

# Safe operations and people development

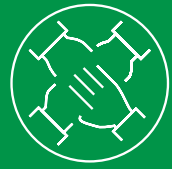
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⊕ Captured within the dynamic environment of Aramco's operations, a female technical professional embodies the Company's steadfast commitment to safety.



## Safe operations and people development



Our talented workforce is our greatest asset and we continue to invest heavily in developing people. We employ an array of both traditional and innovative platforms and programs to ensure our employees and contractors can realize their full potential safely and securely.

This approach is essential to our long-term success and is underpinned by our utilization of the latest digital and AI technologies. Our aim is to continuously improve the capabilities of our people, enhance the sustainability and reliability of our operations, and protect our workforce, assets, and communities.

In 2023, we delivered over 9 million hours of training<sup>1</sup>, increased the apprentice intake by 27.3%, raised hired graduates by 14.1%, diversified our leadership with 26.3% growth in the percentage of females in leadership positions, and improved our safety performance by achieving a 16.0% reduction in total recordable case rate.

We remain steadfast in maintaining a strong culture of fostering a world-class pool of talent, developing future leaders and ensuring the safety of our operations. These are fundamental strategic priorities for us to achieve our long-term objectives.

### 2023 performance

#### Number of female employees



73,311

Aramco is home to 73,311 employees

#### Number of female employees in leadership positions



95<sup>2</sup>

Total hours of training and development (per employee)

94\*

There are 94\* different nationalities represented in Aramco's workforce

\* Metric reported for the first time externally.

1. In line with the new methodology of calculating the training hours, the total number of training hours includes all training offered corporate-wide during the year for all employee categories in addition to trainees and contractors.

2. Total hours of training and development (per employee) metric consists of total training offered by the company during the year for all participants including Aramco employees, contractors and average levels of trainees.

### Performance of our key metrics

Material issue	Relevant metrics	2023	2022	Status
<b>Workforce protection</b> ■ Read more on page 54	Number of fatalities	3**	5**	While we regrettably suffered three** losses of life, we conducted investigations and communicated lessons learned to the relevant stakeholders to minimize such incidents from recurring.  For total recordable cases (TRC), incidents per 200,000 hours worked decreased (16.0% fall in TRC rate since 2022). This is a testament to our investment in training initiatives and implementation of a comprehensive Lessons Learned Program to mitigate incidents of a similar nature from recurring.
	Lost time injuries/illnesses rate (number of LTI cases x 200,000 / total work hours)	0.018**	0.014**	
	Total recordable case rate (total recordable incidents x 200,000 / total work hours)	0.042	0.050	
	Health performance (%) (number of overdue major health findings x 100 / total number of open major health findings)	19**	15**	
<b>Process safety and asset integrity</b> ■ Read more on page 56	Number of Tier 1 process safety events	15	11	None of the Tier 1 events were major, eight were moderate, and the remaining were classified as minor. Five out of the 15 incidents resulted in LTIs.
	<b>Human rights</b> ■ Read more on page 58	Number of grievances raised	230	293
Sites (%) with a grievance mechanism in place		100	100	We ensure each Aramco site has an appropriate grievance mechanism in place for our workforce to raise any concerns without prejudice.
<b>Labor practices</b> ■ Read more on page 60	Attrition rate (%) <sup>1</sup>	2.2	2.4	Aramco is fostering a culture of diversity and inclusion (D&I) within its organization.  Aramco has made significant efforts to increase the representation of women and people with disabilities, including interns and sponsored students. These initiatives include hiring improvements, mentoring programs, policy enhancements, and developmental opportunities.  In 2023, the percentage of female employees increased by 12.5% and the percentage of females in leadership positions increased by 26.3% compared to the previous year.
	Female (%) of total employees	7.2	6.4	
	Female employees in leadership positions (%)	4.8	3.8	
	Number of contractor employees	8,125	7,639	
	Number of hired graduates	1,665	1,459	
	Number of apprentices (new intake)	2,200	1,728	
Number of interns	3,201	3,190		

■ Full metrics table on page 102-103

### Our contribution to the UN SDGs

**3 Good Health and Well-being** Aramco has various health and safety and well-being programs for our employees. These include mental health initiatives, workplace standards and technology to minimize exposure of our workers to unnecessary risk.

**4 Quality Education** Aramco believes in lifelong learning and development. We continue to provide world-class learning experiences that drive both personal growth and effective operations at all levels of the Company through innovative platforms such as corporate e-Learning, the Hosted University Program, Advance Development Programs and others.

