.

Operating in 59 countries with over 160 nationalities, inclusion and diversity is foundational to what we do and the culture to which we aspire. 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.

Helping all employees thrive and reach their full potential creates competitive advantage, enabling teams and individuals to be more innovative, resilient, and better equipped to navigate the complex and evolving global markets. When employees can thrive, reach their full potential, and deliver their best, it enhances our competitive advantage.

EMPLOYEE RESOURCE GROUPS⁸

ExxonMobil supports participation in Employee Resource Groups (ERGs). These groups further inclusion through education and recognition of cultural heritages. ERGs support recruitment efforts, new hire orientation, professional development, and mentorship. Each of our Employee Resource Groups has a senior leader sponsor.



DIVERSITY FRAMEWORK³

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 representative diversity along development pipeline
- Steward development pipeline
- Ensure strong management accountability

PROMOTING AN INCLUSIVE WORK ENVIRONMENT

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.

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.



"At ExxonMobil we all play an active role in promoting and building an inclusive work environment where we enable teams and individuals to be more innovative, resilient, and equipped to navigate the evolving global landscape and reach their full potential."

– Jon Gibbs,
President,
ExxonMobil Global Projects



"As a second generation ExxonMobil employee, I have seen and experienced the unrivaled opportunities the Company offers. The challenging work combined with the incredibly diverse and capable people you get to work with day-in and day-out have made my career very rewarding."

– Shawn McCullough,
USGC Reconfiguration Manager,
ExxonMobil Global Projects



"I am proud to be part of ExxonMobil, where I have had the opportunity to stretch my boundaries, work with highly talented individuals globally, and through my work make a difference in society and people's lives."

– Neha Mehra,
Data & Analytics Manager,
Environmental & Property Solutions



"I have had such incredible growth opportunities working with ExxonMobil. In my 20-year career, I have held many different roles across the globe, working with such a talented and diverse set of colleagues, all unified by our common work and team objectives, and the core values, standards, and culture of ExxonMobil."

– Tola Ogunbela,
Investor Relations Advisor,
Investor Relations



"Within ExxonMobil you are surrounded by diversity at all levels of the organization. As a Research Operations Manager, I see how that diversity helps us find creative ways to enable the discovery, development, and deployment of products and technologies that meet the needs of society."

– Luis Ramirez-Arizmendi,
Research Operations Manager,
ExxonMobil Technology & Engineering

LINDA DUCHARME, PRESIDENT EXXONMOBIL TECHNOLOGY AND ENGINEERING, AWARDED INTERNATIONAL CITIZEN OF THE YEAR

Linda was awarded International Citizen of the Year by the World Affairs Council of Greater Houston for her international experience and influence. Linda's career has spanned almost four decades with ExxonMobil, leading people and operations around the world. "The diversity of our global team has broadened my perspective, and it has been the incredibly talented people, that I have had the privilege of working with, that have defined my career at ExxonMobil."





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 consistent 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 and experiences 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 talent systems and succession plans for key leadership positions, including our investment in developing globally diverse talent ready to take on the leadership roles of the future.

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. Over 3,000 leaders have attended these training programs offered at locations around the world. These programs supplement on-the-job experiences, to build in-depth critical skills tied to our leadership expectations. Our program also offers an opportunity for participants to engage with senior leader role models, including the [Management Committee](#), as they continue to build confidence and become role models themselves.



GLOBAL, DIVERSE LEADERSHIP TALENT

We source talent from nearly all countries in which we operate, and have over 35 nationalities represented in our executive population. We focus on identifying leadership talent early and developing them throughout their careers to reach their highest potential.

We monitor the overall mix of our global workforce and periodically assess how our talent programs are affecting our talent pipeline from entry level to the most senior positions. This includes how women and U.S. minorities are advancing through the organization and progressing to more senior roles.

Our goal is to have an executive leadership team that is representative of availability, the rate at which a defined group can be sourced externally, by 2026. Since 2016, our women and U.S. minority executive representation increased by more than 55%.

We achieve this by focusing on strong execution of our talent processes: early identification of leadership talent, execution of individual development plans, and timely promotions.

Our expanded career advocacy and mentoring programs prioritize building key skills and networks, and strengthen the likelihood of success for our future leaders.

