



ExxonMobil

# Socioeconomic Management

It's About People

*Mapping cultural heritage and natural  
resources, Papua New Guinea*



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Identification  
& Assessment



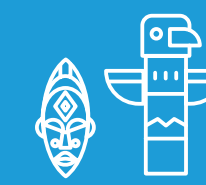
Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

*Mapping cultural heritage and natural  
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## What Does Socioeconomic Mean?

Simply stated, the term “socioeconomic” refers to the collective social and economic effects that our activities can have on the people and communities where we operate.

Given the unique and complex socioeconomic environments in which ExxonMobil operates globally, we apply robust management systems to identify, assess, manage and monitor our socioeconomic impacts, risks and opportunities. The early identification of potential socioeconomic risks, coupled with comprehensive planning and the implementation of measures that avoid, reduce or remedy the impacts are fundamental.







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& Assessment



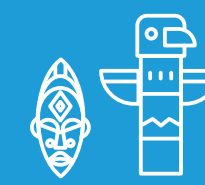
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## Socioeconomic Management Approach

We are committed to being a good corporate citizen in the places we operate worldwide.

We maintain high ethical standards; obey applicable laws, rules, and regulations; and respect local and national cultures.

We base our actions on a scientific understanding of the environmental impacts (humans and nature) of our operations. We engage with communities, governments and others early in project planning and during operations to understand the social and economic needs of the communities where we operate.



*Gas to Energy Project  
open house, Guyana*

The key elements of our integrated approach include:



Identification &  
Assessment of Potential  
Impacts and Benefits



Human  
Rights



Community Engagement  
& Grievance Management



Cultural  
Heritage



Indigenous  
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Community Health,  
Safety, & Security



Land Use, Resettlement,  
& Livelihood Restoration



Local Economic  
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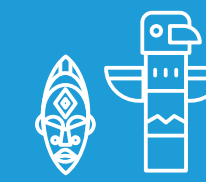
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## ExxonMobil's Socioeconomic Management Standard

Our Standard outlines best management practices and minimum socioeconomic-related expectations for projects, recognizing that each is unique and when applying this Standard there is no "one-size-fits-all approach". To support the implementation of this Standard, we have established an organization focused on proactively identifying and managing socioeconomic considerations.

Our Socioeconomic Management Standard influences project concept selection, facility design, and execution.

The ExxonMobil Socioeconomic Management Center of Expertise (CoE) brings together over 100 years of global expertise and experience in this discipline. The team works cross-functionally to develop and implement timely "fit-for-risk" and balanced solutions to socioeconomic elements throughout the life cycle of our assets.



Gas to Energy Project  
open house, Guyana

EVERY PROJECT



National Indigenous  
People Day celebration at  
Cold Lake, Canada

IS



Tuban fisher-folk,  
Indonesia

UNIQUE





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## ExxonMobil's Socioeconomic Management Standard

The Socioeconomic Management Standard is integrated into ExxonMobil's business systems and processes, including our Project Environmental Standards.



### Proactive

*Identify potential socioeconomic impacts early in the life cycle of a project.*



### Insightful and Agile

*Develop and implement timely "fit-for-risk" balanced solutions that avoid, reduce or remedy socioeconomic impacts throughout the life of a project. This also includes implementing monitoring measures and increasing or enhancing potential benefits for people, communities and businesses.*

*Lower Kikori Basin,  
Papua New Guinea*



### Positive Differentiators

*Strive to look at our businesses with the mindset to be the Most Responsible Operator in our industry. Achieve superior business results across the life cycle through the stewardship of socioeconomic management as a key enabler.*

**A goal of our Socioeconomic Management approach is to contribute to the social and economic progress of the communities where we operate worldwide. We believe respecting human rights, managing our impacts, and making valuable social investments are essential to our business success.**





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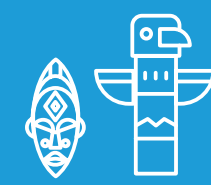
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Land Use,  
Resettlement, &  
Livelihood Restoration



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## Core Elements

The eight key elements of our socioeconomic approach are interconnected and are best managed in an integrated manner to address risks and opportunities in a broad range of settings.



### These include:

*Identification and assessment of potential impacts and benefits, human rights, community engagement and grievance management, cultural heritage, Indigenous peoples, community health, safety and security, land use, resettlement and livelihood restoration, and local economic development.*





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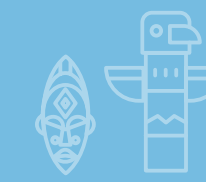
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# Impact Identification and Assessment

Community engagement,  
Papua New Guinea



## Our Focus

ExxonMobil's projects and operations around the world provide socioeconomic benefits to the communities where we operate and beyond. While there are inherent risks in any development or operation, we aim to avoid them, reduce them to acceptable levels, or remedy the impacts.



Watch Video







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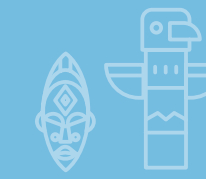
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## Environmental, Socioeconomic, and Health Management Process

We believe environmental management is an imperative for our business. Our standards and tools set the bar in our operations as we work to enhance risk management and maximize opportunities to responsibly meet society's evolving needs.

We often work in remote and sensitive places, such as deep water and in areas that include ecosystems with high biodiversity. Wherever we operate, we work to protect the environment and support the social and economic needs of communities – today and for generations to come.

Guyana

Excellence in project execution is built on deep insight into the unique traits of the areas where we operate. We use our Environmental Aspects Guide to identify and evaluate environmental and socioeconomic risks and impacts through the life of each site or project. For major capital projects, we typically perform an Environmental, Socioeconomic, and Health Impact Assessment. We also seek feedback from stakeholders, including local communities, to understand potential impacts, and we strive to integrate that understanding into our project design and operational practices.

Papua New Guinea





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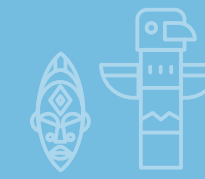
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# Environmental, Socioeconomic, and Health Management

Alignment with the requirements of the Environmental Aspects Assessment Process

Lower Kikori Basin,  
Papua New Guinea

## 1. Determine the environmental, social, and health aspects

Identify environmental, social and health "aspects" or activities, products or services that interact with the physical, biological and human environment.

## 2. Assess the environmental, social, health and regulatory setting

Characterize the physical, environmental, biophysical, socioeconomic, health and regulatory environment of the activity/project area.



Environmental,  
social and  
health risk  
assessment



Manage, Mitigate  
Risk and Enhance  
Benefits  
  
Avoid, reduce,  
remedy, and embrace  
opportunities



Monitor  
and evaluate

## Apply adaptive management

Periodically verify, measure and assess the effectiveness of environmental, socioeconomic and health management actions; modify operations and practices accordingly; respond to changes in the environmental, social, health and regulatory setting.

Opportunity Evaluation



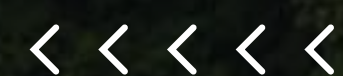
Project



Operate



End-of-Life / Decommissioning



Stakeholder Engagement







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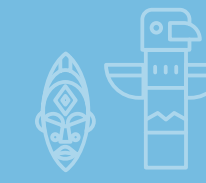
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## Advancing the Environmental, Socioeconomic, and Health Impact Assessment Process

Although our projects and operations offer a variety of benefits to local communities and host countries, they can also carry environmental, socioeconomic and health (ESH) risks and challenges that need to be addressed during project planning, execution and operations. Our goal is to enhance the benefits and prevent or manage the risks.

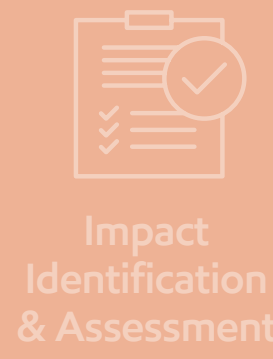
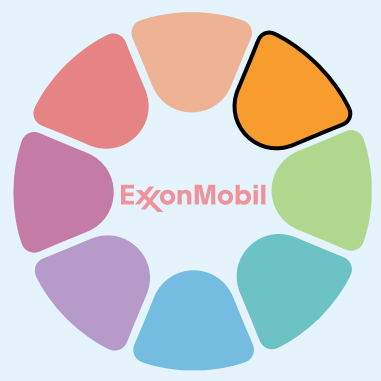
For major capital projects, we typically perform an Environmental, Socioeconomic, and Health Impact Assessment (ESHIA).

When conducting an ESHIA for a project, we first study and understand the ESH setting. We then identify how our activities will or could interact with the physical, biological and human environment; consult with stakeholders; identify and evaluate potential positive and negative impacts; determine the risks associated with these impacts; avoid the identified risks or reduce the level of risk to an acceptable level; and develop an appropriate monitoring plan. We capture the findings and recommendations from the impact assessment process and translate them into a management plan, most often referred to as an Environmental, Socioeconomic, and Health Management Plan (ESMP). The ESMP is implemented, tracked and modified as necessary throughout the life of the activity.



Community engagement,  
Mozambique





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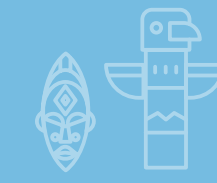
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# Human Rights



## Our Focus

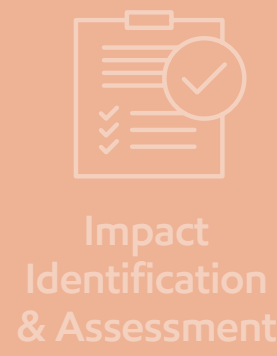
We are unwavering in our commitment to respecting human rights as a core principle in our operations.

Our approach is guided by the goals of universally recognized human rights principles and frameworks, which are integrated into our policies, practices, and expectations and regularly reinforced through training.



*ExxonMobil Human Rights  
training, Mozambique*





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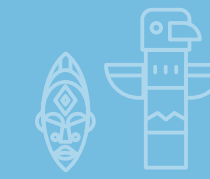
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## ExxonMobil Human Rights Framework

We are guided by:

United Nations  
Guiding Principles on  
Business &  
Human Rights

United Nations  
Universal  
Declaration of  
Human Rights

International Labour  
Organization (ILO)  
1998 Declaration  
on Fundamental  
Principles and Rights  
at Work

Voluntary Principles  
on Security and  
Human Rights

United Nations  
Declaration  
on the Rights of  
Indigenous Peoples

ILO Convention  
169 Concerning  
Indigenous and  
Tribal Peoples in  
Independent  
Countries

We focus on:

Communities  
& People

Security

Workforce &  
Suppliers

We integrate through:

**Commitment to Respect**

Policies, Statements,  
Expectations

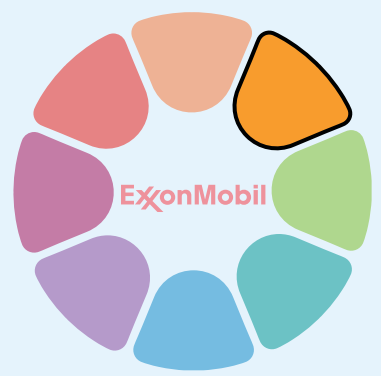
**Due Diligence**

Systems, Programs,  
Processes, Practices

**Access to Remedy**

Community and Worker  
Grievance Mechanisms





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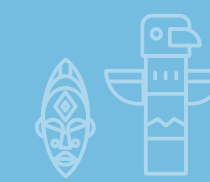
Human  
Rights



Community  
Engagement &  
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Health, Safety,  
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Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Integrated into our Policies, Practices, and Expectations

Our commitment to respecting human rights is embedded throughout our corporate policies, practices, and expectations. This is how we embed our commitment and why:

### Standards of Business Conduct

Define the ethical conduct of the Corporation and its majority-owned subsidiaries; adopted and administered by the Board of Directors; foundation policies uphold the values of human rights, labor, the environment, and anti-corruption.

### Statement on Labor and the Workplace

Reinforces our support for the principles of ILO Declaration on Fundamental Principles and Rights at Work.

### Supplier, Vendor, and Contractor Expectations

Expectations of suppliers, vendors, and contractors including human rights.

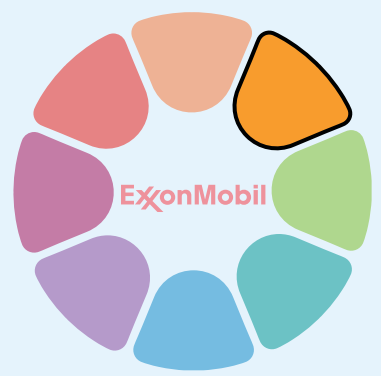
### Statement on Human Rights

Commitment and expectations on respect for human rights.

### Statement on Security and Human Rights

Expectation that all business units provide security for personnel, facilities, and operations in a manner that respects human rights.





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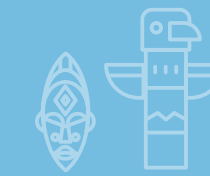
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Local  
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## Our Focus

Our areas of focus are based on operating contexts and locations, products and services involved and associated activities in our own operations and those of our suppliers.

## Workforce & Suppliers

- Workforce development
- Workforce health
- Workplace security
- Workforce safety
- Complaint procedures & open-door communication

## Communities & People\*

- Community health, safety & security
- Local economic development & capacity building
- Engagement & grievance management
- Land use, resettlement, livelihood restoration
- Indigenous peoples & cultural heritage
- Impact identification & assessment (due diligence)

\* Primary area of focus for socioeconomic management activities; also includes broader human rights due diligence in support of the other areas.

Security

Workforce &  
Suppliers

Security

- Use of host government or private security forces
- Security force interactions with the community





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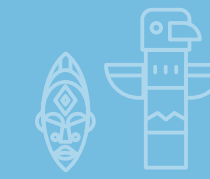
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Livelihood Restoration



Local  
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## Communities and People

We strive to amplify the positive impact of our business on local communities while diligently managing environmental, socioeconomic, and health risks.

