

Investing in people | 2025 Highlights

In 2025, ExxonMobil delivered strong business results across a wide range of performance dimensions. The hard work and commitment of our people underpinned these results, as they have done for decades. We build on this advantage every year by attracting and developing the best talent and fostering an environment where employees can thrive and reach their full potential.

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

A place to thrive



- Strong culture, enabled by strong leadership, integrated talent development approach, and active employee engagement.
- Company-wide survey continues to underscore strong employee understanding of and alignment with Corporate strategy; double-digit increases in a quarter of the questions, and engagement index up almost 10%, over the last three years.
- Over 30% of professional employees¹ participating in Company's stock program; reinforcing joint ownership of our success and directly rewarding performance.

Attract the best talent



- For over a decade – thirteen consecutive years – recognized as the #1 most attractive U.S. energy company for engineering students².
- Global acceptance rate of 80%, exceeding broad market average.
- Launched in 2025, investment in STEM programs for underserved students at key engineering universities already showing results in improved retention and graduation rates.

Value of diversity



- Fostering a productive work environment where individual and cultural differences are respected and valued.
- Operating across 54 countries with a workforce representing more than 160 nationalities.
- Design and execution of development and compensation programs drive unbiased outcomes.

Develop future leaders



- More than 1,700 leaders trained in leadership learning programs in support of *We are ExxonMobil*.
- Development through stretch assignments, supplemented with on-demand training.
- One-third of leaders moved into new roles in 2025, demonstrating a strong talent pipeline and reinforcing a culture where growth and advancement are both possible and expected.

Enable employees to reach their full potential



- Unparalleled commitment to development through stretch assignments; more than 11,500 internal job rotations per year.
- On-the-job development supplemented with on-demand training and targeted mentoring; over a million courses delivered in 2025.
- Employees and supervisors engage in ongoing development discussions.

FOOTNOTES

1. Professional employees and hires are defined as executive, management, professional, technical (EMPT).
2. Universum data (www.universumglobal.com).

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