

# Socioeconomic Management

ExxonMobil

What is it and why is it so important?

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# What is Socioeconomics?

From the Desk of R. Leick  
*Safety, Security, Health and Environment Manager,*  
ExxonMobil Development Company

Simply stated, the term “socioeconomics” refers to the collective social and economic effects that our activities can have on the people and communities where we work.

Socioeconomic impacts and opportunities associated with the life cycle of projects can be wide-ranging and varied in their nature. The early identification of potential socioeconomic risks, coupled with comprehensive planning and the effective implementation of measures that avoid, reduce or remedy these risks are fundamental to the overall success of a project, as well as Upstream and Corporate success. Effectively managing socioeconomic risks and acting on opportunities can help to maintain project schedules, save costs, enhance our Corporate reputation and maintain our social license to operate.



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Our approach to managing business risks and local community impacts is guided by several core elements, including:

adhering to Corporate policies and expectations, complying with applicable host-country regulatory requirements, being consistent with universally recognized principles, assessing risks and acting on opportunities, engaging with external stakeholders, and providing direct and indirect economic benefits such as local capacity development. Although there is a wide range of socioeconomic elements, the key components include community relations, cultural heritage and diversity, economic development, human rights, indigenous peoples, land use and resettlement, and transparency and the avoidance of corruption. These components are often times interconnected, and therefore they are best managed in a holistic and synergistic manner.

ExxonMobil's Upstream Socioeconomic Management Standard

outlines best management practices and minimum socioeconomic-related expectations for Upstream projects recognizing that each is unique and that there is not a "one-size-fits-all approach" to complying with this Standard. To support compliance, we have developed an organization whose job it is to focus on reducing business risk by proactively identifying and managing socioeconomic considerations. The Socioeconomic Management Center of Expertise (CoE) brings together over 100 years of global expertise and experience in this discipline; the team works cross-functionally to ensure the development and implementation of timely "fit-for-risk" and balanced solutions to socioeconomic elements during the entire Upstream asset life cycle.



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# Upstream Environmental, Socioeconomic and Health Management Process

We believe careful environmental management is an imperative for our business. To avoid or reduce impacts on the environment and communities and maximize shareholder value, we must understand the local setting, actively manage our environmental performance and maintain a relentless focus on operational excellence.

## Our Focus

Globally, our projects and operations are set in a diverse range of environments that carry different sets of environmental, social, safety and health risks, which we carefully identify, assess, manage and monitor throughout their life cycle.



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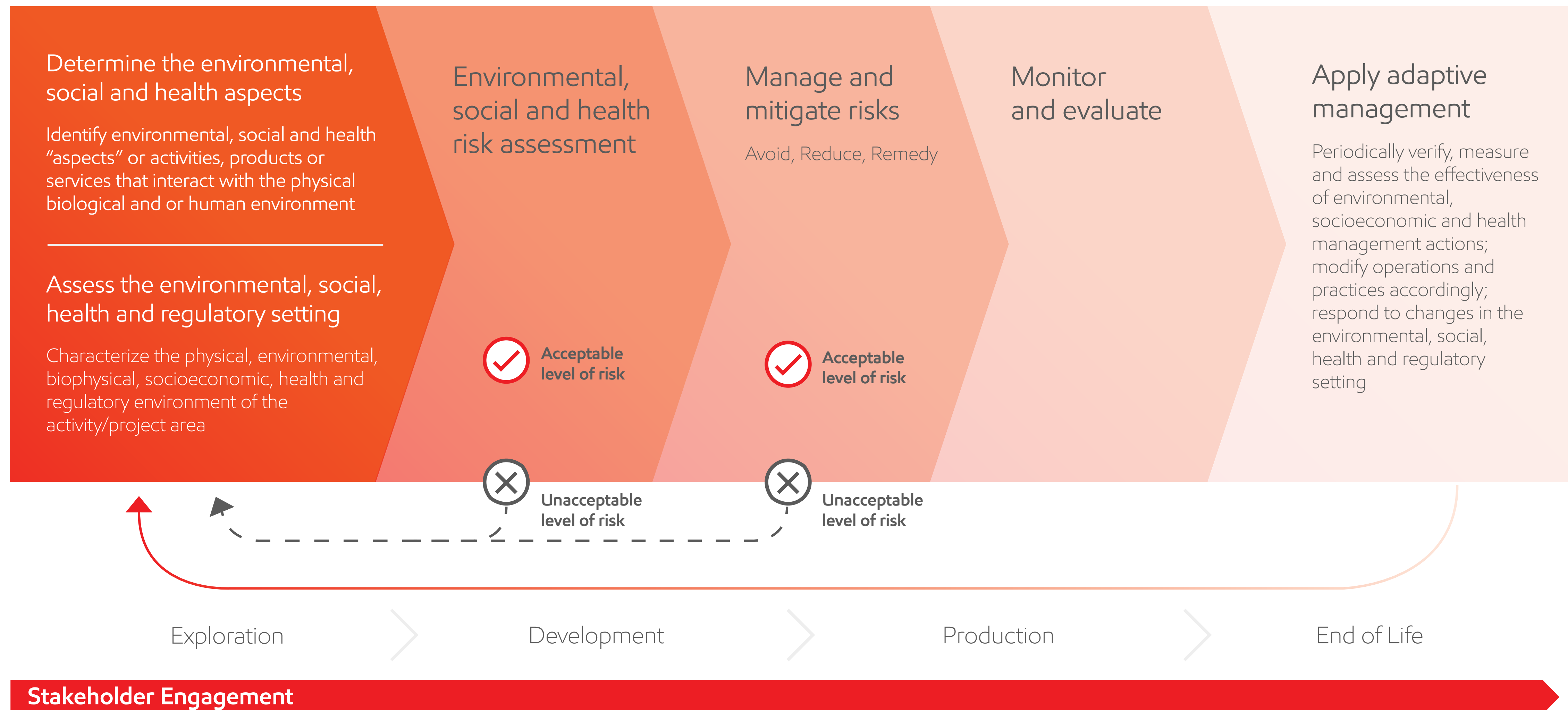


