



Safe operations and people development

Safety is a core value of Aramco and an integral part of Aramco's culture. We are committed to providing a safe and respectful working environment for all with the appropriate safety procedures and policies in place on-site and within the community. And we are committed to supporting and empowering our workforce.

Why it is important

Alongside delivering a healthy, safe, and rewarding career for our employees, our ability to maximize value is dependent on developing our own workforce and the next generation of skilled workers.

Our ambition

Our goal is to provide a safe environment and provide our employees with fulfilling careers through best-in-class training and education opportunities to equip them with skills to prepare for the future.

Our approach

We focus our efforts on promoting safety, diversity and inclusion, occupational health and mental well-being, and upholding strong safety standards, human rights and labor principles.

Our plans

There are three key dimensions to prepare the workforce of the future and to support the Company's growth ambitions;

- continuous improvement in safety in the working environment and around our operations by investing in technological solutions;
- recruiting a diverse workforce to embrace cultural dexterity in an increasingly globalized world; and
- advancing our workforce's technical and professional skills via best-in-class education and training opportunities.

Material topics

Process safety and asset integrity



Number of Tier 1 process safety events – pg 50.

Workforce protection



Number of fatalities – pg 50.
 Lost time incident (LTI) rate ((Number of LTI cases x 200,000)/total work hours) – pg 50.
 Total recordable case (TRC) frequency (Total recordable incidents x 200,000/total work hours) – pg 50.

Labor practices



Female (%) of total employees – pg 57.
 Employees (% of total employees and operations) receiving regular Performance Reviews – pg 90.
 Female employees (%) in leadership position – pg 57.
 Number of graduates – pg 58.
 Number of apprentices – pg 58.
 Number of interns – pg 58.

Ethics, bribery and corruption (Compliance)



Number of allegations – pg 55.

Human rights (our people)



Human rights is a material issue that has a broad relationship with various KPIs and has a strong impact on our day-to-day business and operations, therefore we are applying a deliberately phased approach to ensure the quality and integrity of our data capture and target-setting processes, thus for 2021, there are no publicly reported KPIs.

☰ For more details on relevant metrics see page 88

Workforce health and safety (H&S)

Safety is a corporate value and drives us to proactively identify and mitigate hazards to ensure the safety of operations, avoid business interruptions, and most importantly, to ensure the safety of our workforce and communities.

Operating in harsh environments comes with inherent risks, which is why our commitment to the safety of our people is a core value.

Our proactive approach to safety is supported by world-class technical engineering and operating standards, and technological innovation. Crucially, we learn from the past by rigorously investigating any incidents and swiftly implementing appropriate corrective actions. Complementing this is our Global safety policy and management system that builds awareness and capacity for our workforce and contractors.

During 2021, we continued to improve our H&S processes and culture launching a year-long and multilingual Company-wide safety campaign focused on the Company’s Lifesaving Rules — a set of eight rules to prevent situations or events that accounted for over 90% of all injury-causing incidents over the past decade.

The governance of our H&S is provided by the Board Sustainability, Risk and HSE Committee, which provides strategic direction and monitoring on health and safety matters. Please refer to page 119 in our 2021 Annual Report for more information on this committee.

Safety performance

The Company benchmarks its safety performance using industry recognized performance metrics against industry peers, with performance targets set in line with industry practices. Safety performance is measured and tracked through KPIs established by the HSSE Committee and reported to the Sustainability, Risk and HSE Committee. We monitor our total recordable case (TRC) frequency, which includes occupational injuries and illnesses resulting in medical treatment, restricted duty, lost time, and fatalities.

Safety performance	2021 ¹	2020 ²	2019 ²
Tier 1 process safety events	11	9	4
Total recordable case frequency	0.054	0.044	0.059
Lost time incident rate	0.017	0.011	0.016
Number of fatalities	1³	1 ³	6

The Company has a target of zero fatalities. Regrettably, one contractor died when he was struck by an unsecured beam during a lifting activity at a non-industrial housing construction site. We regret this loss and offer our condolences to the contractor’s family. We are determined to learn from this incident. As with all of our major safety incidents, we undertook a full investigation to identify root causes, spread the lessons throughout our organization and developed action plans to do everything possible to avoid reoccurrence of such incidents.

