

Strategic priorities and organization

ExxonMobil is one of the world's largest publicly traded energy and chemical companies. We develop and apply next-generation technologies to help safely and responsibly meet the world's growing needs for reliable and affordable energy and high-quality products.

Creating sustainable solutions that improve quality of life and meet society's evolving needs



At ExxonMobil, we are committed to improving quality of life by meeting the critical needs of society. That is what we have done throughout our history—as the world evolves, so do we. We are constantly working to meet the changing needs of our customers and stakeholders. This ability to adapt has been the key to creating long-term shareholder value and will be critical to continued success in the years to come.

As we move forward, we will remain focused on five strategic priorities. First, leading industry across the metrics that are the foundation of success—safety, reliability, environmental performance, earnings and cash flow growth and ultimately shareholder returns. Second, being a valued, essential partner through the creation of win-win solutions for our customers, partners and broader stakeholders. Third, building on our advantaged portfolio, continuously upgrading it to ensure it leads competition and delivers value across a range of external environments and through volatile and evolving markets.

To do this, we must continue to innovate. We are providing solutions that meet the growing needs of society reliably and affordably. This means new products, technologies and approaches that better meet the needs of today and tomorrow. These solutions need to be deployed at scale to create meaningful impact. This requires that we fully leverage all of our competitive advantages the most important of which, is of course, our people. Continually developing our people and maintaining a strong culture is a core strategic priority and essential to achieving our long-term objectives.

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

To deliver on these priorities, and fully leverage our competitive advantages we continue to evolve our business model and change the way we work and are organized. We are organized along three business lines—ExxonMobil Upstream Company, ExxonMobil Product Solutions and ExxonMobil Low Carbon Solutions. These business lines are supported by a single technology organization, ExxonMobil Technology and Engineering, and other centralized service-delivery groups including Global Operations and Sustainability.

More information on our business divisions and operations can be found on our [Business Divisions](#) page.



[Business divisions](#)

“We strive for a diverse workforce and productive work environment where individual and cultural differences are respected and valued. We challenge our people to contribute fully, demonstrate courage of conviction and adhere to the highest standards of excellence and integrity. We embrace learning, flexibility and innovation to meet society's evolving needs and outperform competition. We take pride in being part of ExxonMobil, where we work hard, have fun and live our values.”

Darren W. Woods, Chairman & Chief Executive Officer



Highlighting 2021 performance

Corporate governance

42% board diversity
at year-end

**5 new independent
directors**

Engaged with shareholders
owning **1.7 billion shares**,
representing **41% of total
outstanding shares**

Environment

~24% reduction in total
reportable emissions of
VOC, SO_x and NO_x from
2016 to 2021*

36% reduction in controlled
hydrocarbon discharges to
water from 2016 to 2021*

**Zero reportable plastic
pellet losses** from
resin-handling facilities for
4 consecutive years

Community and human rights

\$163 million in social
contributions to communities
around the world

**50 years of focus
on supplier diversity**

\$28 million contributed to
education and workforce
development programs globally

Safety

31% decrease in Tier 1 safety
events from 2016 to 2021*

**Best-ever Lost Time
Incident Rate** of 0.02 per
200,000 work hours

**16 peer-reviewed scientific
papers** published related to
Product Safety

Workplace

**#1 most attractive U.S.
energy company** for
engineering students by
Universum Annual Awards^[1]

**47% increase in women
and minority executives**
from 2016 to 2021

40% of global hires were
women, **47%** of U.S. hires
were U.S. minorities

Table refers to 2021, unless otherwise noted.

* Refers only to operated assets.



Integrating sustainability into what we do

Our approach

In 2002, our first sustainability report summarized energy research, environmental stewardship, safety and health performance, community engagement and workforce development and diversity.

As the world has evolved, so has ExxonMobil. We have continued to expand our portfolio to help meet energy demand while addressing potential impacts to the environment and society. We have improved our sustainability disclosures to increase transparency and strengthen relationships with stakeholders. In this report, we highlight our Sustainability Focus Areas and how we aim to help protect the environment and meet the needs of modern society.

Our talented and dedicated workforce forms the cornerstone of our approach to sustainability: *Protect Tomorrow. Today.*

Our focus areas

[Our approach to sustainability →](#)

[Leadership →](#)

[Application →](#)

[Performance →](#)



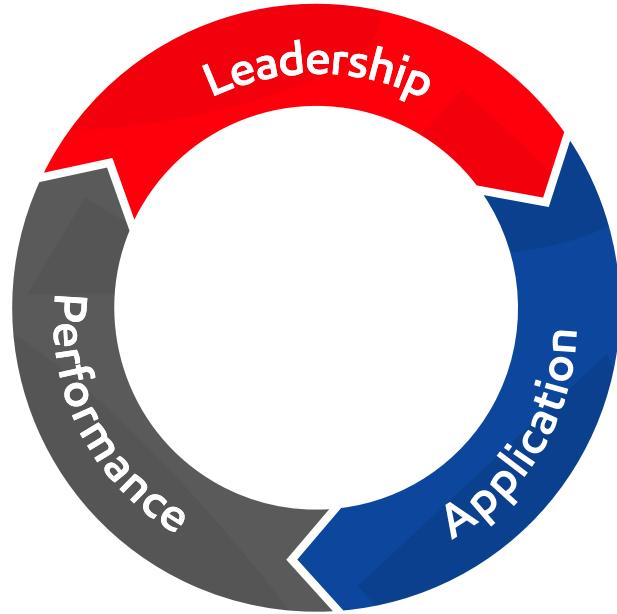
Our approach to sustainability

ExxonMobil works to create sustainable solutions that improve quality of life and meet society's evolving needs. We intend to do this in ways that help protect people, the environment and the communities where we operate.

Our advantaged portfolio of assets and products, coupled with our competitive advantages, provides flexibility for continued success across a broad range of potential scenarios. Our focus on innovation and technology, combined with supportive government policies, can further accelerate large-scale deployment of solutions essential to enabling modern life and lowering greenhouse gas emissions.

We plan to play a leading role in the energy transition, and we strive to accomplish this by applying the company's top strengths, which include scale, integration, technology, functional excellence and people. Building on a strong history of leadership, we are focused on achieving our aims, including our sustainability goals. This approach helps build resiliency into our business and operations.

Sustainability approach



Our governance and business ethics underpin our actions and behaviors. This internal leadership drives our policies, systems, expectations and standards.

Strategies, capital, innovation and stakeholder engagement enable us to focus our resources and develop plans in the areas of greatest potential impact to ExxonMobil and society.

Execution of plans, processes and stewardship of progress support delivery in areas of focus and drive continuous improvement.





Leadership

ExxonMobil is committed to being a leading energy and chemical company, achieving strong financial and operating results and adhering to the highest ethical standards. We are dedicated to running safe and environmentally responsible operations.

Corporate governance

Good corporate governance creates a business environment conducive to long-term growth. Our efforts are overseen by our Board of Directors, which provides guidance to company management.

Ethics and integrity

We strive to always uphold high ethical standards in all aspects of our business. Our Standards of Business Conduct set the ethical conduct expectations for ExxonMobil and its wholly owned and majority-owned subsidiaries. Employees are reminded of these Standards of Business Conduct annually. Business practices training is required for employees every four years. ExxonMobil requires all employees, officers, directors and those working on our behalf to comply with all applicable laws.

ExxonMobil encourages employees and contractors to ask questions and voice concerns, and we insist on the reporting of any alleged violations of company policies. In addition to our open-door communication procedures, we have several confidential mechanisms for reporting. Employees can submit concerns anonymously through a 24-hour hotline or a mailing address. We respect confidentiality, subject to legal requirements, and have protections in place to prevent retaliation against any employee for submitting concerns. A hotline steering committee reviews reports of suspected violations.

The Board Audit Committee, comprised of four independent, non-employee directors, oversees accounting and internal control matters for the company, including compliance with legal and regulatory requirements. The Audit Committee receives a quarterly report summarizing the hotline steering committee's findings, including any policy violations. Confirmed violations lead to disciplinary actions, up to and including termination. For more information on the Board Audit Committee, please see the company's annual proxy statement on our Investor Relations webpage.

 [Standards of Business Conduct](#)

 [Proxy Statement](#)

Performance and initiatives

ExxonMobil conducts regular internal audits and self-assessments to verify the effectiveness of our control systems and adherence to our Standards of Business Conduct. Our team of internal auditors annually reviews approximately one-third of ExxonMobil's activities and processes on a rolling basis. Internal auditors have access to all operations, records, personnel and properties. We thoroughly investigate suspected acts of noncompliance.

Employees in relevant job functions receive online and in-person training on antitrust, anti-corruption, anti-boycott, trade sanctions and export controls soon after entering their positions, as well as every year thereafter. In 2021, more than 17,000 employees and contractors participated in such training.





