



**Joe M. Naylor**  
Vice President, Policy, Government and Public Affairs

November 28, 2018

Dr. Wanda M. Austin, Chair  
Dr. Alice P. Gast  
Mr. Enrique Hernandez, Jr.

Public Policy Committee Meeting  
December 4, 2018

A meeting of the Public Policy Committee is scheduled for Tuesday, December 4, 2018, from 3:00 to 4:30 p.m. PST, in Room A4330 at Chevron's offices in Chevron Park.

The topics to be discussed during the meeting are as follows:

- Shareholder Proposal Preview;
- Climate Positions and Positioning;
- Corporate Scorecard: GHG Metric.

I am enclosing an agenda and pre-read materials for the meeting, including the Shareholder Proposals Brief, the Climate Positioning Brief (both of which will be discussed at the meeting), the GHG Metric Brief, and the Social Investment Brief (which is provided for information only). You may also access these materials through Chevron's Diligent Boards' website.

Please contact me if you have any questions about the enclosed materials. I look forward to seeing you next week.

Best regards,

A handwritten signature in black ink, appearing to read 'Joe M. Naylor'.

Enclosures

cc: Michael K. Wirth  
Mary A. Francis  
Mark A. Nelson

Policy, Government and Public Affairs  
Chevron Corporation  
6001 Bollinger Canyon Road, San Ramon, CA 94583-2324  
[REDACTED]

**CHEVRON CORPORATION  
PUBLIC POLICY COMMITTEE**

**DECEMBER 4, 2018, 3:00 – 4:30 P.M.  
ROOM A4330, CHEVRON PARK**

**AGENDA**

<b>Time</b>	<b>Topic (Presenters)</b>	<b>Tab</b>
<b>3:00 p.m.</b>	<b>Minutes * (Chair)</b>  Review and approve the minutes of the July 24, 2018 Committee meeting.	<b>1</b>
<b>3:05 p.m.</b>	<b>Shareholder Proposals Preview (Michael Rubio)</b>	<b>2</b>
<b>3:20 p.m.</b>	<b>Climate Positions and Positioning (Joe Naylor)</b>	<b>3</b>
<b>4:10 p.m.</b>	<b>Corporate Scorecard: GHG Metric (Mark Nelson)</b>	<b>4</b>
<b>4:30 p.m.</b>	<b>Adjourn</b>	
	<b><u>Information Item:</u></b>  Social Investment Brief	<b>5</b>

\* Items needing motion, second, and approval.

# **Tab 1**

# **Minutes**

**CHEVRON CORPORATION  
PUBLIC POLICY COMMITTEE  
JULY 24, 2018**

**MINUTES**

A regular meeting of the Public Policy Committee of the Board of Directors of Chevron Corporation (“Corporation”) was held at Casa Palmero, Pebble Beach, California, on July 24, 2018, at 8:28 a.m.

**Members Present:**

Wanda M. Austin, Chairperson  
Alice P. Gast  
Enrique Hernandez, Jr.

Also present were Joseph M. Naylor (Secretary), Ronald D. Sugar, Lloyd F. Avram, Maria Pica Karp, and Kari H. Endries.

Ms. Austin called the meeting to order and the Committee proceeded with the agenda. The minutes of the regular meeting of the Committee held on March 27, 2018 were reviewed and, on motion duly seconded, unanimously approved.

Mr. Avram discussed the 2017 and 2018 corporate political budgets and discussed political contribution focus areas. He discussed the 2018 federal and state election cycle and direct lobbying in 2017 and 2018, and highlighted key issues lobbied by jurisdiction. He discussed indirect lobbying in 2017 and 2018 and the Corporation’s participation in trade and industry groups. Mr. Avram reviewed the Chevron Employee Political Action Committee’s revenue and growth plan. Questions and discussion ensued.

Ms. Karp presented an update on U.S. legislative, regulatory, policy, and political developments. Her report included the Corporation’s response to the current administration’s agenda. She discussed the federal and state political environments and the Corporation’s priorities, including engagement on key issues and alignment of industry associations. Ms. Karp discussed the international geopolitical landscape and responded to comments and questions throughout the presentation.

Mr. Naylor discussed the global issues and public policy brief that highlights policy issues with the potential to impact Chevron’s business in ten countries where it has significant operations. Mr. Naylor responded to comments and questions throughout the presentation.

There being no further business, the meeting was adjourned.