Hazard analysis

In 2021, our wholly-owned, US-based refinery business Motiva Terminals & Pipelines process safety team initiated a comprehensive hazard analysis at its 26 equity terminal locations designed to identify and correct potentially hazardous site conditions.

1. As part of ongoing improvements in our ESG data controls, consolidation and validation processes, for all the 2021 performance data in this table, the reporting boundary is extended to now include entities in our operational control. Please refer to page 90 for more details on our reporting boundaries.
 2. For 2019 and 2020, the reporting boundary was Company in-Kingdom only. Please refer to page 90 for more details on our reporting boundaries.
 3. This figure has undergone external limited assurance in accordance to the ISAE 3000 (revised) by EY. The assurance report can be found [online here](#).

We had 11 Tier 1 process safety incidents during 2021 compared to 9 in 2020. Our reporting boundary was expanded from in-Kingdom wholly-owned operated assets in 2020, to include entities under Saudi Aramco operational control in 2021.

Out of the 11 incidents, 8 incidents were in-Kingdom wholly-owned operated assets and 3 incidents were in entities under Saudi Aramco's operational control. None of the Tier 1 incidents in 2021 resulted in operational interruption or loss of life and most of them were minor in nature with 3 resulting in injuries.

Aramco has a comprehensive lessons learned system that disseminates the learnings across all business lines and operations. The system was enhanced in 2021 with a brand-new provision to deep-dive into process safety incidents. This provision "Learning from Incidents Series" is structured to highlight incident failure mechanisms, timelines, causal factors, root causes and major recommendations to prevent reoccurrence.

Safety management system

Our Safety Management System (SMS) is the driver of our commitment to safely manage our Company business, from complex offshore operations to research facilities. It provides a framework to help organizations fulfil their safety and loss prevention expectations.

The SMS was developed based on a comprehensive benchmarking exercise with industry peers and recognized international safety management frameworks. The SMS was further evaluated by an independent third-party and found to be comprehensive, mature, and composed of a broad-based set of expectations governing how safety is managed. By addressing each expectation, we can help achieve Aramco's commitment to being an industry leader in safety. In following this approach, we define and set direction for loss prevention activities, forecast and allocate resources, and consistently deliver improved safety performance.

Insurance asset risk analysis

Each year, a selection of Aramco's facilities are risk assessed by senior engineers from the Company's insurance broker to develop marketing report utilized by the insurance market. These surveys focus on physical conditions and operational practices, and allow insurers to understand the overall risk quality of our assets.

The 2021 survey commended company practices relating to site spacing and layout; facility inspections; preventive maintenance programs; and Safety Management System implementation, monitoring, and performance KPIs; and rated the surveyed facilities as 'Above Standard', which is the highest rating achieved by peer company facilities.

Safety management assurance

We believe our Safety Assessment protocols effectively measure how our business organizations, JVs and affiliates manage their safety. These corporate safety assessments — internally referred to as Loss Prevention Compliance Reviews (LPCRs) — are conducted on a predetermined frequency following a risk-based criteria that considers several safety factors such as the risk profile and safety performance. In 2021, 52 LPCRs were carried out.

Under the LPCR process, the Company deploys its in-house subject matter experts to independently assess the SMS and compliance programs, including in-depth field reviews to verify the system's effectiveness and the level of implementation.

At year-end, we conduct an in-depth analysis on the data gathered from these safety assessments generating compliance trends, focus areas, lessons learned, and action plans. The results are presented to the Company's HSSE Committee to review and further improve our safety performance within their areas of operation.

Safety excellence

In 2021, our wholly-owned, US-based refinery business Motiva was recognized by the International Liquid Terminals Association (ILTA) with the organization's 2021 Safety Excellence Award. It is the seventh consecutive year that Motiva's Terminals & Pipelines team has received a safety award from ILTA.