Our approach to socioeconomic management is integral to our respect for human rights. Our practices encompass key areas such as:

Community health, safety, and security

Local economic development

Land use

Resettlement

Livelihood restoration

Cultural heritage

Rights of Indigenous peoples

Community engagement

Grievance management

Local school, Papua New Guinea





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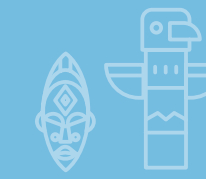
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Community water  
project, Indonesia

## Security and Human Rights

Our Statement on Security and Human Rights highlights our commitment to conduct business in a way that protects the security of personnel, facilities, and operations and respects human rights.

As signatories of the Voluntary Principles Initiative (VPI) since 2002, we submit an Annual Report providing an overview of our implementation efforts of the Voluntary Principles on Security and Human Rights (VPSHR) during the calendar year. This includes conducting scenario-based security risk assessments, standard contracts for security services including enhanced provisions to address human rights concerns and delivering training on the three Voluntary Principles to security service providers and members of government security forces.

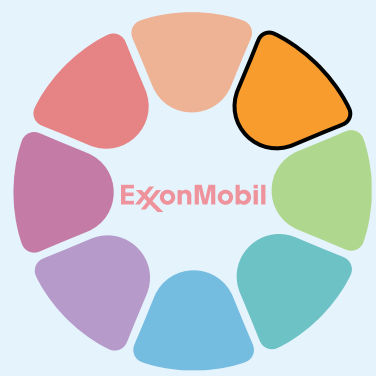
**2002**

Since 2002, we have been a member of the VPI, a multi-stakeholder effort supporting the implementation of the VPSHR.

**70,000+**

We have helped to develop and deliver training on the VPSHR to more than 70,000 security providers and government security forces as of 2024.





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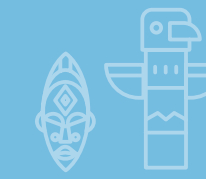
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## Our Workforce and Suppliers

We are committed to respecting human rights and expect our suppliers to do the same.

### Our Workforce

For our workforce, respect for human rights means focusing on safety, security, health, career development, and our procedures for complaints and open-door communication.

Our Statement on Labor and the Workplace articulates our support of the principles of the ILO 1998 Declaration on Fundamental Principles on Rights at Work. This includes eliminating child labor, forced labor, and workplace discrimination, the recognition of the right to freedom of association and collective bargaining, and a safe and healthy workplace.

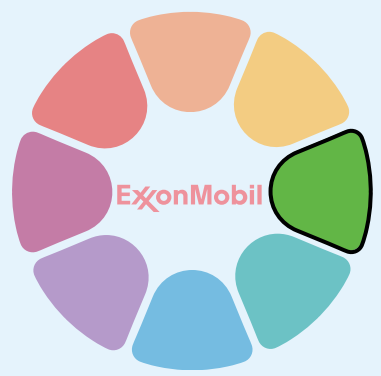
### Suppliers

The standard terms and conditions used by our global procurement organization require adherence to all applicable laws and regulations. Requests for quotes from our procurement staff typically include clauses regarding the prohibition of forced or compulsory labor and payment of wages and benefits in accordance with local laws. Participants in bidding activities must comply with these requirements.

Audits further enhance transparency and compliance with our expectations in our supply chain. Our standard contracts typically require suppliers and their subcontractors to allow us to access all offices and work sites and to interview personnel. We select a percentage of suppliers annually for such audits, which include a compliance review on contract provisions.

When it comes to the issue of human trafficking, we proactively communicate our expectations to suppliers and manage risks through our Standards of Business Conduct, our Statement on Labor and the Workplace, and our due diligence processes. We also work to reduce the conditions that can lead to human trafficking by promoting economic growth and personal prosperity.





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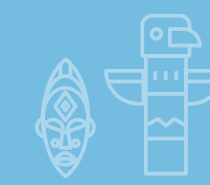
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Community engagement, Papua New Guinea

# Community Engagement and Grievance Management

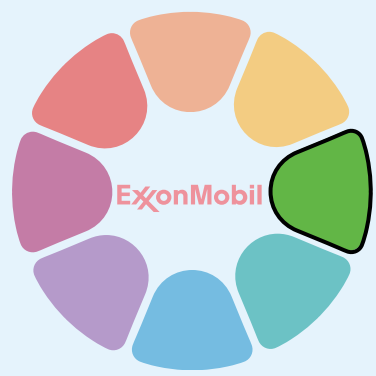


## Our Focus

We believe in meaningful engagement with communities to build positive, long-term relationships. We regularly consult with local groups and individuals to ensure their voices are heard and their concerns are addressed. Our engagement process is designed to be locally and culturally appropriate. We provide accessible and inclusive channels for exchanging information. This includes activities like open houses, community gatherings, and individual meetings.







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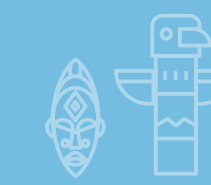
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## Approaches to Stakeholder Engagement

We work to foster mutual understanding, trust, and cooperation with many different stakeholder groups. Through open dialogue, we're able to gather feedback, hear concerns, discuss approaches, share our plans, and tailor our approach to best understand and address individual perspectives and needs.

**\*These lists include broader ExxonMobil approaches on sustainability and stakeholder engagement.**

### Stakeholder groups may include:

- Shareholders
- Governments
- Communities
- Customers
- Employees
- Suppliers
- Academia
- Nongovernmental organizations

### Engagement methods may include:

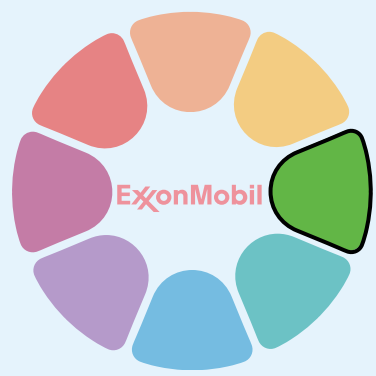
- Community meetings
- Open-door communications
- Digital and social media
- Corporate publications
- Direct mail communications
- Participation in local organizations, trade associations, and other groups
- One-on-one or group discussions

### Two-way engagement topics may include:

- Technical aspects of projects
- Community benefits and opportunities
- Potential impacts to the environment and community
- Local concerns
- Public policy development
- Market-based approaches to sustainability matters
- Policy insights
- Safety, environmental, and human rights practices

*Mapping cultural heritage and natural resources, Papua New Guinea*





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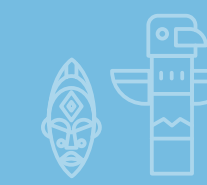
Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Community Engagement in Papua New Guinea to Build Conservation Capacity

In 2023, more than 100 clans across two local-level government areas in the Lower Kikori region of Papua New Guinea (PNG) signed 11 community conservation deeds. It was the culmination of more than 10 years of community engagement by ExxonMobil PNG Limited (EMPNG), an ExxonMobil affiliate, in the Kikori Delta area regarding conservation.

Some 1,000 community members witnessed the event. In addition to local communities, various officials attended the event.

*Mapping cultural heritage and natural resources, Papua New Guinea*

**~1,000 people**

representing more than 100 clans across two local-level government areas in the Lower Kikori region witnessed the signing of conservation deeds.

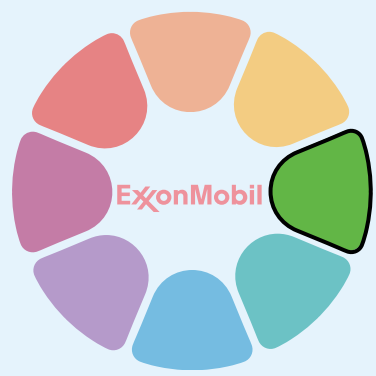
**11 deeds signed**

for community conservation, which is the largest number of conservation deeds ever signed at one time in Papua New Guinea.



Watch Video





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Identification  
& Assessment



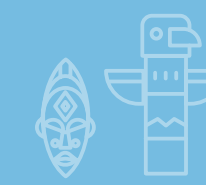
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Health, Safety,  
& Security



Land Use,  
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Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Community Engagement in Papua New Guinea to Build Conservation Capacity (cont.)

Following the signing of deeds, more than 200 representatives from the Kikori Conservation Community (Yumi Kikori) met to discuss local conservation issues, collaborating as one team despite being at different stages in their conservation efforts. Yumi Kikori means "we are Kikori" in Tok Pisin. ExxonMobil strives to have a positive impact in each community in which we operate. We believe strong, informed communities pave the way for a successful business environment.

**>20,000 hectares**

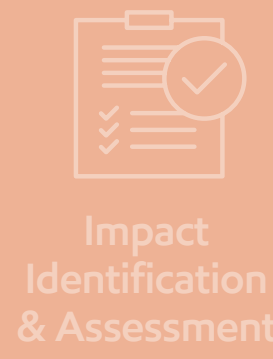
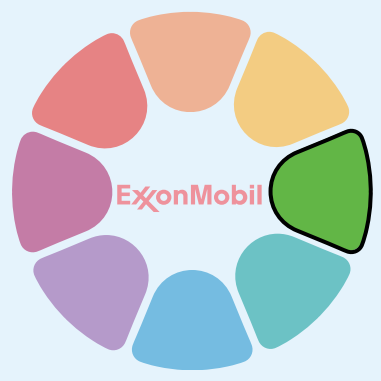
of land in the Lower Kikori region have been committed by Papua New Guinean landowners for conservation efforts.

**4 postgraduates**

completing master's and Ph.D. degrees under the Enhancing Conservation Capacity Program.

Lower Kikori Basin,  
Papua New Guinea





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Identification  
& Assessment



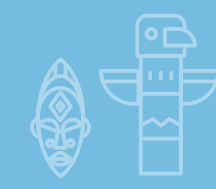
Human  
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Engagement &  
Grievance Management



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Heritage



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Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Gulf Coast Growth Ventures (GCGV) Good Neighbor Program

Projects like the Gulf Coast Growth Ventures (GCGV) joint-venture facility near Corpus Christi, Texas, involve hundreds of outreach meetings with local organizations, chambers, government agencies, civic groups, and neighborhoods. The GCGV Good Neighbor Program was initiated to address topics that local residents identified as most important, with four key components: Health & Safety, Education & Workforce, Environmental Stewardship, and Quality of Life.

**\$7.5 million**  
spent locally in 2024.

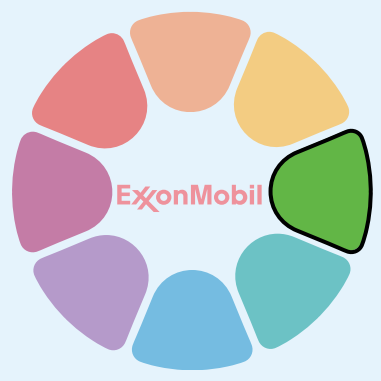
**\$2 million**

contribution from the ExxonMobil Foundation to the Texas State Aquarium's Wildlife Rescue Center in 2019.



Local community engagement,  
GCGV, U.S.A.





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& Assessment



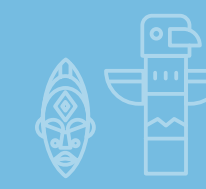
Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### China-1 West District Culture Center

During the China-1 Project, through consultation with the community, the socioeconomic team identified opportunities to support the community including:

Accessible community center

Library

Safe and adequate reading areas

Study areas for children and adults



West District Culture Center,  
China

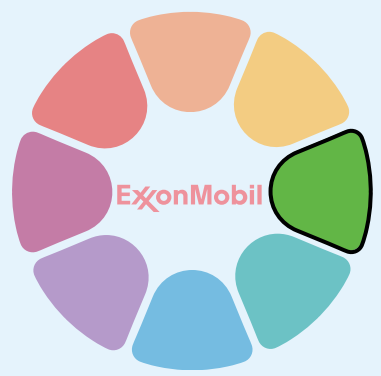
To address these areas, our affiliate ExxonMobil (China) Investment Co., Ltd. (ExxonMobil China) supported construction of a new cultural center that serves as an inclusive meeting place for all ages. The three-story center features an exhibition hall for cultural events and children/adult reading and studying rooms, providing a vital hub for learning, social interaction, and cultural enrichment in the community.

*Community members at West District Culture Center, China*



Watch Video





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& Assessment



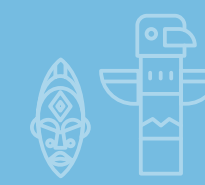
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Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Environmental Justice in the United States

We are part of the communities where our employees live and work, surrounded by their friends, families, and neighbors. Their lived experiences reinforce our belief that every community has a unique culture and history that should be respected.

We believe everyone, regardless of race, color, national origin, or income, deserves to be treated fairly. And we understand the importance of our activities to the communities where we operate and to their social and economic progress.

Our company's policies, practices, and expectations of employees support our efforts to:

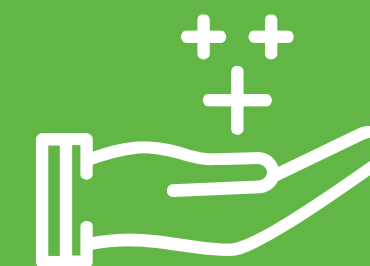
Foster a culture of trust through inclusivity and transparency



Identify, mitigate, and respond effectively to the potential impacts of our operations



Work to ensure local communities directly and indirectly benefit from our presence

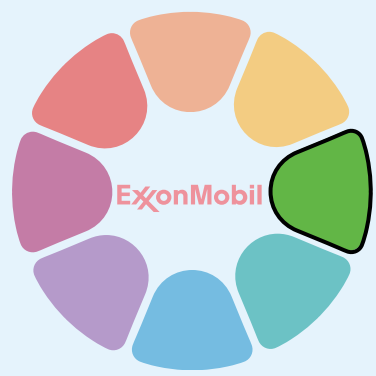


Make financial contributions and develop programs in communities to address needs or opportunities where we have some expertise or value to add



For more than 140 years, we have been an integral part of the communities in which we operate.