Our Board of Directors

ExxonMobil's Board of Directors oversees the corporation's management, including its risk management. It also reviews long-term strategic plans, selects and reviews the performance of the chief executive officer (CEO), reviews development and succession plans for top executives, as well as a number of other functions. The Board is comprised of independent directors and the CEO. All members of the Audit; Nominating and Governance; Compensation; and Environment, Safety and Public Policy committees are independent. Individual directors leverage their experience and knowledge in Board and committee deliberations and Board decisions reflect the collective wisdom of the group.

The Board added five new independent directors in 2021. These new directors add to the Board's existing skillsets and expertise by providing additional experience in energy, business transition and capital allocation. Each new director participated in comprehensive onboarding sessions; these sessions included the company's history, culture, practices, risk framework, legal and regulatory requirements and ethics as well as other policies. Additional information regarding director qualifications can be found on page 18 of ExxonMobil's 2022 Proxy Statement.

An independent lead director is selected by and from the independent directors. The lead director is expected to serve for a minimum of two years. To enhance Board governance, ExxonMobil's independent lead director's board authorities were enhanced in 2020 and include leading the annual performance evaluation of the Board and its committees.

The lead director also chairs the Nominating and Governance Committee, with authorities that include establishing the criteria for director engagement with shareholders, overseeing independent director succession planning and establishing and maintaining procedures for interested parties to communicate with non-employee directors. Additionally, the lead director works together with the Compensation Committee to oversee the annual evaluation of the CEO, the communication of resulting feedback to the CEO and the review of CEO succession plans. The Board believes shareholder interests are best served through a leadership model combining the roles of Chairman of the Board and chief executive officer.

At year-end 2021, 11 of ExxonMobil's 12 directors were independent as defined by New York Stock Exchange guidelines. In 2021, the Board met 13 times. This is a greater frequency of meetings than other Standard & Poor's 500 company boards, which met on average approximately 9 times in 2021 and approximately 8 times in 2020 per the 2021 Spencer Stuart Board Index. ExxonMobil's incumbent directors, on average, attended approximately 97% of Board and committee meetings in 2021.

 [Proxy Statement](#)

Board composition

ExxonMobil recognizes that the strength and effectiveness of the Board reflects the diversity of strengths and experience of the individual directors; their commitment and the ability of directors to work effectively as a group in carrying out their responsibilities. The Nominating and Governance Committee leads the Board refreshment process, which incorporates the perspectives of external experts and shareholders. Qualifications sought for director nominees are documented in the Board's Guidelines for the Selection of Non-Employee Directors.

The Board considers director longevity of service and experience to be of great value and it also recognizes the importance of director refreshment. The average tenure of our non-employee directors at year-end 2021 was 3.8 years, which was well below the 2021 average of S&P 500 companies of 7.7 years^[2]. The Nominating and Governance Committee looks for highly qualified, non-employee candidates with demonstrated leadership, competency and a commitment to represent the interests of our shareholders. An independent executive search firm helps identify external candidates for consideration. The qualifications the Nominating and Governance Committee considers for director candidates include:

- Prominence in their fields.
- A diversity of experiences and backgrounds, including gender and racial/ethnic diversity.
- Experience and demonstrated expertise in managing large, relatively complex organizations, such as that of CEOs of a significant company or organization with global responsibilities.
- Financial and other risk management expertise.
- Experience in government, regulatory or public policy.
- Experience on one or more boards of significant public or nonprofit organizations.
- Expertise resulting from significant academic, scientific or research activities.
- Experience in the energy industry or with cyclical businesses, such as commodities.

The Nominating and Governance Committee considers recommendations from shareholders and Board directors to help ensure the selection process is collaborative. At year-end 2021, 42% of the Board's directors were female and/or racially/ethnically diverse.

The Nominating and Governance Committee, chaired by the independent lead director, recommends committee assignments to the full Board. These recommendations consider the tenure, skills and experiences of each director and the collective group.

 [Guidelines for the Selection of Non-Employee Directors](#)



Sustainability governance

Our sustainability governance framework helps enable the long-term viability of our business, maintains a culture of ethical behavior and supports the sustainable development of the communities where we operate.

Board engagement on sustainability topics

The Board of Directors provides oversight of key enterprise risks to ExxonMobil's business. Throughout the year, the Board participates in reviews with management on the company's business, including identified enterprise risks.



As a whole, the Board reviews:

- Long-term strategic plans.
- Stewardship of business performance.
- Litigation and other legal matters.
- Political contributions, budget and policy.
- Lobbying costs.
- Developments in climate science and policy.
- World energy supply and demand to 2050.
- Approach to help reduce greenhouse gas emissions in support of a net zero future.

The Board engages with both internal and external experts on issues of importance to the company. These reviews cover a range of topics, including climate change, research and development efforts, operating strategies, business and corporate planning, technology, current events, shareholder engagements and company performance. More detailed information is available in the company's Outlook for Energy, Advancing Climate Solutions report and this Sustainability Report, among other publications.

The independent lead director's responsibilities include engaging with shareholders, as appropriate, including on environment, social and governance (ESG) topics. The Board's Environment, Safety and Public Policy Committee oversees operational risks associated with safety, security, health and environmental performance including actions taken to address climate-related risks, lobbying activities and expenditures, and community engagement.

The Board, including the Environment, Safety and Public Policy Committee, visits an ExxonMobil site regularly. These visits enable directors to observe and provide input on safety, operating practices, environmental performance, technology, products, industry and corporate standards and community engagement.

[More information on the ExxonMobil Board of Directors](#)

Managing sustainability

The ExxonMobil Management Committee provides ongoing oversight of sustainability with the business lines and functions, including regular assessments of strategic risks, safeguards and mitigation plans. Each year, the business lines coordinate with ExxonMobil's Global Operations and Sustainability organization to present sustainability-related goals, plans and progress.

The Management Committee consists of four members:

- Darren Woods—Chairman and Chief Executive Officer
- Neil Chapman—Senior Vice President
- Kathryn Mikells—Senior Vice President and Chief Financial Officer
- Jack Williams—Senior Vice President

The Global Operations and Sustainability Vice President collaborates with Corporate Strategic Planning and the business lines to develop sustainability-related goals and supports the integration of those goals into operating plans. Stewardship of sustainability-related activities to the Chairman and Management Committee occurs quarterly. Within Global Operations and Sustainability, the Sustainability Director manages the focus areas and subject matter experts are responsible for identifying opportunities.

 [More information on the ExxonMobil Management Committee](#)

Executive compensation

The decisions that our executives make and the risks that they manage play out over multi-year time horizons. Executives are required to carefully consider current and future risks, such as those related to climate change and to make decisions across a broad range of business investments that generate sustainable shareholder value over the long term.

Our executive compensation program design aligns executives' compensation with the results of their decisions including the returns to our shareholders over the long term. The program is designed to drive long-term accountability, reward outstanding performance and promote retention.



Our strategic objectives have been established to drive sustainable value while positioning ExxonMobil for long-term success in a lower-emissions future. These objectives are translated into annual goals through a comprehensive process that incorporates corporate and functional plans. Goals are incorporated in the corporate plan, which is reviewed and approved by the Board and provides the framework for the organization's commitments.

More information on executive compensation can be found in the 2022 Compensation Discussion and Analysis included in the annual proxy statement

 [Proxy Statement](#)

We Are ExxonMobil leadership culture

ExxonMobil's strong culture has underpinned our success for decades. Our culture framework, *We Are ExxonMobil*, articulates our core values and leadership expectations necessary to position the company for long term success. It also outlines key skills that apply to all employees.

Around the world, we share a commitment to excellence in pursuit of our common goals. Our expectations steer the actions and development of our leaders to achieve business results that meet and exceed our strategic business objectives.

Our culture is enabled by a strong focus on leadership and key talent systems, including performance assessment, on-the-job experience and formal training.

Redesign of our formal leadership learning programs started in 2019 with implementation of the programs beginning in 2022. These courses, developed in partnership with the University of Michigan and the University of North Carolina, are designed to help our supervisors and managers fully embrace *We Are ExxonMobil*, connect it with our strategic priorities and unlock the full potential of our workforce.

Core values



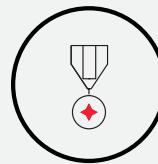
Integrity

Be honest and ethical
Do what is right



Care

Be respectful and inclusive
Look after each other
Contribute to the well-being of our communities and the environment



Courage

Take initiative and make a difference
Think boldly and act with conviction
Take personal ownership



Excellence

Hold ourselves to high standards
Be thoughtful, thorough and disciplined



Resilience

Be determined and persevere
Be purposeful and steadfast in our principles

Expectations of leaders

Set standards

Create clarity

Inspire and motivate

Promote innovation

Compete to win



Our policies, systems, expectations and standards

The methods we employ to attain results against our strategic priorities are as important as the results themselves. Each of our directors, officers and employees is expected to observe the highest standards of integrity.

