Global Diversity
Creating competitive advantage through people
About the Global Diversity Framework

ExxonMobil conducts business in almost every part of the world. The diversity of ideas, perspectives, skills, knowledge and cultures across our company facilitates innovation and is a key competitive advantage. Through a range of programs, activities and investments, we strive to create and maintain a diverse workforce representative of the numerous geographies where we do business. Our Global Diversity Framework is the foundation for this approach, with three interrelated objectives:

• Attract, develop and retain a premier workforce, from the broadest possible pool, to meet our business needs worldwide;
• Actively foster a productive work environment where individual and cultural differences are respected and valued, and where all employees are encouraged to contribute fully to the achievement of superior business results;
• Identify and develop leadership capabilities to excel in a variety of international and cultural environments.

The framework communicates these existing principles in the context of our increasing global operations.
Diversity and inclusion of thought, skill, knowledge and culture make ExxonMobil more competitive, more resilient and better able to navigate the complex and constantly changing global energy business. Diversity strengthens us by promoting unique viewpoints and challenging each of us, every day, to think beyond our traditional frames of reference. We are committed to building a talented and diverse workforce, and to creating an environment in which every employee has the opportunity to excel based on his or her performance. These are the core principles upon which we have operated for many years.

Our diversity and inclusion efforts are comprehensive. They range from attracting and developing a premier global workforce within a work environment that values unique perspectives, encourages individual growth and treats all employees with respect, to educational partnerships and community development initiatives designed to improve the quality of life where we live and work.

Our global workforce reflects the local communities and cultures in which we operate. Our objectives are to seek out and hire talented, dedicated employees and to give them the opportunity to learn, grow and succeed. The result is a diverse and multi-faceted employee base of talented individuals, who have different perspectives and ideas born of their distinct backgrounds.

Our diversity and inclusion record is one of which employees and shareholders can be proud, and we pledge to continue building a workforce that will ensure we remain a global company in every sense of the word.
Global workforce
We search the globe for talented men and women from diverse backgrounds, and we encourage them to think independently, take initiative and be innovative. With our focus on hiring local employees, we have a positive impact on the economies in the emerging and developing markets in which we operate.

Scholarships, grants and internships
ExxonMobil’s internships and financial aid initiatives play a key role in our diversity recruiting. Through practical work experience, scholarships, and university grants, we strive to identify the best and brightest students in the technical, engineering, science and business fields.

Education
To help unlock the full potential of young minds, we support a wide range of education programs around the world. These help our business over the long run by expanding the talent pool of scientists and engineers, some of whom will join us in the energy business.

Alliances and partnerships
ExxonMobil actively participates in a variety of recruiting activities that are intended to reach out to a diverse pool of highly qualified candidates. Examples include:

- Career Opportunities for Students with Disabilities
- National Action Council for Minorities in Engineering
- National Black MBA Association
- National Society of Black Engineers
- National Society of Hispanic MBAs
- Service Academy Career Conference
- Society of Mexican American Engineers and Scientists
- Society of Hispanic Professional Engineers
- Society of Women Engineers

Over the past 14 years, we have contributed $973 million for education programs globally.
Educational highlights

National Math and Science Initiative
Scientists and engineers are critical for addressing the challenges of the 21st century. We invest in a range of programs that focus on inspiring and preparing students to pursue careers in science, technology, engineering and mathematics. This includes programs, like the National Math and Science Initiative, that foster increased access to college-level coursework for all students and ensure teachers have deep content knowledge in math and science.

For more information on the program, visit http://nms.org/Home.aspx.

Middle East North Africa Scholars Program (MENA)
ExxonMobil created the MENA Scholars Program to help develop the next generation of scientific leaders in the region. The program, which is funded by ExxonMobil and administered by the Institute of International Education (IIE), offers exceptional students from 14 countries the opportunity to earn a master’s degree in the United States.

Jennifer M. Chan
New Products Platform Manager
ExxonMobil Chemical Company

Jennifer began her ExxonMobil career as a process contact engineer in Baton Rouge. Later, she was the Singapore Chemical Plant Technical Manager. After returning to Texas as the Mont Belvieu Plastics Plant Manager, Jennifer then transferred to the United Kingdom. “I feel fortunate to have had the opportunity to work with so many multi-dimensional and interesting people around the world.”

We attract, develop and retain a premier workforce from the broadest possible pool to meet our business needs worldwide.
ExxonMobil sponsors over 1,000 summer internships and co-op jobs throughout the world each year.

Eduardo Noronha
Controller’s Assistant
Corporate Accounting Services

The Curitiba Business Service Center in Brazil encourages the inclusion of individuals with physical and mental challenges through its Minor Apprentices Program. The objective is to provide students practical training in administrative activities. “The program was especially useful for my understanding of what I must achieve and reach for to grow both professionally and as an individual, to acquire professional responsibilities, and to control my own income and expenses. In other words, it gave me the tools to think of a better future.”

To learn more about career opportunities at ExxonMobil, visit http://corporate.exxonmobil.com/en/company/careers/career-opportunities.
We strive to foster a diverse, collaborative and productive work environment in order to achieve superior business results.
Employee development
Developing the premier workforce in the petroleum industry is the goal of our career development process. We place a high priority on employee development, with an approach based on long-term career orientation and development from within our global organization. Early identification and accelerated development of talent are critical. Regular and open dialogue with supervisors is encouraged. Employees’ skills and competencies are built through training and work experiences in a wide range of assignments in multiple functions around the world.