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Identification  
& Assessment



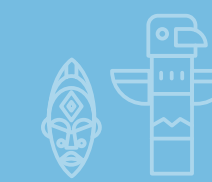
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Local  
Economic  
Development

## Grievance Management

Our ongoing community engagement includes a robust grievance management process. This process offers various platforms for individuals and communities to raise concerns. Depending on the location and nature of our activities, the process may include direct, in-person, and electronic engagement and the use of third-party proxies such as civil society organizations and nongovernmental associations.

Publicize the process and support accessibility for stakeholders

Receive, register, and acknowledge grievances, respecting confidentiality

Review and investigate with the help of external input and qualified personnel

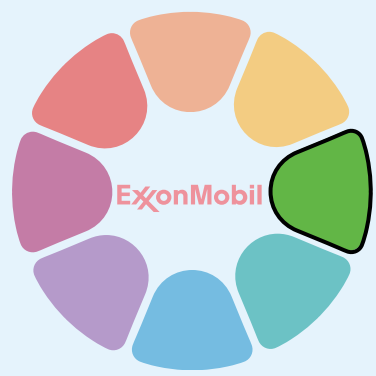
Develop resolution options and respond to or close out grievances

Monitor and evaluate outcomes

Community grievance management,  
Guyana







Impact  
Identification  
& Assessment



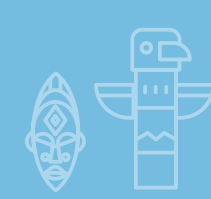
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Development

## Case Study

### Focus on Stakeholder Engagement

As we extend our reach into new areas, it is imperative that we engage with local communities. For example, in 2023, ExxonMobil affiliate ExxonMobil Guyana Limited (EMGL) and its core project contractors hosted a Gas to Energy (GTE) Open House in Region 3 to provide an overview of the Project, introduce the Project Team, and address community questions and concerns.

Grace Simmons is a Community Liaison Officer for ExxonMobil Guyana, with a specific focus on the GTE project. Since early works began on the transformational project, Grace has been a key part of the team and has been instrumental in keeping the community up to date with activities. Grace has spent most of her days in the field, in her very own neighborhood, where she shares and gathers information, builds an understanding of her community's concerns, and ensures that they are considered every step of the way.

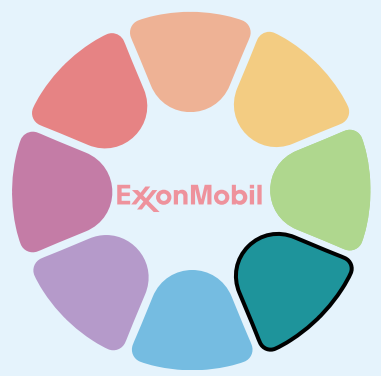


Community liaison  
officer, Guyana

**"This is my community, so I am able to really understand what matters, what people want to know, and I am able to relay that to the residents. I also understand the objectives of the company and from being on site, seeing operations and being in meetings, I know how diligent the company is about safety and environmental sustainability. I see firsthand their commitment to make the project a success for the benefit of everyone."**

A highlight for Grace in 2023 was the hosting of the first Open House at West Dem Secondary School, where interested parties were able to attend a Q&A forum, not only about the project, but about wider operations in Guyana. This engagement was very well attended by local residents and is a key part of intentional socioeconomic efforts to consult with communities and keep them informed.





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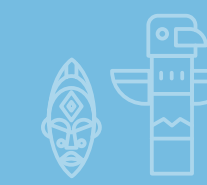
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Land Use,  
Resettlement, &  
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# Cultural Heritage



## Our Focus

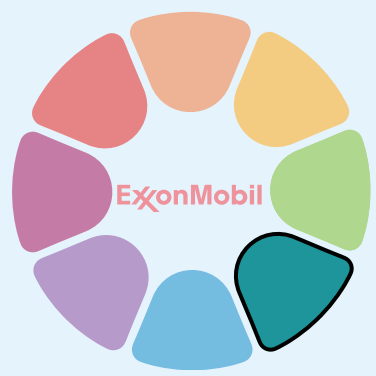
Our respect for the cultural heritage and customs of local communities carries into our business practices. We do this by managing the potential impacts of our operations and by making culturally appropriate community investments.

*Traditional weaver in Palma,  
Mozambique*



*Clan representative, Angore,  
Papua New Guinea*





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Identification  
& Assessment



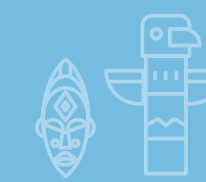
Human  
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Economic  
Development

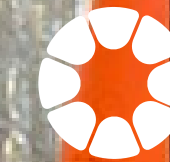
From project design to our ongoing operations, we look for ways to help preserve cultural heritage. As we design our projects, we consider cultural and spiritual considerations, heritage sites, biodiversity conservation, traditional knowledge, and efficient use of resources.



Water holds a spiritual significance (as a living being) in many parts of India and numerous ceremonies are centered around natural water sources. Through engagements, the local community requested the ExxonMobil Lube Blending Plant Project to perform a water well closing ceremony before the actual closure of the well. The ceremony was conducted at the dug well site where community religious leaders, company/ EPC project team members and local authorities participated. After successfully conducting the ceremony, the dug well was closed.

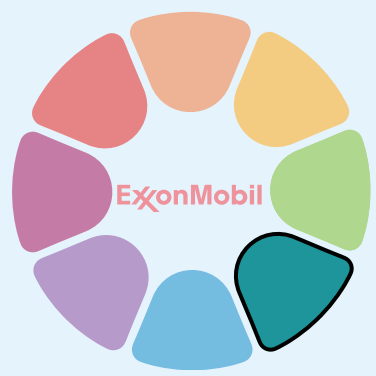


ExxonMobil's Papua New Guinea Biodiversity team engaging with the Lower Kikori community in mapping natural resources and cultural heritage sites as part of the Biodiversity Offset Program.



Culturally modified trees (CMT) are often protected as cultural heritage sites. They show evidence of historical records of land use, traditions, and resource management. For instance, human cut marks on these trees reveal how Indigenous communities in Canada stripped bark to use the tree for food, kindling, clothing, and various cultural purposes.





Impact  
Identification  
& Assessment



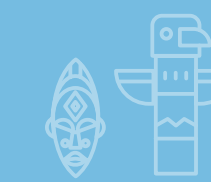
Human  
Rights



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Engagement &  
Grievance Management



Cultural  
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Community  
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Land Use,  
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Local  
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Development

## Case Study

### Preserving Indonesian Heritage with Natural-dye Batik

In 2017, our affiliate ExxonMobil Cepu Limited (EMCL) launched a natural-dye batik program in collaboration with the international NGO, Kopernik. This program is A in Karangagung Village, near EMCL pipeline area in Tuban Regency.

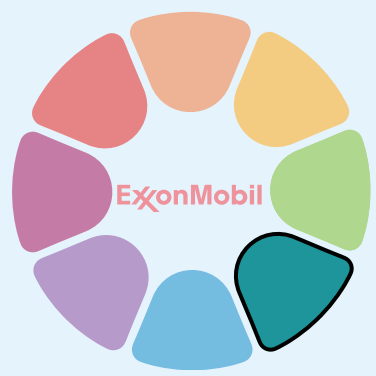
In 2022, the group joined with the national market, SUKKHA CITA, to supply modern natural-dyed batik and promote the products in the regional market.

This initiative enhances the skills of local batik producers by introducing them to health-safe techniques. Our commitment not only supports Tuban's cultural heritage but also preserves and develops batik as a valuable Indonesian asset.



Kustini is an inspiring woman in this batik program. Her batik artisan group has generated 261 pieces of handwritten batik clothes with an average of 10-15 pieces, monthly.





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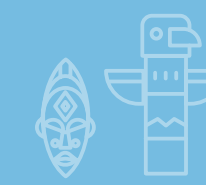
Human  
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Engagement &  
Grievance Management



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Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Preserving Cultural Heritage

Understanding cultural heritage is a key step in preserving and promoting the unique culture of Papua New Guinea.

The Kutubu Kundu Digaso Festival is one way to preserve and protect Papua New Guinea's unique and diverse cultural heritage.

Initiated by the World Wide Fund for Nature, it offers a rare treat of fascinating cultural performances from all over the Southern Highlands and promotes the collaboration and sharing of traditional practices among 40 local communities from the Lake Kutubu region.

Regional singing groups participated and more than 4,000 visitors, including scientists, conservationists, tourists and international cultural specialists attended.

ExxonMobil PNG has supported the Festival since 2011.



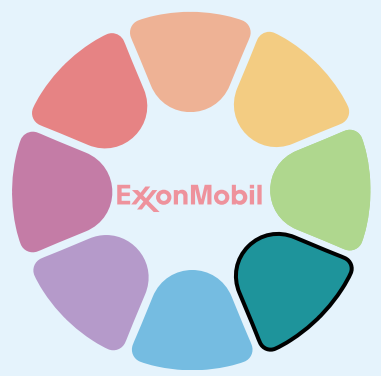
The Kutubu Kundu  
and Digaso Festival

preserves and protects  
cultural heritage in  
Papua New Guinea,

among **40** local communities  
from Lake Kutubu region who  
share their traditional practices

offering a rare treat  
of fascinating cultural  
performances to more than  
**4,000** visitors.





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& Assessment



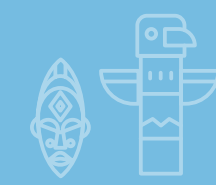
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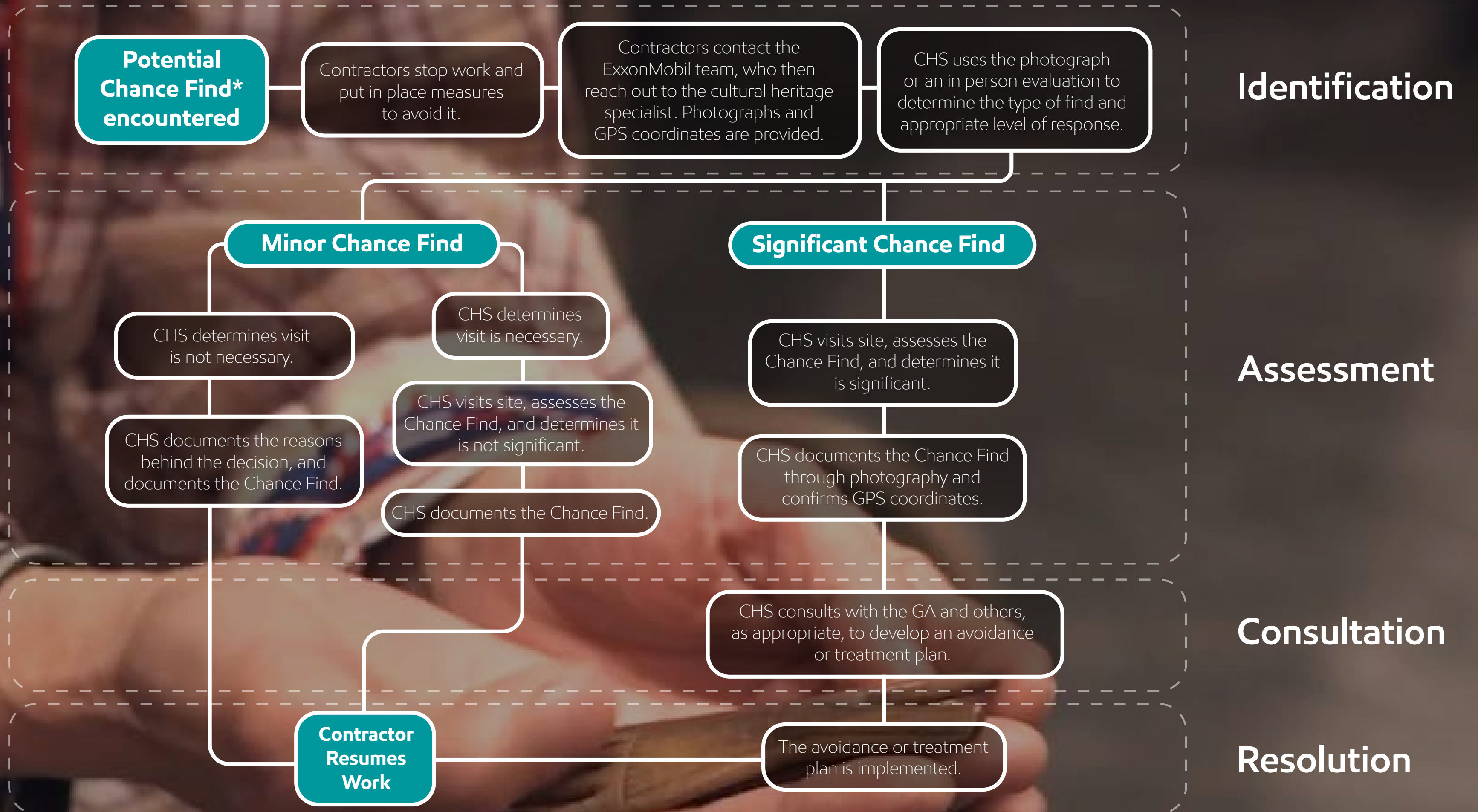
## Cultural Heritage Identification Process

We value and respect the diverse cultural histories of the areas where we operate. To do this, we identify potential sites of cultural significance. If the recovery or relocation of an artifact is appropriate, we develop tailored procedures in consultation with technical experts, local communities, and host country government officials.

Cultural Heritage Specialist (CHS)

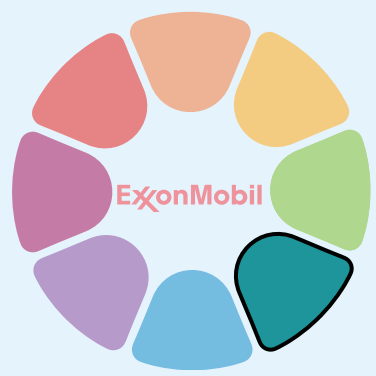
Government agencies (GA)

\*A Chance Find refers to the unexpected discovery of artifacts, archaeological sites, or other cultural heritage items during activities like construction or excavation.



