

A photograph showing a group of young children, likely school-aged, wearing orange and brown uniforms. They are outdoors, some under a white mosquito net. One boy in the foreground is smiling and reaching out towards the camera. Other children are visible behind him, some clapping and others looking on. The background shows trees and a clear sky.

Corporate Citizenship Report 2015 Highlights

ExxonMobil

Energy lives here™

A note from the Chairman

Energy makes life as we know it possible. Energy provides the fundamental underpinnings for quality of life. Energy powers the world's economies and allows us to improve our standards of living.

This *Corporate Citizenship Report Highlights* document provides a view of how we work to help power the world's progress. It shares our priorities and our plans for the future. It provides data and examples that chart our progress and describe our approach.

We understand the need to thoughtfully invest to expand the benefits of modern energy while protecting the environment and addressing the impacts of rising greenhouse gas emissions and climate change. Managing the risks of climate change is an important responsibility for our business and society at large. We have and will continue to engage relevant stakeholders to further develop climate science and broaden its understanding by society at large.

The challenge of powering the world's progress is one that defies simple solutions. There are many stakeholders with strongly held views and differing opinions. We work to understand them and strive to strike an appropriate balance that maximizes benefits to society. The approach we take will be guided by practical choices backed by human ingenuity. The good news is that practical options to meet people's needs for reliable, affordable energy continue to expand.

I'm pleased to share the *Corporate Citizenship Report* to show how we approach these challenges, the actions we're committed to taking and the performance of the capable men and women who make up ExxonMobil.

We continue to encourage feedback from all of our stakeholders at exxonmobil.com/citizenship.

Rex W. Tillerson

Rex W. Tillerson
Chairman and CEO



Sustainability

ExxonMobil is faced with the complex challenge of providing the energy needed to support economic growth and improved standards of living while balancing impacts on society and the environment. ExxonMobil views corporate citizenship as a key component of sustainable development. By designing our approach to corporate citizenship around six key areas, we contribute to society's broader sustainability objectives and manage the impact of our operations on local economies, societies, climate and the environment.

We are committed to aligning our long-term business objectives with these areas of corporate citizenship. As a global provider of energy, our primary objective is to responsibly meet the world's energy needs while increasing shareholder value. To help evaluate the success of our corporate citizenship initiatives and cultivate strong investor relations, we employ eight strategies that help guide and measure our commitment to good corporate citizenship and address society's diverse sustainability objectives. These strategies include:

- Integration
- Investment and cost discipline
- Operational excellence
- Portfolio management
- Project execution
- Risk management
- Technology leadership
- World-class workforce



Safety, health and the workplace

At ExxonMobil, our efforts to protect the safety and health of our employees, contractors and communities are fundamental to our long-term business success. As such, we are committed to providing the energy needed to power the world's progress safely and responsibly. We seek to promote a culture of safety and health by attracting, developing and retaining individuals who share our core values and our commitment to integrity and operational excellence.



Jessica Berkey, a worker at our Joliet Refinery in Illinois, United States. The Joliet Refinery employs more than 600 people and is a leader in energy efficiency among U.S. refineries. No matter where in the world we work, we are relentless in our pursuit of *Nobody Gets Hurt*.

At ExxonMobil, safety is more than just a priority – it is a core value and an integral part of our culture that applies to every aspect of our operations. ExxonMobil's *Operations Integrity Management System* (OIMS) drives the sustainability of our disciplined approach to safety. OIMS is embedded in our everyday work and serves as the foundation for managing our risks.

Personnel safety

Regardless of job function, all ExxonMobil employees and third-party contractors have the responsibility and expectation to identify, assess and mitigate the risks associated with our operations. Over the past 10 years, we have reduced our workforce lost-time incident rate by more than 30 percent. We will continue to work toward our goal of *Nobody Gets Hurt*.

Process safety

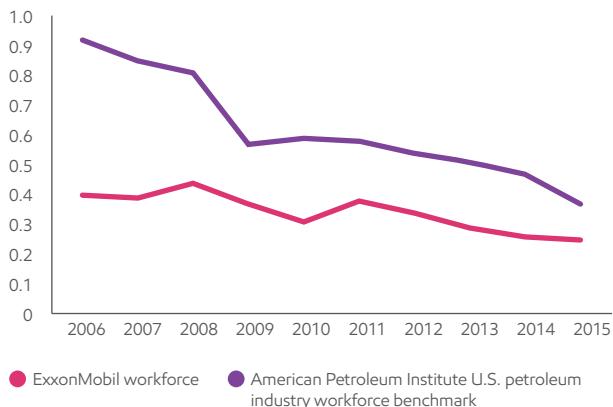
Our commitment to process safety – the equipment, procedures and training that prevent the uncontrolled release of hydrocarbons and hazardous substances – is a core value that shapes risk management across our operations. We seek to ensure our facilities are well-designed and safely operated to prevent potential safety incidents. To that end, we use a comprehensive and disciplined approach to identify, eliminate or manage process safety risks associated with our operations, which employs layers of preventive and mitigative barriers, including equipment, processes and people.