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## Chart

# Upstream Environmental, Socioeconomic and Health Management

Alignment with the requirements of the Environmental Aspects Assessment Process



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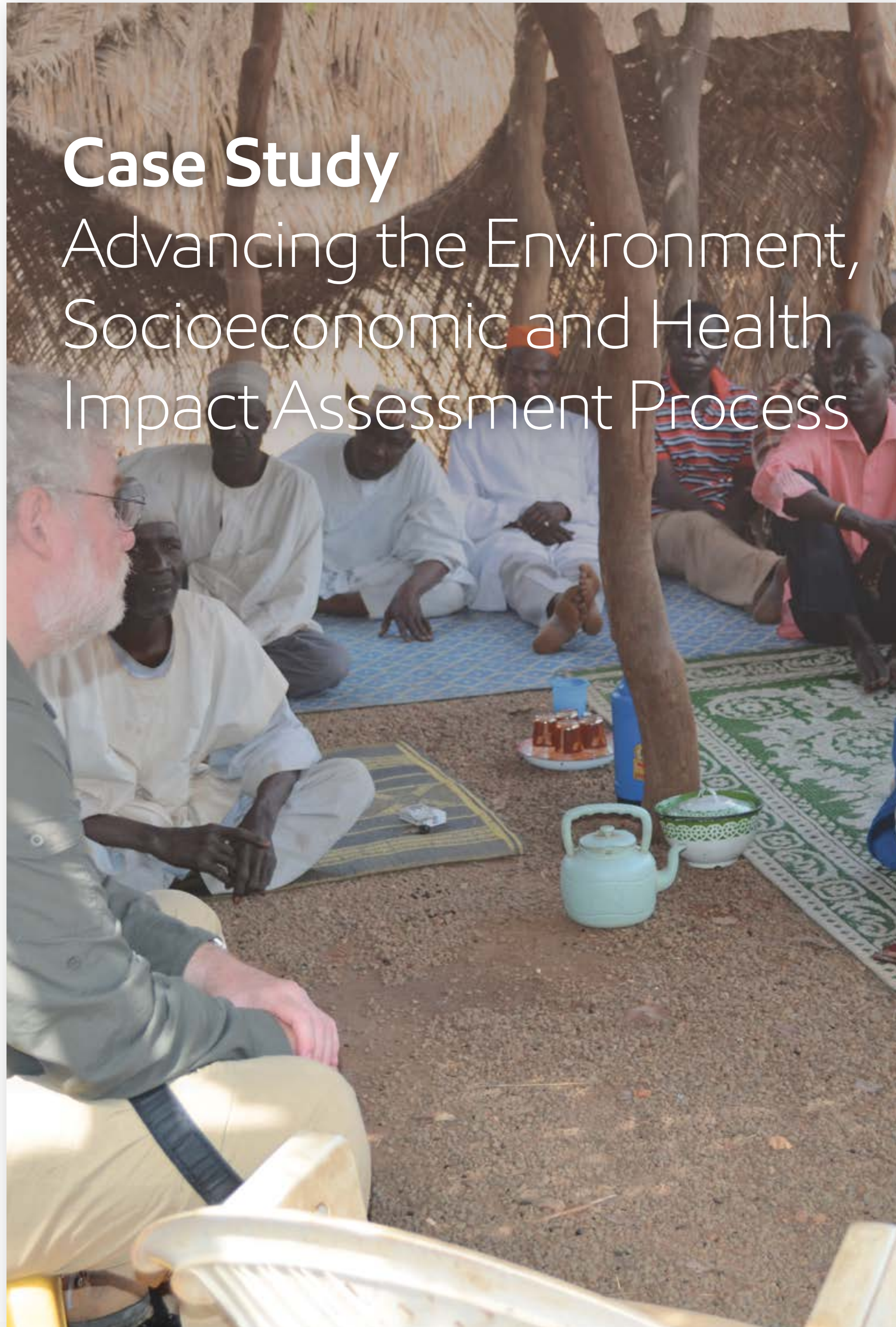
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### Advancing the Environment, Socioeconomic and Health Impact Assessment Process



Although our projects and operations offer a variety of benefits to local communities and host countries, they can also carry environmental, socioeconomic and health (ESH) risks and challenges that need to be addressed during project planning, implementation and operations. Our goal is to maximize the benefits and prevent or manage the risks. Impact assessments help us do this — when starting major Upstream projects, we identify and evaluate ESH risks and opportunities by conducting an *Environmental, Socioeconomic and Health Impact Assessment* (ESHIA).

When conducting an ESHIA for a project, we first study and understand the ESH setting. We then identify how our activities will or could interact with the physical, biological and human environment; consult with stakeholders; identify and evaluate positive and negative actual and potential impacts; determine the risks associated with these impacts; avoid the identified risks or reduce the level of risk to an acceptable level; and develop an appropriate monitoring plan. We capture the findings and recommendations from the impact assessment process and translate them into a management plan, most often referred to as an Environmental, Socioeconomic and Health Management Plan (EMP). The EMP is implemented, tracked and modified as necessary throughout the life of the activity.

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## Case Study Continued

Since 2007, ExxonMobil has conducted or participated in 169 ESHIAs for projects and activities of varying scopes around the world. Conducting impact assessments is integral to implementing a project successfully and developing long-term, positive relationships with the communities and host countries where we operate. In 2013, we developed an ESHIA Guide for our Upstream professionals to help ensure a consistent approach when conducting these assessments.

We recently performed a review of the process used to develop the ESHIA and EMP for the Chad/Cameroon pipeline project, which encompasses activities and facilities in the west-central African countries of Chad and Cameroon. Construction began in 2000, and full production commenced in 2004. ExxonMobil conducted an ESHIA for the project between 1993 and 1999,

and we produced the EMP thereafter. The ESHIA and EMP development process included nearly 900 village-level stakeholder engagement sessions in both countries, and public consultation and engagement continues to this day.

Our review of the ESHIA/EMP development process for the Chad/Cameroon pipeline project allowed us to capture lessons learned, identify opportunities to improve the overall process, and develop and implement enhanced risk management strategies and measures. The review team included ExxonMobil personnel and consultants who had participated in the ESHIA/EMP development process, as well as other ESH subject matter experts who brought a fresh perspective to the study.

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## Case Study Continued

Based on the review, the team determined a key strength of the ESHIA/EMP development process for the project was its far-reaching and sustained stakeholder engagement process. The extensive multiyear consultation process helped build support for the project, avoid disruptions and schedule delays, develop and implement appropriate environmental and socioeconomic safeguards, and deliver compensatory and social development programs for the most affected communities. The review team also identified several areas of improvement for the company's ESHIA/EMP development process, including:

- The need for a greater emphasis on full life cycle land use, supported by a comprehensive and continuously updated environmental, health and social database that can better inform compensation and social development programs
- The design and delivery of compensation, resettlement and social development programs that have a higher probability of long-term sustainability and success
- A more detailed evaluation of the ESH ramifications of obtaining certain construction materials such as water, sand, gravel and rock
- Overall, the review demonstrated the ESHIA/EMP development process for the Chad/Cameroon pipeline project was successful in identifying and evaluating the highest-level ESH risks and appropriately managing them. We have subsequently applied this information to improve our overall ESHIA process for new opportunities going forward.