Goal: representative of availability by 2026

EXECUTIVE	Availability	Executive Level		Professional Workforce 2023
		2023	2016	
Women, global	31%	30%	18%	34%
U.S. Minorities	30%	23%	15%	30%
– Asian	10%	9%	4%	9%
– Black/African American	7%	6%	5%	7%
– Hispanic/Latino	10%	7%	5%	11%
International	–	27%	29%	65%

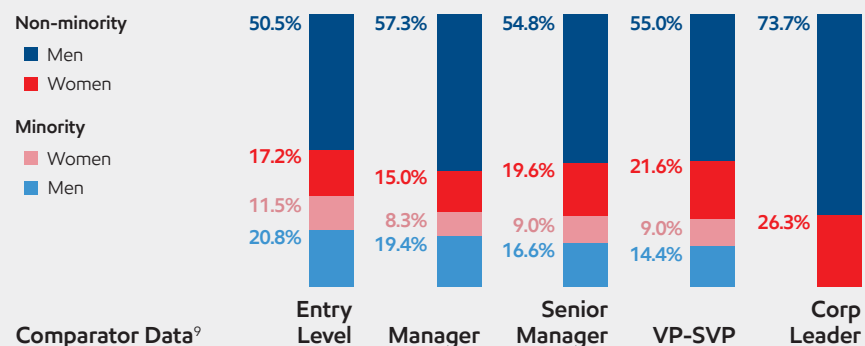
U.S. TALENT PIPELINE DIVERSITY

The chart below illustrates the progress we continue to make towards a demographic representative of availability. ExxonMobil U.S. women and minority representation levels compare well within the Oil and Gas industry, and relative to broader industries when considering availability of the required degrees for our business.

Corporate Leaders represent 19 positions, and incumbents with over 30 years average service. Maintaining focus on individual development plans through the earlier stages of the pipeline is key to readying talent for these Corporate Leader positions over time.

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



U.S. WOMEN

Comparator Data ⁹	Entry Level	Manager	Senior Manager	VP-SVP	Corp Leader
Oil & Gas	39%	25%	23%	23%	15%
ExxonMobil	29%	23%	29%	31%	26%

U.S. MINORITIES

Comparator Data ⁹	Entry Level	Manager	Senior Manager	VP-SVP	Corp Leader
Broad industries, indexed	27%	23%	19%	16-17%	16%
ExxonMobil	32%	28%	26%	23%	0%



ENABLING EMPLOYEES TO REACH THEIR FULL POTENTIAL

INVESTING IN PEOPLE FOR LONG-TERM CAREERS

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.

Our employees have expertise in a wide range of disciplines, including engineering, finance, mathematics, chemistry, and biology. It takes decades to build core capabilities within our global workforce, and requires investment in people for long-term careers.

Employees have an individual development plan, informed by annual skills assessments, which guides them in achieving their career aspirations and reaching their full potential. These development plans include stretch assignments, supplemented with training. This approach takes significant investment and allows us to maintain our competitive advantages and achieve our strategic objectives.

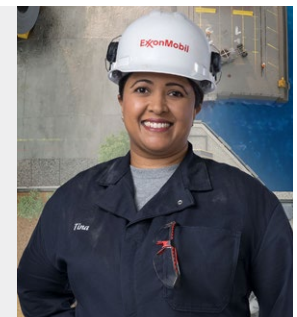
In 2023, we made additional organizational changes to further leverage our scale and integrated value. We brought together enterprise-wide processes into Supply Chain and Global Business Solutions, and formed our Global Trading organization. These changes enable us to further strengthen and fully leverage our competitive advantages. Changes such as these expand and enrich the employee experience, providing unrivaled opportunities for personal and professional growth, including leadership and technical development.

LEVERAGING CORE CAPABILITIES AND SKILLS IN EMERGING AREAS

Blue Hydrogen is a clean fuel that has vast industrial and transportation application. Manufactured from natural gas, the CO₂ generated during the process is captured and stored permanently underground. The result is clean-burning hydrogen.

As a Chemical Engineer, with extensive experience in project management, Tina Joseph, Baytown Hydrogen Project Manager, leads a team developing the front-end engineering design and execution plans for the Baytown Hydrogen plant. Currently under design, the plant could produce up to 1 billion cubic feet of Blue Hydrogen per day, allowing ExxonMobil to offer significant volumes of Blue Hydrogen to customers in support of their decarbonization efforts and enabling the Baytown complex to reduce its Scope 1 and 2 emissions by up to 30%.

"I am able to leverage my Planning and Projects skills from prior Upstream roles for this incredible project that will help deliver a low-carbon future. Working at ExxonMobil, I get to work with such high-caliber and driven people on a project of this scale. The Baytown Hydrogen Project directly connects ExxonMobil's vision to lead the industry in innovations, advancing modern living, AND achieve a net zero future."



A CAREER-ORIENTED APPROACH

Our career-oriented, individually tailored development planning approach is unique and requires deliberate career planning, formalized skill development, and training.

Many employees move into new roles about every three years. In 2023, more than 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 another country. This also means that many employees will have the opportunity to work in many different jobs throughout their career with ExxonMobil.

On-the-job training occurs throughout every employee's career. We leverage employees' skills and experiences for jobs that will stretch and challenge them, building additional skills and experiences for their current and future jobs.

Course-based 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.

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.

~30 years average
length of service for retiring career employees

1 in 3 employees
rotates jobs each year, on average

~2,300 expatriates
and rotators on assignment abroad at any given time

66,000 training participants



LEVERAGING CORE CAPABILITIES AND SKILLS IN EMERGING AREAS

As a Chemical Engineer with 20 years of experience at ExxonMobil, primarily in the Upstream, Elizabeth Hay is currently the Carbon Storage Acquisition Manager leading a team responsible for finding and securing access to CO₂ storage locations in the Americas.