Emergency preparedness and response

The ability to respond to emergencies promptly is critical, and we conduct extensive training and drills to prepare for such situations. At ExxonMobil, we believe effective emergency preparedness requires competent response teams. To that end, we establish strategic emergency support groups (ESGs) around the world to develop and practice emergency response strategies and assist field responders.

Total recordable incident rate¹

Incidents per 200,000 work hours



In 2015, ExxonMobil's total recordable workforce incident rate per 200,000 work hours was 0.24, a slight percent decrease from 2014. Over the past decade, we have reduced this rate by more than 30 percent. When compared with the American Petroleum Institute U.S. petroleum industry workforce benchmark, ExxonMobil continues to be below the industry average.

¹Workforce includes employees and contractors. Incidents include both injuries and illnesses. Depending on the reporting year, around 5 to 10 percent of the incidents are illness-related.

Health and wellness

ExxonMobil cares about the health and well-being of our workforce and their families. Our health policy communicates the corporate expectations for identifying and evaluating health risks related to our operations that can potentially affect our employees, contractors or the public. We seek to address the diverse health considerations prevalent in the different locations in which we work by creating effective and efficient solutions that protect our workforce and operations from major health threats.

For example, our *Malaria Control Program* is designed to prevent and quickly manage malaria cases among employees and contractors working in or traveling to malaria-prone areas. Since 2007, no malaria-related deaths among ExxonMobil workers have been reported.

Diversity and inclusion

We support local employee networks to foster an environment committed to diversity and inclusion. The voluntary, employee-led groups offer networking, development programs and community service, and proactively mentor and assimilate new employees. Some of these networks include:

- Asian Connection for Excellence (ACE)
- Black Employee Success Team (BEST)
- Global Organization for the Advancement of Latinos (GOAL)
- People for Respect, Inclusion and Diversity of Employees (PRIDE)
- Veteran Advocacy and Support Team (VAST)
- Women's Interest Network (WIN)



U.S. Air Force Major General Giovanni Tuck presents to VAST members during a Veterans Day event hosted at the Houston campus.

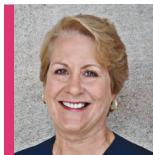
We believe the training, skills and experiences of veterans are a valuable component to a diverse, productive organization. In 2014, we created our newest employee resource group, the Veteran Advocacy and Support Team (VAST), which provides mentoring, coaching and networking opportunities designed to enhance the personal and professional development of our veterans and those who continue to serve. VAST also welcomes non-veteran employees to participate in the program. In total, VAST supports more than 690 employees.

In November 2015, VAST hosted a Veterans Day event at our Houston campus. The event brought together veterans and veteran supporters from across ExxonMobil's operations.

Workforce

We consider our approximately 73,500 employees to be our greatest asset. For this reason, ExxonMobil seeks to foster a diverse workforce of highly talented individuals who are dedicated to integrity, high-quality work and good corporate citizenship. Our career-oriented approach to developing an exceptional workforce includes recruiting outstanding talent and supporting long-term professional development. ExxonMobil offers robust corporate and technical training programs designed to engage employees in professional development.

"I have worked in several geographies and financial positions with individuals from many different backgrounds and cultures. I am constantly reminded that we have a large number of capable individuals with differing skills and approaches throughout this company. It is important that they are all engaged in furthering our business objectives. We accomplish this by providing an environment where everyone can contribute and can continually grow and develop both personally and professionally."

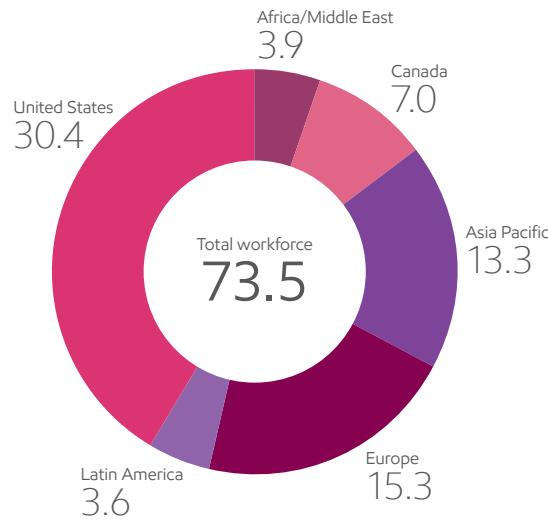


Carol Peters

Associate general
tax counsel

2015 workforce by geographic region²

Thousands of employees



In 2015, our total workforce was approximately 73,500, slightly lower than the total workforce in 2014. The largest concentration of ExxonMobil employees is in the United States with 30,400, followed by Europe and Asia Pacific with 15,300 and 13,300, respectively. Our global reach directly contributes to the diversity of our workforce and the success of our business.

²Data exclude company-operated retail store employees.

Employment practices and policies

As a global organization, the diversity and inclusion of thought, skill, knowledge and culture 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. In 2015, 35 percent of management and professional new hires in the United States were minorities.

Managing climate change risks

Society continues to face the dual challenge of meeting energy demand to support the economic growth needed for improved living standards, while simultaneously addressing the risks posed by rising greenhouse gas emissions and climate change. While future temperature changes and the associated impacts are difficult to accurately predict, we believe the risks of climate change are real and warrant thoughtful action.