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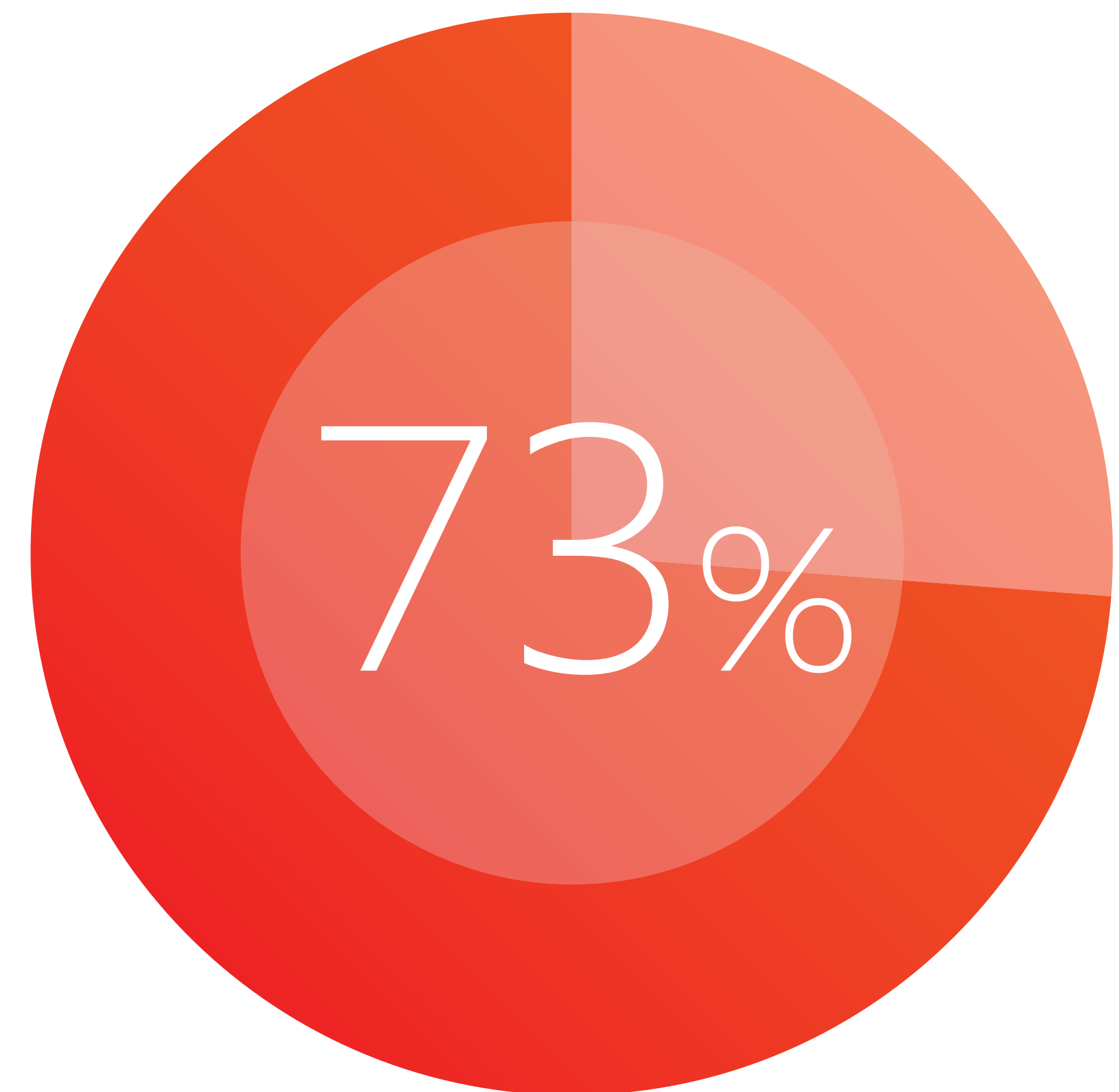




# The Management of Non-Technical Risk

External evaluations have made the case that Non-Technical Risks (NTRs) have impacted 70-75% of major oil and gas projects (2009) in the form of project delays and cost overruns, lost deal opportunities, and a host of stakeholder-related issues.

The investment community has begun to form a consistent assumption that the identification and early management of NTRs, such as community-related issues and sensitive environments can significantly improve Net Present Value (NPV) and a company's ability to operate in critical areas of market growth.



Percentage of sample Top 190 Projects delays that were due to “above ground” or non-technical issues (e.g. politics or stakeholder engagement)

Only **21%** of delays are due to technical issues.

Graphic source: The New Politics of Natural Resources, ERM, June 2009; data source: Goldman-Sachs





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# Upstream Socioeconomic Management Standard

The Upstream Socioeconomic Management Standard is incorporated into ExxonMobil's business systems and processes.  
The Standard is designed to ensure that ExxonMobil Upstream activities are:

## Proactive

Identify potential socioeconomic issues and risks early in the life cycle of a project

## Insightful and Agile

Develop and implement timely "fit for risk" balanced solutions that avoid/prevent (or enhance), control, mitigate, compensate and monitor measures related to managing socioeconomic risks and impacts throughout the life of a project

## Positive Differentiators

Achieve superior business results that are cost-effective, protect our license to operate and enhance our corporate reputation across the life cycle through the stewardship of socioeconomic management as a key enabler

We seek to deliver sustainable economic growth, social development and environmental protection, so that actions today might enable future generations to meet their needs.



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Socioeconomic risk is something we can manage. Identifying, avoiding and mitigating potential negative impacts while enhancing benefits is integral to successful exploration, development and production operations and in developing long-term, positive relationships within the communities where we operate. Early identification of socioeconomic impacts is fundamental to proactive and effective management of these risks in these seven (7) areas.

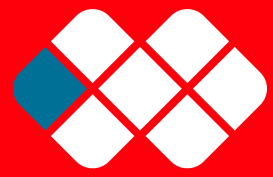


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# Indigenous Peoples

## Our Focus

We respect indigenous peoples and their cultures, commit to conduct meaningful consultations with them, incorporate traditional knowledge and land use information into our plans, and seek mutually beneficial long-term relationships.

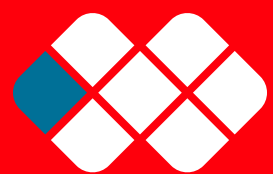


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# Indigenous Peoples

Identifying indigenous peoples and engaging them and their representatives in open and forthright consultation, including the consideration of Traditional Knowledge, promotes focused community engagement programs that respect indigenous peoples' traditions and cultures. Our business should be conducted in a manner that respects the land, environment, rights and cultures of indigenous peoples.



