



ExxonMobil

GENDER PAY GAP REPORT 2018

Committed
to developing
our pipeline of
female talent

As a company with a long-held commitment to equal pay and workplace equality, we are pleased to present our 2018 UK gender pay gap report. It highlights ExxonMobil's continued progress in addressing the gender pay gap and embracing employee inclusion and diversity.

Fostering an inclusive workplace, where all employees can achieve their potential and where business decisions draw on diverse perspectives is clearly a source of competitive advantage.

But ExxonMobil's commitment to workplace equality goes beyond that and reflects the fundamental values of our company.

This report presents strong equal pay results and highlights the sustained action we're taking to accelerate progress on a number of fronts:

- Our 2018 median gender pay gap of 3.9 per cent, for our UK companies, is significantly lower than the UK national average of 17.9 per cent¹.

- Our recruitment of female science and technology graduates exceeds the national average: in 2018, 41 per cent of our graduate recruits were female – far higher than the number graduating in STEM subjects nationwide, which stands at 24 per cent².

- The representation of women in management roles has increased: 30 per cent of ExxonMobil's UK female employees are in management positions, a slight increase from 2017 (29 per cent) and up from 24 per cent five years ago.

Gender pay gap data is driven by variables that may change year on year – and disparities between men and women within ExxonMobil reflect the challenge of an industry in which there has been an historic preponderance of men in the workforce.

Action to ensure more equal representation of women at all levels of our company will therefore require consistent effort over many years.

So despite the encouraging results in this year's report, we are not complacent in our drive to narrow the gender pay gap – and we will remain focused on continued progress to sustain and improve on these results.



Mike Cooper
Chairman, Esso UK and Lead Country Manager
for ExxonMobil companies in the UK



¹ Office for National Statistics, 'Gender Pay Gap in the UK: 2018'.

² WISE, Core STEM graduates 2017 and 2018 Workforce Statistics.

What is the gender pay gap?

The gender pay gap is the percentage difference between the mean (or average) hourly earnings for men and women. The gender pay gap isn't the same as equal pay. Equal pay, where men and women doing the same job are paid equally, is governed by the Equality Act. ExxonMobil always pays women and men equally for equal work.

Gender pay gap averages are reported as both median and mean figures.

The figures for ExxonMobil

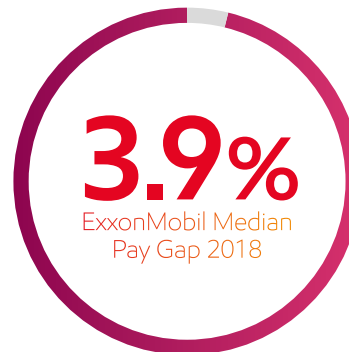
The UK government's gender pay gap regulations require all companies with 250 UK employees or more to report their gender pay gap data each year.

ExxonMobil has two separate UK affiliates to which these regulations apply - Esso Petroleum Company, Ltd and ExxonMobil Chemical Limited - which in total employ around 2,500 people.

Government regulations require us to make separate submissions for each of these affiliates. However, in order to present a complete picture across all our UK sites, which operate under consistent policies and with common approaches to employee pay, this report focuses on combined figures for "ExxonMobil UK". Data for the separate affiliates can be found on page 11 of this report.

¹ Office for National Statistics, 'Gender Pay Gap in the UK: 2018'

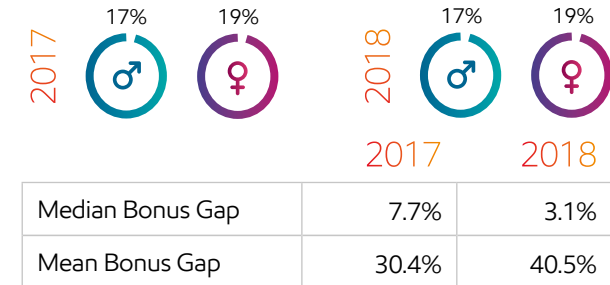
"Our gender pay gap is significantly lower than the UK average"



ExxonMobil UK Gender Pay Gap Results

Median and Mean Pay Gap	2017	2018
Median Pay Gap	0.8%	3.9%
Mean Pay Gap	10.2%	9.1%

Proportion of employees receiving a bonus



Proportion of employees in each quartile pay band

	2017	2018
Upper Quartile	84% ♂ 16% ♀	83% ♂ 17% ♀
Upper Middle Quartile	83% ♂ 17% ♀	84% ♂ 16% ♀
Lower Middle Quartile	92% ♂ 8% ♀	92% ♂ 8% ♀
Lower Quartile	73% ♂ 27% ♀	73% ♂ 27% ♀

♂ Male ♀ Female

Understanding our data

Our 2018 mean pay gap has narrowed slightly from 2017. While our 2018 median pay gap figure has increased a little, it remains significantly below the UK national average and compares well with other companies in the oil and gas sector.