Harold Johnson, lab technician at our Products Technology Center in Paulsboro, New Jersey, examines a motor oil sample. Since 2000, ExxonMobil has spent approximately \$7 billion to develop lower-emission energy solutions.

ExxonMobil is committed to providing affordable energy to support human progress while advancing effective solutions to address the risks of climate change. Our climate change risk management strategy includes four components: engaging on climate change policy, developing future technology, mitigating greenhouse gas emissions in our operations and developing solutions that reduce greenhouse gas emissions for our customers.

Engaging on climate change policy

Climate change is a global issue that requires the collaboration of governments, companies, consumers and other stakeholders to create global solutions. We believe countries need to work together to craft policies aimed at mitigating greenhouse gas emissions that recognize the priorities and needs of both developed and developing countries. We engage stakeholders directly and with trade associations around the world to encourage sound policy solutions for addressing these risks.



We engage with IPIECA on a number of issues, including climate change risks. Rick Mire, environment, regulatory and socioeconomic manager, has represented ExxonMobil at IPIECA for more than a decade and has served as chair since 2012.

Attributes of sound climate policy

ExxonMobil believes the long-term objective of effective policy is to reduce the risks posed by climate change at minimum societal cost, in balance with other societal priorities such as poverty eradication, education, health, security and affordable energy.

Policies need to be clear and guard against duplicative, overlapping and conflicting regulations, which send mixed signals to the market and impose unnecessary costs on consumers. We believe that effective policies are those that:

- Promote global participation;
- Let market prices drive the selection of solutions;
- Ensure a uniform and predictable cost of greenhouse gas emissions across the economy;
- Minimize complexity and administrative costs;
- Maximize transparency; and
- Provide flexibility for future adjustments to react to developments in climate science and the economic impacts of climate policies.

Only through a sound global policy framework will the power of markets and innovation enable society to find cost-effective solutions to address the risks of climate change, while at the same time continuing to address the many other challenges the world faces.

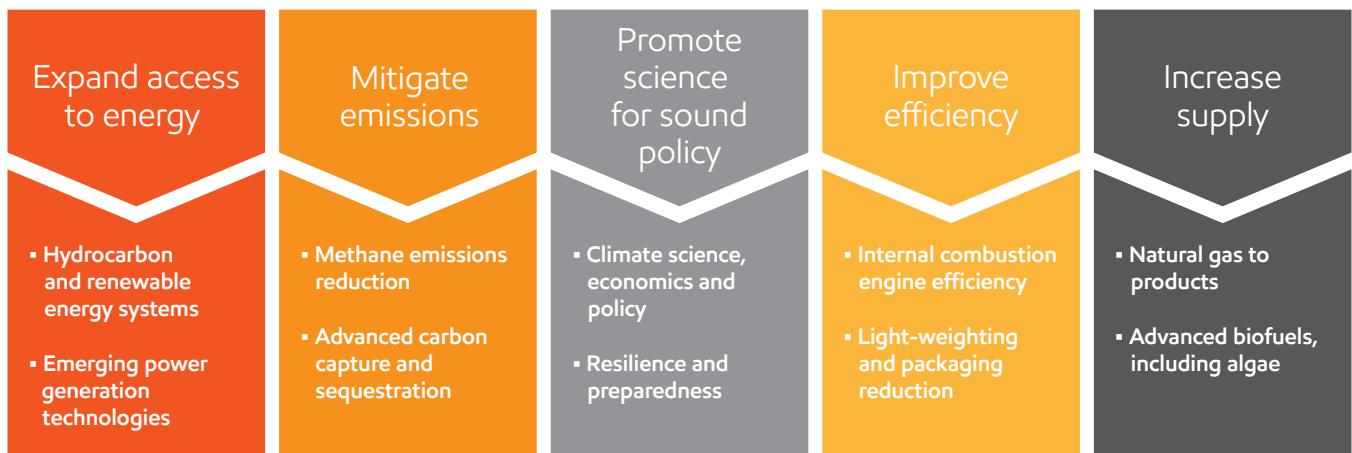
Developing future technology

As society transitions to lower greenhouse gas emission energy solutions, technological advancements that change the way we produce and use energy will be instrumental in providing the global economy with the energy it needs while reducing greenhouse gas emissions.

At the center of our research is ExxonMobil's Corporate Strategic Research laboratory, a fundamental research institution with approximately 150 Ph.D. scientists and engineers focused on addressing the company's long-range science needs. The laboratory's scientists are internationally recognized experts in their field. Our research portfolio, as illustrated in the graphic, includes a broad array of programs, including biofuels, carbon capture and sequestration (CCS), alternative energy and climate science.

ExxonMobil funds a broad portfolio of biofuels research programs, including ongoing efforts to develop algae-based biofuels. Our advanced biofuels research includes joint research collaborations with Synthetic Genomics Inc., Renewable Energy Group, the Colorado School of Mines, Michigan State University, Iowa State University, Northwestern University and the University of Wisconsin.

ExxonMobil's approach to developing future technology



Mitigating greenhouse gas emissions in our operations

ExxonMobil has a robust set of processes designed to improve efficiency, reduce emissions and contribute to effective long-term solutions to manage climate change risks. In the near term, we are working to increase energy efficiency while reducing flaring, venting and fugitive emissions in our operations. In the medium term, we are deploying proven technologies such as cogeneration and carbon capture and sequestration where technically and economically feasible. Longer term, we are conducting and supporting research to develop breakthrough, game-changing technologies.