The Board of Directors has adopted and oversees the administration of our Standards of Business Conduct, which include foundation policies covering environment, health, safety, product safety, customer relations, equal employment opportunity and harassment in the workplace. This collection of policies and standards defines the global ethical conduct of ExxonMobil and its majority-owned subsidiaries. This includes detailing our values on important matters like human rights, labor, the environment and anti-corruption. Our directors, officers and employees are required to review these policies annually and apply them in their work.

Across ExxonMobil's global operations, we rigorously apply management systems to identify, track and report the metrics that demonstrate and guide our performance. These systems enable us to comply with regulations and provide a framework for maintaining high standards in places where applicable laws or regulations do not exist. These expectations provide the basis for managing risk and achieving excellence in each of our business lines.

Our Operations Integrity Management System (OIMS) establishes expectations that apply across all our operations to address risks inherent to our business, including environmental risks. The OIMS framework contains 11 elements related to leadership, operations and maintenance, community relations, emergency response, incident investigation and information and documentation, among others. It also provides protocols and guidance for mitigating risk. ExxonMobil monitors the performance of joint ventures and company assets operated by others against OIMS expectations and encourages them to consider improvements, as appropriate.

Each element of OIMS contains overarching objectives and expectations. The OIMS framework also includes the characteristics of and processes for implementation.

[Standards of Business Conduct](#)



[Operations integrity management system | ExxonMobil](#)



[Operations Integrity Management Systems brochure | ExxonMobil](#)

Key policies, systems and standards include:

- **Controls Integrity Management System (CIMS):** CIMS is used to assess and measure financial control risks, identify mitigation procedures, monitor compliance with standards and report results to the appropriate operations and management groups within ExxonMobil.
- **Sustainability Management: Environmental Aspects Guide (EAG):** The EAG establishes a consistent approach to identify, evaluate and assess environmental and socioeconomic risks resulting from our activities so these risks can be managed.
- **Environmental Business Plans (EBPs):** EBPs use a corporate-wide framework to address environmental requirements and expectations as part of the annual business cycle.
- **Environmental Data Management System (EDMS):** EDMS is used to collect, collate and consolidate site-level data at the corporate level to help manage environmental performance indicators globally. EDMS is being integrated with existing site-based emissions monitoring and measurement systems to enable collection of up-to-date, site-specific information.
- **Environmental, Socioeconomic and Health Impact Assessment (ESHIA):** The ESHIA enables a formal analysis to identify key environmental, socioeconomic and health risks and develop strategies to manage these risks through the full life cycle of an asset.
- **ExxonMobil Capital Projects Management System (EMCAPS):** EMCAPS provides a framework to guide project development and execution and helps account for environmental and socioeconomic concerns and regulatory requirements.
- **Global Energy Management System (GEMS):** GEMS identifies opportunities to improve energy efficiency and reduce greenhouse gas emissions intensity in Downstream and Chemical operations, which are part of ExxonMobil Product Solutions.
- **IMPACT:** IMPACT is a corporate-wide database which captures and analyzes safety and environmental data on incidents, near-misses, observations, assessment findings, lessons learned and follow-up activities.



- **National Content Guidelines, Strategies and Best Practices:** This document contains the key elements of a national content strategy and plan, models and tools for the successful development of national content and roles and responsibilities at the corporate, country and project levels.
- **Product Stewardship Information Management System (PSIMS):** PSIMS applies common global processes and a global computer system to capture and communicate information on the safe handling, transport, use and disposal of our products.
- **Project Environmental Standards (PES):** PES identifies applicable company environmental standards for new projects, which provide environmental and social protections.
- **Technology Management System:** Includes processes for technology investments that follow a gated management system from early technical innovation to final deployment.



[Management systems, standards and controls](#)



[Environmental Aspects Guide \(EAG\)](#)



Application

ExxonMobil has defined 14 Focus Areas to accelerate our sustainability progress. In developing these Focus Areas, we considered and analyzed our environmental and social impacts, business strategies and internal and external stakeholders.

Topic selection process

ExxonMobil conducts assessments to identify environmental, social and governance (ESG) topics of interest to stakeholders and to enhance our understanding of current events and evolving business priorities. The results of these assessments help inform the development of our Sustainability Report.

Ipieca, the global oil and gas association for advancing environmental and social performance across the energy transition, defines important topics as those that, in the view of management and external stakeholders, have the potential to significantly affect ESG performance and stakeholder awareness, assessments or decisions. In 2021, we engaged a third-party consultant to conduct a robust topic selection process in line with Sustainability Reporting Guidance for the Oil and Gas Industry (4th edition, 2020) developed by Ipieca, the American Petroleum Institute (API) and the International Association of Oil & Gas Producers (IOGP) referred to as "Ipieca/API/IOGP Guidance" in this report^[3].



[Sustainability reporting guidance for the oil and gas industry](#)



Build a comprehensive set of potential priority ESG topics based on peer benchmarking and other research

Gather stakeholder input and associated evidence to support which ESG topics the company should prioritize

Synthesize research and develop a results report that makes the business case for managing the selected topics

Validate and present the results, socialize internally and develop narrative on selected topics

We identified topics based on peer benchmarking, a review of leading sustainability frameworks (including those published by Ipieca, the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB)), and other external research. We also engaged internal and external stakeholders to gather data on our community impacts and potential impacts on stakeholders. We analyzed peer and industry reporting, regulations and media and provided data-driven insights into strategic, regulatory and reputational risks and opportunities for ExxonMobil and its stakeholders. We carefully reviewed these inputs in order to select our topics. Global Operations and Sustainability leadership reviewed and validated the results of this topic selection process and supported alignment with our Sustainability Focus Areas.

Some of our primary stakeholder groups include:

- Academia
- Communities
- Customers
- Employees
- External Sustainability Advisory Panel
- Governments
- Non-governmental organizations (NGOs)
- Shareholders
- Suppliers
- Trade associations and industry groups

Engagement approaches vary. Our goal is to better understand stakeholders' views. We collaborate on topics such as technical projects, potential sustainability impacts, community concerns and public policy development. ExxonMobil hosts sessions to share information on project updates, market-based approaches to sustainable matters, policy insights and updates on the company's safety, environmental and human rights practices. We also meet one-on-one with many stakeholders as part of ongoing business relationships.

Stakeholder engagement

We work to foster mutual understanding, trust and cooperation with stakeholder groups on sustainability topics. We interact with these groups through community meetings, digital and social media, corporate publications and one-on-one discussions. Open dialogue enables us to hear concerns, discuss approaches and share plans. Across a range of stakeholder groups, including communities, non-governmental organizations, employees and shareholders, we continue to see broad interest in our impact on the communities we serve.



Engaging with shareholders

ExxonMobil is focused on creating long-term value while seeking to meet the world's growing energy needs. Responsible engagement provides an effective forum to discuss issues and share relevant information, facts and viewpoints. The Nominating and Governance Committee has established procedures for shareholders and other interested parties to communicate with Board members. Individuals can email our non-employee directors through the corporate governance page of our website. All communications are recorded by an ExxonMobil assistant secretary or designated staff member and forwarded to the appropriate director or directors or otherwise handled as the Nominating and Governance Committee has directed.

Every year, shareholders or their proxies may submit proposals regarding operations or governance. Company management and the Board consider each proposal and management seeks a dialogue with the proposal sponsor. When speaking with shareholders, we actively listen and, where possible, look to find common ground, potential for improvement and a better understanding of the issues raised. More information can be found in ExxonMobil's 2022 Proxy Statement.

 [Corporate governance](#)

 [Proxy Statement](#)

Performance and initiatives

ExxonMobil engages with shareholders or their proxies on a range of issues. Since 2016, we have more than doubled the number of sessions we hold on ESG issues with institutional investors, pension funds and labor, religious and nongovernmental organizations. In 2021, we held approximately 145 of these sessions with shareholders owning nearly 1.7 billion shares. The sessions comprise an estimated 77% of outstanding stock held by institutional investors and about 41% of total shares outstanding. These shareholder engagements can often eliminate the need for more formal shareholder proposals at the annual shareholders meeting.

At the 2022 annual meeting, shareholders owning approximately 3.4 billion outstanding shares, or over 80%, were represented. In 2022, shareholders voted on 10 issues, including seven shareholder proposals. More information on the voting outcomes can be found in the 2022 proxy voting results.

 [Proxy Voting Results](#)

Engaging with governments

ExxonMobil believes that sound public policy should include input from a variety of stakeholders. We recognize policy decisions made at all levels of government can have significant effects on our current and future operations. We support sound policies promoting economic growth and stable investment for long-term business viability.

As sound government policies are required and can act as an accelerator for lower-emission alternatives, ExxonMobil actively participates in climate-related policy discussions around the world.

The company focuses on practical policy solutions that recognize the increasing global demand for affordable and reliable energy while enabling scalable development and deployment of lower- and zero- greenhouse gas emission technologies.