Emergency preparedness

We are committed to the prevention of incidents, while also remaining ready to respond to emergencies, business continuity, and crisis events when required. Our Global Company Safety Policy addresses emergency preparedness and is placed into action under the corporate SMS. Implementation of preparedness expectations is achieved via corporate requirements documentation. These requirements include assigning roles and responsibilities, risk assessments, equipment and facility assurance, pre-incident planning, emergency response plans, stakeholder notification protocols (internal and external), emergency reporting mechanisms, personnel training, organizational exercises and drills, and continuous improvement, including after action reviews and investigations.

Contractor Safety

We have a comprehensive Contractor Safety Management Program, which includes a contractor screening process, contractor evaluation, selection, continuous effective site supervision, safety communication, and field assessments of, and improvements to, contractors' own safety programs. We document contractual safety requirements for all our contractors in the Contractor Safety Administrative Requirements section of the Construction Safety Manual (CSM). Our fundamental goal is that contractors perform their tasks at a safety level consistent to that of our employees.

Our contractor safety strategy comprises four foundational elements:

- Improving engagement and communication with contractors;
- Carrying out in-depth assessments;
- Providing credible safety performance metrics; and
- Evaluating contractor safety governing processes and procedures.

In 2021, we spent significant time and effort to develop what we believe is a world-class well-being program for the Aramco contractor workforce, building on our ongoing Contractor Camp Environmental Health Inspection Program. The new program encompasses four key elements:

- 24/7 Hotline and counselling;
- Well-being assessments;
- An online platform, including educational content; and
- A well-being awareness program.

The adjacent platforms were created to better support our contractors, who come from many different countries and are often working without the support that families normally provide. Focused initially on mental health, we conducted mental health training sessions and well-being awareness materials in seven languages. We anticipate the full program will be in place by year-end 2022, and we will report on its progress in our future Sustainability Report.

The Contractor Camp Environmental Health Inspection (CCEHI) program has been operational since 2012 and focuses on the continuous improvement of health and well-being conditions in company contractor accommodation in the Kingdom.

The program uses a risk-based approach and monitors camp conditions quarterly. Major findings are highlighted in the company tracking system and are monitored until closure.

What are we doing?

SafeLife Solution

SafeLife Solution (SLS) provides contractors with the ability to manage their own safety while providing the Company’s representatives with full oversight and monitoring capabilities. SLS is fully mobile-compliant on both iOS and Android devices, enabling real-time access from the Company’s and contractor work sites. The system has been successfully deployed in the field and will be the hub for all safety processes in a single corporate application that fully serves the Company’s safety needs for both employees and contractors, and enables accurate benchmarking against international oil and gas companies.



The future of safety

Digital transformation in safety

As the Company has embarked on digital transformation, a number of high-impact and proven technologies were adopted to drive safety performance.

We continue to seek out new and innovative ways to improve the safety of our people, while also promoting recognition of those leading the way with implementing new and sustainable safety solutions. Examples piloted include:

- **Auto Well Space Out** initiative, a smart well solution that safely shuts down and shuts in a well in the event of an uncontrolled flow to the surface. Its goal is to eliminate human error in well control situations, providing additional protection to rig employees, nearby communities, and to the wider environment.
- **Well Tubular Safety Program** applies machine learning and predictive solutions that prevent tubular failures and hydrocarbon emissions to the surface or underground aquifers. Not only does this enable well casing leaks to be predicted, but it also forecasts the safe lifespan of wells to prevent tubular failures.
- **Portable, Exposure-free Multiphase Flow Meter (MPFM)** liquid referencing initiative minimizes personnel interaction with sweet and sour crude production, while also reducing their exposure to potentially toxic material. The meter has allowed logistics and transportation needs to be streamlined, leading to cost avoidance and a reduction in overall risk, and has proven to be so successful that it is currently being implemented across the Company.