Developing solutions that reduce greenhouse gas emissions for customers

While ExxonMobil strives to improve efficiency throughout our own operations, we are also delivering solutions that enable our customers to reduce their own emissions and improve their own energy efficiency as well as increase reliability, performance and longevity of the associated products. These solutions can be characterized as:

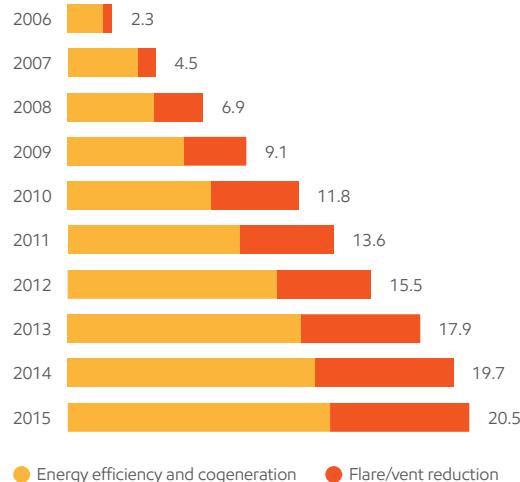
- Expanding the supply of cleaner-burning natural gas to reduce emissions in power generation;
- Developing premium, high-efficiency fuels and lubricants; and
- Creating innovative chemical materials that can be applied in a range of consumer products.

For example, our next-generation plastic packaging reduces total product weight and allows more products per shipment, fewer trucks on the road, less gasoline and energy used, fewer greenhouse gas emissions and ultimately less material to be reused, recovered or recycled.

Greenhouse gas emissions avoided from ExxonMobil actions³

Net equity, CO₂-equivalent emissions

Millions of metric tons



● Energy efficiency and cogeneration ● Flare/vent reduction

In 2015, greenhouse gas emissions avoided from ExxonMobil actions were 20.5 million metric tons, cumulative since 2006. This represents an additional reduction of 0.8 million metric tons compared with our 2014 performance.

³Cumulative since 2006.

Environmental performance

ExxonMobil is committed to operating in an environmentally responsible manner while providing the energy needed to power the world's progress. ExxonMobil's *Corporate Environment Policy* and *Protect Tomorrow. Today.* expectations serve as the foundation of our efforts, which are guided by a scientific understanding of the environmental impact of our operations as well as the social and economic needs of the communities in which we operate.



XTO Energy drilling operations in Belmont County, Ohio. ExxonMobil employs structured management processes across an asset's life cycle to ensure we effectively identify and understand the actual and potential impacts of our activities.

As we manage our operations, we must understand the impact of our business on the environment, adhere to a consistent risk management approach and maintain a relentless focus on operational excellence. We integrate stakeholder feedback, scientific understanding and other due diligence into these processes to ensure we operate in a safe, respectful and environmentally protective manner.

Protect Tomorrow. Today. is a set of corporate-wide environmental performance expectations. These expectations build upon the existing *Corporate Environment Policy*, which is incorporated in ExxonMobil's Standards of Business Conduct, and based on the following principles:

- **Delivery of superior environmental performance, leading to a competitive advantage;**
- **Driving environmental incidents with real impact to zero, through a process of continuous improvement; and**
- **Achieving industry leadership in focus areas valuable to the business.**

Protecting biodiversity

As part of the expectations of *Protect Tomorrow. Today.*, ExxonMobil strives to be a leader in safeguarding the ability of the environment to provide ecosystem services — the direct and indirect benefits people obtain from the environment, such as food, water, shelter, clean air and cultural identity. Our approach to managing biodiversity and ecosystem services recognizes factors such as the rarity of individual species, their roles in different ecosystems and habitats, their vulnerabilities and their cultural significance.

We plan our activities based on a scientific understanding of the biodiversity in our areas of operation. As part of our commitment to operating in an environmentally responsible manner, we conduct research and support initiatives to help improve biodiversity management. In 2015, we contributed approximately \$4 million to organizations focused on biodiversity protection and land conservation.



Western gray whale off the coast of Sakhalin Island, Russia.

Water management

Water and energy are interrelated. Water is essential for providing energy and energy is needed to deliver clean water to people. This connection, or nexus, between energy and water highlights the importance of these resources for society and the environment. As such, we work to prevent adverse impacts to water resources from our withdrawals and discharges and prudently manage the water we do use. In 2015, the net freshwater consumption at our operations was 300 million cubic meters, representing more than a 5 percent decline since 2007, in part due to the development and implementation of local water management strategies.

Wastewater management

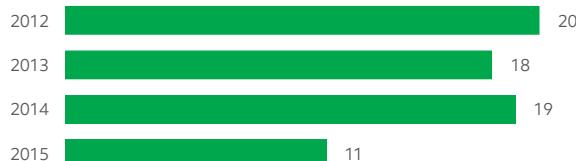
ExxonMobil responsibly manages process wastewater and produced water from our operations, and we proactively look for opportunities to address any potential water quality issues. For our Upstream projects, our *Water Management Standard* outlines minimum expected environmental performance and mitigation measures. This *Standard* establishes the planning and design basis for reducing impacts to surface waters, groundwaters, estuarine and marine waters as well as to the associated habitats and users, from a use or consumption viewpoint as well as with regard to discharge quality.