Durable and predictable market-driven policies can further encourage these developments and increase investments in lower-emission technologies to help achieve the Paris Agreement goals at the lowest cost to society.

ExxonMobil's positions on climate, including its Scopes 1 and 2 net-zero 2050 ambition from operated assets, and other key issues are available at our website and in our Advancing Climate Solutions—2023 Progress Report, along with our annual proxy statement, press releases and the Exxchange, ExxonMobil's online advocacy hub. Our lobbying and political contributions are aligned with these positions.

 [Positions and principles](#)

 [Advancing Climate Solutions—2023 Progress Report](#)

 [Proxy Statement](#)

 [Press releases](#)

 [Exxchange](#)

U.S. lobbying expenses

ExxonMobil undertakes lobbying to advocate positions on issues that affect the company, the energy industry and competitive free markets. ExxonMobil has a rigorous process to determine which public policy issues are of most importance to the corporation.

ExxonMobil also produces a Report on Lobbying, which lists all U.S. organizations of which ExxonMobil or its affiliates are members, membership fees and portions used for lobbying, along with amounts. The report also includes an accounting of the company's direct lobbying and grassroots lobbying. ExxonMobil fully complies with federal and state regulations by reporting its federal lobbying to the U.S. Congress and state-level lobbying to appropriate entities, as required. ExxonMobil publicly reports, on a quarterly basis, its federal lobbying expenses and the specific issues lobbied. The total figure reported in ExxonMobil's public Lobbying Disclosure Act filings includes expenses associated with the costs of employee federal lobbying, as well as those portions of payments to trade associations, coalitions and think tanks spent on federal lobbying.

This process, along with the oversight of our lobbying and political engagement, can be found on our website.

 [ExxonMobil report on lobbying activities](#)

 [2020 Lobbying Report](#)





Political contributions

The Board of Directors has authorized ExxonMobil to make political contributions to candidate committees and other political organizations as permitted by applicable laws. The Board annually reviews ExxonMobil's political contributions, as well as contributions from the company-sponsored Political Action Committee (PAC). Internal audits of the corporation's public and government affairs activities routinely verify contribution amounts.

As required of U.S. federal contractors by law, ExxonMobil has not used corporate treasury funds to support any federal candidates, national political parties or other political committees, including Super Political Action Committees. ExxonMobil has chosen not to use treasury funds or PAC funds for direct independent political expenditures at the federal level, including electioneering^[4] communications.

Eligible employees and shareholders may participate in the U.S. political process by contributing to a voluntary, company-sponsored, federal PAC. ExxonMobil reports PAC contributions to the U.S. Federal Election Commission every month.

Performance and initiatives

In 2021, ExxonMobil contributed \$300,000 in support of five national political organizations of state officials. In addition, the company contributed \$222,000 in election support to 197 state-level candidates and six committees in six U.S. states. Contributions are reported to applicable governing agencies and on our website.

[Political contributions](#)

Transparency in payments to governments

We believe that disclosing relevant payments to governments is an important tool to reduce corruption, improve government accountability and promote greater economic stability worldwide. We consider the most successful transparency initiatives to be those that:

- Apply to all foreign, domestic and state-owned companies.
- Protect proprietary information to promote commercial competitiveness.
- Comply with international trade conventions and treaties.
- Do not violate host government laws or contractual obligations.

Our Sustainability Focus Areas

ExxonMobil's 14 Sustainability Focus Areas articulate sustainability in the context of our business. These areas are where we believe we have the most potential impact to both ExxonMobil and society. We develop strategies, allocate resources and execute plans to address risks and opportunities within each Focus Area.



Delivering
economic benefits



Respecting
human rights



Advancing climate
solutions



Reducing impacts to
land and habitats



Expanding the
plastics life cycle



Minimizing
operational waste



Enhancing
process safety



Evaluating product
benefits with life
cycle assessments



Conserving water
resources



Progressing
product safety



Improving
air quality



Leading in
personnel safety



Managing
socioeconomic
impacts



Investing in people





Performance

We improve in these areas by implementing plans, executing processes and tracking progress. We report on our sustainability performance within each Focus Area throughout this document.

We have built an organizational and governance structure around our Focus Areas to ensure top-to-bottom and bottom-to-top alignment. Our objectives and strategies ensure a consistent approach across the company while empowering our business lines to take action and advance our sustainability priorities.

Communicating progress

ExxonMobil publishes several comprehensive reports annually to provide insights into how we create value through our integrated businesses and how we manage associated risks, opportunities and impacts.

- ❑ Our [Advancing Climate Solutions—2023 Progress Report](#) outlines our work toward a lower-emission future.
- ❑ Our [Outlook for Energy](#) is our view of global energy demand and supply, which helps inform our long-term business strategies, energy and energy transition investment plans and research programs.
- ❑ Our [Annual Report](#) provides information on our prior-year operating and financial performance while highlighting our advantaged portfolio and competitive strengths in technology, scale, integration, functional excellence and people that enable us to create value.
- ❑ Our [Sustainability Report](#) details our approach to managing ESG topics across our operations and describes our performance in these areas.

Supporting the United Nations

The United Nations has adopted the Sustainable Development Goals (SDGs) to achieve progress on global economic, social and environmental challenges by 2030. Although the goals are directed at governments, the private sector and civil society play an important role in supporting national plans. ExxonMobil supports governments' efforts to meet the SDGs.

Most notably our aim to create sustainable solutions that improve quality of life and meet society's evolving needs, supports progress toward U.N. SDG 7, "Ensure access to affordable, reliable, sustainable and modern energy." Our business and sustainability efforts enable ExxonMobil to help advance prosperity and power economies through the supply of reliable and affordable energy and products. Energy and human development are inextricably linked; access to energy and essential products enables both economic and social progress through improved living standards and opportunities. Far too many people still do not have access to modern energy and products. ExxonMobil is well positioned to contribute to supplying the energy and products the world needs and to play a leading role in a lower-emissions future.

As we continue to help supply this energy, we also support progress toward SDG 13, "Take urgent action to combat climate change and its impacts." We work to provide innovative solutions that aim to reduce greenhouse gas emissions across our operated assets, help customers reduce their emissions and develop and deploy scalable technologies to help decarbonize high-emitting sectors. These actions support our 2030 greenhouse gas emission reduction plans and our net-zero by 2050 ambition concerning Scope 1 and 2 emissions at operated assets. These actions are supported by our plans to invest approximately \$17 billion through 2027 on lower greenhouse gas emission initiatives. A significant share is focused on scaling up carbon capture and storage, hydrogen and biofuels opportunities that underpin our Low Carbon Solutions business.



The ExxonMobil Product Solutions portfolio also supports progress toward SDG 12, "Ensure sustainable consumption and production patterns." Our Product Solutions business provides materials used in the production of solutions across health care and medical, agricultural, food and beverage packaging and other applications. We are advancing infrastructure and technology for collecting, sorting and processing discarded plastics, which includes our plans to build approximately 500,000 metric tons annually of advanced recycling capacity by year-end 2026 across multiple sites. Advanced recycling enables a broader range of plastic waste to be recycled back into high-value raw materials.

[Sustainable Development Goals](#)





Excerpt: Advancing Climate Solutions

ExxonMobil's Advancing Climate Solutions Progress Report outlines the company's approach to help reduce greenhouse gas emissions in support of a net-zero future. The full Advancing Climate Solutions 2023 Progress Report can be found on our website, including important cautionary statements.

As the world continues to face the challenge of securing adequate energy supply while ensuring the energy transition proceeds at pace—divergent views have emerged. There are some who believe that society's efforts should be solely directed toward the energy transition without considering the very real consequences of not ensuring energy security. ExxonMobil and others see the situation for what it is: There are two challenges of great importance, both necessitating the full cooperation and effort of companies, governments and NGOs worldwide in order to address these critical issues.

In this edition of our Advancing Climate Solutions Progress Report, we share the ways in which ExxonMobil remains determined to tackle head-on the challenges of strengthening energy supply security and reducing emissions to support a net-zero future while growing value for our shareholders and stakeholders. We discuss the ways we will continue delivering solutions that lower the greenhouse gas emissions intensity of our portfolio and help meet society's growing need for affordable and reliable energy and products.



[Advancing Climate Solutions—2023 Progress Report](#)



Progressing environmental initiatives

Our approach

Our diverse portfolio includes projects in remote and sensitive environments, such as deep water and areas of high biodiversity.