Safe operations

At Motiva, our wholly-owned refinery business Motiva based in the United States, more than 900 employees are represented by two US trade unions. These represented employees work together with management and contractors to ensure Motiva's operations run safely. Working with union leadership at both the national and local level, Motiva successfully executed a new three-year union agreement for its refinery personnel in early 2022.

Human rights and labor principles in the workplace

We believe all people deserve to be treated with dignity and respect, and we recognize our role as a prominent corporate citizen in promoting a positive culture around recognizing and upholding human rights in the workplace.

We respect internationally recognized human rights standards everywhere we operate, in particular the Universal Declaration of Human Rights, the Fundamental Conventions of the International Labor Organization, the UN Guiding Principles on Business and Human Rights, and the human rights and labor principles of the UN Global Compact.

We are committed to respecting and upholding employees' rights and ensuring that our employees are not subject to abusive or inhumane practices. We are opposed to all forms of slavery and exploitation, and child labor across our supply chains.

Our Code of Business Conduct sets out the rules for responsible behavior and ethical conduct. Employees are free to voice their concerns free from any forms of retaliation. Just like our own performance continues to evolve, we expect and support our suppliers to advance their human rights efforts. In these efforts, we expect and support our suppliers to engage their respective supply chains.

Our Company has a global privacy and data protection policy to protect the "personal data" of our employees, contractors, and certain other third-parties. Many countries where we operate have specific laws and rules on how to treat personal data. We seek to comply with these laws and rules wherever they apply to our business.

Specific topics related to human rights are overseen by committees headed by executive management, such as our HSSE Committee, Sustainability Steering Committee, HR and Corporate Services Committee, and the Citizenship Executive Committee.

Employee relations

Employee relations are governed by local labor laws, corporate policies, Code of Business Conduct and Company values. To promote business ethics and transparency, Aramco operates a Workers Committee, managed by a voluntary team of elected employees; an Employee Grievance Mechanism; and conducts regular employee engagement surveys.

The grievance process for employees is a channel to raise issues and voice concerns, where we ensure all items raised are fairly and objectively resolved. Speaking up is an employee right and will not result in disciplinary action or adversely impact an employee's career.

Employee engagement

We measure employee engagement through corporate-wide biannual census surveys launched to all Company employees. The survey consists of fifty benchmarked questions, which are categorized by dimensions that influence employee engagement; as well as one open-ended question.

Our last employee-wide engagement survey was in 2020, with the ongoing challenges the pandemic presented, Aramco conducted a survey focused on both "Well-being and Engagement" to understand the impact of COVID-19 on the employee's emotional health. Results released in early 2021 found strong employee engagement at 85%, with a 95% participation rate.

As an outcome of an analysis of the results of the survey, a Company-wide "Emotional Health and Well-being Program" was implemented. The related roadshow brought leading well-being experts to industrial remote locations, to create awareness about emotional health and to introduce techniques and resources for effective self-management and resiliency.

Ethics and compliance

Aramco has and continues to maintain zero tolerance for unethical conduct, including but not limited to bribery or corruption in any form; and expects our employees and associated third parties to comply with all internal policies, procedures and applicable laws prohibiting bribery and corruption.

Our Code of Business Conduct is the foundation of our Compliance program which includes specific principles regulating Anti-Bribery and Corruption. Aramco has introduced an electronic training program for our Code of Conduct enterprise-wide and is mandatory training for all employees. The Code is supported by a suite of compliance policies and implementing procedures and guidelines. The suite of compliance policies includes our corporate Anti-Bribery and Anti-Corruption Policy, as approved by Aramco's Board of Directors, which expressly prohibits bribery and corruption in all its forms. Several supporting procedures have been developed to operationalize and support the Anti-Bribery and Anti-Corruption Policy, including but not limited to procedures for third-party due diligence, gifts, meals, entertainment and travel.