**5 Gender Equality** Aramco is improving the gender balance of its workforce via a range of female empowerment initiatives. In Saudi Arabia, Aramco funds the STEM program for school-age girls, offering university scholarships for science, technology, engineering and mathematics degrees.

**8 Decent Work and Economic Growth** We have strong policies and processes to manage our ethics, bribery and corruption risks, and ensure a suitable working environment for our workforce.

\*\* This figure has undergone/is undergoing external limited assurance in accordance to the ISAE 3000 (revised). Upon completion of assurance, the assurance report will be made available online on the Sustainability section of our website.

1. Scope expanded to include additional employee types.



Workforce protection and process safety

# Workforce protection and process safety

Safety is integral and paramount to our operations at Aramco; it is ingrained in our values to safeguard our people, assets, and the environment.

In Aramco we operate under a "total workforce concept", where our ambitions are built on the foundation of a robust safety culture and safe environment across our employees, contractors, and suppliers. We strive to prevent all incidents that have the potential to harm people, damage assets, or negatively impact the environment.

Our focus on safety is complemented by our digital transformation initiatives which enable innovative safety solutions that drive safety performance, elevate emergency readiness, and enhance our safety governance.

For over 40 years, the Executive Management Safety Review program has been a steadfast initiative. Each month, corporate management alongside an executive management team, visit one of the Company's major operational areas to review their HSE performance and engage directly with employees and contractors to discuss safety matters.



## Safety management system

Aramco's safety management system (SMS) provides a framework that integrates occupational and process safety, and assists business units in meeting safety expectations.

Our SMS was developed following comprehensive benchmarking with industry peers. It is aligned with requirements outlined in Occupational Health and Safety Management System ISO 45001:2018, and has been evaluated by an independent third party to ensure alignment with international best practices.

All Aramco organizations are assessed against SMS guidelines through our internal corporate safety assessment program. With over 50 SMS assessments performed in 2023, this program has been expanded to include in-Kingdom and international affiliates.



### Sustainability in action

## Aramco's fleet of vehicles transport our workforce safely to remote areas



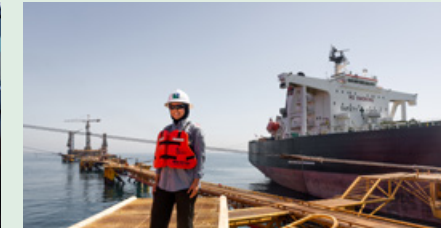
### Safety on the road

Our operations are widely spread, sometimes in remote places. Aramco used over 11,000 road vehicles covering more than 240 million kilometers, and over 500 buses, covering over 23 million kilometers to transport our people for business in 2023.

We continue to closely monitor and support the safety of our people on the road. In addition to mandatory traffic training and education, we use digital solutions aimed at improving traffic safety.

11,000+

Number of Aramco road vehicles



### Safety at sea

We operate over 350 maritime vessels, with over 8,000 members of our workforce. Aramco's marine operations span the Kingdom's coastlines from the Arabian Gulf to the Red Sea, providing safe, reliable, and cost-effective integrated marine solutions.

This supports the Company's offshore operations such as exploration, drilling, production, exportation, crew transfer, oil spill response, subsea repairs, offshore logistics, and offshore security.

In 2023, 56 offshore marine employees participated in safety leadership courses, demonstrating a commitment to fostering a strong safety culture and effective leadership, while adhering to the latest international regulations and industry standards such as the International Maritime Organization (IMO) requirements.

350+

Number of Aramco maritime vessels



### Safety in the air

Aramco operates one of the world's largest corporate aviation fleets, via its wholly-owned subsidiary Mukamalah. The fleet of 52 owned and leased, fixed wing and rotary aircrafts, annually transport nearly a million passengers. Our flights support Aramco's operations by providing transportation, geological surveying, special missions, search and rescue, and evacuation services. In 2023, Mukamalah reached a new record of over 51,000 flight hours due to growth and fleet size optimization.

The flight crew receive over 3,000 hours of in-house training annually. Additionally, over 200 pilots participate in semi-annual training sessions with certified providers to meet safety requirements according to industry best practices.