Our environmental management approach is guided by an understanding of the potential environmental and socioeconomic impacts of our operations and a commitment to develop, maintain and operate projects responsibly, using appropriate standards that enable us to *Protect Tomorrow. Today.*

Our focus areas

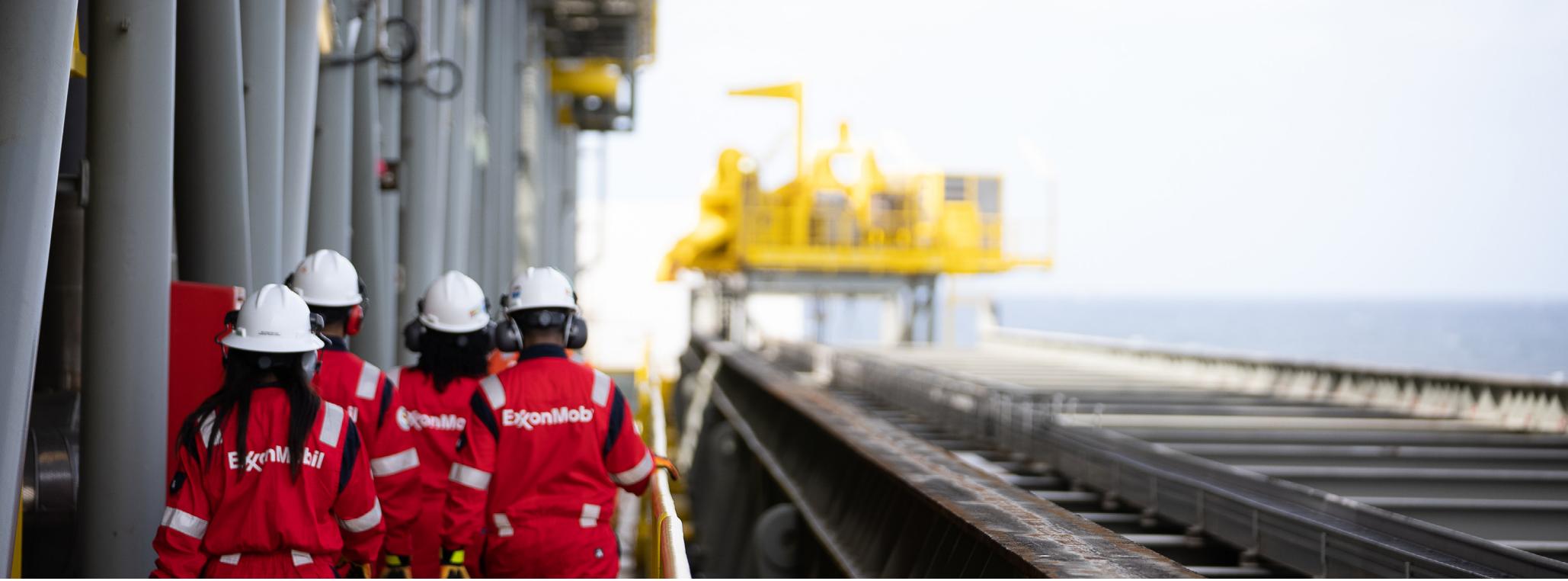
Managing environmental performance and compliance →

Reducing impacts to land and habitats →

Conserving water resources →

Improving air quality →

Minimizing operational waste →



Managing environmental performance and compliance

We strive to be a leader in environmental management. We evaluate risks at each stage of a project to mitigate environmental and socioeconomic impacts. Our Corporate Ethics Policy is to comply with all applicable laws, rules and regulations and we apply standards designed to minimize risks to the environment and society where applicable laws and regulations do not exist.

Protect Tomorrow. Today. is our guiding principle, focusing our efforts on the need to protect the environment where we operate and support the social and economic needs of the community today and for future generations. This principle embodies the environmental expectations and globally accepted industry practices that guide our day-to-day operations.

 [Our approach to managing environmental performance](#)

Performance and initiatives

OIMS conforms to environmental standards, including International Organization for Standardization (ISO) 14001 and American Chemistry Council Responsible Care® requirements. ExxonMobil Fuels & Lubricants Company (now part of ExxonMobil Product Solutions Company) is ISO 14001-certified at its global network of more than 20 lubricant plants. The ISO certification confirms OIMS effectiveness in managing potential environmental impacts and compliance obligations.

Successful project execution requires deep insights into the environmental and socioeconomic characteristics of the areas where we operate. We typically perform an Environmental, Socioeconomic and Health Impact Assessment for major capital projects. We use our Environmental Aspects Guide to identify and evaluate environmental and socioeconomic risks and impacts throughout the life of each asset or project. Then we develop management plans to avoid, reduce or address them. We integrate stakeholder feedback as part of our assessments, including those of local communities and stakeholders.

 [International Organization for Standardization \(ISO\) 14001](#)

 [American Chemistry Council Responsible Care®](#)

 [Environmental Aspects Guide](#)



Leading sustainability in Guyana

Everywhere we operate, our fundamental goal is to reduce environmental incidents to zero through continuous improvement of our operation standards and practices. We apply international standards and practices which often go beyond local compliance requirements. The Liza Unity floating production storage and offloading (FPSO) unit, built for our affiliate's operations in the Stabroek Block in Guyana, is the first FPSO in the world to be awarded the SUSTAIN-1 notation by the Classification Society American Bureau of Shipping (ABS).

To be awarded the SUSTAIN-1 notation, a vessel must align with key elements of the ESG requirements outlined in the SDGs and adhere to the requirements of the ABS Guide for Sustainability Notations. This guide covers sustainability aspects of the asset design, outfitting and layout, including pollution, energy use, recycling, coastal and marine ecosystems and human-centered design. We are pleased with the progress we have made in Guyana, and this notation represents yet another important step in our efforts to provide safe and responsible energy to society.

 [SUSTAIN-1 notation](#)

 [American Bureau of Shipping](#)

 [ABS Guide for Sustainability Notations](#)



Reducing impacts to land and habitats

The way we manage land and habitats, and their effect on biodiversity, is critical to the communities in which we operate. ExxonMobil works to mitigate potential impacts to ecosystems and the value those ecosystems provide. In new projects and ongoing operations, we build land and habitat management plans featuring protective measures specific to the location and scale of operations.

ExxonMobil employs a comprehensive process to understand how our activities interact with the environmental settings. We operate in locations with a broad range of environmental and socioeconomic conditions and use a robust environmental management system to identify, assess, mitigate and monitor impacts on the environment, including potential effects on biodiversity and the value particular ecosystems provide.

For major projects, we use an Environmental, Social and Health Impact Assessment process to identify and evaluate environmental, social and health risks. We also use an Environmental Business Planning process to identify, assess and establish solutions to environmental issues (e.g., potential mitigation measures) throughout the life of the asset.

More information on Land and Habitat programs, including Project Environmental Standards, how we operate near protected areas, and how we think about land management can be found on our website.



[Our approach to reducing impacts to land and habitats](#)

Managing biodiversity in Papua New Guinea

Papua New Guinea (PNG) is home to vast natural gas resources and more than 200,000 plant and animal species. The PNG LNG Project, of which ExxonMobil PNG Limited is the operator, has operations that encompass many areas of high biodiversity significance and conservation value.

To assess and manage potential long-term impacts on biodiversity, ExxonMobil PNG Limited has developed a biodiversity strategy that includes an offset program, an implementation and monitoring program and programmed monitoring activities (PMAs).

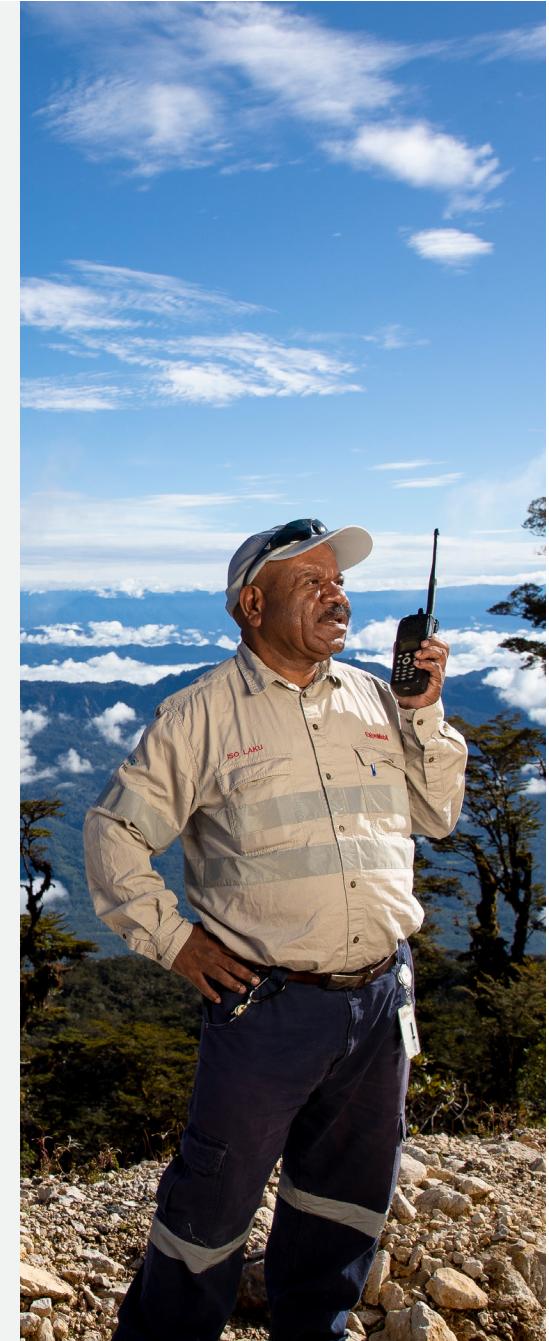
Some of the notable activities in 2021 include:

