At Chevron, we believe that a diverse workforce and inclusive culture strengthen business performance and lead to greater success. Diversity and inclusion help drive innovation and increase employee engagement. High performance comes from a culture that enables every individual to realize their full potential.

We are proud of our progress in diversity and inclusion and remain committed to the journey to further improve. It was in the early 1990s that this journey accelerated in earnest as Chevron’s leadership recognized the importance of greater workforce diversity and its positive impact on business results.

In 1995, the company launched a set of guiding principles called The Chevron Way. Diversity was deemed a core foundational value. This set the wheels in motion on the development of strategies, programs, processes and initiatives that enabled diversity and inclusion to steadily improve for more than two decades. These actions include:

• **Diversity and inclusion accountability metrics** tied to compensation for the corporate executive management committee.
• **Diversity Action Plans** required for the performance review of nearly every employee, from the chairman down.
• **Establishment of Diversity Councils and Employee Networks** with more than 20,000 members around the world.
• **Development of mentoring and sponsorship programs** as well as programs to help employees manage their work-life priorities, including a program supporting dual career couples when both individuals are employed with the company.
• **Same sex and transgender benefits offered to U.S. employees**, which was groundbreaking for our industry. Chevron was the first major oil and gas company to do so.

As our journey has progressed, we have learned it takes more than a diverse talent mix to deliver on our ambitious plans. We need to seek out people with different ways of thinking, different life experiences and different backgrounds and create an environment in which everyone’s voice can be heard. Diversity is about the mix — inclusion is about making the mix work.

Specific actions taken to amplify inclusion throughout the company include:

• **Our Downstream & Chemicals business unit developed a strategic plan to accelerate inclusion and diversity** and placed an enhanced focus on inclusion.

By fostering a truly inclusive culture that allows every person to contribute to his or her fullest, we leverage our greatest competitive advantage — our people and our culture — to consistently deliver superior results.
as one of five behaviors needed to sustain winning results.

• Our Midstream, Strategy & Policy business launched an Inclusive Leader Learning Series through which more than 100 leaders participated in six progressive-learning workshops focused on promoting a more inclusive culture in their organization.

• Our Women’s Network launched Catalyst’s Men Advocating Real Change (MARC) initiative to help women succeed and gain greater opportunities to compete for roles at all levels. MARC has become an important part of our gender advocacy and inclusion journey in helping male colleagues understand the challenges their female colleagues face every day. The program is also helping all employees who participate — men and women — deliver their best every day by breaking down unconscious bias and other barriers to inclusion. MARC programs are currently active in seven locations around the world, with four new locations planned for later in 2018. More than 1,000 employees are actively participating, and the number is growing.

• We refreshed The Chevron Way, and inclusion was elevated alongside diversity as a core value because we need both to be successful. Our corporate culture is based on foundational values of high performance, integrity and trust, partnership, and protecting people and the environment — all inextricably linked to our cornerstone value: diversity and inclusion.

We can only achieve our best results if every employee has the opportunity to succeed. Inclusion is our commitment to creating a work environment in which everyone has an opportunity to fully participate in creating business success. Diversity is about counting every head — inclusion is about making sure every head counts.

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