View Case Study



Learn More



A Fort Nelson First Nation elder shares information about traditional territory near the Horn River Project during a consultation with an Imperial Oil employee. Through consultation, we work to understand and incorporate indigenous perspectives into project planning, design, execution, and operations.

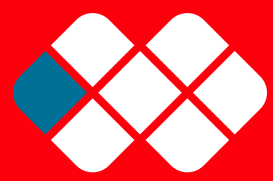


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### Working with Indigenous Peoples in North Alaska



In the vicinity of our Point Thompson Project in northern Alaska, we work with the local communities and government authorities to understand their concerns and avoid conflicts with their traditional lifestyle. Through a comprehensive assessment and regular engagement, we have identified several areas of concern to the local people, and we have adopted corresponding measures to address these concerns.

For example, the Kaktovik community – located 60 miles to the east of the Project – relies, in part, on hunting and fishing for its food supply. The 22-mile Point Thompson Export Pipeline runs through caribou habitat, which occurs in many locations throughout northern Alaska.

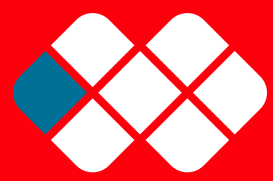
Consequently, we designed the pipeline to be seven feet high to minimize the deflection of caribou migration patterns. Additionally, we have applied non-glare metallic coating on the outside of the pipeline to reduce visual effects to wildlife in the area. Through consultation with the residents of Kaktovik, we also designed the pipeline with thicker walls in certain areas to provide protection against accidental strikes from coastal hunters.

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## Learn More Indigenous Peoples



A resettled family in Papua New Guinea grows crops near their new home. We employ a number of practices for respecting property rights in communities where we operate, and we pay particular attention to those areas where indigenous peoples live.

Our operations can take place in areas inhabited by indigenous peoples. We respect and engage indigenous communities, and we work to protect their cultures and customs. We believe developing opportunities for indigenous communities to participate in training and employment benefits these communities and our business. Our approach to interacting with indigenous peoples around the world is consistent with the principles of the International Labor Organization (ILO) Convention 169 Concerning Indigenous and Tribal Peoples in Independent Countries, the United Nations Declaration on the Rights of Indigenous Peoples, the International Finance Corporation (IFC) Performance Standards on Environmental and Social Sustainability, and the World Bank Operational Policy and Bank Procedure on Indigenous Peoples. Our operations in Alaska, Cameroon, Canada, Indonesia, Nigeria, Papua New Guinea and Sakhalin Island involve working directly with indigenous peoples. Our first objective is to determine how each group prefers to be engaged. The community establishes its preference for how often and how long their members meet with ExxonMobil representatives, and whom the community chooses to provide its viewpoints or represent its wishes.

We are sensitive to local communities' concerns about balancing their cultural heritage with the desire for economic development, even after our operations have ceased. Wherever we work with indigenous peoples, we support both local employment initiatives and cultural heritage programs through local content and strategic community investments.



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# Cultural Heritage and Diversity

## Our Focus

We respect local cultures, beliefs and diversity. We rely on local knowledge, ideas, skills and culture to find the right balance between economic development and protecting cultural heritage.



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# Cultural Heritage and Diversity

Cultural heritage and customs of the people and communities, and diversity of knowledge and ideas among the workforce are valued and respected within ExxonMobil. Considerations such as cultural and spiritual (or sacred) heritage sites/areas (including prehistoric, cultural customs/heritage), biodiversity conservation, traditional knowledge and sustainable resource management are incorporated into project planning, design, execution and ongoing operations.



[View Case Study](#)



[View Chart](#)



Ensuring preservation of “Sendang Kelor” (Sacred Springs) inside the project fence at Banyu Urip and facilitating the villagers in performing the annual ritual was done in cooperation with the community out of respect for the local culture.



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### Dinosaur Fossil Discovery

Exploration operations targeting unconventional gas in western Argentina took an interesting turn when road construction led to the discovery of dinosaur fossils and the start of a paleontological mission to further explore and preserve the findings.

The fossils are from a herd of Titanosaurus Sauropods from the Late Cretaceous period, which ended more than 60 million years ago and marked the end of dinosaurs on earth. Also discovered was a cranium from a Teropoudus, which was a carnivore and one of only two Terapoudus found in this area in the past 100 years. The Titanosaurus Sauropod was one of the heaviest creatures to ever exist, weighing as much as 400,000 pounds while standing as high as 25 feet tall and measuring 65 feet long.

"ExxonMobil has diverted our operations to ensure the integrity of the dig site and has funded the first phase of paleontological work, providing materials and services to a team of four paleontologists, two assistants and one photographer," says ExxonMobil Argentina Public & Government Affairs Manager Tomas Hess. "Currently, the team is finishing its cleaning of the fossils and comparing the results to other fossils at the museum in Rincón de los Sauces as well as other nearby museums."



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### Cultural Heritage Identification Process

