





Our stakeholder engagement

Stakeholder engagement

Aramco recognizes that there is a social contract between our Company and the society within which it operates. Aramco interacts with a range of stakeholders to ensure that their perspectives are considered in the development of our business plans,

sustainability plans, and objectives; from project planning, to execution, long-term operations, and customer service. During the year, we engaged with stakeholders on a diverse range of topics.

	Communication channels and examples of engagement	Discussion topics
 Our people	<ul style="list-style-type: none"> Town halls Employee engagement surveys Employee networks Young Leaders Advisory Board (YLAB) Training Intranet Human resources Recognition events Senior leadership meetings Safety meetings Quarterly engagement talks on current events Management letters and emails 	<ul style="list-style-type: none"> Our vision and mission Corporate ethics and values Professional development Career progress Our strategy Sustainability Remuneration Health, safety and environment (HSE) performance Industry trends, current events Community support/volunteering
 Our customers	<ul style="list-style-type: none"> Customer feedback forms Face-to-face meetings Regular engagement between sales teams and our business customers Customer service centers Trade shows and conferences Email/newsletters 	<ul style="list-style-type: none"> Sustainability HSE performance Quality control
 Our suppliers, partners, and contractors	<ul style="list-style-type: none"> Business performance reviews On-boarding program Supplier facility visits Workshops Training programs 	<ul style="list-style-type: none"> Engagement on supply chain disruption and mitigation plans HSE requirements Agreeing ESG initiatives with suppliers to improve their capabilities Performance on quality, delivery, and price Supplier Code of Conduct iktva Conformance to Aramco policies, including Environment Policy
 Investors, financial institutions, rating agencies, and insurers	<ul style="list-style-type: none"> Quarterly earnings calls External disclosures Direct investor communication Annual General Meeting Annual insurance renewals Revolving credit facility meetings Conferences and non-deal roadshows Focused investor groups 	<ul style="list-style-type: none"> Climate change and the energy transition Financial and operational performance and outlook Environmental performance Human capital management Sustainability-related targets and performance Risk management

Communication channels and examples of engagement

Discussion topics

 Local charities and non-profit organizations	<ul style="list-style-type: none"> Volunteer events Student mentoring Community events Citizen Advisory Panel meetings Employee service on community boards 	<ul style="list-style-type: none"> Corporate donations Matching contributions Community needs
 Regulators and industry associations	<ul style="list-style-type: none"> Saudi ministries and regulators Ipieca US Environmental Protection Agency (EPA) American Petroleum Institute International Emissions Trading Association (IETA) American Fuel and Petrochemical Manufacturers American Society for Testing and Materials World Economic Forum OSHA ISSB Saudi Organization for Chartered and Professional Accountants (SOCPA) OGCI Saudi Exchange, Capital Market Authority, London Stock Exchange 	<ul style="list-style-type: none"> Standards setting Compliance with regulatory standards Workplace safety and incidents Project specific discussions Supply disruptions The energy transition Permits Knowledge sharing on best practices Collaboration on industry standards
 Our local communities	<ul style="list-style-type: none"> Volunteer events Student mentoring Community events Citizen Advisory Panel meetings City Council meetings School board meetings Economic development associations Local industry groups meetings Quarterly community newsletters Plant tours Direct mailings Conferences 	<ul style="list-style-type: none"> Social impacts of operations and expansion plans Pipeline awareness Workforce development Local content Community development and outreach Economic and social investments Charitable giving Emergency response and preparedness Environmental stewardship (e.g. establishment of mangrove eco-parks, beach rehabilitation campaigns etc) Health and wellness programs Mentoring programs and scholarships Small business support

Sustainability in action

Strengthening corporate governance across the Middle East

As part of our stakeholder engagement, Aramco is keen to work with local communities to build their capacities and capabilities.

One demonstration of this is our support in the development of effective corporate governance practices as one of the founders of the GCC Board Directors Institute (GCC BDI).

Since its inception, the GCC BDI has grown into one of the leading institutes of directors in the world, helping to improve Board effectiveness and capabilities across the region by training over 3,500 Board directors and executives, including over 2,400 in Saudi Arabia alone.