"What's really neat about Carbon Capture and Storage (CCS) is that it's not new technology but something ExxonMobil has been doing for over 30 years. In this role, I have been able to apply my knowledge of reservoirs and working cross functionally to help develop our business plans as we scale up this proven technology, building a new business that will help ExxonMobil and other industries reduce their emissions."

PERFORMANCE DATA TABLE

METRIC	2023	2022	2021	2020	2019	2018	2017	2016
Workforce composition								
Number of regular employees at year end (<i>thousands</i>)	62	62	63	72	75	71	70	71
Percent international (<i>global workforce</i>)	64	64	64	60	60	60	60	59
Percent women (<i>global workforce</i>)	28	28	29	29	29	29	28	28
Percent professional women (<i>global workforce</i>)	34	34	34	34	34	34	33	32
Percent executive women (<i>global workforce</i>)	30	29	27	24	22	20	20	18
Percent professional U.S. minorities (<i>U.S. workforce</i>)	30	29	27	28	27	26	25	23
Percent executive U.S. minorities (<i>U.S. workforce</i>)	23	23	22	20	18	17	16	15
Percent U.S. veterans (<i>U.S. workforce</i>)	5	5	5	5	5	4	4	3
Hiring (<i>percent professional new hires</i>)								
Women (<i>global workforce</i>)	37	38	40	40	37	37	41	45
U.S. minorities (<i>U.S. workforce</i>)	38	43	47	43	37	35	32	32
U.S. Asian (<i>U.S. workforce</i>)	13	17	20	16	14	13	12	11
U.S. Black/African American (<i>U.S. workforce</i>)	9	8	8	9	8	7	7	7
U.S. Hispanic/Latino (<i>U.S. workforce</i>)	14	14	14	14	11	12	11	11
Training								
Number of participants in corporate and technical training (<i>thousands</i>)	66	69	73	78	88	87	98	83
Total corporate and technical training expenditures (<i>millions of dollars</i>)	47	31	19	34	77	62	94	108



Exxon Mobil Corporation has numerous affiliates, many with names that include *ExxonMobil*, *Exxon*, *Mobil*, *Esso*, and *XTO*. For convenience and simplicity, those terms and terms such as Corporation, Company, our, we, and its are sometimes used as abbreviated references to specific affiliates or affiliate groups. Abbreviated references describing global or regional operational organizations, and global or regional business lines are also sometimes used for convenience and simplicity. Similarly, ExxonMobil has business relationships with thousands of customers, suppliers, governments, and others. For convenience and simplicity, words such as venture, joint venture, partnership, co-venturer, and partner are used to indicate business and other relationships involving common activities and interests, and those words may not indicate precise legal relationships.

The following are trademarks, service marks, or proprietary process names of Exxon Mobil Corporation or one of its affiliates: *Exxon*, *ExxonMobil*, *ExxonMobil Low Carbon Solutions*, *Mobil*, *Mobil 1*, and *Mobil EV*.

[Who we are | ExxonMobil](#)

[Career opportunities | ExxonMobil](#)

FOOTNOTES / GLOSSARY OF TERMS

¹ The United Nations adopted the Sustainable Development Goals (SDGs) to achieve progress on global economic, social, and environmental challenges by 2030. While 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.

² Universum data for countries with large ExxonMobil footprint.

³ References to availability herein 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. ExxonMobil's personnel policies, programs, and practices are administered in a nondiscriminatory manner in all aspects of the employment relationship consistent with applicable law. At all times personnel decisions are made based on the most qualified candidate for the role without regard to race, color, sex, religion, national origin, citizenship status, age, genetic information, physical or mental disability, veteran, sexual orientation, gender identity or other legally protected status.

⁴ 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. Denbury employees included in overall workforce numbers only; not included in other statistics until completion of data integration.

⁵ Use of "men" and "women" in this report aligns to legal recordkeeping and reporting requirements, other legal obligations, and external reporting, and may not align to the category of gender identity.

⁶ U.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. U.S. workforce is a broader definition than EEO-1 report scope, which excludes U.S. payroll employees on assignment outside the United States.

⁷ Professional employees and hires are defined as EMPT.

⁸



Asian Connection
for Excellence



Black Employee
Success Team



Global Organization
for the
Advancement
of Latinos



People for Respect,
Inclusion, and Diversity
of Employees



Veteran Advocacy
Support Team



Women's Interest
Network

⁹ ExxonMobil talent pipeline analysis uses McKinsey & Company "Women in the Workplace" report, 2023. 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 2023. This provides a more complete view of the talent pipeline, aligned with our philosophy on talent development. EEO-1 data is as of December 2022, limited in scope, and provides less granularity. ExxonMobil VP-SVP includes all executives with the exception of those classified as corporate leader.