The slight increase in the median pay gap in 2018 is driven by two main factors: we were successful in recruiting proportionately more females at graduate entry level during the year, but this was counterbalanced by the departure of proportionately more higher-paid women than men.

Men still make up the majority of ExxonMobil's workforce. There are more men in senior roles and this impacts our gender pay gap.

Gender pay gap data is driven by variables that may change from year to year.

This annual publication provides a useful snapshot in time of our current position and our progress against objectives.

"I'm pleased this report provides the basis for a more informed, open and data-driven conversation about gender balance, inclusion and diversity"



Elaine Cole, UK HR Manager



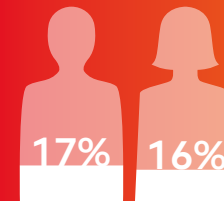
Female Graduates

The wider median gender pay gap in 2018 is driven partly by our success in recruiting proportionately more females at graduate entry level



Bonus

In 2018, 19% of women received a bonus compared to 17% of men



Promoted in 2018

We continue to promote women at a similar rate to men

Progress despite sectoral challenges

As the only 'major' integrated oil and gas company in the UK, and with a significant engineering and manufacturing presence, ExxonMobil operates in a traditionally male focused industry.

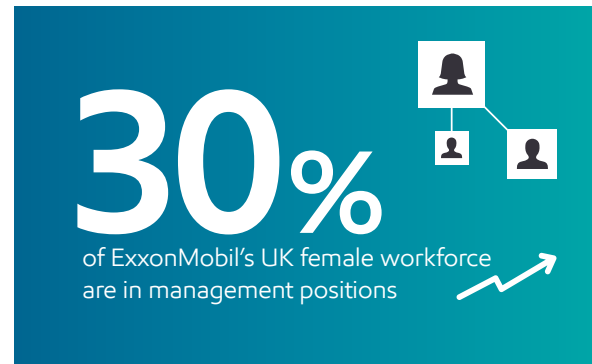
We also face the challenge that proportionately fewer female students study STEM subjects at school and university, limiting the recruitment talent pool.

Yet we are making continued progress:

- Thirty per cent of ExxonMobil's UK female employees are in management positions, a slight increase on the 29 per cent a year ago, and up from 24 per cent five years ago. Management positions include those in leadership and senior technical positions.
- Twenty one per cent of our UK senior managers working in the UK and overseas are female - an increase from 2017 (18 per cent) and up from 14 per cent five years ago. This is a larger proportion than the share of women in our UK workforce overall (17 per cent).
- In 2018, 41 per cent of the company's UK graduate recruits were women. This compares with 24 per cent five years ago and is far higher than the 24 per cent of women STEM graduates nationally³.

³ WISE, Core STEM graduates 2017 and 2018 Workforce Statistics.

"Our recruitment of female science and technology graduates exceeds national averages"



Female engineers make a significant contribution to our workforce, shown here at our Fife Ethylene Plant in Scotland



Our gender balance action plan

ExxonMobil is committed to making continued progress in the following areas:

- Recruiting more women at all levels, including graduates and apprentices.
- Retaining and developing women in early and mid-career stages.
- Developing female talent to leadership and senior technical positions.
- Enhancing parental leave and workplace flexibility to enable employees to balance work and personal commitments.
- Increasing focus on inclusion and diversity to support employees throughout their careers.
- Investing in STEM education programmes, including for girls and young women, in communities around our UK sites to build grassroots science and technology capability.