50+

Number of Aramco helicopters and airplanes



Workforce protection and process safety continued

# Our safety performance

	2023	2022	2021
Fatal accident rate*	0.305**	Metric not disclosed previously	Metric not disclosed previously
Number of fatalities	3**	5**	1**
Total recordable case rate	0.042	0.050	0.054
Lost time injuries/illnesses (LTI) rate	0.018**	0.014**	0.017
Number of Tier 1 process safety events	15	11	11

\* Metric disclosed for the first time.

\*\* This figure has undergone/ is undergoing external limited assurance in accordance to the ISAE 3000 (revised). Upon completion of assurance, the assurance report will be made available [online](#) on the Sustainability section of our website.

Any loss of life is never acceptable and we aspire to achieve zero fatalities. Regrettably, Aramco had three\*\* contractor fatalities during the year: one contractor fell from height while installing scaffolding; a second contractor was struck by a mooring rope while disconnecting a marine vessel from a single point mooring system; and a third contractor was struck by hoisting hardware on an offshore rig.

During this year, we introduced a new metric, which measures our fatal accident rate, representing the ratio between the number of recordable workforce fatalities per 100,000,000 and the total work hours. In 2023, our fatal accident rate was 0.305\*\*.

Aramco has thoroughly evaluated these incidents to identify root causes and has initiated corrective actions, including employee awareness and increased supervision, to avoid such accidents in the future. Lessons from these incidents have been shared with all relevant departments and stakeholders, and remedial actions continue to be implemented. We continue to partner with our contractors to build a strong safety culture across our value chain and prevent such incidents from recurring.

With regards to our TRC rate performance, our improvement has continued over the past three years, with incidents per 200,000 hours worked having decreased (the TRC rate has decreased by 22.2% since 2021). This is testament to our investment in training initiatives and implementing a comprehensive lessons learned program to mitigate incidents occurring of a similar nature.

Aramco recorded 15 Tier 1 process safety events during the year. Out of these 15 events, 11 occurred at in-Kingdom wholly-owned operated assets and four at Aramco operationally controlled affiliates. None of the Tier 1 events were major, eight were moderate, and the remaining were classified as minor. Five out of the 15 incidents resulted in lost time injuries.



Sustainability in action

## Cultivating a strong safety culture across our global operations

Aramco continues to reasonably support our subsidiaries in maintaining and improving a strong safety culture across our operations.

The established Global Safety policy governs our approach, supporting long-term success and resilience within the Aramco Group, promoting the welfare of our workers, the community, and the environment. Supporting the Global Safety Policy, the Company has developed and implemented an Affiliate Safety Oversight strategy to improve performance across the Aramco Group by focusing on governance, performance monitoring, assessment, engagement, and capability building.

In 2023, we hosted the second Global HSE forum, which attracted over 700 attendees from our subsidiaries around the world. This forum is among a number of initiatives that support our affiliates.

We continued our journey of conducting assessments of our affiliates across the globe, supporting the reinforcement of their safety management systems through the recommendations we provided.

We are building the capabilities of the affiliates by providing them with the necessary resources, training, and guidance to improve and continually enhance their safety performance.



We also introduced two additional health compliance programs: Radiation Protection Assessment and Hazardous Materials Communication Assessment into our health key performance indicators.

Contractor safety

Aramco aims to ensure the safety and welfare of its contractors. Our approach centers on strong field presence, performance assessment, and implementing effective governance measures.

We use bespoke tools to monitor contractor safety performance and compliance to corporate safety requirements. The Construction Safety Index (CSI) monitors contractor safety compliance with construction requirements and assesses the safety environment of our contractors. In 2023, 4,077 CSI inspections (2022: 3,300 CSI inspections) were conducted on 87 prime contractors.

Aramco utilizes the Turnaround Safety Index (TSI) that is focused on contractors' safety performance during turnaround and inspections. In 2023, 1,090 TSI inspections were completed (2022: 670).

Inspired by the continued success of CSI and TSI, the Rig Safety Index (RSI) was launched in Q4 2022 to monitor onshore and offshore drilling rig contractor safety performance. During 2023, 92 RSI inspections were completed, covering 17 prime drilling contractors.

We hosted the Project Management Contractor Safety Excellence Award that recognizes outstanding contractor performance in multiple categories, including wellness, technology deployment, and safety compliance.

Aramco launched the 'Line of Fire' campaign to address risks associated with danger zones at construction sites. The campaign targeted the contractor site workforce, elevating their safety awareness and capabilities to identify work site hazards and enhance their safe behavior.