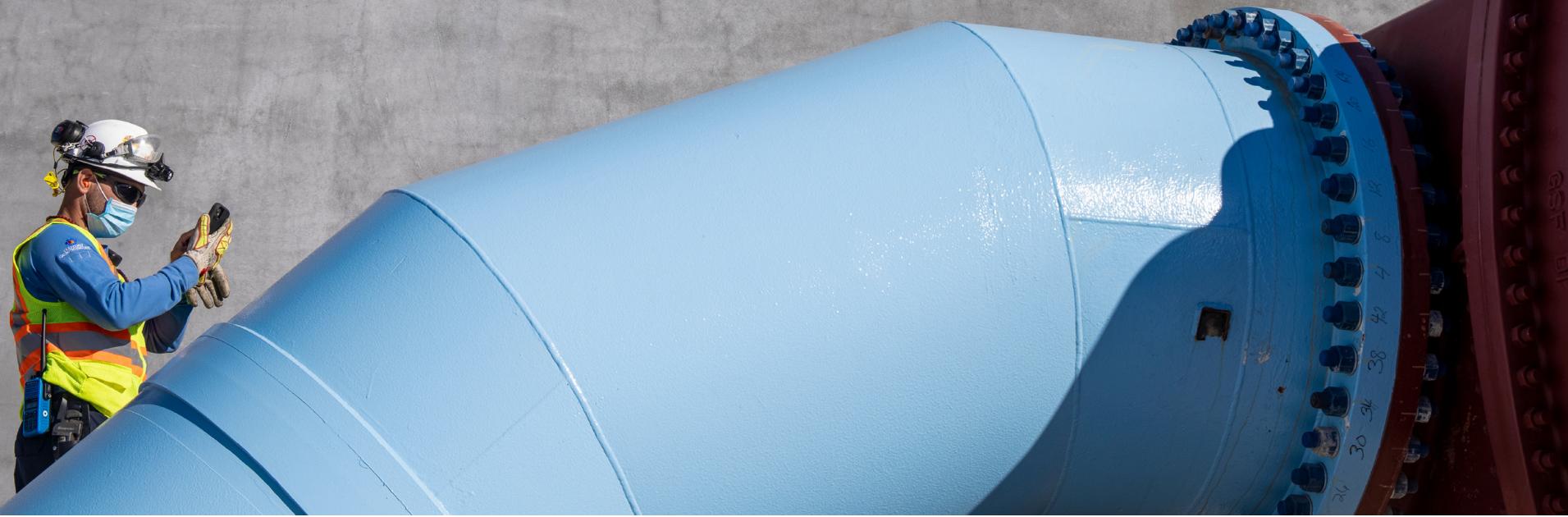
- For the first time, a field team of Papua New Guinean fauna experts completed the biennial biodiversity survey in the project's Upstream area^[5]. Expatriate scientists led the previous surveys with support from PNG students and citizens. In 2021, ExxonMobil PNG Limited decided that PMAs would be led by and include only national scientists, with remote support from expatriates. The PNG team leads for the 2021 survey had participated in the surveys since 2015, gaining knowledge and helping build the PNG scientific community.
- An assessment to verify 2020 annual forest cover changes against 2019 data in the Upstream area after construction activities concluded that the identified broad-scale forest loss or degradation was not attributable^[6] to ExxonMobil PNG Limited's activities. Many of the detected disturbances came from a local tradition of landowners setting up shelters or gardens closer to project facilities or the pipeline right-of-way to symbolize their ownership.
- ExxonMobil PNG Limited's awareness programs, community messaging and engagements with local communities help them gain an understanding of biodiversity values and importance of conservation. The awareness and training have been provided to communities, community leaders and village liaison officers.

The annual Environmental and Social Report for 2021 discusses the performance of the PNG LNG biodiversity management program in detail.

ExxonMobil's work in Papua New Guinea provides lower-emission energy to Asian markets, supports economic growth and community development within the country, and operates in a way that respects and sustains the biodiversity of the region.

 [Environmental and Social Report for 2021](#)





Conserving water resources

We value water as an essential resource for human development and for the support of the world's ecosystem. That is why ExxonMobil works to manage water resources used in our operations, in a manner that helps protect human health and the environment. We strive to be a leader in safeguarding water resources, and we try to understand water stress at the local level, as well as the potential impact of our operations. We also endeavor to integrate this understanding into our project design and operational practices.

Our team works to minimize the potential impact of our operations, especially in areas of water stress, as defined by measuring the ratio of total water withdrawals to available renewable water supplies. We aim to integrate this understanding into operational practices and project design, which includes adding technology applications focused on water management.

When sourcing water for our operations, ExxonMobil identifies and manages risks related to supply and quality. We regularly review our consumption and look for ways to use water more efficiently. ExxonMobil is piloting a tool to further enhance our understanding of risks associated with water, including wastewater discharge, water quality and supply and proximity to environmentally sensitive areas.

More information on water programs, including site-specific strategies and strategic collaborations can be found on our website.

 [Our approach to conserving water resources](#)

Saving water in the Permian

The Permian Basin remains an important strategic area of U.S. oil and gas production, representing more than 40% of ExxonMobil's U.S. net production. It is an area of water stress. As we work to maximize the value of our competitive position in the Permian, we are working to safeguard the Permian's water sources, including availability and quality.

In 2021, we implemented a comprehensive water management roadmap for the next 10 years of Permian development to manage potential future risks and uncertainties related to water sourcing, production, transport, reuse and disposal. We considered and cataloged a range of water supply, demand and disposal scenarios to understand the potential implications and opportunities for our Permian operations. While we operate in various locations within the Permian, this work has helped us identify site-specific management strategies that best meet the needs and limitations of each area. To minimize the potential impacts of water withdrawal, consumption, and discharges, we are implementing water recycling and sharing initiatives, increasing advocacy and industry engagement on water-related issues, and piloting and commercializing technologies to accelerate progress.

These efforts are intended to increase the availability and quality of water within the Permian region, help us manage our water-related risks and position us for long-term success. Focusing on effective water management, we currently utilize only recycled or brackish water sources for our Permian hydraulic fracturing operations. In 2021, we recycled nearly 100 million barrels of water, which enabled us to offset almost half of our water needs for fracking operations.



Supporting the NFWF Pecos Watershed Initiative^[7]

ExxonMobil is a proud member of the National Fish and Wildlife Foundation's Pecos Watershed Conservation Initiative (PWCI). The PWCI is an innovative public-private collaboration to support both water and land habitats. Participants have invested more than \$8 million to support 43 projects across the Permian Basin from southeastern New Mexico to West Texas.

The PWCI works on conservation projects to bolster the health of habitats within the Pecos Watershed, including:

- Improved management of native grasslands.
- Protection of endangered native fish and aquatic species unique to the Chihuahuan Desert.
- Repopulation of areas with species that have previously been lost.

The PWCI also supports programs that improve water quality and availability for both wildlife and agricultural purposes. We sponsor this work to support the health and sustainability of ecosystems within the Pecos Watershed.