We also maintain an anonymous 24-hour hotline (our "General Auditor Hotline") that is open to all our stakeholders (ranging from our employees to our suppliers) to report any suspected misconduct, including allegations related to bribery or corruption. Information about the hotline is available on Aramco's publicly accessible webpage, which enables reporting via email, telephone, facsimile, or via the Company's intranet site. Aramco has zero tolerance for retaliation, in any form, for good faith reporting of suspected misconduct. As part of our continued enhancements to our compliance program, we maintain committees to review findings of misconduct committed by personnel or third parties to ensure timely implementation of appropriate and consistent remedial measures.

In 2021, we received 539 allegations (2020: 619), 33 of these cases were investigated for breach of the Aramco Code of Conduct. Allegations had spiked in 2020 due to concerns over health and safety, timekeeping and supply chain concerns that were impacted by COVID-19. The overall trend points to a consistent increase (versus 2019: 507) in the allegations received through the hotline. This has been partly driven by management's message of zero tolerance for unethical behavior and insistence for all to report on incidents, which is supported by effective whistle-blower protection, anti-retaliation policies, ongoing fraud prevention and ethics awareness campaigns.

Diversity & Inclusion

We employ thousands of staff from all over the world, across more than 85 nationalities, and are proud of our strong mix of cultures. A diverse workforce not only encourages a global perspective; it fosters innovation, collaboration, and respect. We are committed to nurturing a welcoming, respectful and genuinely inclusive culture. Attracting and cultivating the best talent is a priority, and we regard individual differences as opportunities for creativity and growth.

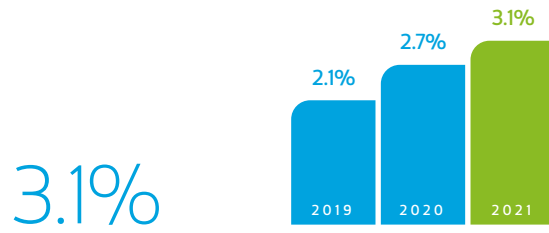
Diversity has been a major focus area for Aramco over the past few years with particular attention paid to increasing the number of female employees and employees living with disabilities in our workforce. In support of the Kingdom's ambitions to increase the number of women in the workplace, we have set a target to more than double the number of Saudi Aramco's female employees in-Kingdom by 2030, and with 10% of in-Kingdom leadership positions to be held by women.

In 2021, we achieved the following:

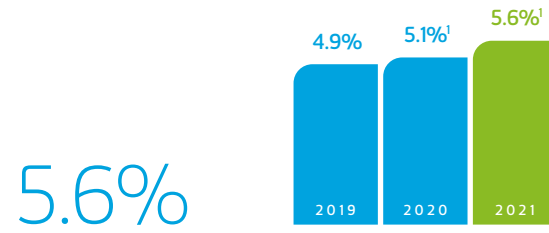
- Benchmarked best practices across the industry through partnerships with Catalyst, Business Disability Forum, and committed to the Valuable 500 pledge; a commitment to putting disability inclusion on the business leadership agenda.
- Hired more people living with disabilities than the past three years combined.
- Partnered with an international school to establish an in-Kingdom center to provide therapeutic and educational services for individuals with special needs (children and adults). These programs help to increase access to work and live independently.
- Enhanced our D&I operating model through the creation of the Project Management Office (PMO) and a Corporate HR Working Committee with a focus on D&I. In addition, launched the D&I Strategy 2021 Roadshow to accelerate implementation across the Company.
- Signed the G20 Alliance pledge as an advocate, which enabled a D&I external playbook to be published to share the best practice of Saudi Aramco.
- Increased the levels of our females direct hires to 31%.
- Reached female students representation and participation of 50% for the Summer Enrichment & Tomooh programs, 44% in our Internship Programs and 48% in our College Preparatory Program (CPP).
- Continued our support for the STEMania program for school-age girls, offering university scholarships and sponsoring young Saudi women to pursue degrees in science, technology, engineering, and mathematics.