Spill performance

We implement preventive measures to avoid spills and continually seek to improve our risk management, operations integrity and containment capabilities. As a result of these efforts, we had fewer spills in 2015 compared with 2014. Over the past five years, we have reduced the number of spills greater than 1 barrel by more than 30 percent. We have the industry's only dedicated, in-house oil spill response research program, which includes a focus on cold water and remote locations, such as the Arctic.

Significant spills to the environment

Number of spills of any fluid type that warrant greater focus



In 2012, ExxonMobil began measuring significant spills to the environment (SSEs), the number of spills of any fluid type that warrant greater focus.

In 2015, we had 11 SSEs, more than a 40 percent decrease from 2014.

Air emissions

We seek opportunities to reduce the air emissions associated with our operations and the products we deliver to increase shareholder value and meet regulatory requirements. As a result of these efforts, ExxonMobil's combined emissions of volatile organic compounds (VOCs), sulfur dioxide (SO_2) and nitrogen oxides (NOx) have decreased more than 45 percent over the past 10 years across all of our businesses.

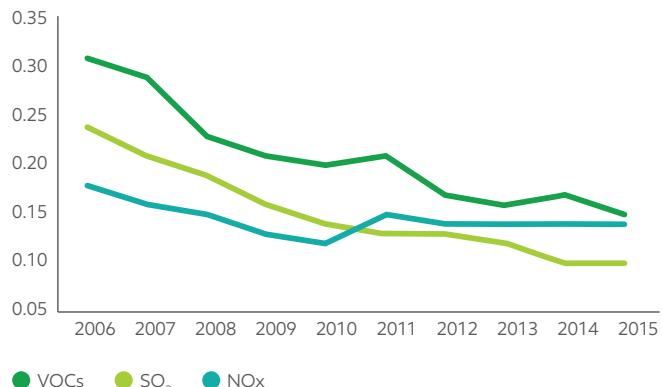
In January 2015, the International Maritime Organization reduced the cap on the sulfur content in marine vessel fuels from 1.0 to 0.1 percent by mass for all ships operating in emission control areas (ECA). This action has reshaped the shipping landscape, particularly in Europe and North America, spurring new demand for fuels that help marine operators comply with the cap. In response, we introduced *ExxonMobil Premium Heavy Distillate Marine 50*, an ECA-compliant premium fuel that combines the low sulfur content of lighter marine oils with the lower volatility typically associated with heavy fuel oils.

Decommissioning

Throughout the Upstream asset life cycle – from exploration to decommissioning – care is taken to limit disruptions to local communities and protect the environment. Accordingly, ExxonMobil ensures that decommissioning activities are planned and conducted to appropriately manage risks. For our fixed manufacturing assets, the same care is taken. For example, in 2015, we completed decommissioning a steam cracker at our Fawley refinery in the United Kingdom, the largest demolition project ExxonMobil has carried out in Europe.

Air emissions

Millions of metric tons



In 2015, the combined SO_2 , NOx and VOC emissions from our operations totaled 0.39 million metric tons, representing a slight decrease from 2014.

"It really is the end of an era. I hope this project can stand as an example to the petrochemical industry of how the demolition of large-scale units can be achieved in a safe and controlled manner."



Rob Tarbard
Project manager,
Fawley demolition

Community and social impact

We seek to contribute to the social and economic progress of the local communities where we operate. We believe that maintaining a fundamental respect for human rights, responsibly managing our impacts on communities and making valued social investments are integral to the success and sustainability of our business.



Members of ADPP, an ExxonMobil Foundation grant recipient, participating in women's farmer clubs in Angola. ExxonMobil strives to have a positive impact around the world on the individual communities in which we live and operate.

ExxonMobil believes a consistent approach helps our employees, contractors and partners effectively manage socioeconomic issues. The socioeconomic aspects of our business fall into seven broad categories, as depicted below.



Respecting human rights

ExxonMobil is committed to respecting human rights. Our approach to human rights is consistent with the United Nations (UN) *Guiding Principles on Business and Human Rights*, which outline the distinct, yet complementary, roles of government and business with regard to human rights: the government's duty to protect human rights, and business' responsibility to respect them.

ExxonMobil complies with all applicable laws and regulations and seeks to work with suppliers and business partners who share our commitment to human rights. Within our own workforce, our commitment to human rights is supported by our *Standards of Business Conduct* and our *Statement on Labor and the Workplace*.

Managing community engagement

ExxonMobil works in communities all over the world, each with their own unique cultures, needs and sensitivities. We strive to have a positive impact on the individual communities in which we live and operate. We believe proactively managing potential issues, while also enhancing community benefits, is integral to developing long-term, positive relationships.

We use our *Upstream Socioeconomic Management Standard* to identify potential socioeconomic impacts and their associated risks early in the Upstream asset life cycle, and then develop and implement appropriate avoidance, reduction, remedy and monitoring measures.