Kaktovik cultural artifacts,  
Alaska, U.S.A.





Impact  
Identification  
& Assessment



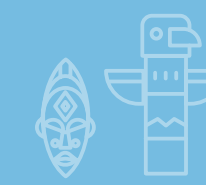
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## Cultural Heritage Preservation

### Kaktovik Cultural Artifacts



Kaktovik cultural artifacts were returned to Alaska and cataloged for their historic preservation.

### Preserving Lapita Cultural Heritage



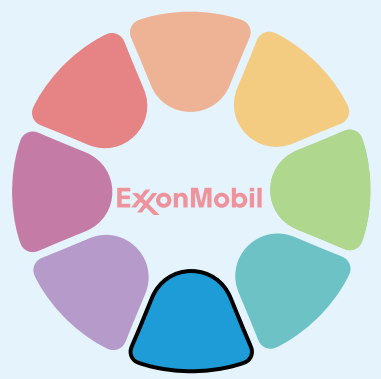
For the first time in Papua New Guinea, and over 2,000 years since it was believed to have ended, evidence of Lapita pottery was discovered across seven sites at the LNG Plant during the project's construction phase. The unearthing of these materials at the LNG Plant site is extremely important in understanding the human history of settlement in Papua New Guinea.

### Dinosaur Fossil Discovery



During unconventional gas exploration in western Argentina, road construction led to the discovery of dinosaur fossils. This initiated a paleontological mission to explore and preserve the findings. The fossils included a herd of *Titanosaurus* sauropods (Late Cretaceous) and a rare *Teropoudus* cranium. The *Titanosaurus* was one of the heaviest creatures ever, weighing up to 400,000 pounds, standing 25 feet tall, and measuring 65 feet long. The fossils are at the museum in Rincón de los Sauces. Paleontological finds and fossil records hold deep cultural significance in Argentina, as they are part of the nation's history and identity.





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Identification  
& Assessment



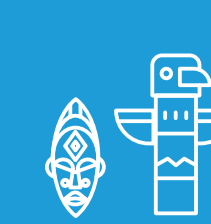
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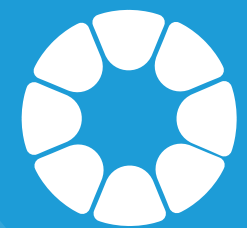
Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
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*A Fort McMurray #468 First Nation Elder joins community members at an Imperial compensation lake to fish, track animals, and pick berries. Kearl site, Canada*

# Indigenous Peoples

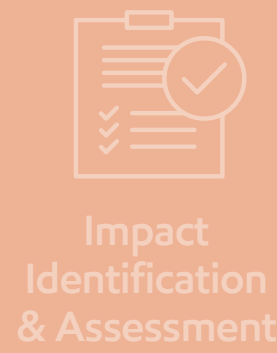
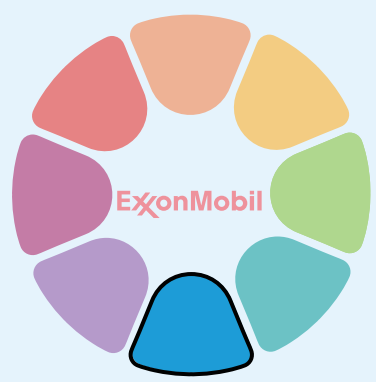


## Our Focus

In locations inhabited or historically used by Indigenous peoples, we work closely with these communities to respect their cultures and customs. We support employment initiatives and cultural heritage programs through local content development and strategic community investments.







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& Assessment



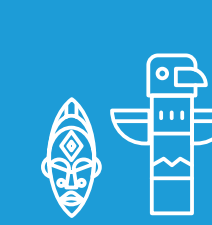
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## Meaningful Engagement

We are committed to meaningful engagement and open consultation with Indigenous peoples. We incorporate traditional knowledge and land use practices into our plans and promote community programs that respect traditions and cultures. Meaningful engagement is a key aspect of Free, Prior, and Informed Consent, as recognized in the United Nations Declaration on the Rights of Indigenous Peoples.



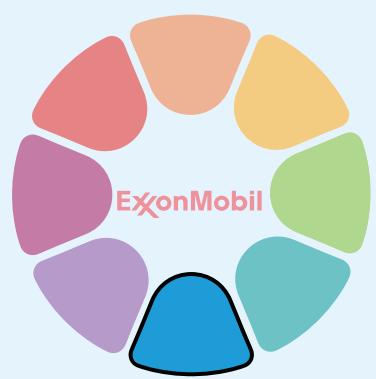
*Water monitoring tour  
with representatives from  
the Athabasca Indigenous  
communities, Canada*



**At Imperial, meaningful consultation with local Indigenous communities showcases the transmission and exchange of traditional knowledge and Western science during field visits for their proposed projects. Field visits provide opportunities for knowledge holders to express concerns, raise issues, and offer recommendations. Indigenous field technicians also use these visits to harvest medicines, such as Chaga from Birch trees and Muskeg tea, and to learn about dendrochronology and archaeology from experts at Imperial.**

*\*Imperial herein, refers to Imperial Oil Limited a majority-owned affiliate of Exxon Mobil Corporation in Canada.*





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& Assessment



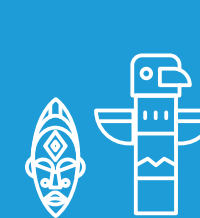
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Our operations may take place in areas inhabited by Indigenous peoples. We believe developing opportunities for Indigenous communities to participate in training and employment benefits these communities and our business.

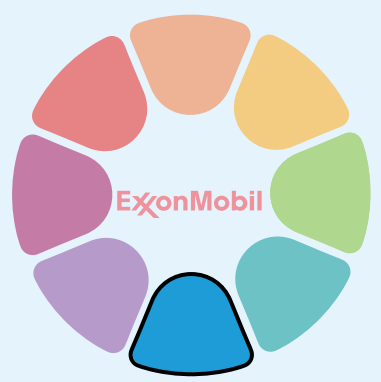
No two communities are the same. We start by establishing tailored engagement methods that align with local customs and preferences. Communities decide how they want us to engage, whether with elected leaders, community elders, or other representatives. They also choose the format – public forums, formal or informal meetings, and the frequency of these engagements.

Our interactions with Indigenous peoples are consistent with the following frameworks: the principles of the International Labour Organization (ILO) Convention 169, the United Nations Declaration on the Rights of Indigenous Peoples, the International Finance Corporation (IFC) Performance Standards, and the World Bank Operational Policy and Bank Procedure on Indigenous Peoples.

We are sensitive to local communities' concerns about balancing their cultural heritage with the desire for economic development, even after our operations have ceased.

National Indigenous People  
Day celebration at Cold Lake,  
Canada





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Development

## Imperial's Indigenous Engagement is Supported by Four Key Pillars

Imperial strives to build strong and lasting relationships with Indigenous peoples built on mutual trust, respect and shared prosperity. This effort is grounded in a commitment to listen, understand and collaborate as we work together to develop energy solutions for future generations.

Many of Imperial's operations and development opportunities are located close to Indigenous communities or on their traditional lands and they recognize that the company and its employees have an important role in progressing reconciliation.\*

\*Reconciliation is a commitment to maintaining a mutually respectful relationship between Indigenous and non-Indigenous peoples in Canada.

Imperial's goal is to collaborate with Indigenous communities on a common vision for progress, environmental stewardship and sustainable development. Imperial continuously works to expand relations with the Indigenous communities throughout Canada.



PILLAR

01

### Consultation

*Open and continuous  
dialogue*

*Value traditional  
practices, decision-  
making processes, culture  
and language*



PILLAR

02

### Workforce Development

*Investing in education*

*Focused on recruitment,  
progression  
and retention*

*Internal training,  
development and  
mentoring programs*



PILLAR

03

### Business Development

*Focused on capacity  
building*

*Indigenous content  
valued in procurement  
contracts*



PILLAR

04

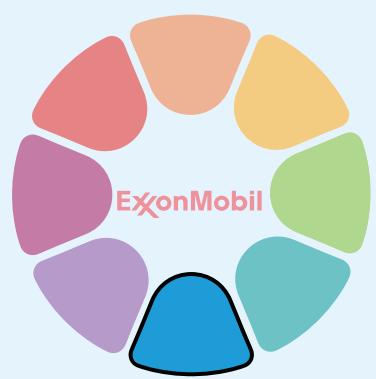
### Community Relations

*Relationship building*

*Support and participate in  
community events*

*Effective grievance  
management*





Impact  
Identification  
& Assessment



Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

# Imperial's Indigenous Business Development

Indigenous leaders and communities have repeatedly told Imperial that one of the most meaningful contributions the company can make on the journey of reconciliation is to grow healthy partnerships with Indigenous businesses.

Over the past 20 years, Imperial has listened to and learned from Indigenous communities to better understand needs, expectations, motivations and limitations as it built a business development model that is mutually beneficial to communities and the company.

In 2024, that effort resulted in the highest total Indigenous spend in Imperial's history (\$925 million). A significant share of the company's overall procurement of materials and services supporting its Kearl oil sands operation in Alberta was with Indigenous suppliers.



Contractor award celebration  
at Kearl, Canada





Impact  
Identification  
& Assessment



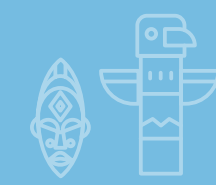
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Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

Community health initiative, Indonesia

# Community Health, Safety, and Security



## Our Focus

We integrate community health, safety, and security into our impact assessments as a key component of our socioeconomic management approach.

Our Community Health, Safety, and Security plans typically include identified risks, as well as mitigation and management measures, and monitoring of outcomes.







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Identification  
& Assessment



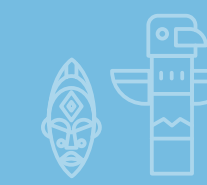
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Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Improving the Safety Culture in Guyana

Through the Centre for Local Business Development, ExxonMobil Guyana Limited (EMGL) has helped over 500 Guyanese businesses recognize the importance of safety in their operations and assisted approximately 100 businesses in building robust safety management systems to enhance their international competitiveness.

These businesses are now equipped to thrive not only in the oil and gas sector, but also in construction, health, tourism, and regional development in Guyana.

Prior to this program, unsafe working conditions posed a significant risk to Guyanese workers. Safety was a major concern in Guyanese communities. Now, more people are going home safely every night. This Program supports EMGL's core value of safety and contributes to changing safety culture throughout Guyana.



*Safety walk through, Guyana*

**These efforts support the goals of the Greater Guyana Initiative, a collaboration with ExxonMobil, Hess, and CNOOC to invest \$100 million over a 10-year period to support capacity development, economic diversification, and healthy prosperous communities with Guyana, and for Guyana.**





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Identification  
& Assessment



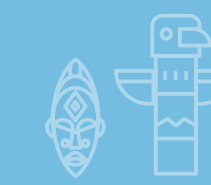
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Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Community Footbridge

In Dayawan district, one of the main roads plays a key role of transporting materials and equipment to the Petrochemical Industrial Park in Huizhou, Guangdong Province, South China. Children and elderly regularly crossed this main road without traffic lights.



Watch Video



Community footbridge, China

As a part of the China-1 Project, the ExxonMobil China socioeconomic team held discussions with the communities and local government to build a footbridge to improve community safety and alleviate traffic pressure. For greater accessibility of local neighbors, including elderly residents, the new footbridge design included elevators. It also incorporated plants with a rainwater collection and auto-watering system. As a result of this project, the local government formalized a process for public / private community development projects, which is expected to facilitate future socioeconomic initiatives by ExxonMobil China and other companies.





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& Assessment



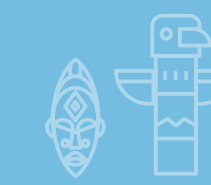
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Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Improving Water Quality in Indonesia

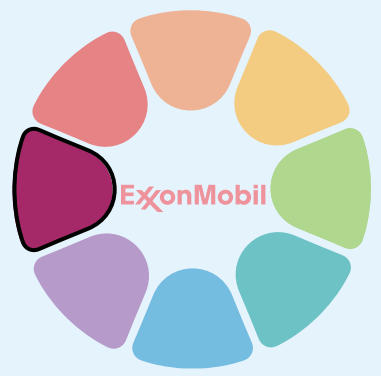
Our affiliate, ExxonMobil Cepu Limited, launched a community-based water program in Indonesia. Many residents in the area lack reliable access to clean water during the dry season. This program aims to reduce waterborne diseases and promote healthier living.

The community established a committee to manage the budget for constructing and monitoring water facilities and distributing water. Multiple water towers have been built in the neighboring community. These towers serve as the key source of potable water, distributed to households through an installed pipeline network.



Community water project,  
Indonesia





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Identification  
& Assessment



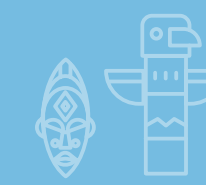
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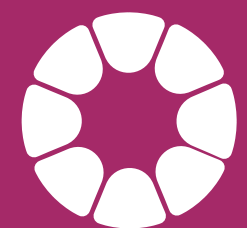


Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

# Land Use, Resettlement and Livelihood Restoration



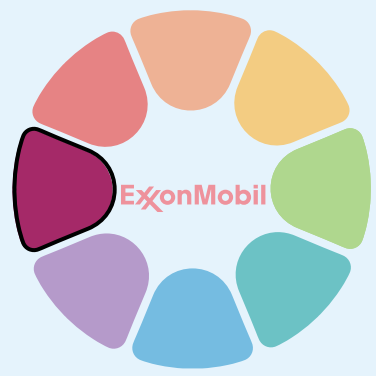
## Our Focus

We respect property rights in the countries and communities where we operate. We aim to avoid involuntary resettlement and minimize voluntary resettlement through careful site selection. When resettlement is unavoidable, our objective is to restore or improve the living standards and livelihoods of displaced people.