Investing in our workforce

Female employees in leadership position

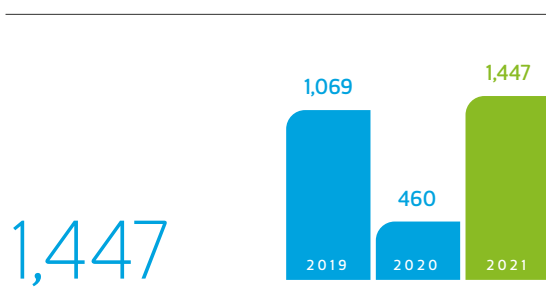


Female employees

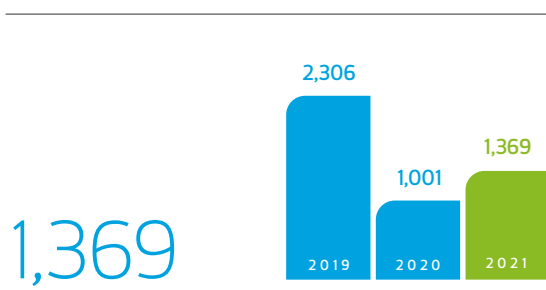


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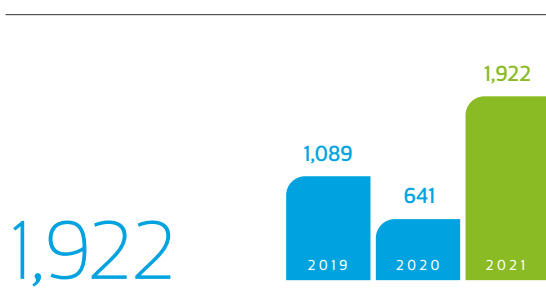
Number of graduates



Number of apprentices



Number of interns



Education and training

We invest heavily in talent development. Employees at all levels are encouraged to improve their sector-specific knowledge and competencies through our professional, industrial, and national workforce development programs.

To attract and nurture young Saudi talent, Aramco runs a variety of programs:

- Apprenticeship Program for Non-Employees (APNE), introduced in 1988, is designed to provide training to Saudi high school graduates to prepare them for entry-level jobs within Aramco. The program participants have the skills necessary to be successful in their future jobs. The training and development of high school graduates has always been a high priority at Aramco.
- College Degree Program for Non-Employees (CDPNE) is a four/five year training assignment offered to non-employees at academic institutions leading to a college degree.
- Professional Development Program (PDP), established in 1974, is a graduate program to provide a strong foundation for young professionals to realize their potential and deliver real business value. It highlights Saudi Aramco's core business values and ethics, expands graduates' knowledge of the different organizations within the Company via secondments to rotate across different departments, and illustrates the complex inter-relationships of the Company's vast operations.
- Construction Safety Diploma Program, accredited by TÜV Rheinland, and administered by National Industrial Training Institute, is a two-year program designed for men and women seeking a professional role as safety officers/inspectors. Aligned with Saudi Aramco's Construction Safety Manual, this customized program that equips our young graduates with the skills and tools necessary to become successful safety practitioners.

What are we doing?

Unlocking the promise of youth

Saudi Arabia, and the wider Middle East, has one of the youngest populations in the world. Meeting the career expectations of so many young people is a challenge. We welcome this challenge and see it as an exciting opportunity for us to deliver the workforce of the future. This is why we invest in training academies, academic sponsorships, and a multifaceted outreach program.

Within Aramco, our Young Leaders Advisory Board (YLAB) program serves as a bridge between the youth of Aramco and executive management.

Through a wide-range of engagement and advisory strategies, our YLAB team of young people have the opportunity to unlock their potential, voice their concerns, and provide solutions to complex corporate issues.

YLAB's reach extends beyond the Kingdom, with engagement events at our international offices, such as the Boston Research Center and the Aramco Overseas Company office in London.



- Aramco participated in establishing 16 National Training Centers (NTCs) across 10 cities, with more than 34,500 graduates since 2008, as part of an initiative that serves the Company's corporate objective to "contribute to the development of the Kingdom's economy,". The NTCs provide a competent Saudi workforce covering a wide range of industries, including petroleum services, drilling and workover, construction, aviation, hospitality and facility management and finance, with a clear focus on the future role of Saudi women. Altamayyuz Academy is the initiative's latest initiative in 2021 (for more information, please refer to page 79).