Graduates & Apprentices

Recruiting more women at all levels of the business, including graduates and apprentices



Flexibility

Enhancing workplace flexibility and parental leave programmes to enable employees to balance work and personal commitments



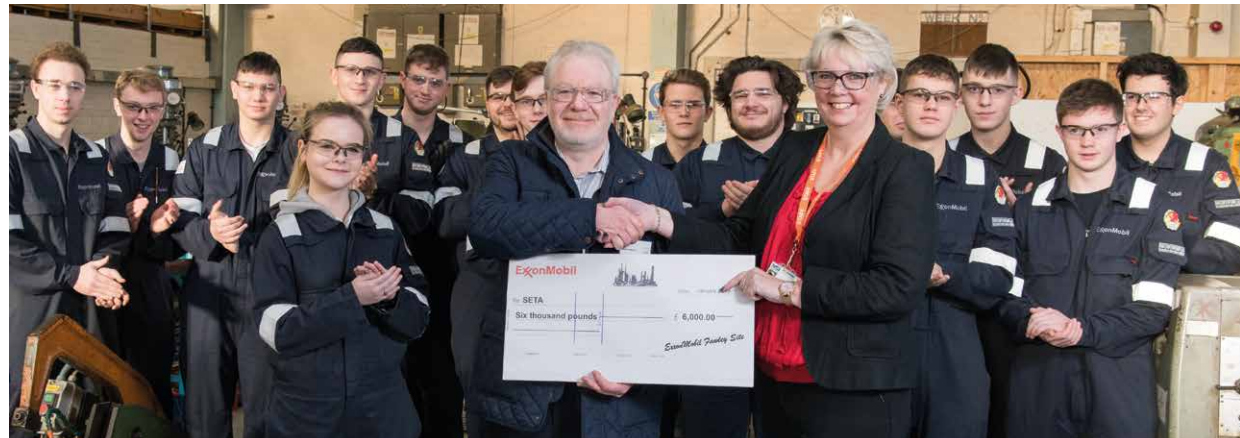
Long Term

We want to retain more women in early and mid-career stages and in management, professional and technical roles



Talent & Promotions

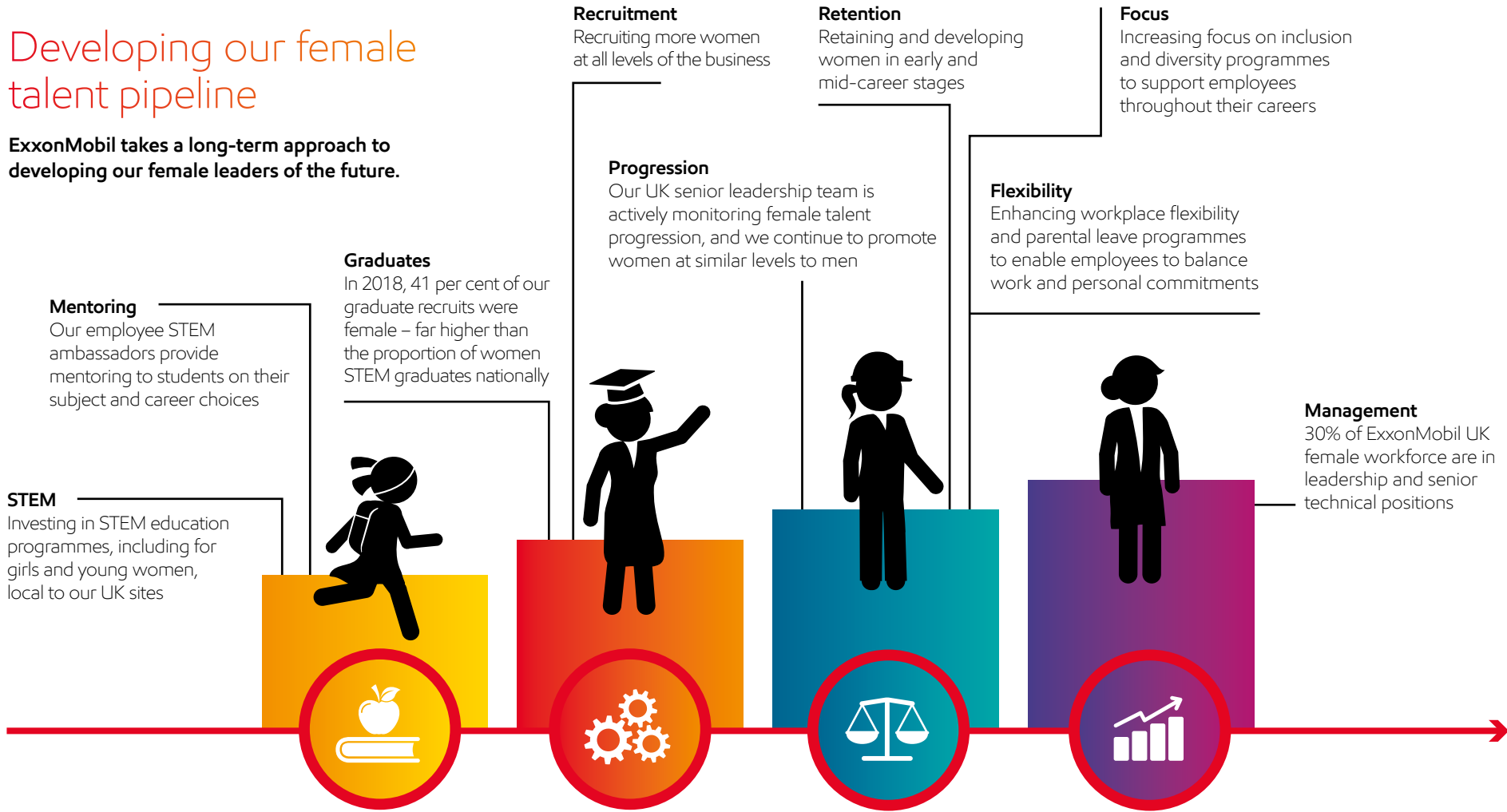
Developing female talent and promoting women to management positions