*Traditional rural community, Papua New Guinea*





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& Assessment



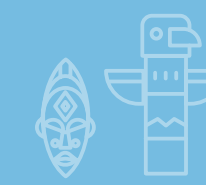
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Land Use,  
Resettlement, &  
Livelihood Restoration

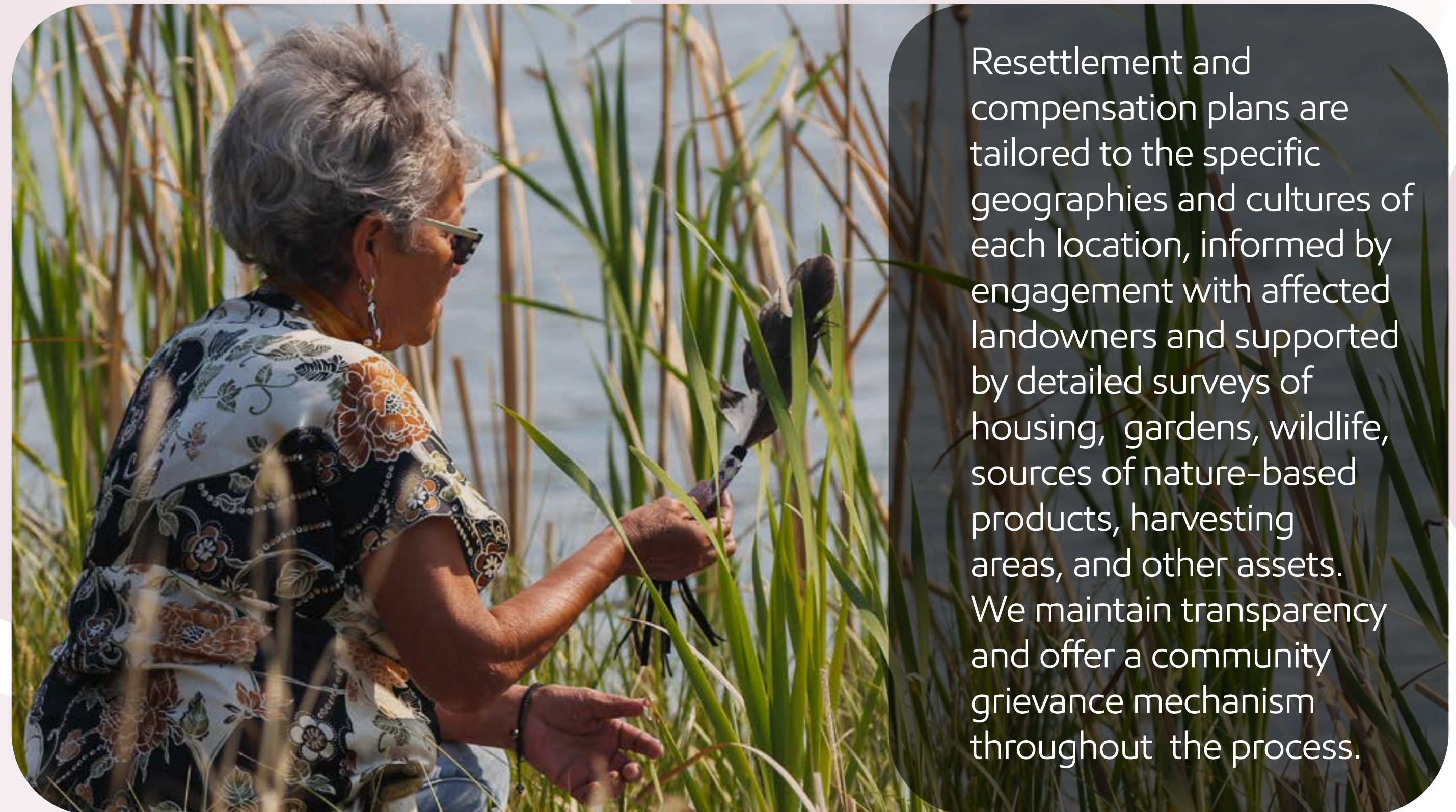


Local  
Economic  
Development

## Land Acquisition, Resettlement and Livelihood Restoration

We assess multiple potential locations for our operations based on availability, accessibility, safety, and environmental and social considerations. If land is necessary for a project, we follow host-country regulations and our internal standards. For externally financed projects, we also adhere to lender requirements regarding land use, access, and resettlement.

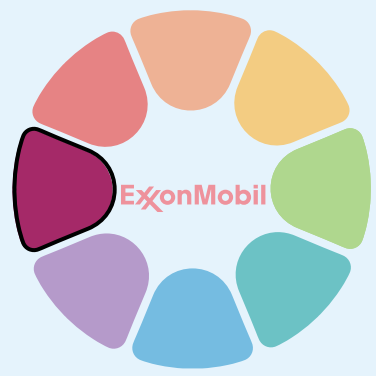
When physical or economic displacement occurs, we implement fair and transparent resettlement and compensation plans. These plans comply with regulatory requirements and recognized benchmarks like International Finance Corporation Performance Standards, as applicable.



Resettlement and compensation plans are tailored to the specific geographies and cultures of each location, informed by engagement with affected landowners and supported by detailed surveys of housing, gardens, wildlife, sources of nature-based products, harvesting areas, and other assets. We maintain transparency and offer a community grievance mechanism throughout the process.

*Imperial created a man-made lake at Kearl site to double the fish habitat that was displaced by operations. Fish and plant species were determined after local elders shared traditional knowledge.*





Impact  
Identification  
& Assessment



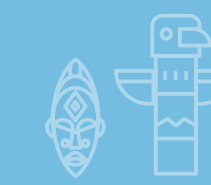
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Land Use,  
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Livelihood Restoration



Local  
Economic  
Development

## Case Study

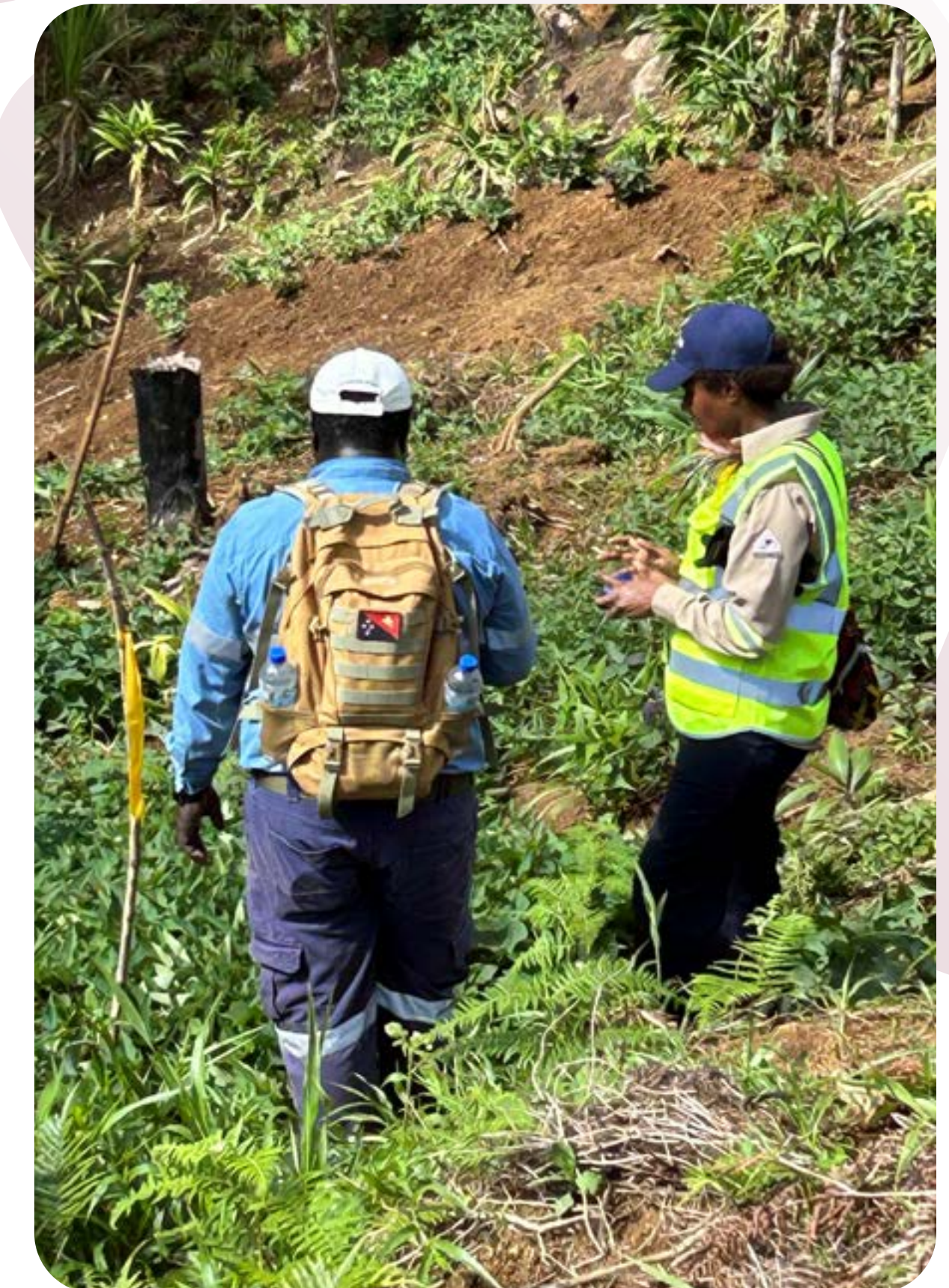
### Resettlement and Compensation

Wherever possible, our affiliate ExxonMobil PNG Limited (EMPNG) aims to avoid resettlement from construction activities. Where resettlement is unavoidable, the aim is to improve, or at least restore, the standards of living and livelihoods of displaced persons.

Pre-construction surveys help assess potential project impacts and determine compensation for affected families. In 2023, for example, three households were relocated from river crossings along the main pipeline route and received compensation. By the end of 2024, all three households had received resettlement compensation and where appropriate, livelihood restoration support.

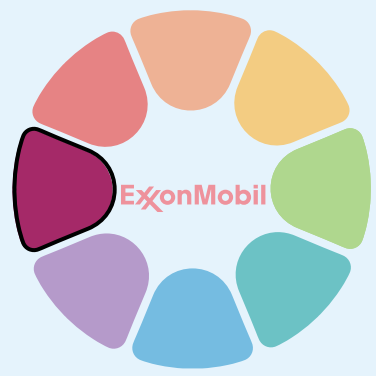
Four new Clan Agency Agreements were signed with landowning clans in 2023, for access to land along the new Angore pipeline right of way (ROW). This access was needed to link the Angore road to the existing Angore wellpads for plug and abandonment works and the tie-in main pipeline ROW.

By the end of 2024, a total of 330 of 377 annual compensation payments were completed, with 47 payments outstanding due to internal clan disputes.



Land survey,  
Papua New Guinea





Impact  
Identification  
& Assessment



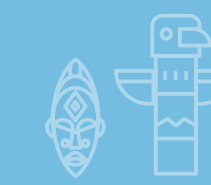
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Local  
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Development

## Case Study

### Bearberries and Muskeg Tea

In Canada, Imperial's Indigenous Reclamation Planning Group is an amazing example of how we can work together with our Indigenous neighbors for mutual benefit.

The group was started in 2011 to seek advice prior to the construction of the first compensation lake, Muskeg Lake, and is made up of Elders and community members from seven neighboring Indigenous groups: the Athabasca Chipewyan, Mikisew Cree, Fort McKay and Fort McMurray #468 First Nations, as well as the Fort Chipewyan, Fort McKay and McMurray Métis. The group meets at least once a year to provide traditional knowledge and guidance which is incorporated into Imperial's reclamation plans and activities.



**"Our Indigenous Reclamation Planning Group has taught me successful reclamation is not just about the plants, but also about how animals can be attracted and encouraged to remain on the reclaimed land,"**  
**said Lori Neufeld, Imperial biologist.**

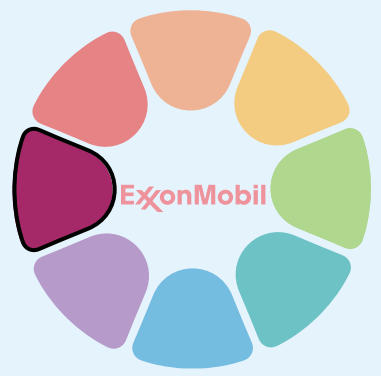


Muskeg Lake, Canada



During Imperial's visits with the reclamation planning group, they shared updates on their reclamation activities and discussed past accomplishments as well as what they would like to achieve for the future. They also have the opportunity to hear how the land around Muskeg Lake was traditionally (and currently) used by animals and their Indigenous neighbors.





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Identification  
& Assessment



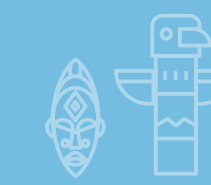
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Health, Safety,  
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Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Relationship Building, Culture Tours and Learning About Reclamation

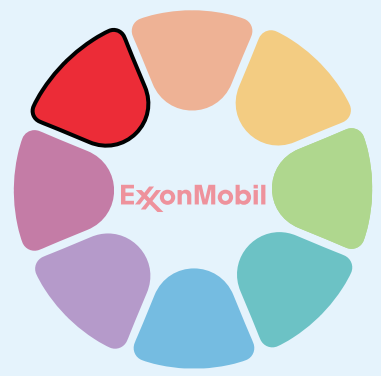
Taking time for relationship building, where community members and employees can relax and learn together fosters mutual personal trust and respect. This foundation of trust is crucial when we need to transition to business discussions.

Sixteen members from eight Indigenous communities joined employees from Imperial's Cold Lake operations for a day of learning and relationship building. The group traveled together to a Metis cultural interpretive center to learn about the past, present and future of the Metis journey in Canada. The group then toured the Smoky Lake Forest Nursery and Seed Bank where they learned how seeds are harvested, stored and grown into seedlings for use in reforestation and reclamation projects at our facilities in Alberta.