Community relations

Working collaboratively and transparently with local communities is essential to promoting positive long-term relationships and fostering ongoing support for our activities. We make every effort to consult with community stakeholders on a regular basis for the purpose of exchanging information and proactively identifying issues or concerns. By integrating the results of these discussions into our decision-making processes, we can help avoid or reduce our impacts on communities, enhance benefits, avert delays, reduce costs and prevent the escalation of issues.

Strategic community investments

ExxonMobil strives to be a good corporate citizen by working with governments, engaging with stakeholders and partnering with local and international organizations to help enhance the quality of life in the communities where we operate around the world. Whether through the U.S.-based ExxonMobil Foundation, the corporation or international affiliated company operations, we strategically invest in long-term social programs that directly impact our business and align with a host country's economic and social goals. In 2015, we contributed \$268 million to communities around the world.

We focus the majority of our spending on our corporate-led signature initiatives: improving education, combating malaria and advancing economic opportunities for women. We concentrate on these three areas because we believe they help build a foundation for human progress.

In addition to our signature initiatives, we provide local investments tailored to address community-specific social and economic challenges such as workforce development, access to health care and natural disaster recovery support. We consider the development goals of each community when deciding where, when and how best to invest.

Employee participation

Volunteering and charitable giving are integral to ExxonMobil's culture. Around the world, our employees support local communities by becoming mentors to students, assisting local food banks and providing environmental education opportunities, among other activities. ExxonMobil offers several programs that allow our employees and retirees to maximize their charitable impacts.

2015 community investments by focus area⁴

Millions of dollars



ExxonMobil seeks to make meaningful community investments in a variety of focus areas. In 2015, total community investments were \$268 million, with the greatest investment in civic and community initiatives.

⁴Total contributions include donations from Exxon Mobil Corporation, our divisions and affiliates, and the ExxonMobil Foundation, as well as employee and retiree giving through ExxonMobil's matching gift, disaster relief and employee giving programs. Investments do not include environmental capital and operating expenditures, which totaled approximately \$5.6 billion in 2015.

Malaria initiative

We care about the health of our employees, their families and members of the communities where we operate, which is why we invest in community health programs that help combat preventable or treatable illnesses. In several countries where we operate, including sub-Saharan Africa, malaria continues to have a significant impact on local communities. In 2015, ExxonMobil contributed \$12.5 million to fight malaria. We are proud to say that 2015 marks ExxonMobil's 15th anniversary year working to reduce the human and economic toll of this disease.



Two young girls participate in the ExxonMobil Girls Engineering Festival at the Lonestar Convention Center in Conroe, Texas, in May 2015.



With the help of ExxonMobil, USAID collects blood samples for malaria tests at the Lucala municipal hospital in the Kuanza Norte province of Angola.

Education initiative

We believe global economic growth in today's high-tech world relies upon highly skilled individuals, particularly those well-trained in science, technology, engineering and mathematics (STEM). For this reason, we invest in education and teacher development programs designed to encourage students to pursue careers in the STEM fields. In 2015, we invested nearly \$100 million in education programs around the world.



A Solar Sister participant uses a neighbor-to-neighbor distribution system to deliver solar technology solutions to her community.

Women's economic opportunity initiative

Economically empowering women is essential to enhancing local economic development. We invest in programs proven to provide the skills and resources needed to increase their productivity and income. Over the past 10 years, ExxonMobil has invested approximately \$94 million for the purpose of helping women fulfill their economic potential and improve their well-being and that of their families and communities. In 2015 alone, our contributions totaled nearly \$12 million.

Local development and supply chain management

As we develop oil and gas resources to meet the world's growing energy needs, we work to contribute to the economic and social development of the countries in which we operate. We do this by employing systematic and clearly defined processes, templates and global best practices to integrate local development into overall project planning and execution.



Hilda Wagia, instrumentation technician trainee, working in the Hides gas conditioning plant in Papua New Guinea. We have a responsibility to help advance economic development for the areas in which we operate.

Local economic growth and development

We believe local content — the added value brought to a host nation through the activities of the oil and gas industry — provides shared value to ExxonMobil and to the communities in which we operate, ensuring local participation is integrated into our daily processes. We align our goals with those of our partners to focus on establishing long-term economic benefits. We develop a local content plan specific to each country or area, taking into account social and economic conditions, the nature of the project and the community's needs.

We believe we have a responsibility to create local employment opportunities to help advance economic development and contribute to the continuity of our operations. We continued to make progress in hiring, developing and retaining host country nationals in 2015.

For example:

- In Angola, 82 percent of our personnel are Angolan, of whom 16 percent are in supervisory or managerial positions.
- In Chad, 94 percent of our personnel are Chadian; 72 percent of supervisory or managerial positions are held by Chadians.
- In Equatorial Guinea, nearly 75 percent of our personnel are Equatoguinean, of whom 13 percent are in supervisory or managerial positions.
- In Indonesia, 87 percent of our personnel are Indonesian; local staff hold 83 percent of supervisory or managerial positions.
- In Nigeria, 94 percent of our personnel are Nigerian; 21 percent of local staff are in supervisory or managerial positions.