Emergency preparedness

Aramco takes proactive measures to prevent emergency situations and maintain a robust emergency preparedness program. Aramco's Corporate Emergency Management Taskforce ensures resilience and readiness pre-planning, as well as risk based, and site-specific emergency response plans.

A quarterly forum for emergency preparedness coordinators from all Company stakeholders is held to continually improve emergency readiness. A major program improvement this year included an enhancement to the Company's digital safety system – SafeLife – that enables a corporate-wide tracking of emergency exercise schedules, as well as drill critique items until closure in a unified system.



Expanding safety training programs

Aramco worked closely with five National Training Centers (NTCs) to evaluate and enhance existing Safety Diploma Programs and to establish new ones. The NTCs were selected as they harbor the necessary infrastructure to deliver safety diploma programs efficiently, targeting high school graduates, to equip them with the required skills to be competent field safety officers.

Since inception of the new Safety Diploma Programs, the National Industrial Training Institute (NITI) graduated 135 participants, 97 males and 38 females, to be Field Safety Officers.

Additionally, in February 2023, Maharat Construction Training Center's Construction Safety Associate Diploma Program was inaugurated. The total number enrolled in the program during 2023 was 189 participants from different sponsoring companies.



Human rights

# Human rights

## Our people

For over 90 years, we have embraced diversity in our workforce. Today, the Aramco workforce is comprised of over 73,000 employees from more than 90 different countries. In Saudi Arabia, we are aiming to further promote female employment, multiculturalism and inclusion of people with disabilities (PwD). Our workforce is expanding by increasing female representation, adding employees from diverse backgrounds, and providing a workplace that caters to various needs.

**73,311**  
employees

**94\***  
nationalities

At Aramco, our people are offered a safe environment and opportunities to develop personally and professionally. We cherish the benefits that diversity creates in our community and business, and celebrate our history and legacy of people development.

## Human rights in the workplace

Ensuring dignity and respect for all is paramount. We are dedicated to upholding human rights in the workplace, recognizing our role as a responsible corporate citizen. Our ambitions involve fostering a positive culture aligned with these values, with a strong stance against abusive or inhumane practices, modern slavery, exploitation, and child labor.

### Number of grievances



### Sites with a grievance mechanism in place (%)



We engage stakeholders to proactively prevent incidents that could compromise human rights. Striving to make enduring positive contributions, we focus on governance, transparency, rule of law, and social and economic development.

Our adherence to these values extends to compliance with local laws and respect for international human rights principles.

### Code of Business Conduct

Aramco strives to ensure employees feel respected and safe. We rely on people in every part of our business to speak up on issues and act with integrity.

To maintain an ethical working environment, our people are encouraged to report any suspected non-compliance with the law, Aramco policies, or our Code of Business Conduct. Aramco provides several avenues for employees to ask questions and raise concerns, including escalation to management, calling an anonymous hotline and/or contacting Human Resources, Internal Audit or the Compliance departments.

### Grievances

The Company has a formal grievance process that is overseen by our Human Resources department. This ensures all items raised are reviewed objectively and fairly resolved. At Aramco, we believe that every employee has the right to speak up without any fear of disciplinary action or any adverse impact on their career.

### Employee engagement

To enhance the workplace experience for our people at Aramco, we interact with them through multiple communication avenues. These include town hall meetings, engagement surveys, recognition events, the intranet, periodic performance reviews, and the Young Leaders Advisory Board (a program consisting of employees 35 years of age and below) which serves as a bridge between the youth of Aramco and executive management.

The positive impact of our engagement efforts is demonstrated by our low attrition rates and a consistently high engagement score of 85% in 2022 and 2020. The survey is done on a bi-annual basis, the next survey will take place in 2024.

In October 2022, the corporate-wide bi-annual Employee Engagement Census Survey was launched across Aramco to over 75,000 employees and contractors. In response to the results of the survey (disclosed in our 2022 report), we undertook the following actions:

**'How Starts with You' Campaign:** Aramco launched a corporate campaign to highlight efforts being made in response to survey results. These results focused on four key areas: Recognize, Care, Enable, and Develop. To ensure widespread reach and compliance, over 28,000 toolkits were sent to all leaders and advocates in the Company.

**Employee Experience Awards:** As part of the 2023 President & CEO Excellence Awards, the top three performing departments in Employee Engagement were awarded Gold, Silver and Bronze awards by Aramco's President and CEO and the Senior Vice President of Human Resources.