Smoky Lake Forest Nursery tour,  
Canada





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Identification  
& Assessment



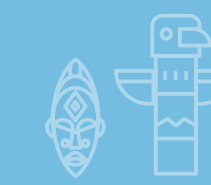
Human  
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Engagement &  
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Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

# Local Economic Development



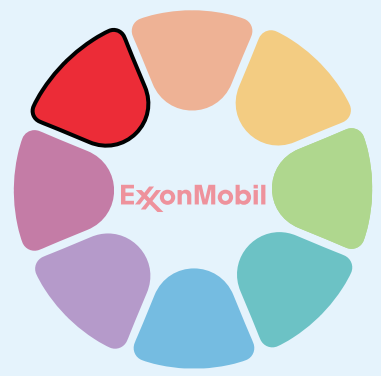
## Our Focus

We work closely with local communities to understand their unique needs. Our goal is to contribute to long-term economic and social development. Our approach strives to integrate local content and community investment into every stage of our projects.



Supplier forum, Guyana





Impact  
Identification  
& Assessment



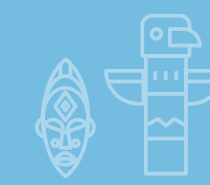
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Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development



## Local Content

We take a strategic, long-term approach to building human, social, and economic capacity. This approach delivers tangible, lasting benefits for people, communities, and businesses in host countries.

Where applicable, we create a local content plan for each country or area. These plans set objectives for long term economic development, considering social and economic conditions, the nature of the project, and community needs as relevant.

### We focus on:

Employing and training local personnel

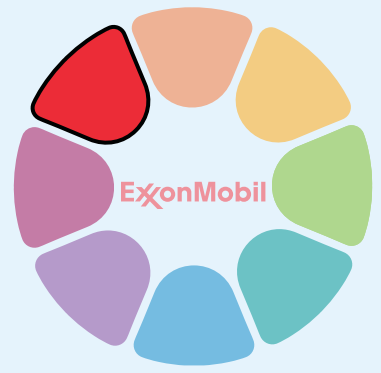
Supporting local suppliers and contractors

Improving the livelihoods of community members



Supplier forum, Mozambique





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& Assessment



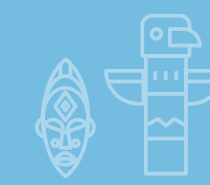
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Local  
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Development

## Workforce Development

Our strategy to develop a diverse and talented workforce has two components: the recruitment and development of national personnel who can play a role in our local operations, and the development of a global pool of talent capable of meeting our future business needs wherever we operate.

We aim to enhance the long-term capability of the local workforce through recruitment, training, and succession planning.

We support the economic growth and development of communities where we do business, primarily through hiring, training and utilizing local suppliers.

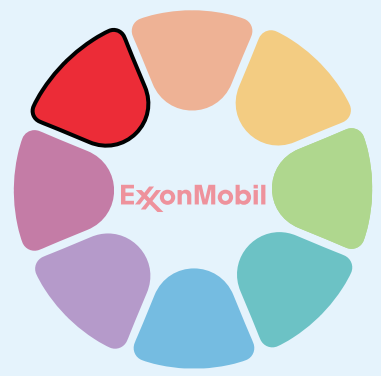
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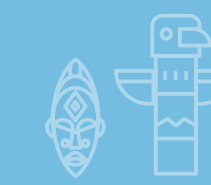
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Local  
Economic  
Development

## A Global Talent Pipeline

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

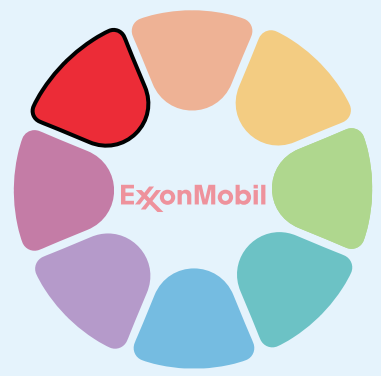
We engage with local stakeholders and educational institutions to provide opportunities and build stronger capabilities, enriching the communities in which we operate and supporting the success of ExxonMobil.

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

Partnership with local communities 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:







Impact  
Identification  
& Assessment



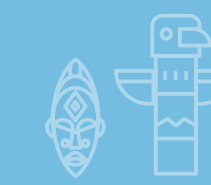
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## Case Study

### Cold Lake Operations Imperial Indigenous Network 30 Year Anniversary

Celebrating 30 years of the Indigenous Network in Cold Lake. From just seven people in 1991, to a thriving team of 71 members, this network champions inclusion and opportunity. Discover the impactful Indigenous Internship Program with an 80% success rate in transforming internships into full-time careers.

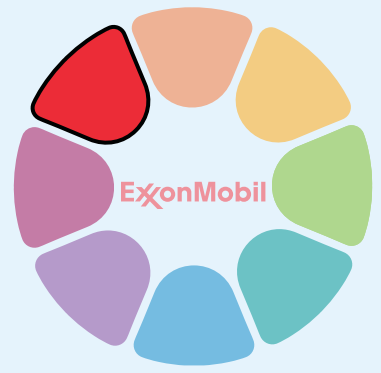
In 1991, the Cold Lake Indigenous Network was launched to support Indigenous recruitment and provide a space for Indigenous employees to come together and share experiences, mentor and support each other. The Indigenous Network in Canada has been a champion of inclusion within the Imperial organization, and in 1998, pioneered the development of the Indigenous Internship Program. The program provides local Indigenous people with practical, hands-on work experience and mentorship. The program boasts an 80% conversion rate from interns to full-time employees.

What started as a few employees seeking to identify and eliminate barriers in the workplace has grown to over 70 members.

“The Indigenous Network, and the internship program, represent opportunity and the ability to change lives. It is amazing to have the network be part of my family for three generations,” says Chris Desjarlais, Mahihkan Plant Superintendent, Cold Lake, and Cold Lake Indigenous Network chair.







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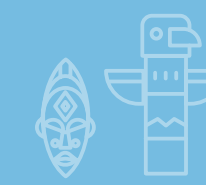
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Local  
Economic  
Development

## Case Study

### Gulf Coast Growth Ventures (GCGV) Education and Workforce

We are committed to helping prepare tomorrow's workforce – today.

We invest in local high schools, colleges, and trade programs by providing school supplies and technology equipment, hosting STEM days, funding scholarships and more.

GCGV sponsored This One's for the Gals, a nonprofit that aims to help girls in grades K-12 explore careers and workforce development opportunities in the construction, energy and manufacturing industries.

#### 26 paid internships

including 20 offered to Del Mar College students through our Process Technology Internship program in 2024.

#### \$150,000+

in scholarships to local educational institutions.

#### \$1.5+ million

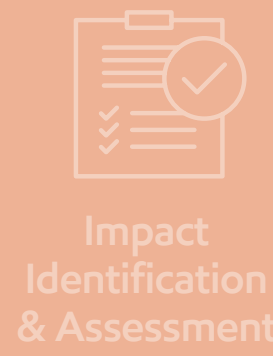
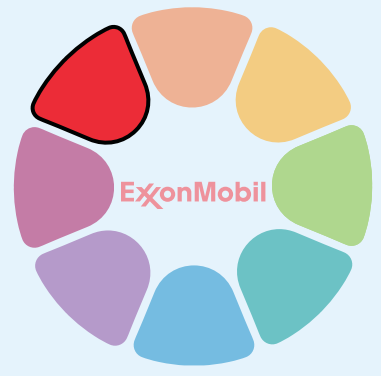
to the GCGV Process Technology Lab at Del Mar in 2021.



Career and workforce event,  
U.S.A.

"We build that pipeline of students and employees that can continue to reside here in Gregory-Portland but then work here and raise their families." Michelle Cavazos - Ph.D., Superintendent, Gregory-Portland Independent School District (ISD).





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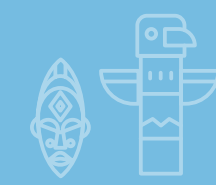
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## Case Study

### Guyana's Technical and Vocational Education and Training Project (TVET)

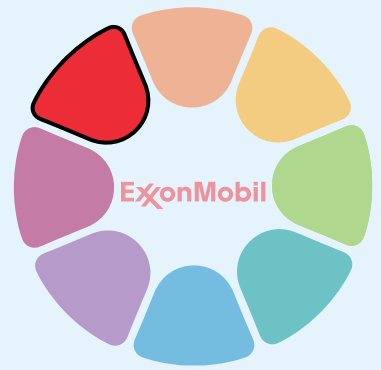
Guyana is experiencing an unprecedented period of growth and development due to the energy projects currently underway. This growth and development will create a demand for a workforce with technical knowledge and vocational skills.

The Council for Technical Vocational Education and Training (CTVET) and the Ministry of Education (MOE) are responsible for the training and development of individuals for these vocational roles in Guyana.



*GGI technical training,  
Guyana*





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& Assessment



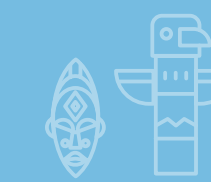
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Local  
Economic  
Development

## Case Study

### Guyana's Technical and Vocational Education and Training Project (TVET) (cont.)

In 2019, ExxonMobil affiliate ExxonMobil Guyana Limited (EMGL), via the Greater Guyana Initiative\* (GGI), contracted LearnCorp International (LCI) to upgrade the Electrical and Welding Programs at Linden Technical Institute (LTI) and New Amsterdam Technical Institute (NATI) as a pilot project.

Over the past few years, this project also included: engineering reviews and infrastructure upgrades; renovations and upgrades to electrical and welding workshops; procurement and installation of training equipment and supplies; train-the-trainer programs for Instructors and Technicians; development of curriculum packages for the Electrical and Welding programs; and the creation of a Basic Industrial Safety Training (BIST) Program which was rolled out across all TVETs.

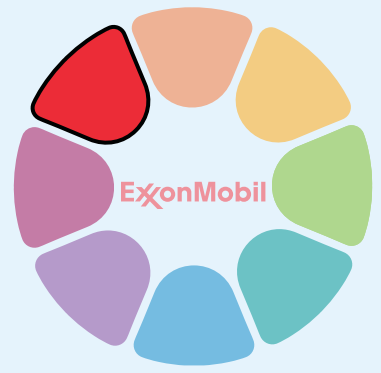
*\*GGI is a GY USD\$100 million investment made by the Stabroek Block co-venturers ExxonMobil Guyana Limited, Hess Guyana Exploration Limited and CNOOC Petroleum Guyana Limited, which will support capacity development programs across Guyana over ten years.*

GGI technical training,  
Guyana



These programs have been highly successful and have resulted in an overall increase of safety awareness for students and staff of the TVETs and the graduation of multiple classes of individuals with knowledge and skills in the fields of Electrical and Welding. Based on the success of the pilot projects at LTI and NATI and the alignment amongst parties for shared responsibilities (GGI, CTVET, LearnCorp International and the MOE), the project expanded in 2023, to include a Phase II - which included the expansion of the Electrical and Welding Programs to other TVET locations.





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Identification  
& Assessment



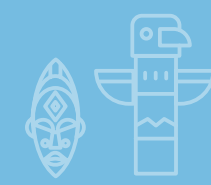
Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Supplier Development

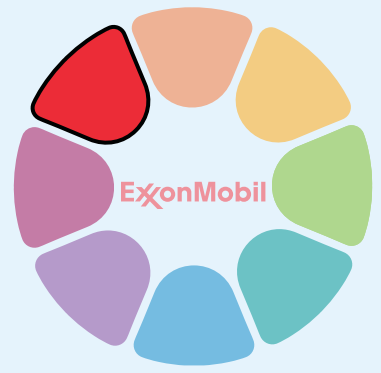
We know the importance of building a strong, competitive supply chain in the countries where we operate. Our approach includes buying goods and services from local suppliers and helping them grow their capabilities. This helps to create a competitive local industrial base.

Our efforts support businesses owned by local individuals, women, and historically disadvantaged communities, helping them become more competitive and contributing to the long-term economic progress of the community.

We collaborate with host governments, NGOs, and local communities to support local vendors. To become a supplier for ExxonMobil, a local supplier must meet our safety, technical, environmental, and human rights expectations.

Supplier development,  
Guyana





Impact  
Identification  
& Assessment



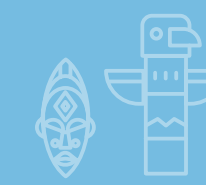
Human  
Rights



Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### The Centre for Local Business Development - Guyana Supplier Forums

In 2018, ExxonMobil Guyana in partnership with the Enterprise Development Centre - Centre for Local Business Development (CLDB) through supplier forums began offering Guyanese businesses in the direct and indirect supply chain, valuable insights on the procurement process, key contacts, and upcoming tenders from ExxonMobil and our prime contractors.

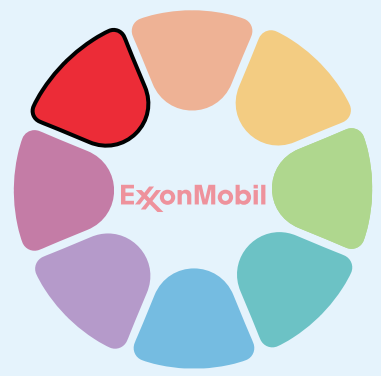
The 2023 event, attended by over 2,000 suppliers, featured detailed presentations and booth exhibitions from the energy industry. The evolution of these initiatives over the years, have contributed to more than 1,500 Guyanese vendors benefitting from opportunities within our supply chain, and more than 6,000 Guyanese workers supporting our activities in Guyana.

The Centre for Local Business Development is supported through the Greater Guyana Initiative, a collaboration with ExxonMobil, Hess, and CNOOC to invest \$100 million over a 10-year period to support capacity development, sustainable economic diversification, and healthy prosperous communities with Guyana, and for Guyana.