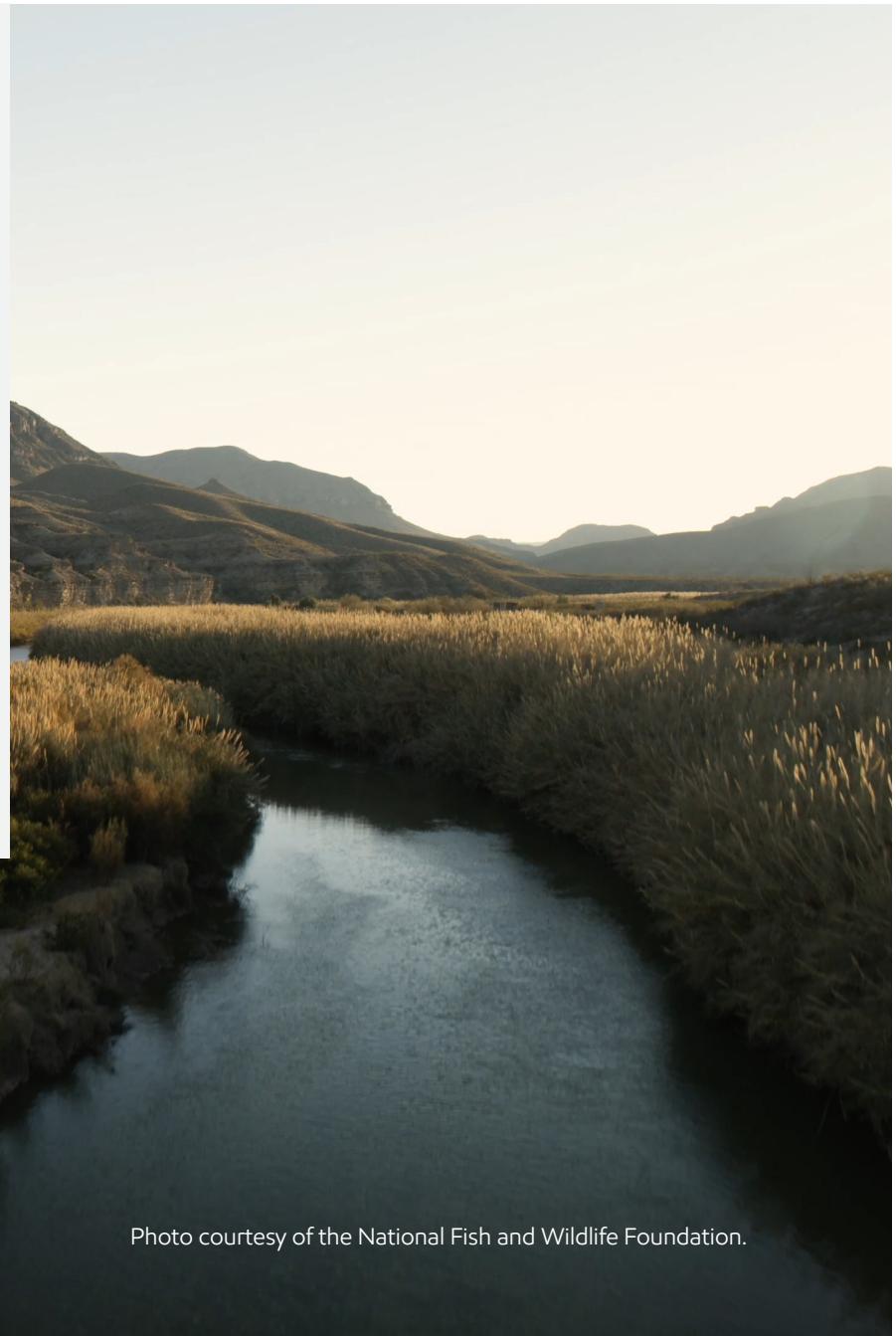


Photo courtesy of the National Fish and Wildlife Foundation.

Managing spills

ExxonMobil is committed to the prevention and elimination of spills from our operations. We seek to implement industry best practices to continually reduce the number of spills. We design and operate facilities with the objective of preventing unplanned releases from entering the environment and causing adverse effects.

Our Spill Prevention Program establishes corporate-wide procedures for inspecting and maintaining equipment, training operators and conducting practice drills. If a spill does occur, we conduct a rapid, comprehensive response to minimize impact on communities and the environment. Our spill response research program is an industry-leading in-house program with a focus on cold-water and remote locations that also applies to local or surface spills.

At ExxonMobil refineries, we recently enhanced the existing human factors approach to reinforce the zero-spill mindset among employees. Specialists developed a best practice guide that outlines 17 high-risk elements and corresponding procedures designed to reduce the likelihood of a spill caused by human error. This guide is credited with reducing such spills by more than 36% from 2016 to 2021.

ExxonMobil uses comprehensive integrity-management programs to oversee the transportation of millions of barrels of petroleum and chemical products over thousands of miles of pipeline around the world. For example, our pipeline affiliate in the U.S. regularly tests its pipelines to detect corrosion and other integrity concerns and uses skilled personnel in ground and air patrols, state-of-the-art systems, alarms and other techniques to continuously control and monitor pipeline routes.

In addition to prevention, we focus on maintaining a state of readiness to quickly and effectively respond to incidents resulting from our operations. To ensure that a response to an incident will be coordinated and effective, each site conducts emergency drills in accordance with regulatory requirements or management guidelines, ranging from “desktop” exercises to full-scale field drills. Annually, we conduct comprehensive multi-day drills at sites around the world, involving emergency response teams and hundreds of employees, contractors and specialists. Participants run through realistic scenarios and interact with local authorities and agencies.





Improving air quality

ExxonMobil recognizes the importance of clean air to our communities and implements emission-reduction initiatives, including those that reduce nitrogen oxides and volatile organic compounds at our operated assets. From 2016 to 2021, total reportable emissions of volatile organic compounds, sulfur oxides and nitrogen oxides decreased by approximately 24% at operated assets.

As part of our approach to improving air quality, we evaluate the potential impact of our emissions to the communities where we operate. Based on these insights, we advance appropriate capital projects and initiatives while working with regulatory agencies to assess and address potential air quality issues.

ExxonMobil's approach to air quality management includes:

- Understanding the composition and extent of our emissions.
- Meeting or exceeding environmental regulations.
- Reducing air emissions to minimize potential impacts on local communities.
- Monitoring the science and health standards related to air quality.

Our corporate-wide initiatives to reduce GHG emissions intensity also have the potential to further improve air quality by lowering non-GHG emissions.



[Our approach to improving air quality](#)



Minimizing operational waste

Everyone at ExxonMobil plays a role in reducing operational waste. Our “waste mitigation hierarchy” prioritizes waste avoidance when feasible and when waste is unavoidable, we work to reduce, recover or reuse it whenever possible.

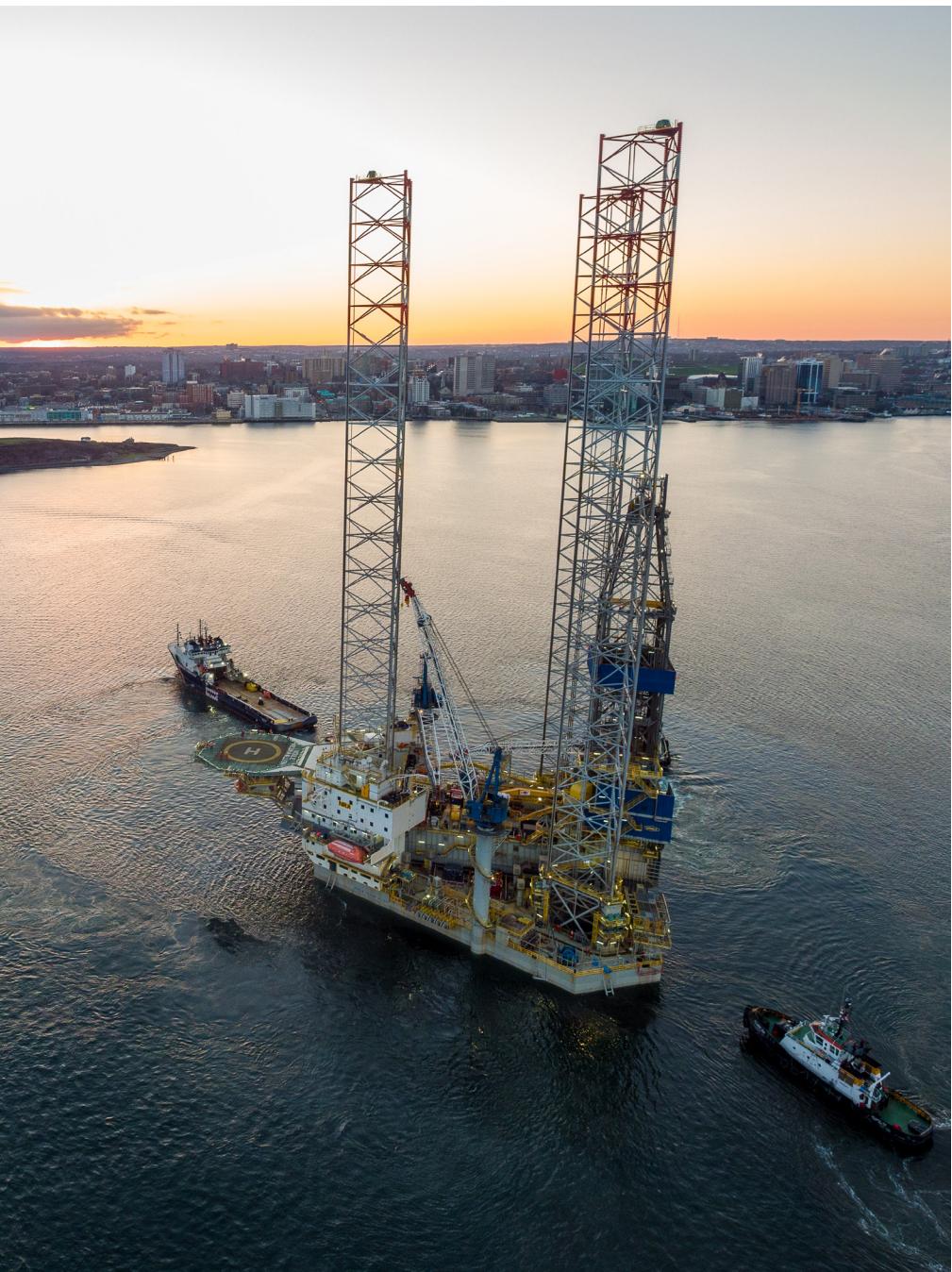
We aim to dispose of waste only if other options have been exhausted and we have robust processes to select waste sites that meet our high standards and expectations. Our global network of lubricants blending and packaging plants have a Zero Waste to Landfill Silver validation^[8] from Underwriters Laboratories (UL). We were the first petroleum products company to receive this status by diverting over 90% of waste produced in our global plant network from local landfills.