Simon Downing, Fawley Refinery Manager, presents a cheque to Julie Gough, Managing Director, Southampton Engineering Training Association, as part of our #SolveItWithSTEM grassroots initiative

Developing our female talent pipeline

ExxonMobil takes a long-term approach to developing our female leaders of the future.



ExxonMobil expects to remain a significant investor in the UK for many years to come

Demand for the energy and chemicals products we produce is expected to remain strong way into the future

Recruiting, retaining and promoting women

Efforts to develop our female talent pipeline and improve our gender balance form a key part of ExxonMobil's wider activities on inclusion and diversity.

In 2018, we were involved in several career events to attract more women engineers to the company, to showcase career pathways and support networking opportunities.

We recruited a smaller proportion of female apprentices in 2018 and recognise this as an area requiring further attention.

Our UK senior leadership team is actively monitoring our female talent pipeline as part of our robust staffing and development processes. We also partner with our Women's Interest Networks (WINs) and other inclusion and diversity groups to provide networking, coaching and career development support as we look to increase the number of senior female leaders across our business.

"Our representation of women in management roles has increased in 2018"



Emma Machin, Payment Programs Manager, Europe, Africa & Middle East, Fuels and Lubricants, and WIN Chair



WIN Senior Women Discussion Events

Within the workplace, we support Women's Interest Networks that provide networking and discussion opportunities, including career development coaching



ExxonMobil's delegation, including President of ExxonMobil Europe, Philippe Ducom (centre right) and Janet Matsushita, Europe, Africa, Middle East and Asia Pacific, Regional Refining Director, at the 2018 Women's Forum Global Meeting in Paris

Fostering a broader inclusive and diverse culture

There is a strong moral and business case for ensuring inclusive, open and respectful workplaces where all employees can be themselves and diversity is celebrated.

Our future business depends on our ability to attract, retain, and inspire the best people from a diverse talent pool.

We encourage and support employee interest groups across our UK sites, including PRIDE that represents LGBT employees and allies, Women's Interest Networks (WINs) and New ExxonMobil Employee (NEME) groups.

2018 has seen the establishment of inclusion and diversity (I&D) core working groups at all of our main sites, to help identify our I&D strategic priorities and drive change across our business.

“We are committed to building on this activity in 2019 and beyond”

■ At our **refinery and petrochemical plant at Fawley in Southampton**, an I&D committee has been established to work in partnership with local employee interest groups, including PRIDE, WIN, NEME and a Healthy Living Group. This I&D committee has supported a review of the parental policies, has considered part-time work arrangements and is progressing a flexible working hours initiative.

■ At our **Fife Ethylene Plant in Scotland**, the local People's Interest Network (PIN) core team oversees a range of I&D groups, including the Personal Development group (which helps employees achieve their full potential at work), the 21st Century Norms group (improving work-life balance and wellbeing) and the Fife WIN.