Supplier forum, Guyana





Impact  
Identification  
& Assessment



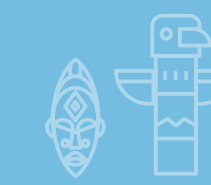
Human  
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Community  
Engagement &  
Grievance Management



Cultural  
Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Gulf Coast Growth Ventures (GCGV) Investing in Local Business

We aim to enhance quality of life, generate economic growth and drive opportunities locally.

We strive for our facility to be representative of our community.

In this effort, GCGV held three vendor recruitment events aimed at diversifying and localizing our vendors and supply chain. GCGV has made a full-hearted effort to make introductions, identify barriers, and determine how we can best do business together. In addition, the procurement team at GCGV is actively identifying ways to localize supply options.

**\$7.5+ million**  
spent locally in 2024.

**80** local businesses welcomed to the site  
during the "Meet the Buyer" event in 2024.

**3** vendor recruitment events  
sponsored in 2023.

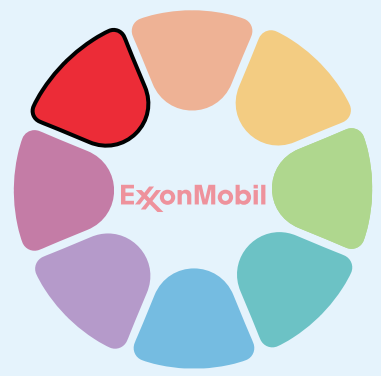
**\$9.7+ million** spent in 2024 with diverse  
businesses across the country.



Local supplier development  
event, U.S.A.







Impact  
Identification  
& Assessment



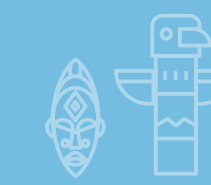
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Engagement &  
Grievance Management



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Heritage



Indigenous  
Peoples



Community  
Health, Safety,  
& Security



Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### Fostering Local Supplier Development with MozUP

MozUP builds the capacity of Mozambican small, medium enterprises (SMEs) to become competitive, and capable suppliers for the Rovuma LNG project, the oil and gas industry and growing sectors of the Mozambican economy.

#### Investment In Human Capital from Strength to Strength

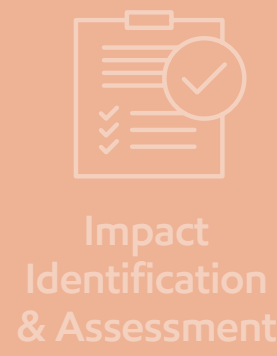
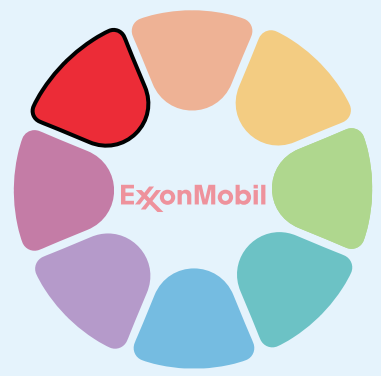
Following the capacity-building facilitated by MozUP, a local fire engineering company grew from a single business providing fire extinguisher maintenance services in Maputo in 2004, to four branches across the country. Today, it offers a full range of fire engineering and safety systems throughout Mozambique. To achieve this growth, the company leveraged its collaboration with MozUP to train its employees in the fields of finance, procurement, human resources, and health and safety. While many businesses struggled to keep their doors open, the company increased its turnover by almost four percent over a short period, adding major companies to its client portfolio.

#### Investment In People and Transforming Lives

A Mozambican catering company established and managed by a mother-and-daughter team, has become a pioneer in the Mozambican food industry. With MozUP's continuous support, it has obtained the International Food Safety (ISO 22000) certification and continues to lead by example, despite economic challenges. Its achievement as the first Mozambican catering company to obtain this certification is boosting its expansion efforts into sectors such as cruise ships tourism and private air transport, adapting to the evolving demands of the industry.

*Supplier development,  
Mozambique*





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Identification  
& Assessment



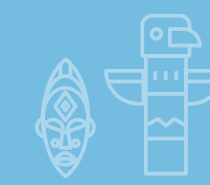
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Health, Safety,  
& Security



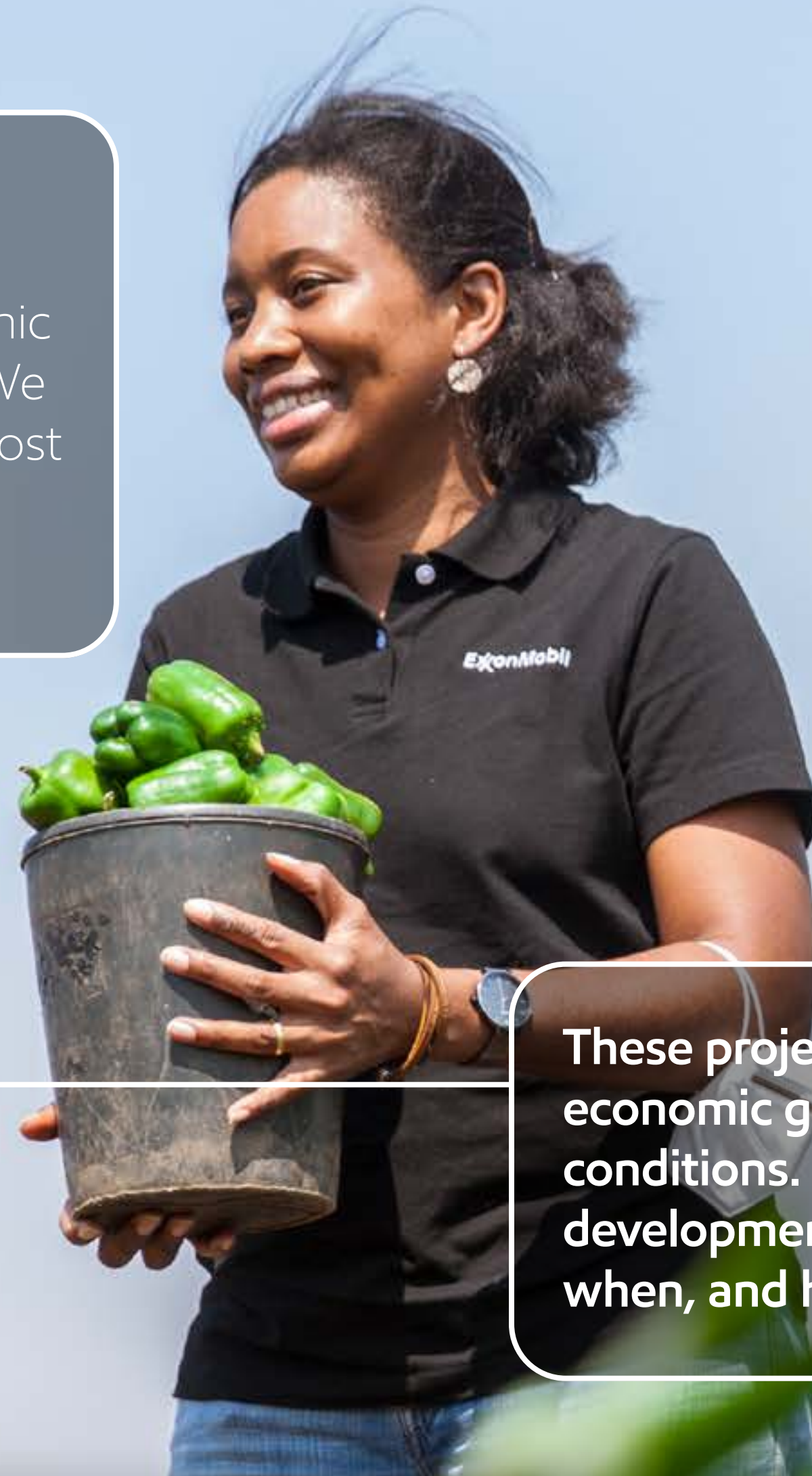
Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Community Investment

Our investments support the economic development of local communities. We engage with community members, host governments, and others to develop meaningful projects.

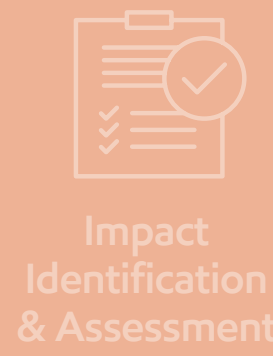
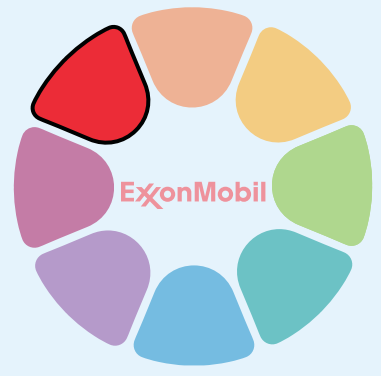


These projects aim to build and sustain economic growth while improving social conditions. We consider each community's development goals when deciding where, when, and how to invest.



*Esso Angola community  
investment initiative*





Impact  
Identification  
& Assessment



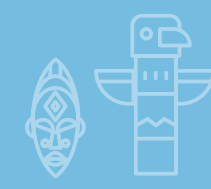
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Economic  
Development

## Case Study

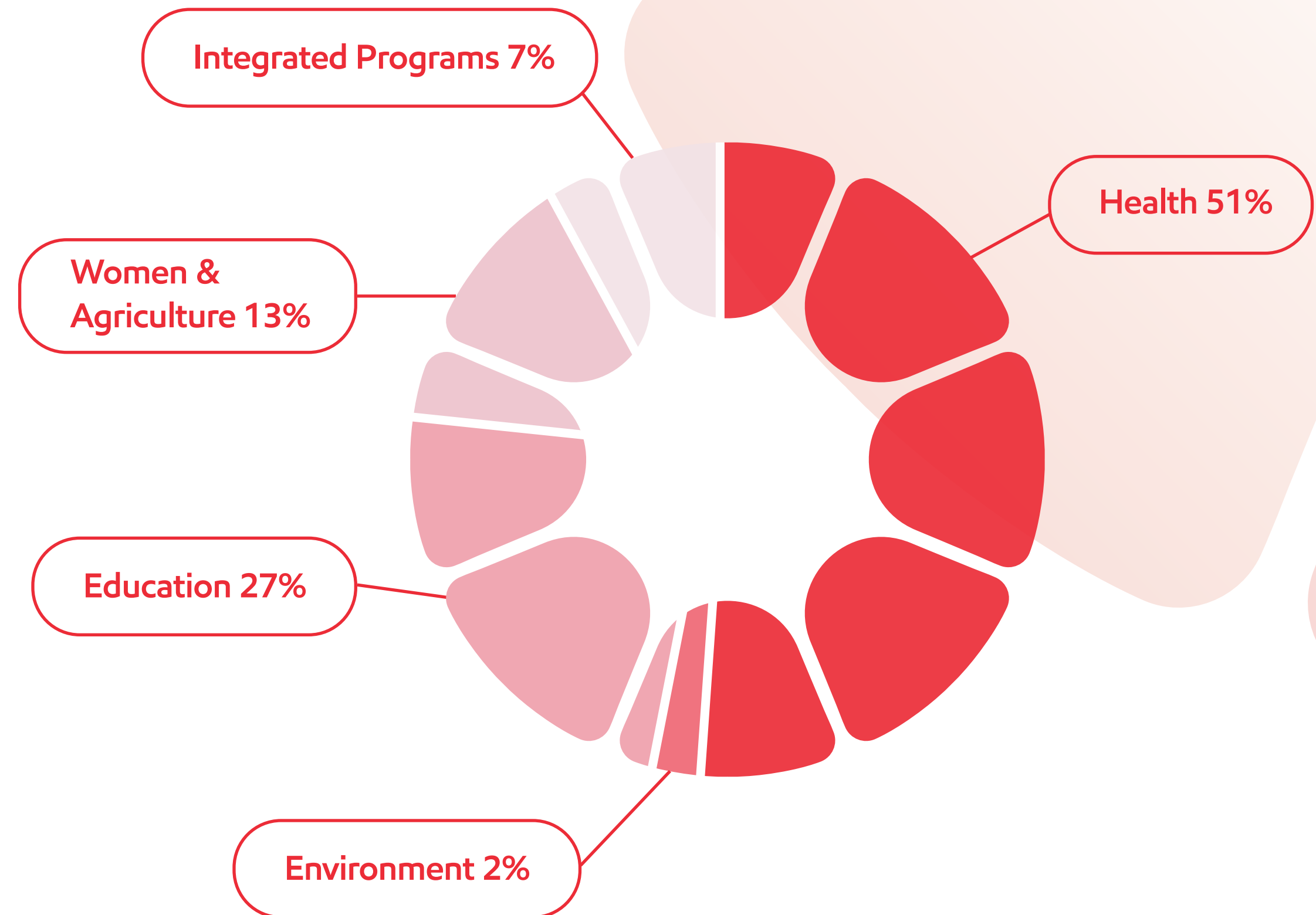
### Leading the Way in Angola: 30+ Years Making a Difference in Communities

Since 2003, ExxonMobil affiliate, Esso Exploration Angola (Block 15) Limited (Esso Angola) has contributed more than \$100 million to strategic community investments through the Block 15 contractor group, ExxonMobil Foundation and affiliate-funded initiatives.

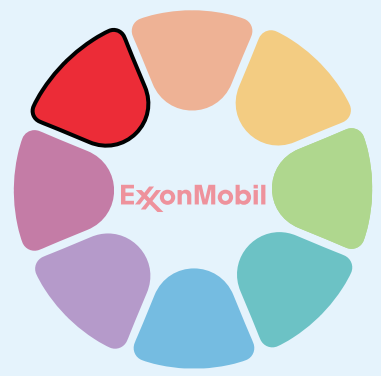
ExxonMobil is working to support communities in Angola through investment in the key development areas of Education, Health, Women development, and Environment. The objective is to promote local economic growth and help improve social conditions, thus investing and creating opportunities that complement the effort of the government of Angola and local stakeholders

A particular attention to STEM education, through teacher training and student challenges, contributes to strengthening the path to technology, leadership and human progress.