Local supplier development

ExxonMobil works with a range of stakeholders, including host country governments, non-governmental organizations (NGOs) and local communities to develop local vendors for the supply of goods and services. We seek to build and maintain a qualified and globally competitive supply chain wherever we operate. Our goal is to nurture entrepreneurship and foster competitive businesses capable of contributing to the sustainable economic progress of host countries.

Supply chain management

Because our global reach expands well beyond our fence line, we know the success of our operations and reputation are influenced by those who support our operations beyond the workplace sites. ExxonMobil works with more than 165,000 suppliers of goods and services, and we develop relationships with suppliers that uphold our commitment to safety, the environment and human rights. We support supplier efforts for continuous improvement in these areas.

Promoting supplier diversity

ExxonMobil values its diverse workforce and works to promote a diverse supply chain. In the United States, we have cultivated diversity across our supply chain through our supplier diversity program for more than 40 years.

Corporate governance

Good governance is essential to ensuring the long-term viability of our business, promoting economic development of the communities where we operate and responsibly providing the energy needed to power the world's progress. ExxonMobil employs a variety of policies and processes to uphold good corporate governance, avoid corruption and promote transparency underpinned by a majority independent board of directors that provides oversight on our corporation's affairs.



ExxonMobil headquarters in Irving, Texas. A commitment to ethics and integrity is a core value of our corporate culture.

Standards of Business Conduct

Our Standards of Business Conduct, adopted and administered by the board of directors, ensure we operate at the highest level of operational integrity by setting the ethical conduct expectations of our corporation and majority-owned subsidiaries. These Standards cover a range of topics including labor, the environment and anti-corruption. While ExxonMobil is not a formal signatory of the United Nations Global Compact, its values represent key elements of our Standards.

Shareholder relations

We value the dialogue we have with our shareholders on a variety of governance, social and environmental topics throughout the year. Our direct engagement with shareholders provides an effective forum to address issues, share relevant information and viewpoints, and align on the facts. In 2015, we had 42 shareholder dialogues with institutional investors, pension funds, and labor, religious, and NGO organizations. These dialogues have generally allowed us to reach common ground with our shareholders, in some cases avoiding the need for more formal shareholder proposals at the annual shareholders meeting.

Board of directors

ExxonMobil's board of directors provides independent oversight of the corporation's affairs. All directors are required to stand for election at our annual meeting of shareholders. In 2015, the board met 11 times, including a board visit to Papua New Guinea.

Corporate citizenship topics fall under the purview of the public issues and contributions committee (PICC), the board affairs committee and the compensation committee, and are routinely reviewed at board committee meetings.



CEO Rex Tillerson meets with local workers at our PNG operations.

In June 2015, ExxonMobil directors and executives visited the liquefied natural gas (LNG) operations in Papua New Guinea (PNG) to view how ExxonMobil's holistic approach to managing key sustainability and community issues has been successfully implemented in this unique area. The visit encompassed an overview of the mountainside gas wells and the Hides gas processing plant, as well as a review of the pipeline that transports treated gas from the highlands to the LNG plant.



ExxonMobil's management committee. From left: Mark Albers, senior vice president; Andy Swiger, principal financial officer and senior vice president; Darren Woods, president and board member; Rex Tillerson, chairman and CEO; Jack Williams, senior vice president; Mike Dolan, senior vice president.

Engaging with stakeholders

As a global company, our business directly affects and is directly affected by many people, organizations and communities around the world. For a company of our size, building and maintaining relationships with a diverse group of stakeholders are both priorities and ongoing challenges. Energy issues are complex and our stakeholders represent multiple viewpoints. The discussions we undertake with our stakeholders help us understand a variety of perspectives. Regular stakeholder engagement helps us continue to improve our company and remain a responsible corporate citizen.

We interact with our stakeholders using a variety of mechanisms, including community meetings, Web and social media content, corporate publications, and one-on-one and group discussions, among others. While ExxonMobil recognizes that our stakeholders may have a diverse set of interests, the list on the following page demonstrates our different stakeholders and their typical areas of interest.



Papua New Guinea Prime Minister Peter O'Neill on board the *Spirit of Hela* for loading of the first liquefied natural gas cargo. ExxonMobil is committed to engaging with stakeholders wherever we operate.

Employees

- Benefits; diversity; development opportunities; safety, health and wellness

Customers

- Product safety and sustainability; supply chain management; greenhouse gas emissions

Suppliers

- Expectations for suppliers; expanding local supply network; supplier diversity

Communities

- Community development; economic development; grievance management; human rights; operational impacts

Governments

- Taxes; local supplier development; job creation; impact assessments; ethics; education

Non-governmental organizations

- Biodiversity; water management; climate change; air quality; transparency

Shareholders

- Governance practices; board composition; policy engagement; sustainability



Energy is integral to our lives in the 21st century.