Secretary

## **Tab 2**

# **Shareholder Proposals**

## **Preview**

# **Privileged – ACP/WP**

# **Privileged – ACP/WP**

## **Tab 3**

# **Climate Positions and Positioning**

## **Chevron Climate Positioning**

- Climate change is a critical issue for Chevron.
- We have been engaged in the policy discussion for over a decade, guided by our Climate Principles.
- The policy debate and industry's position are evolving with increasing pressure to take more action.
- We are more actively engaging in dialogue in multiple forums, and quantifying emissions reduction opportunities.

### **Introduction**

Chevron recognizes that climate change is an important issue facing our industry. Stakeholders' expectations of companies' performance, disclosure, and lower carbon portfolios are driving the need to provide greater transparency on our greenhouse gas (GHG) emissions and climate risk management strategies. Stakeholders include governments; NGOs; investors; rater/rankers; indexes; credit agencies; insurance companies; academics; think tanks; employees; and the public.

For over a decade, Chevron has made clear that we share the concerns of governments and the public on the risks of climate change. We believe that encouraging practical, cost-effective actions to address climate change risks while promoting economic growth is the right thing to do. We have taken steps to reduce our direct GHG emissions, including from flaring and methane leakage, and to engage in public policy discussions and regulatory/legislative advocacy. Chevron's public position has been guided by our climate change principles (see page 2).

Privileged – First Amendment

## **Privileged – First Amendment**

### **Context**

Customers, employees, activists, investors, governments, and other stakeholders have rising expectations of oil and gas companies, particularly related to climate change. Policy solutions have been proposed by stakeholders with different objectives, ranging from

Confidential – Restricted Access  
Public Policy Committee – December 2018

pragmatic and manageable to poorly designed and damaging to the energy sector and consumers.

The three largest external stakeholder groups – NGOs, investors, and governments – have different perspectives and objectives within and across groups:

**1. NGOs:** NGOs continue to be a central voice calling for action. The spectrum of positions ranges from calling for radical, rapid energy transition to more pragmatic views. Several NGOs, including investor coalitions like Ceres and activists like 350.org, continue to promote an “off oil” agenda with well-funded, highly visible campaigns.

Notable public figures – from the Pope to Warren Buffet to Michael Bloomberg – have augmented NGO activity by taking part in public dialogue on climate change. NGOs and related groups are also backed by large charitable foundations, such as the Packard Foundation, Bloomberg Philanthropies, and the Climate Works Foundation.

**2. Investors:** ESG issues are increasingly discussed by the investor community. While this paper focuses on climate change, ESG also includes issues of gender equity, diversity, human rights, culture, data privacy, human capital, and others. Investors report that they consider these factors because: (1) some believe that good ESG performance signals quality management and better long-term returns; (2) changing client demands; and (3) the widespread adoption of the UN's Principles for Responsible Investment (UNPRI), which ask investors to consider ESG factors.

Within the financial community, investors generally fit into three broad categories:

1. Passive investors – Track benchmark indices. Our top 3 investors, Vanguard, State Street and BlackRock, are “passive investors.” Among our top 100 investors, passive investors hold 30% of Chevron stock;
2. Active Investors – Buy and sell stock. Among our top 100 investors, active investors hold 22.5% of Chevron stock;
3. ESG-focused investors – Range from activists to “socially responsible” investors focused on a variety of ESG issues. These tend to be smaller investors.

While passive and active investors may consider ESG factors, their primary goal is to achieve returns for their clients. This may change in the future if ESG scoring is incorporated more broadly in investors' performance benchmarks and/or into pension/mutual fund prospectuses. Raters and rankers also influence investors, particularly in fixed income markets where credit rating agencies are, for example, considering climate change risks in their municipal bond ratings.

To enhance our dialogue with the investor community we have focused on investor outreach and significantly increased resources and engagements with investors on ESG issues.

**3. Governments:** Generally, developed economies are responding to the potential impacts of climate change, while some emerging economies prioritize local impacts of air pollution. Most emerging economies remain concerned with energy access and affordability.

Since the November 2016 Paris Agreement, 194 countries and the EU have pledged to combat climate change and GHGs. Additionally, as of Q4 2018, 12 countries have announced plans, but not legislation, to ban new sales of internal combustion vehicles with start dates ranging from 2025 to 2040. Another 22 major cities around the world announced bans on all diesel and/or gasoline vehicles with start dates from 2018 to 2030.

**Public Perception is Nuanced:** Climate change activism and funding garners increasing attention, creating the impression that it is an important political topic around the world. However, while this is true for some regions (e.g., California, Europe) and age groups (younger people more so than older generations<sup>1</sup>), it is not a global political priority. A UN-sponsored survey, MY World<sup>2</sup>, shows that “action taken on climate change” is a low- to mid-level priority globally compared with social needs, reliable energy, and political freedoms. Domestically, while a majority of U.S. voters care about climate change<sup>3</sup>, it similarly ranks low on a list of priorities compared to basic needs like jobs, health, and safety<sup>4</sup>.