**Enhanced Well-Being Model:** In response to employee needs, Aramco updated the Corporate Well-Being Program Model to focus on nine dimensions of well-being: physical, social, occupational, intellectual, financial, digital, environmental, emotional, and spiritual.

### Employees acknowledging performance review meetings<sup>1</sup> (%)



\* Metric reported for the first time externally.

1. In accordance with our ongoing review of our sustainability performance data, we have determined that the metric "Employees receiving regular performance reviews (%)" reported in 2022 and 2021 should be renamed "Employees acknowledging performance review meetings (%)" in order to more accurately reflect what this metric entails.

# Labor practices

## Diversity and inclusion

Aramco is fostering a culture of diversity and inclusion within our organization. We embrace our employees' differences and foster an inclusive workplace culture where every employee feels valued, respected, and heard. We strive to ensure all employees are provided equitable access to resources and opportunities. A key objective in our people strategy is to increase the number of women and people with disabilities in the Company and create a workplace where they, and all employees, can thrive.

Aramco continued to accelerate the development of female employees in 2023 through different options, including advanced-degree programs, undergraduate scholarships, and targeted offerings, while improving female representation in science, technology, engineering and mathematics (STEM) fields. The Company has also achieved major milestones in increasing the representation of women across the Company.

Today, our female employees include traders, pilots, fire safety inspectors, inventors, and scientists. We also continued to increase the number of female leaders through allocating additional seats in talent assessments and targeted leadership programs in Ivy League schools like Harvard and Wharton and global universities like LSE and INSEAD.

Aramco prioritizes maintaining a diverse workforce by strengthening its Employee Value Proposition through enhancing benefits, policies, and infrastructure to promote an inclusive work environment. For example, the Company now offers a reduced work schedule for people with disabilities to promote greater work-life balance.

	2023	2022	2021
Number of female employees	<b>5,294</b>	4,503	3,802
Female (%) of total employees	<b>7.2</b>	6.4	5.6**
Female (%) of total number of new hires	<b>24.1</b>	28.4	31.2
Number of female employees in leadership positions	<b>233</b>	176	136
Female employees in leadership positions (%)	<b>4.8</b>	3.8	3.1



\*\* This figure has undergone external limited assurance in accordance with the ISAE 3000 (revised). The assurance report can be found [online](#) on the Sustainability section of our website.

## Investing in our workforce

To ensure we attract talent from both within Saudi Arabia and globally, we held recruitment workshops across Africa, Asia, Europe, and North America. To prepare for the future of our workforce, Aramco has hired a steady stream of exceptional Saudi candidates into its professional development programs.

Aramco has also boosted its cooperation with local universities through a strong and growing internship program. By supporting the growth and development of young Saudis, Aramco is contributing not only to its strategic goals, but also to the Kingdom's vision.

**Sustainability in action**

### Our National Training Centers bring Aramco's vocational training legacy to local communities

To support the growth of the Kingdom's economy, as well as to provide a robust pipeline of qualified local labor, Aramco began the National Training Centers (NTCs) initiative in 2008. The NTCs are the product of a strategic partnership between Aramco, select government entities, and the private sector to train young Saudis in critical and emerging industries.

To date, over 57,900 students have graduated from the NTCs in more than 80 different disciplines, with over 11% women. Given this record, the centers remain on track to meet their target of 100,000 graduates by 2030.

**57,943**

graduated to date

**>80**

training disciplines

**+11%**

female representation



Labor practices continued

Spotlight on training and development

# Advancing career development opportunities for our people



At Aramco, we continue to excel at providing unique learning offerings to our workforce. Our Hosted University Program expands advanced-degree opportunities for our employees seeking master's degrees from top-tier universities while remaining on the job. The program brings the knowledge and expertise of leading global universities and institutions to the Kingdom to deliver customized, business-centered academic degrees.

The program is predominantly face-to-face sessions conducted in-Kingdom with a 7-week out of Kingdom duration at the university's main campus location. This leads to a more capable and adaptive workforce to assist in achieving the strategic goals of the Company.

By 2023, the Company has completed more than 35 hosted programs, successfully graduating more than 900 employees.

Notably, the Company signed agreements with top-tier business schools like Harvard, London Business School, and Wharton to focus on employee development and diversify opportunities, ensuring alignment between employees' aspirations and the Company's overall corporate strategy with over 2,000 participants to date. We have also introduced Harvard Manage Mentor Cafes to provide interactive sessions on soft skills, analytical competence, and leadership development; over 1,800 employees have benefited from this program.