Due to the lockdown and requirement for partial remote working as a result of COVID-19 in 2020, there was a fall in number of interns, apprentice and graduates.

In 2021, as we adjusted our ways of working to cope with the risks of COVID-19 and with the positive impact of the aforementioned initiatives, we had an increase in our intake of young workers and welcomed 1,447 graduates, 1,369 apprentices and 1,922 interns.

Workforce well-being

A good working environment is essential to employee health, operational safety, and employee engagement. We provide high quality medical care across our locations, proactively managing risks to minimize harmful exposures to our workforce and ensure that health is an integral part of our approach to employee well-being.

The occupational health and well-being of our workforce is outlined in our Health Protection Policy, and applies the same standards and similar programs across our supply chain. We expect our suppliers to maintain high standards for occupational health in ways similar to our approach, and throughout their value chain when performing work for us.

Our Work Life Support Program provides comprehensive services to support the emotional well-being of our employees and their families, featuring 24-7 access to a global network of clinical counsellors, phone-based mindfulness and life coaching programs, and a digital behavioral health coaching program for self-paced support. In addition to our offering of retirement and savings benefits, we support the financial literacy of all employees by providing access to financial well-being courses and onsite financial advisors. Additional work-life balance support includes childcare, fitness and leisure facilities, nutrition and fitness coaching. Facilities are designed to be accessible for our employees living with disabilities.

Mental health

The Company's semi-annual engagement survey, which in 2020 was developed in partnership with John Hopkins Aramco Healthcare (JHAH), to address impacts of COVID-19, informed the rapid implementation of an "Emotional Well-Being Program."

A Mental Health Toolkit has been established to help people normalize their experience during COVID-19 by teaching strategies, techniques, and interventions to maintain emotional well-being and mental health. Furthermore, the Emotional First Aid e-learning course has been developed by JHAH experts in partnership with our e-learning specialists to help employees to:

- Learn strategies and techniques to strengthen emotional resilience;
- Discover interventions to help manage stress or feelings of depression; and
- Gain emotional first aid skills to help others such as children or elderly parents.

COVID-19

Aramco's resilience and ability to overcome a range of infectious diseases over the years gave our business a critical advantage: perspective. We persevered through the Severe Acute Respiratory Syndrome (SARS) in 2003, H1N1, the "swine flu," in 2009, and the Middle East Respiratory Syndrome (MERS) in 2012.

Having captured lessons from the previous health crises, we had some perspective and were positioned better to build on our previous experience to tackle the novel coronavirus (COVID-19) pandemic. Regrettably, a number of the Company's employees and contractors died as a result of contracting COVID-19 over the past two years.

Aramco proactively supported the welfare of our employees, their families and our wider communities throughout the pandemic. 2021 witnessed the launch of a rapid vaccine rollout program, which included employees, employee dependents, and students engaged in our sponsored training and development programs.

Our Company's partnership with JHAH has been an invaluable contribution to our response, and instrumental in ensuring safety and well-being, and enabling sustained business operations.

We made two doses of the COVID-19 vaccination available to all employees who chose to get vaccinated and as at early 2022, vaccination amongst eligible employees reached 100%.



Living with COVID-19

We continue to keep the safety and well-being of our employees and their families, contractors and their communities as priority while ensuring business continuity.

Comprehensive pandemic plans have been developed that capture lessons learned from the subsequent waves of COVID. These include:

- Company-wide task force led at the most senior level;
- Business continuity plans and agility to adapt as the situation evolves;

- Contingency response plans which are focused on mitigation, and continuity in six areas: people, facilities and services, systems, supply chain, projects and customers; and
- We stress-test financials, supply chains, and our contingency response plans.

We want COVID-19 to not only be a part of Aramco's pandemic playbook, but serve as a testament to the reliability and resilience of our Company's people.