Training
We provide education and skills development through a proven global training curriculum, customized to our business environment, and through on the job training provided by multiple different assignments over a career. This helps us develop competent and committed employees who are fully prepared to meet future business needs, both locally and globally. To strengthen our technical capacity, more than 70 percent of our investment is directed to professional and technical training.

In addition, about 4,000 employees at various management levels participate in ExxonMobil’s leadership development training programs, of which about 30 percent are women and 60 percent are employees outside the United States.
On average, our major business units spend about **$90 million** per year on training, reaching more than **75,000** participants worldwide.

We develop from within, through a wide range of assignments and experiences.

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**Dr. Kenneth M. Lee**  
MMS Business Element Lead  
ExxonMobil Refining and Supply

The adage is old, but Ken Lee can attest to the truth behind the saying, “If you love your job, you won’t work a day in your life.” Ken explains, “I’ve found that aligning my career and my passion makes my work seem less like a job and more fun.” Ken started working for ExxonMobil as an intern in high school; he was part of a program sponsored by the company. “I’m driven to solve problems. Every position has provided me with challenging assignments that are critical to our business success.”
Fostering a productive work environment

Policies
 ExxonMobil’s global policies promote diversity and inclusion and prohibit any form of discrimination or harassment in any company workplace, anywhere around the world. These broad policies encompass all forms of discrimination, including discrimination based on sexual orientation or gender identity.

Employee networks
 We support local employee networks globally to foster an environment committed to diversity and inclusion. These voluntary, employee-led groups offer networking, professional development programs, community service, and proactively mentor and assimilate new employees. Logos for some of these networks are shown below.

Investing in diversity
 We provide excellent tools to help employees understand effective cross-cultural communication and cultural sensitivities. These include:

- **GlobeSmart™**
  This innovative web-based cultural tool provides easy access to information on how to conduct business around the world.

- **Essential teams & cultural essentials**
  This training helps bridge cultural gaps in global teams, focusing on communication, collaboration and cultural awareness.

- **Managing in a global organization**
  This web-based tool helps improve communication, teambuilding, and networking globally.

- **Mentoring and peer support**
  These programs help new employees quickly become effective in our global organization.
We respect and value individual and cultural differences, and we encourage all employees to contribute fully to the achievement of superior business results.

**Zoe Barinaga**  
APEU Manufacturing Business Manager  
ExxonMobil Chemical Asia Pacific

Zoe joined ExxonMobil in the Chemical business. She is active in ExxonMobil diversity and STEM (Science, Technology, Engineering, & Math) related efforts. Zoe served as President of the ExxonMobil Women’s Interest Network at Chemicals’ headquarters and as President of ExxonMobil’s Global Organization for the Advancement of Latinos in Houston. “Participating in ExxonMobil’s Inclusion & Diversity initiatives and employee networks can provide opportunities for both personal and professional growth. It has given me a better and broader perspective of our workforce and our corporation. Not only have I enjoyed interacting with many different people across various organizations, but it has helped me by expanding my understanding of our business.”

**Robert “Craig” Scarborough**  
Accounting Supervisor  
Revenue Accounting

A few years prior to launching his career with ExxonMobil, Craig was involved in a hunting accident resulting in partial paralysis. “I was worried about limited job opportunities after graduation given my injury, but ExxonMobil offered me a career,” says Craig. “What I value the most about ExxonMobil are the high quality people.”
Our workplace flexibility programs improve business and operational results by increasing employee engagement and facilitating retention. We offer a wide variety of flexible work arrangements, which may be customized and used individually or in combination to meet individual needs and preferences. Examples include remote work, modified work schedules, and part-time employment. Programs vary by country, based on culture, infrastructure, and legal frameworks.
Develop from within
We develop future leaders from within the company worldwide, drawing upon our diverse employee population. Employees from all over the world are developed for operational and leadership roles, both in their home countries and globally.

Leadership framework
Our business activities require leaders who can effectively collaborate and work in a complex global environment. A deliberate and focused effort across our company ensures that our future leaders are identified early, tested in challenging work assignments with increasing levels of responsibilities, and educated through a comprehensive and effective leadership development program.

The ExxonMobil Leadership Framework is embedded within our business practices and our employee development process. It includes three major components:

- Fundamental business principles
- Essential personal qualities of leaders
- Leadership behaviors to achieve premier business results

Elijah White
Vice President (Geoscience)
ExxonMobil Upstream Research Company

Elijah started as a summer intern for Exxon in 1980. Today he is a Vice President in ExxonMobil’s Upstream Research Company. Elijah defines leadership as, “the ability to motivate and influence employees and to expand and strengthen their individual capabilities for organizational success.” Elijah shares that, “It is about people management and the ability to motivate an extremely talented and diverse workforce to achieve things above their individual capabilities.”
We identify and develop leadership from within the organization to excel in a variety of international and cultural environments.

Sara N. Ortwein
President
XTO Energy, Inc.

Sara started her career with ExxonMobil as a Drilling Engineer. In her current role as President of XTO Energy, Inc., she is responsible for the exploration and production of unconventional oil and gas in North America and Argentina. “Over my career, I have been fortunate to hold many varied assignments, providing the opportunity to grow and develop my skills and capabilities,” Sara shares. “As a leader, the key is to provide an environment where everyone can develop to their potential, applying their unique capabilities to further the business.”

For more information on our diversity initiatives and specific data, visit http://corporate.exxonmobil.com/en/company/careers/employment-policies.