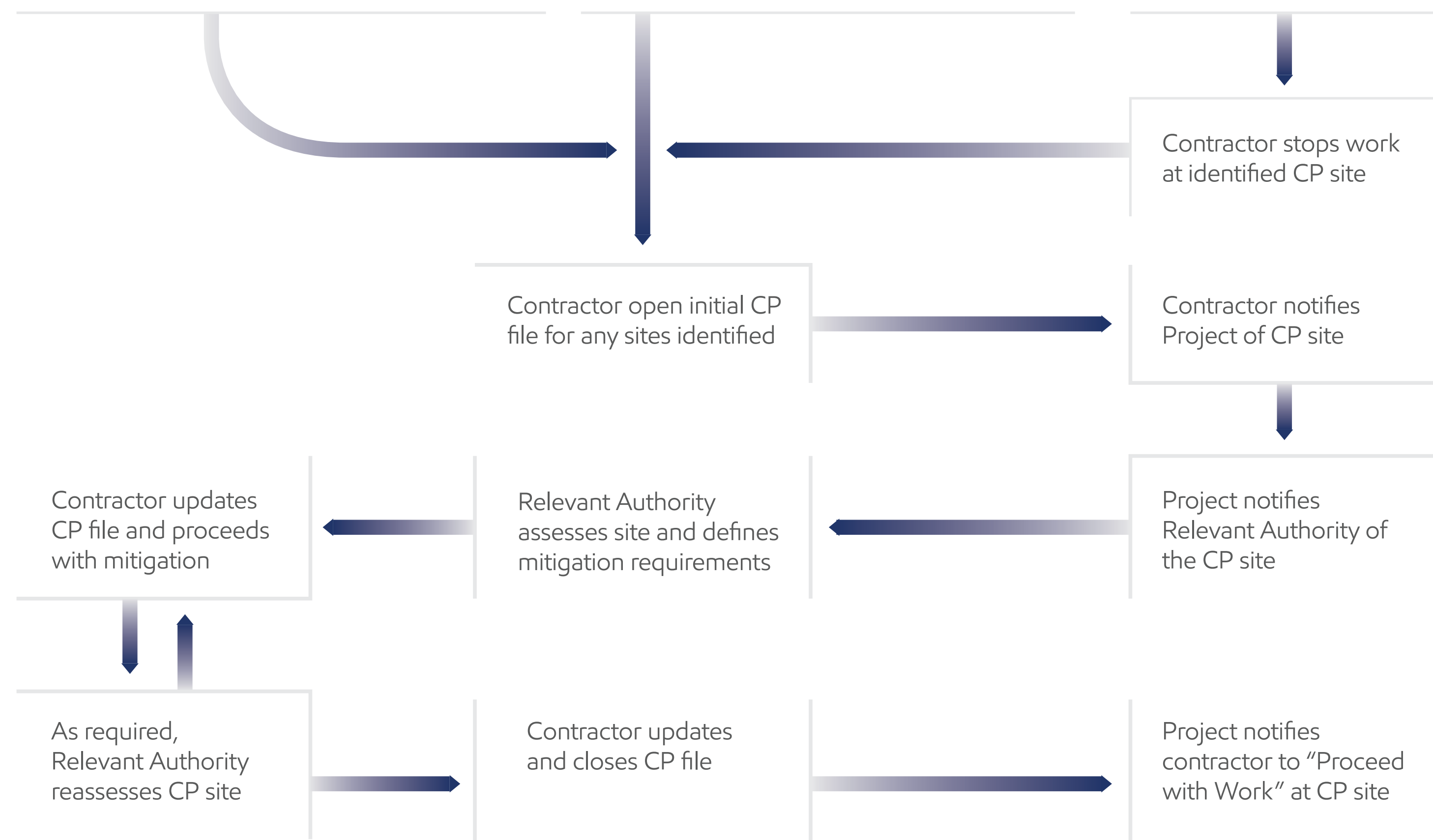
#### Prior to start of work

Project identifies potential Cultural Properties (CP) sites via stakeholder engagement; shares locations with contractor

Contractor performs pre-work assessment and identifies potential Cultural Properties (CP) sites prior to breaking ground

#### "Chance" find

Contractor identifies Cultural Properties (CP) site during work



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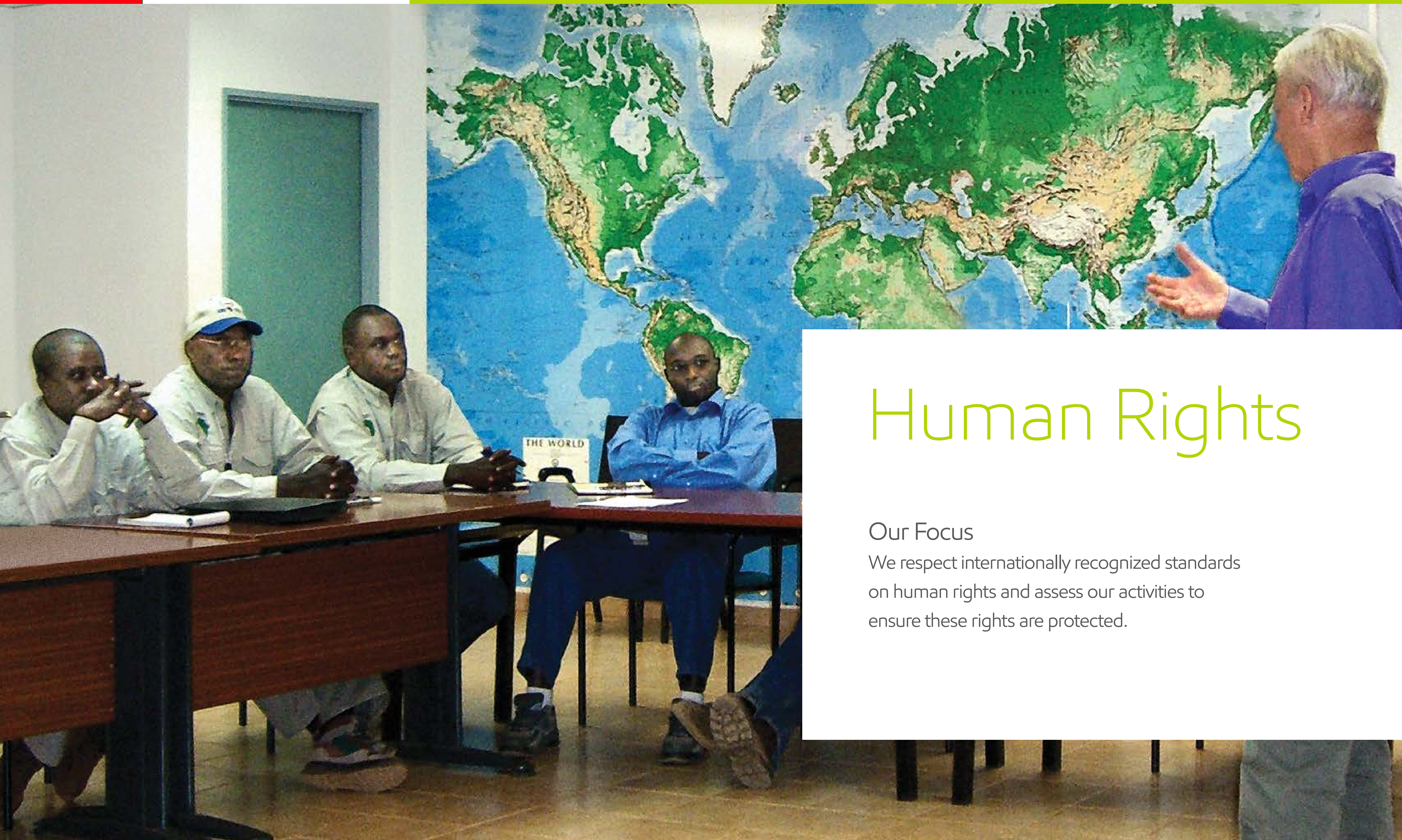
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# Human Rights

## Our Focus

We respect internationally recognized standards on human rights and assess our activities to ensure these rights are protected.