Performance data table*

	2010	2011	2012	2013	2014	2015
Safety, health and the workplace						
Fatalities — employees	0	0	1	0	0	0
Fatalities — contractors	3	9	4	6	3	2
¹ Fatal accident rate — total workforce (per 1,000,000 work hours)	0.006	0.017	0.010	0.011	0.006	0.004
² Lost-time incident rate — total workforce (per 200,000 work hours)	0.038	0.077	0.046	0.044	0.031	0.034
² Total recordable incident rate — total workforce (per 200,000 work hours)	0.30	0.37	0.33	0.28	0.25	0.24
Percent of workforce — outside the United States	60	61	59	59	58	59
Percent women — global workforce	26	26	28	28	28	28
Percent management and professional new hires — women	40	44	39	39	40	41
Percent management and professional new hires — outside the United States	70	79	68	66	61	61
Managing climate change risks						
³ Greenhouse gas emissions, absolute (net equity, CO ₂ -equivalent emissions), millions of metric tons	126	128	126	127	123	122
³ Greenhouse gas emissions, normalized (net equity, CO ₂ -equivalent emissions), metric tons per 100 metric tons of throughput or production						
Upstream	20.5	20.7	22.3	22.8	23.4	23.4
Downstream	20.8	20.0	19.6	19.7	19.2	18.9
Chemical	57.9	57.2	56.3	57.0	53.4	52.3
Energy use (billion gigajoules)	1.5	1.5	1.5	1.5	1.6	1.7
Energy intensity, normalized versus Global Energy Management System (GEMS) base year (2002)—refining	91.8	90.9	90.0	90.5	90.3	91.2
Energy intensity, normalized versus GEMS base year (2002)—chemical steam cracking	87.6	87.3	88.2	88.8	86.4	86.6
Hydrocarbon flaring (worldwide activities), millions of metric tons	3.6	4.1	3.6	3.7	4.5	5.3
⁴ Cogeneration capacity in which we have interest, gigawatts	4.9	5.0	5.2	5.3	5.5	5.5
Environmental performance						
⁴ Number of acres of managed wildlife habitat	6,400	6,900	7,000	7,000	7,200	7,100
Freshwater consumption, millions of cubic meters	330	370	330	280	270	300
Freshwater intensity, metric tons of water consumed per metric tons of throughput or production						
Upstream	0.10	0.26	0.26	0.22	0.17	0.33
Downstream	0.87	0.88	0.82	0.74	0.74	0.73
Chemical	2.41	2.64	2.41	1.98	1.79	1.67

	2010	2011	2012	2013	2014	2015
Environmental performance (continued)						
Marine vessel spills (owned and long-term leased), number of hydrocarbon spills > 1 barrel	0	0	0	0	0	0
Spills (not from marine vessels), number of oil, chemical and drilling fluid spills > 1 barrel	210	484	356	330	334	319
Hydrocarbons spilled (oil spilled), thousands of barrels	7.7	17.8	8.5	9.3	9.1	10.8
Other spills, thousands of barrels	40.4	2.0	1.6	0.9	4.1	0.4
Controlled hydrocarbon discharges to water, thousands of metric tons	1.3	1.3	1.2	1.1	1.3	1.1
Sulfur dioxide (SO ₂) emitted, millions of metric tons	0.14	0.13	0.13	0.12	0.10	0.10
Nitrogen oxides (NOx) emitted, millions of metric tons	0.12	0.15	0.14	0.14	0.14	0.14
Volatile organic compounds (VOCs) emitted, millions of metric tons	0.20	0.21	0.17	0.16	0.17	0.15
VOCs emitted, metric tons per 100 metric tons of throughput or production						
Upstream	0.061	0.063	0.056	0.059	0.061	0.053
Refining	0.012	0.011	0.010	0.009	0.008	0.008
Chemical	0.036	0.032	0.036	0.034	0.029	0.024
Environmental expenditures, billions of dollars	4.5	4.9	5.5	6.0	6.2	5.6
Total hazardous waste disposed from operations, millions of metric tons	1.3	1.9	2.0	0.3	0.3	0.2
Community and social impact						
⁵ Community investments, millions of dollars	237.1	278.4	255.6	269.5	279.5	267.8
United States	154.8	161.3	156.5	156.3	150.2	145.6
Rest of world	82.3	117.1	99.1	113.2	129.3	122.2

¹Workforce includes employees and contractors. Accidents or incidents include both injuries and illnesses. From 2006 through 2015 all fatalities were injury-related.

²Workforce includes employees and contractors. Incidents include both injuries and illnesses. Depending on the reporting year, around 5 to 10 percent of the incidents are illness-related.

³The net equity greenhouse gas emissions metric was introduced in 2011 as a replacement for the direct equity greenhouse gas metric. Information has been restated back to 2005 according to the new metric. The net equity greenhouse gas metric includes direct and imported greenhouse gas emissions and excludes emissions from exports (including Hong Kong Power through mid-2014). ExxonMobil reports greenhouse gas emissions on a net equity basis for all our business operations, reflecting our percent ownership in an asset.

⁴Cumulative figure.

⁵Total contributions include ExxonMobil corporate and foundation donations, and employee and retiree giving through ExxonMobil's matching gift, disaster relief and employee programs.

* Some uncertainty exists in performance data, depending on measurement methods. Data in the report and performance data table represent best available information at the time of publication. Performance data are reported for our affiliates and those operations under direct ExxonMobil management and operational control. Includes XTO Energy performance beginning in 2011. N/A is used to indicate that data are not available.

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On the cover:

In December 2015, students at the Federal Housing Estate Primary School in Lagos, Nigeria, learn about malaria prevention and proper bed net use through Grassroot Soccer's community based program.