Our objective is to continuously look for ways to minimize waste through practices like process changes; raw material changes; material handling, storage, transportation; as well as treatment and/or disposal of any remaining waste in compliance with applicable regulations. To do that, we utilize a waste mitigation hierarchy that starts with waste avoidance.

 [Underwriters Laboratories](#)

Waste mitigation hierarchy





Decommissioning and rehabilitation

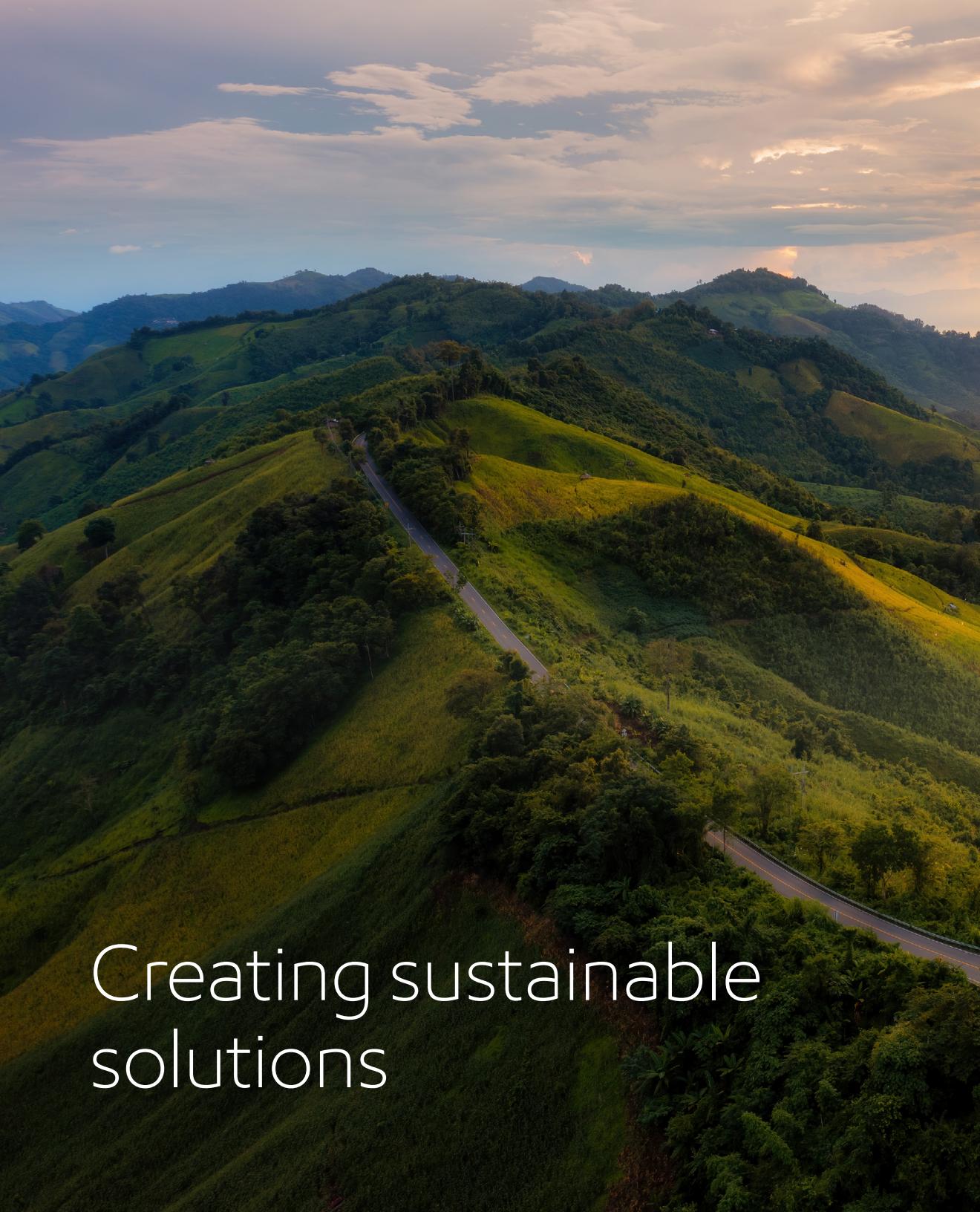
Decommissioning is the process of dismantling, removing and/or reusing facilities. ExxonMobil's approach to decommissioning assets varies by location, type of asset and environmental characteristics of the site. We incorporate applicable regulatory requirements and globally accepted practices and take into account views expressed by relevant stakeholders, including fishing communities, environmental organizations, recycling experts and academia.

Decommissioning an offshore asset presents complex challenges. In addition to the inherent risks of removal, our plans must consider each asset's specific marine ecosystems and facility characteristics, including complexity, size and weight. Planning and preparation for decommissioning assets can start up to 10 years before execution, and ExxonMobil has a dedicated offshore decommissioning Center of Expertise for this purpose.

Instead of decommissioning an asset, the company may choose to rehabilitate it. Rehabilitation is the process of safely repurposing properties that no longer support our operations. We consider the interests of various stakeholders when selecting site-specific approaches to repurpose properties. Our goal is to prevent legacy impacts on the environment while creating opportunities for beneficial reuse. ExxonMobil Environmental and Property Solutions (E&PS) is our global organization that supports the remediation and stewardship of surplus onshore sites.

More information on waste programs, including project waste management standards and waste site audits, can be found on our website.

 [Our approach to minimizing operational waste](#)



Creating sustainable solutions

Our approach

Around the world, ExxonMobil aims to be a preferred business partner, neighbor, employer and supplier.

ExxonMobil is committed to creating sustainable solutions that improve quality of life and meet society's evolving needs in ways that help protect people, the environment and the communities where we operate.

Our focus areas

Progressing product safety →

Expanding the plastics life cycle →

Excerpt: Delivering economic benefits →



Progressing product safety

ExxonMobil aims to provide the energy and products the world needs in a way that protects human health and the environment. Our scientists and product stewardship professionals collaborate with industry and academic researchers, regulatory bodies and policy makers to help ensure that the best available science informs industry product safety policy. We apply rigorous processes and standards, including updating and translating annually approximately 86,000 safety data sheets listing risks and proper use of products. In 2021, we continued our strong performance in our Fuels, Lubricants and Chemicals businesses with zero high-consequence product stewardship-related incidents, a key internal metric.

ExxonMobil works to mitigate potential impacts of our products by factoring relevant health, environmental exposure and use data into our development process and communications with employees and customers. We strive to identify and manage risks associated with our products, and to avoid manufacture or sale of products when it is not possible to provide an appropriate level of safety through proper design, procedures and practices.

Our focused objective is to identify and manage risk associated with our products and to provide the appropriate level of safety for people and the environment. Please see our Product Safety Policy to more fully understand our approach to health, safety and environmental management of our products.

More information on product safety, including product standards, safe handling and strategic relationships can be found on our website.

 [Our approach to progressing product safety](#)

 [Product Safety Policy \(page 15\)](#)



Expanding the plastics life cycle

Plastics play a vital role in reducing greenhouse gas emissions and enabling modern life. They also play an important role in our portfolio. That is why we are focused on providing the products the world needs while working to develop and deploy solutions to reduce plastic waste. To this end, we have started up our first, large-scale advanced recycling facility and are progressing activities throughout the world with the expectation to have about 1 billion pounds of annual advanced recycling capacity by year-end 2026.

Plastics are increasingly one of society's materials of choice because of their superior performance, affordability and life-cycle benefits compared to alternatives. Step into any hospital, kitchen, daycare center, science lab, airplane or automobile, and you will find abundant examples of critical plastic products. The plastics found in cell phones, computers, vehicles, packaging, surgical devices, personal protective equipment, facemasks and many other applications provide countless benefits as well.

From our operations, our goal is to continue experiencing zero pellet loss to the environment. Although laws and regulations related to the reporting of plastic pellet loss to the environment vary by jurisdiction, ExxonMobil adopted a global standard across our resin-handling facilities. Because of these efforts, ExxonMobil had no reportable plastic pellet losses from our resin-handling facilities^[9] in 2018, 2019, 2020 and 2021.

More information on plastics life-cycle, including Advanced Recycling and strategic collaborations, can be found on our website.



[Our approach to expanding the plastics life cycle](#)