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# eleven years

of active involvement in the Voluntary Principles  
on Security and Human Rights

# nearly 100%

of private security personnel contracts enhanced  
to include provisions to address human rights concerns

## Human Rights

Respecting human rights in conjunction with our business activities consists of several core elements including adhering to corporate policies and expectations, complying with applicable host country regulatory requirements and universally recognized principles, and engaging with external groups. It also includes appropriate assessment and monitoring of labor and working conditions and people's access to basic necessities.



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# Oil and Gas Human Rights Considerations

### Labor & Workplace

Right to Freedom of Association

Right to Collective Bargaining

Right to Equality of Opportunity and Treatment

Right Not to be Subjected to Child Labor

Right Not to be Subjected to Forced/Slave Labor

Right to Rest and Leisure/Family Life

Right to Health and Safety

Right to Just and Favorable Remuneration

### Economic, Social & Cultural

Right to Self-Determination

Right to Work

Right to Health

Right to Water

Right to Education

Right to an Adequate Standard of Living  
(Housing, Food)

### Civil & Political

Right to Liberty and Security

Right to Life

Right to Peaceful Assembly

Right to Freedom of Movement

Right to Free, Prior, Informed Consent

Right to Privacy

Right to Fair and Humane Treatment



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### Supply Chain Human Rights

*Our Statement on Labor and the Workplace* articulates our support for the principles of the International Labor Organization (ILO) 1998 *Declaration on Fundamental Principles on Rights at Work*, namely the elimination of child labor, forced labor and workplace discrimination, and the recognition of the right to freedom of association and collective bargaining. Through our regimented procurement process, we seek business partners that observe similar standards. Purchases arranged for by our global procurement organization typically include contract language that requires adherence to all applicable laws and regulations regarding safety, security, health, the environment, and human rights. Furthermore, requests for quotations issued by our procurement staff typically include clauses relating to the prohibition of forced or child labor and the payment of wages in accordance with local laws. Participants in such tenders are required to adhere to those requirements as a condition of participating in the tender process.

An additional means of managing supply chain transparency involves auditing. A typical clause in our contracts requires suppliers and all thier subcontractors to allow ExxonMobil access to all offices and work locations, to interview supplier and subcontractor personnel, and to make and retain copies of any records concerning compliance with contract requirements and the law. We select a certain percentage of suppliers annually for such audits, which include a compliance review on contract provisions.

Human trafficking issues have received considerable attention in recent years. ExxonMobil proactively manages supply chain risks, including those associated with human trafficking, through our *Standards of Business Conduct and Statement on Labor and the Workplace*. We also seek to reduce the underlying conditions that lead to human trafficking by working to engender economic growth and personal prosperity in areas that otherwise offer few opportunities.



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# Land Use And Resettlement

## Our Focus

We seek to implement fair, transparent and collaborative processes to assess and manage the restoration of households including their livelihoods when our activities result in physical or economic displacement.



In Papua New Guinea, we are responding to community members requests to build a new walking path when our operations overlapped with an existing path.



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# Land Use And Resettlement

Our business includes socioeconomic input and risk assessments when choosing sites and land use, with the purpose of reducing risks and minimizing cost and schedule impacts. Prior consultation should be conducted when the temporary or permanent use of land for exploration, development, or production purposes has the potential to impact individuals, households or entire communities. Land access and acquisition, resettlement (avoidance of), compensation, and cash management is done in a fair and transparent manner following ExxonMobil's Upstream Land Use Standards.



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Imperial created a man-made lake at Kearl site to double the fish habitat that was displaced by operations. Fish and plant species were determined after local elders shared traditional knowledge.



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### Papua New Guinea's Food and Agriculture Program

In countries such as Papua New Guinea with traditional landownership tenures, a social license to operate is a critical part of our business. We gain license to operate through our relationships with local communities, which not only own the land but also reside within the area where we operate. We recognize that it is their livelihood environment as much as it is our business environment.

The Papua New Guinea liquefied natural gas project's Food and Agriculture Program provides assistance for displaced or impacted people. Helping families generate income and grow a nutritious food supply is the key objective. As many people in Papua New Guinea practice subsistence agriculture, the Papua New Guinea liquefied natural gas project has helped many resettled families establish gardens through training, as well as providing agricultural tools, planting materials for important food staple crops, vegetables and fruit trees, and small livestock, such as poultry and pigs. Households also receive training in nutrition and hygiene, and learn how to bake products that are then sold in local markets. The benefits of this program have extended well beyond resettled households, with community members around the project area now also participating in some of the activities.



A Papua New Guinean farmer cultivating his garden.



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# Transparency and Corruption

## Our Focus

We are committed to preventing corruption, complying with all legal requirements, operating with the highest ethical business practices and communicating openly with transparent processes.



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# Transparency and Corruption

Strengthened accountability, good governance and compliance promote greater economic stability in the countries in which we operate, and is consistent with ExxonMobil's Code of Ethics and Business Conduct. Transparent communications and processes (i.e. hiring, procurement of goods and services, fair and timely compensation for land use/damages, and grievances) are instrumental in gaining and maintaining public and government trust.

Ethics and high standards of business conduct are at the heart of ExxonMobil's business success and are a part of every employee's job expectations.

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A grievance management mechanism along with a fair and transparent compensation process maintains dialogue and good relations with the communities.



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### Transparent Operations

Our refinery and petrochemical facility in Baton Rouge, Louisiana, works with the local communities in a transparent manner. We engage the community through our ExxonMobil Community Dialogue and Partnership Panel that regularly meets to provide candid feedback to local ExxonMobil management about neighborhood concerns. We publish a quarterly newsletter to address flaring and aquifer use, publicize community outreach projects and share our annual environmental performance report. We also provide employee-led plant tours for student groups and hold site tours and operational

briefings for local and state leaders, government officials, and the media. Community members can access updated information on current operations every day of the year through a dedicated information phone line.

<http://corporate.exxonmobil.com/en/investors/corporate-governance/code-of-ethics-and-business-conduct/ourcode>



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# Community Relations

## Our Focus

We continually engage with our stakeholders, inform them of plans and activities, and appropriately incorporate their input into designs and operations.



After close consultation with the indigenous peoples of Sakhalin Island, ENL offered the use of its bridge to local herders for the annual reindeer migration.



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# Community Relations

Successful community relations activities provide a means by which to proactively engage with stakeholders on a regular and ongoing basis to share information and identify issues, concerns, needs, ideas and values, areas of mutual interest, and potential conflicts with the goals and objectives of any proposed project activity. Integration of learnings should be considered in the decision-making process. A comprehensive grievance mechanism should be implemented with stakeholders.