### Community Investments 2003 – 2024







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& Assessment



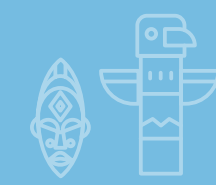
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Land Use,  
Resettlement, &  
Livelihood Restoration



Local  
Economic  
Development

## Case Study

### The Centre for Local Business Development - AccelerateHer: Supporting Women Entrepreneurs

In Guyana, our affiliate employs a multi-tiered approach to enhance workforce and supplier capabilities alongside strategic community investments. We collaborate with stakeholders to create opportunities for the region's people and businesses, fostering a competitive industrial base.

Through the Centre for Local Business Development, we launched the "AccelerateHer" women entrepreneurship program in 2021, continuing it in 2022, 2024 and again in 2025. This program helps Guyanese women grow small businesses through workshops, advisory services, mentoring, pitch development, and a supportive peer-learning environment.

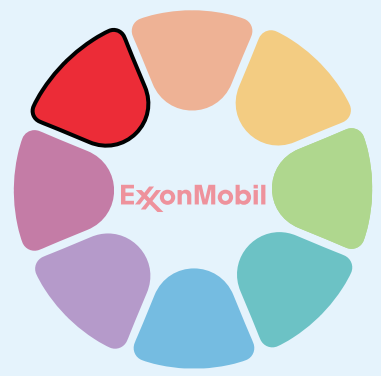
To date, over 100 women-led SMEs have benefited from the first phase of this program with more than 50 completing the full 4-month cohort, further advancing their businesses in Guyana. These efforts support the goals of the Greater Guyana Initiative (GGI) a collaboration with ExxonMobil, Hess, and CNOOC to invest \$100 million over a 10-year period to support capacity development, sustainable economic diversification, and healthy prosperous communities with Guyana, and for Guyana.

ExxonMobil Guyana established the Centre for Local Business Development, which enables local firms to learn about opportunities in the oil and gas sector, strengthen their competitiveness, and prepare to supply their various services.



Centre for Local Business  
Development, Guyana





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& Assessment



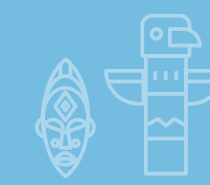
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Land Use,  
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Local  
Economic  
Development

## Case Study

### Indonesia – Empowering Community Economy

Knitting to empower women and drive local economic development

Since 2018, our affiliate ExxonMobil Cepu Limited (EMCL) has supported the Perempuan Indonesia Merajut (PRIMA) program by providing knitting and financial management training, as well as securing market access. This program has empowered over 500 women in the neighbouring communities of Banyu Urip through transformative training, enabling them to establish businesses and contribute to their families' economic well-being. In 2023, EMCL Lead Country Manager in Indonesia received the Padmamitra award from the Vice President of Indonesia in recognition of this achievement in women's empowerment.

### Fostering economic growth through mushroom cultivation

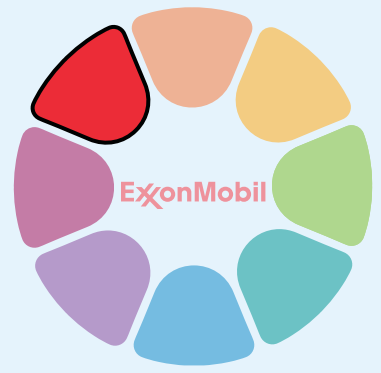
Since 2014, the Business Incubator Center in Bojonegoro, supported by ExxonMobil Cepu Limited EMCL has empowered over 100 entrepreneurs, revolutionizing local businesses. One of its key focuses is the mushroom cultivation program. Today, the program yields a large amount of mushrooms daily, nurturing a fresh perspective on promising occupations within the community.

Bojonegoro Business Incubator Center focuses on local agribusiness. It provides entrepreneurship opportunities and improves the community's mindset towards entrepreneurship training and program assistance.



Supplier development,  
Indonesia





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& Assessment



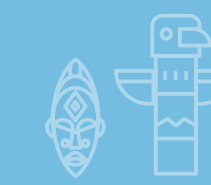
Human  
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Health, Safety,  
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Land Use,  
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Livelihood Restoration



Local  
Economic  
Development

## Case Study

### The Sustainability Enablers Project

Through the Sustainability Enablers Project residents in Region 1, Guyana—particularly in Imbotero and Smith Creek, two Indigenous communities along the Barima Mora Passage, no longer need to travel distances to access drinking water, nor do they fear that access to freshwater is limited.

Children are also able to complete their homework at night since their homes are now lit. GGI's\* investment has also helped to enhance awareness of the coexistence between humanity and the ecosystem.

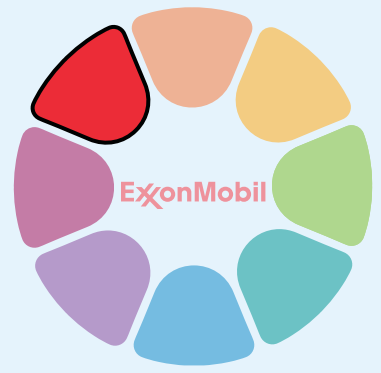


Watch Video

*GGI community investment,  
Guyana*

**\* The Greater Guyana Initiative (GGI) is a collaboration with ExxonMobil, Hess, and CNOOC to invest \$100 million over a 10-year period to support capacity development, sustainable economic diversification, and healthy prosperous communities with Guyana, and for Guyana.**





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& Assessment



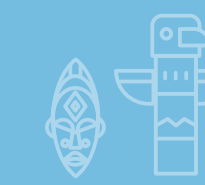
Human  
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Health, Safety,  
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Land Use,  
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Local  
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Development

## Case Study

### The Sustainability Enablers Project (cont.)

Since its implementation in December 2023, the Sustainability Enablers Project has sought to procure and distribute:

**200**

solar LED lights and solar food cookers throughout the communities, which not only enhanced safety, but also supported the communities' transition to renewable sources and provided an alternative source to using firewood; harvested from mangroves.

**200**

water tanks to improve access to potable water, a significant issue for residents who previously had to travel long distances for water. Additionally, some homes were retrofitted with zinc roofs to facilitate rainwater harvesting.

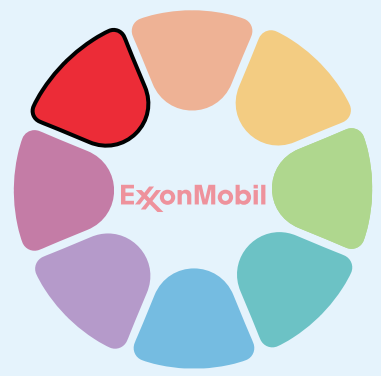
Develop materials to support environmental education and awareness.

This project aims to promote environmental conservation and enhance the socioeconomic conditions of residents that rely on agriculture, logging, and fishing.



GGI community investment,  
Guyana





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Identification  
& Assessment



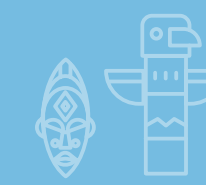
Human  
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Land Use,  
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## Case Study

### The Hinterland Poultry Project – “Egg Sandwich Project”

In Rupununi, Region 9, Guyana there is a significant bill attached to the importation of poultry from Brazil, an issue which is swiftly addressed by the "Egg Sandwich Project"—an initiative funded by the GGI\* that is increasing local production and use of poultry and eggs in the hinterland.

The Hinterland Poultry Project, commonly referred to as the Egg Sandwich Project, is a GY\$120 million initiative that is being executed through the Rupununi Livestock Producers Association (RLPA) and The Consultancy Group (TCG). This project is enabling consumer access to affordable local high-quality chicken and eggs in the hinterland, by strengthening the capacity of hinterland poultry producers, and the producer organizations that support them. The project is supporting scores of hinterland residents to raise their poultry-producing capacity, while enhancing consumer access to high-quality local poultry products and driving economic independence. Poultry farmers are benefiting from training delivered by local people trained and support by project experts as well as access to resources, such as incubators to increase their rearing capabilities.

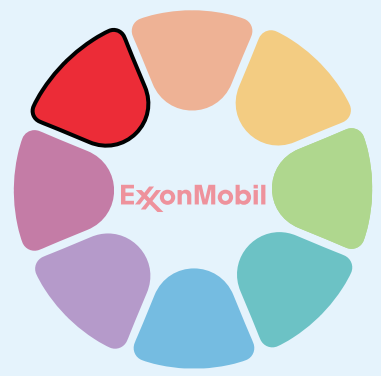
Since the rollout of the project in 2022, the RLPA was able to build and commission its first ever hatchery in Region 9, which to-date has supplied an estimated 189 farmers, including women and youth groups, with chicks. At present, over 8,000 chicks have been hatched, with an estimated 3,000 broiler eggs hatched weekly. The target is to hatch broiler eggs and provide to farmers instead of importing eggs from Georgetown and Brazil.



GGI community investment,  
Guyana

**\* The Greater Guyana Initiative (GGI) is a collaboration with ExxonMobil, Hess, and CNOOC to invest \$100 million over a 10-year period to support capacity development, sustainable economic diversification, and healthy prosperous communities with Guyana, and for Guyana.**





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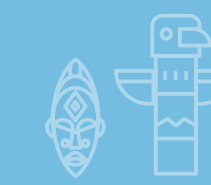
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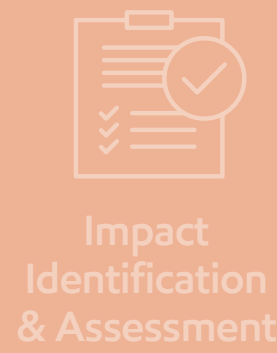
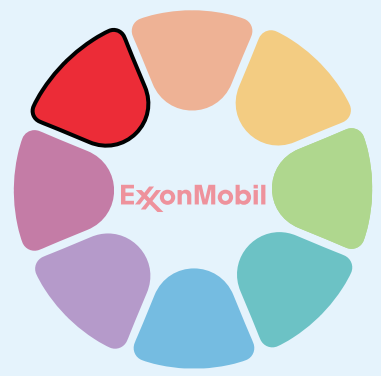
## Guyana

ExxonMobil 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 leads GTTCI's Energy and Technology programs with a focus on Oil and Gas disciplines: mechanical, electrical, instrumentation and controls, and process operations. In 2024, the first class of 24 trainee technicians completed training 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.

[Click to see case studies](#)





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& Assessment



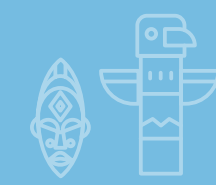
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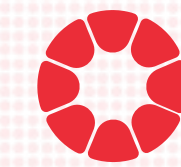
## India

ExxonMobil has long supported the Shanti Bhavan Children's Project, an initiative which aims to lift children out of extreme poverty through education and universal values. Through ExxonMobil's support, Shanti Bhavan has recently opened a second school, expanding their reach. Three women who previously benefited from Shanti Bhavan are now ExxonMobil employees.



## Papua New Guinea

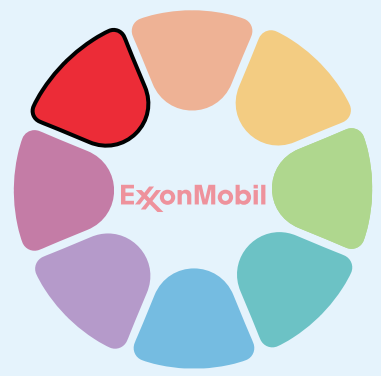
ExxonMobil supports numerous education programs throughout the country. In 2024, ExxonMobil-operated PNG LNG Project supported 215 students to pursue advanced education through its support of the Business and Professional Women's Association PNG LNG scholarship. This includes 86 scholarship students who are pursuing vocational education.



## Indonesia

Since 2018, ExxonMobil has trained local teachers in digital literacy and teaching methods, and ExxonMobil employees regularly deliver public lectures to university engineering students offering valuable insights into career development and the essential skills required to thrive in today's oil and gas industry.





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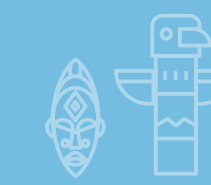
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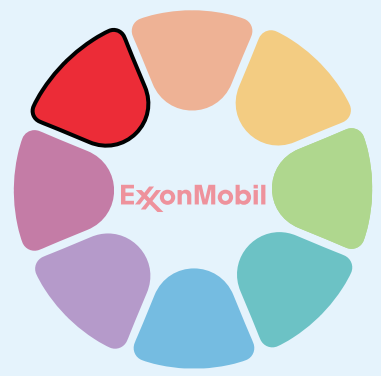
## United States

ExxonMobil has led collaboration among industry, contractor firms and Baton Rouge Community College (BRCC) to assist North Baton Rouge residents in acquiring the skills needed to compete for industrial jobs.

The North Baton Rouge Industrial Training Initiative (NBRITI) provides no-cost training in electrical, instrumentation, millwright, pipefitting, process technology and welding. A key objective of NBRITI is to confirm employment for all graduates successfully completing the program. Approximately 90% of graduates are employed in our industry. To date, over 650 individuals have completed the NBRITI program.

[Click to see case studies](#)





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Identification  
& Assessment



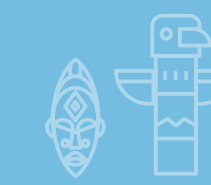
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## Angola - Three Decades of Workforce Development

Our operations in Block 15 are underpinned by a highly skilled and competent workforce - our key competitive advantage. We are focused on creating and maintaining a diverse and engaged workforce, where individuals have opportunities for personal and professional growth.

As a result, Angola became an ExxonMobil global resource deployment, feeding employees into key corporate projects across the globe. \$40 million spent in the last 10 years, delivering close to 5,000 trainings in technical, leadership and soft skills.

[Click to see case studies](#)