■ In 2018, we set up an I&D core team at our offices in **Leatherhead, Surrey**. This represents employees based there and in London, and home workers. It co-ordinates initiatives and supports events led by local employee interest groups. This team is also supporting the creation of the LIFE group, which will focus on career development, mentoring, work-life balance and wellbeing.



Leading members of the ExxonMobil UK Chapter of PRIDE

Workplace programmes to promote employee well-being

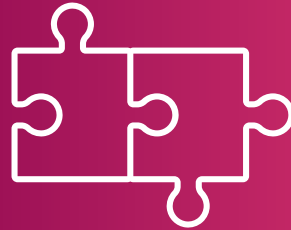
Our workplace flexibility and parental leave programmes help employees, both male and female, balance their commitments and interests.

Since our last report we have enhanced our paternity leave and shared parental leave programmes, enabling parents to have more choice in how they share their childcare commitments.

In 2019, we are building on this work and increasing our focus around workplace flexibility.

We believe that agile working can help employees balance the demands of a successful career with their own personal commitments and interests.

For example, we have continued the roll-out of a core hours flexible working policy, which provides flexibility at the start and the end of the working day so employees can coordinate their work time and the needs of our business, with their home life.



Team

We provide training on sustaining an inclusive work environment, which is designed to highlight and challenge unconscious bias



Child psychologist Lorraine Lee (far right) following an entertaining presentation on child development to WIN members at Fawley



Behaviours

In 2018, the PIN at our Fife Ethylene Plant challenged 'gendered' behaviour stereotypes through a 'Swap your Gender Roles for Bacon Rolls' event, in which employees assessed their 'masculine' and 'feminine' behavioural traits

"In 2019, we will launch a parental leave 'toolkit', providing employees with 'top tip' videos, checklists and coaching"

Statutory disclosure

ExxonMobil in the UK employs around 2,500 people across two affiliates to which the government's gender pay gap regulations apply: Esso Petroleum Company, Ltd and ExxonMobil Chemical Limited.

The methodology used to report our data complies with the regulations and the Advisory, Conciliation and Arbitration Service (ACAS) Gender Pay Gap Reporting Guidance. The calculations include all employees at the two aforementioned affiliates, whether working in the UK or overseas on expatriate assignments, where their work has a strong connection to the UK.

DECLARATION

I confirm the gender pay gap data contained in this report for ExxonMobil companies in the UK is accurate and complies with UK regulations.



Mike Cooper
Chairman, Esso UK and Lead Country Manager for ExxonMobil companies in the UK

Esso Petroleum Company, Ltd

Median and Mean Pay Gap	2017	2018
Median Pay Gap	4.1%	1.3%
Mean Pay Gap	13.3%	12.6%



Median Bonus Gap	3.1%	10.3%
Mean Bonus Gap	30.5%	46.2%

Proportion of employees in each quartile pay band

	2017		2018	
Upper Quartile	83.6% ♂ 16.4% ♀	82.2% ♂ 17.8% ♀		
Upper Middle Quartile	80.9% ♂ 19.1% ♀	80.1% ♂ 19.9% ♀		
Lower Middle Quartile	88.7% ♂ 11.3% ♀	90.4% ♂ 9.6% ♀		
Lower Quartile	70.3% ♂ 29.7% ♀	70.8% ♂ 29.2% ♀		

♂ Male ♀ Female

ExxonMobil Chemical Limited

Median and Mean Pay Gap	2017	2018
Median Pay Gap	17.1%	17.3%
Mean Pay Gap	12.6%	12.7%



Median Bonus Gap	59.7%	-9.9%
Mean Bonus Gap	63.8%	-20.4%

Proportion of employees in each quartile pay band

	2017		2018	
Upper Quartile	87.7% ♂ 12.3% ♀	89.9% ♂ 10.1% ♀		
Upper Middle Quartile	96.3% ♂ 3.7% ♀	96.1% ♂ 3.9% ♀		
Lower Middle Quartile	91.4% ♂ 8.6% ♀	88.3% ♂ 11.7% ♀		
Lower Quartile	79.1% ♂ 20.9% ♀	81.0% ♂ 19.0% ♀		

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ExxonMobil

#WeAreOneEM

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