Understanding and addressing the interests of societies and communities where we work is an important component of maintaining a successful and sustainable business.



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Watch Video



We conduct public consultations during which we encourage interested parties to provide input about the current local and socioeconomic environment and our potential impact on their communities.



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## Case Study

# Community Engagement in South Africa and Colombia

As we extend our reach into new areas, it is imperative that we engage with local communities from the onset. For example, in 2013, ExxonMobil began considering new operations in the Transkei/Algoa Exploration Area on the South African coastline. In partnership with our co-venturer, Impact Africa, a team of ExxonMobil employees and consultants led a series of community engagement meetings in the area. The key objectives were to communicate currently envisioned project options, develop relationships with community members and discuss environmental sensitivities with key stakeholders. Audience members included local environmental authorities, NGOs, marine researchers and community members. Three stakeholder meetings were held in Port St. Johns, East London and Port Elizabeth in June. Through this process, we were able to open communication channels between the project team and these communities. We were also able to collect informed comments about how the public could be impacted by the proposed exploration activities. We look forward to advancing potential exploration activities in South Africa and growing our presence in that country.

We are also progressing plans to start onshore exploration in the Middle Magdalena Valley region in Colombia. To address local citizens' potential concerns, ExxonMobil led a team to begin community engagement in this area. Community engagement specialists have held more than 100 meetings to date in three different regions, focusing on social engagement, environmental studies and other topics. More than 3,600 local citizens have attended these meetings to date. The meetings have helped establish an ongoing dialogue and identify key community needs, such as potable water treatment systems, which ExxonMobil may be able to provide. ExxonMobil strives to have a positive impact in each community in which we operate. We believe strong, informed communities pave the way for a successful business environment.



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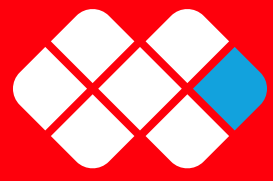


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# Economic Development

## Our Focus

Our activities produce direct and indirect benefits to communities wherever we do business — an essential way is through the development of a globally competitive local workforce and local supply chain.



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# Workforce Development

Our strategy to develop a diverse and talented workforce has two components: the recruitment and development of national personnel who can play a role in our local operations, and the development of a global pool of talent capable of meeting our future business needs wherever we operate.



View Case Study



Watch Video



We support the economic growth and development of communities where we do business, primarily through hiring, training and utilizing local suppliers.

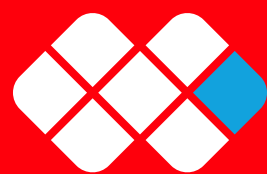


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### Training Local Workers in Indonesia



Training a local workforce is one of our priorities. Our affiliates in Indonesia offer an Industry Vocational Training Program for local men and women to hone their skills. To date, we have helped train more than 1,200 young people from areas nearby our Arun and Banyu Urip fields in welding, plumbing, carpentry, forklift operation and electrical installation. One local resident who has reaped the benefits of having participated in the training program, Sri Yuni Setyawati, graduated from the school of Marine Engineering at Sepuluh Nopember Institute of Technology in November 2013. Of her experience, Yuni said, "I hope every youth around the Banyu Urip project is able to participate in this training so that he or she has the opportunity to enhance his or her skills and the internship to develop his or her skills and attitude."

ExxonMobil's approach to training and hiring Indonesians has led to a workforce composition that is more than 90 percent Indonesian. In addition, we have 110 Indonesian trainees, some of whom are working as expatriates in Angola, Cameroon, Malaysia, Nigeria and the United States to expand their skills before returning to join their fellow graduates and support our operations in Indonesia.



Sri Yuni Setyawati, a graduate from our Industry Vocational Training Program in Indonesia.



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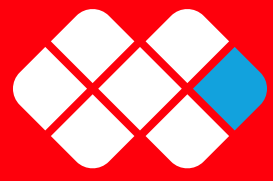


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# Supplier Development

Local suppliers are vital to the success of our operations. We are dedicated to working with host governments, nongovernmental organizations (NGOs) and other stakeholders to develop local capacity.



View Case Study 1



View Case Study 2



The West Qurna Field I Operating Division hosted an Iraqi Local Supplier Forum that increased awareness of the West Qurna I project with approximately 200 local Iraqi service companies. Face-to-face meetings were held after the forum with ~125 suppliers regarding qualifying for future work in the field.

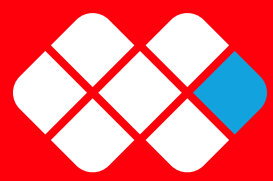


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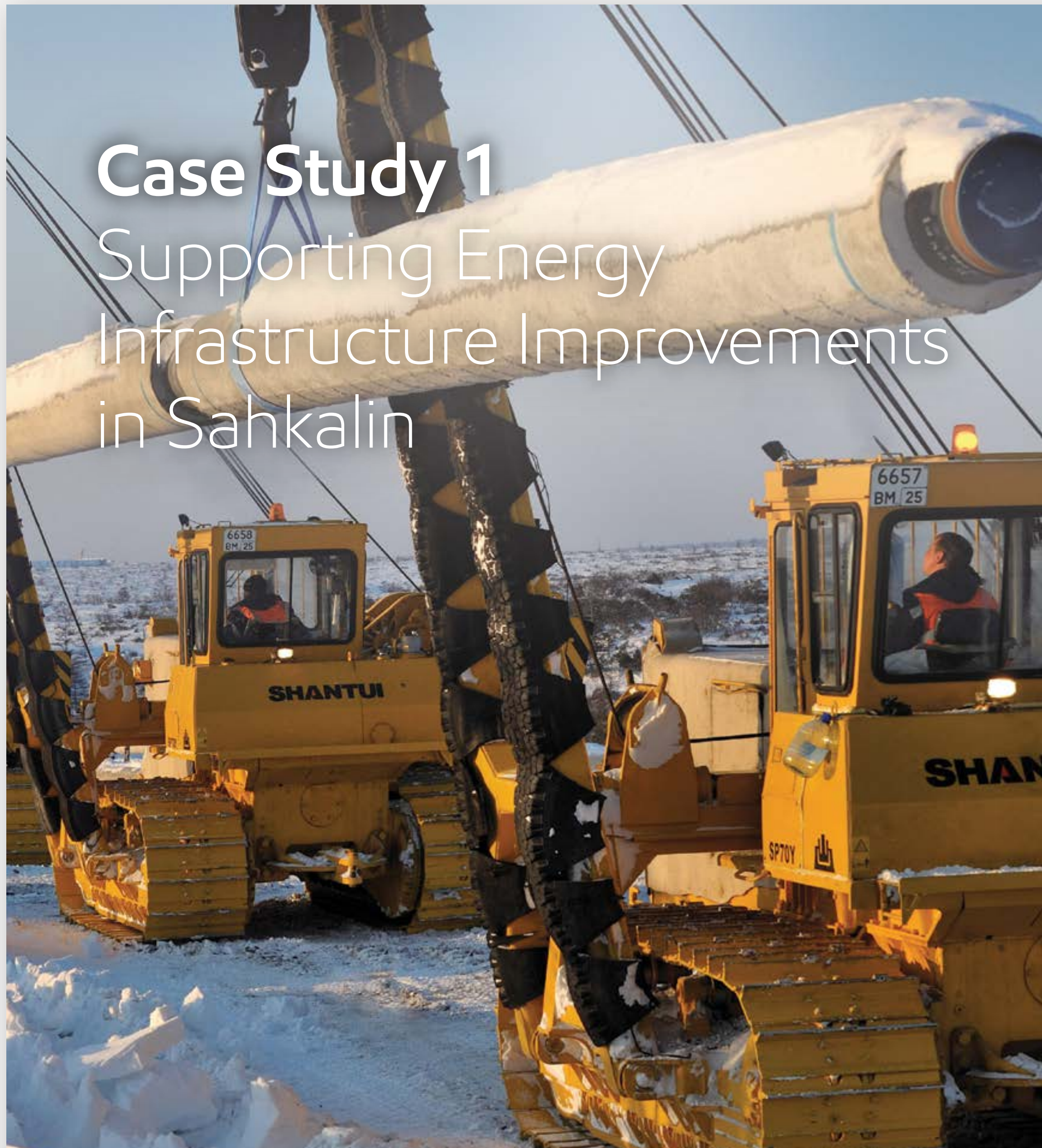
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## Case Study 1