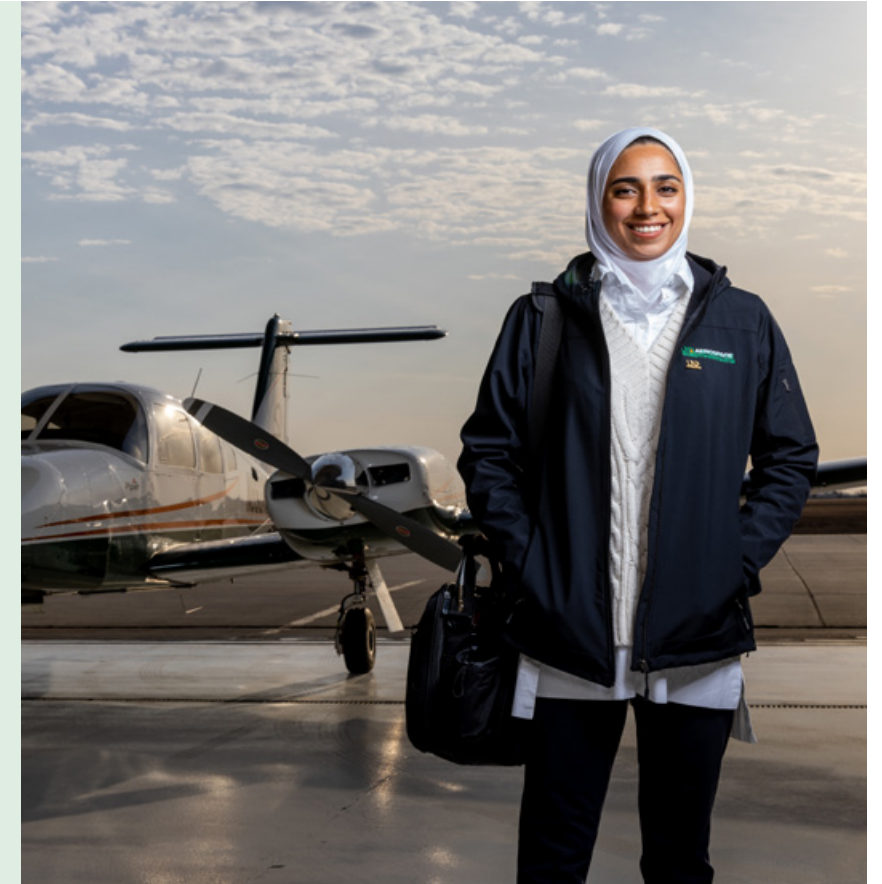


Sustainability in action

## First cohort of female pilots

Aramco has graduated its first cohort of female pilots in 2023, marking a significant milestone in the Company's aviation program. The program, which has been in development for over a decade and includes two years of university study, aims to ensure these pilots serve as role models and encourage more women to join the program. The graduates' backgrounds in engineering (civil and electrical) and computing has made them well-equipped to become the Company's pioneering female pilots.

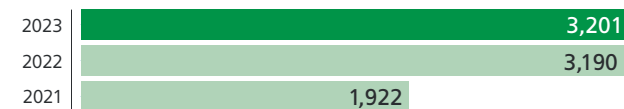
With one of the largest corporate fleets in the world, Aramco's aviation department offers these women, and those who will follow in their footsteps, an opportunity to follow their passion and achieve equal opportunity to venture into a field with low female participation. In this way, it offers not only a dynamic and well-paid career, but also a chance for them to realize their dreams.



### Number of hired graduates



### Number of interns



### Number of apprentices (new intake)



# 2,500+

Aramco launched its "Supporting Well-Being for Leaders" course in 2022 to support the mental well-being of employees. Since its inception, it has been delivered to over 2,500 leaders in Aramco.

## Workforce well-being

A healthy working environment is critical for employee health, positive engagement, and operational safety. To support our employees, dependents, and their families, medical services (including mental health) are provided across all Aramco sites and made easily accessible to our people.

In addition, Aramco supports the well-being of its contractor workforce through a dedicated Corporate Contractor Well-Being Program. Various free services are available to contractors in multiple languages including a 24/7 hotline, video counseling, online resources and awareness materials. Also, well-being and stress management engagement sessions have been conducted across the Kingdom. Furthermore, a Contractor Passport Solution that monitors key well-being parameters has been deployed Company-wide.