### Supporting Energy Infrastructure Improvements in Sakhalin



Development of the Odoptu field at ExxonMobil's Sakhalin-1 project. The produced oil and gas is piped and processed at the main facility in Chayvo, and then exported or used domestically.

At our Sakhalin-1 project in Russia, Exxon Neftegas Limited (ENL), a subsidiary of ExxonMobil, has developed an effective program to increase participation of Russian companies. We use a systematic outreach program to inform Russian companies of the opportunities and project requirements in advance of when goods and services are required. The end result is a healthier and more competitive supply chain for the project, increased business opportunities for Russian companies, and more jobs in the regional economy. Approximately \$13.3 billion in contracts — two-thirds of the total contract value with third-party vendors — has been awarded to Russian companies or joint ventures from 1996 to 2013.



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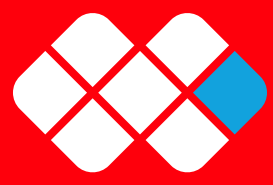


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## Case Study 2

### First Oil at Kearl Brings Evolving Work Opportunities



From the onset of development at Kearl, the management team committed to providing local businesses, individuals and communities with full and fair opportunity to participate. The result has been an open and transparent process for procurement and employment that has enabled many in the region to benefit.

“First oil at Kearl is a great reward for everyone who put so much hard work into the development of the project,” said Brad Spence, Aboriginal Employment Coordinator. “For local businesses, this milestone also brings forward new types of work in longer-term support of day-to-day operations at site, in addition to ongoing contracts supporting the construction of the Kearl Expansion Project, as well as new opportunities from smaller projects on site.”

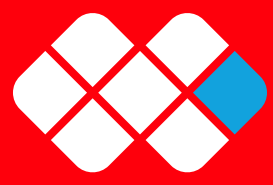
While the types of opportunities have evolved, Kearl has retained the same proven and successful process for pursuing them. Kearl will continue to communicate opportunities with local Aboriginal and local businesses using the Fort McMurray Chamber of Commerce REDLink and the Northeastern Alberta Aboriginal Business Association NAABANet.

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## Case Study 2 Continued

"We've had great success and very positive feedback on the system we have in place both from Kearl contractors and the local business community, so we wanted to maintain that format as we move forward at Kearl," said Brad. "Opportunities supporting Kearl operations as well as construction, whether they are for Imperial or one of its contractors, will continue to be advertised through REDLink and NAABANet. We will also maintain our continuous communication with local businesses to ensure they are kept up to date on our operations and requirements, as well as actively engaged with NAABA and its members."

One method through which Kearl keeps the community informed is through participation in events like NAABA's annual general meeting. Imperial presented at the event, and also had staff on hand to answer questions regarding developments and opportunities at Kearl. Kearl is proud to contribute to the economic development of local Aboriginal and local businesses in the region. Between the start of construction in 2008 to year-end 2012, more than \$1 billion worth of goods and services were purchased from local suppliers in the region, including more than \$270 million from Aboriginal businesses



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# Strategic Community Investment

Our community investments are designed to support social and economic development in our host countries. ExxonMobil works with stakeholders to identify and fund initiatives which develop and enhance health, education and infrastructure.

+ View Case Study

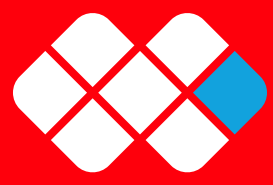


In Colombia more than 100 community meetings have been held to establish ongoing dialogue and identify key community needs.



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### Biodiversity Protection: Bioko Island

For more than 15 years, ExxonMobil has supported the Bioko Island Biodiversity Protection Program (BBPP) in Equatorial Guinea, in association with Drexel University in the United States and the National University of Equatorial Guinea (UNGE). The cultural exchange between U.S. and Equatorial Guinea professors and students extends far beyond the scientific scope of this biodiversity protection program.

"ExxonMobil recognized early on that the BBPP was effective in both saving the biodiversity of Bioko Island and in building capacity in rural communities and at UNGE."

— Dr. Gail Hearn, Drexel University

Bioko Island, located 20 miles off the Gulf of Guinea coast in West Africa, is considered biologically diverse, with critical habitat for seven species of endangered monkeys and four species of nesting sea turtles. These rare species are frequent targets of poachers and commercial hunters, but with ExxonMobil's support, the BBPP deploys wildlife patrols to monitor the legally protected areas of the island through a monthly census. The ExxonMobil Foundation also provided funding to open the Moka Wildlife Center, the country's first biological field station. The center hosts training sessions and wildlife research programs. BBPP's efforts have also contributed to passing legislation that promotes conservation and bans the hunting of endangered primates throughout Equatorial Guinea. In 2013, BBPP implemented educational outreach programs for local schoolchildren.



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