Across media outlets, climate has gained attention, but it still has a very small share of total news. In mainstream and social media, less than 1% of all news stories mention climate change.

### Chevron's Climate Positioning

## Privileged – First Amendment

To help stakeholders interested in ESG issues, we added an ESG landing page on chevron.com that puts our various ESG-related materials online in one place. The new ESG page can be accessed from the Corporate Responsibility and Investor Relations web pages.

**Chevron's Climate Change Principles:** Chevron stands for a balanced, thoughtful, fact-based dialogue with the objective of ensuring access to affordable, reliable, ever-cleaner energy for today and the future.

Chevron has published four climate change principles that guide our point of view on policy:

1. Global engagement: Reducing greenhouse gas emission is a global issue that requires global engagement and action. GHGs do not recognize sovereign borders.
2. Balanced and measured approach: Policies should be balanced and measured to ensure long-term economic, environmental and energy security needs are all met, costs are allocated in an equitable, gradual and predictable way and actions consider both GHG mitigation and climate change adaptation.
3. Research, innovation, and application of technology: Continued research, innovation and application of technology are essential to enable significant and cost-effective mitigations to climate change over the long-term.

<sup>1</sup> Gallup survey analysis. May 11, 2018 ([link](#))  
<sup>2</sup> MY World, United Nations ([link](#))

Confidential – Restricted Access  
Public Policy Committee – December 2018

<sup>3</sup> Yale Climate Opinion Maps 2018. August 7, 2018 ([link](#))  
<sup>4</sup> Investor's Business Daily, April 25 2018 ([link](#))

- Transparency: The costs, risks, trade-offs, and uncertainties associated with GHG reduction and climate adaptation efforts and policies must be transparent and openly communicated to global consumers.

In addition, in jurisdictions committed to enacting policy, we advocate for well-designed market-based mechanisms. These can take the form of a carbon tax or cap-and-trade. A well-designed policy would include:

- Eliminating inefficient and higher-cost regulations;
- Avoiding unintended impacts on trade and investment;
- Setting goals that are achievable, not just aspirational; and,
- Including all major emitting sectors and enabling linkage to other markets.

The principles that guide our decisions are completely aligned with our business outlook and strategy. We believe the demand for energy will grow by 25% between now and 2040; that oil and natural gas will continue to make up about half of the energy supply during that time; and that people will continue to want reliable, affordable, ever-cleaner energy. Our strategies include delivering leading returns while developing the energy resources the world needs and conducting our business in a socially and environmentally responsible manner.

**Taking Action:** We are engaged in a wide variety of activities through our operations and active participation with stakeholder groups to address climate change and reduce greenhouse gas emissions in our operations. Chevron has been and continues to take action as follows:

- Joined the Oil and Gas Climate Initiative (OGCI);
- Joined the Methane Guiding Principles and helped establish API's Environmental Partnership;
- Aligned our external reporting to the Task Force on Climate-related Financial Disclosures (TCFD);
- Invested in methane monitoring equipment and increased use of biogas;
- Launched the Future Energy Fund to support breakthrough technologies with an initial budget of \$100MM over 5 years;

- Continuing to look for projects which will power our operations from low emission sources;
- Invested \$1.1 billion in carbon capture and storage projects in Australia and Canada;
- Invested \$8.5 billion in research and development and reviewed over 1,000 alternative/renewable energy business opportunities through CTV;
- Continuing to blend ethanol, biodiesel and renewable diesel, and evaluating projects to manufacture biofuels in our refineries;
- Using Marginal Abatement Cost Curves (MACC) to identify cost effective emissions reduction opportunities; and
- Developing a performance measure to reduce our flaring and methane emissions intensity and tying it to compensation.

## Privileged – First Amendment

**Privileged – First Amendment**

**Privileged – First Amendment**

## Privileged – First Amendment

**How We Differ from Our Peers:** European competitors have been much more active in promoting the “energy transition” message and supporting various climate initiatives (e.g., carbon pricing and the Paris Agreement) backed up with tangible renewables investments. Shell has led the European IOCs in taking steps toward an electrification value chain.

In the U.S., ExxonMobil is using TV and social media to convey their alternative energy messaging, most prominently with their algae ad campaign. They are also engaging policymakers in Congress and members of the Climate Change Leadership Council (CLC) to whom they recently committed \$1MM to research the implicit “cost of carbon” currently paid by U.S. consumers.

## Privileged – First Amendment

## Privileged – First Amendment

## Tab 4

# Corporate Scorecard: GHG Metric

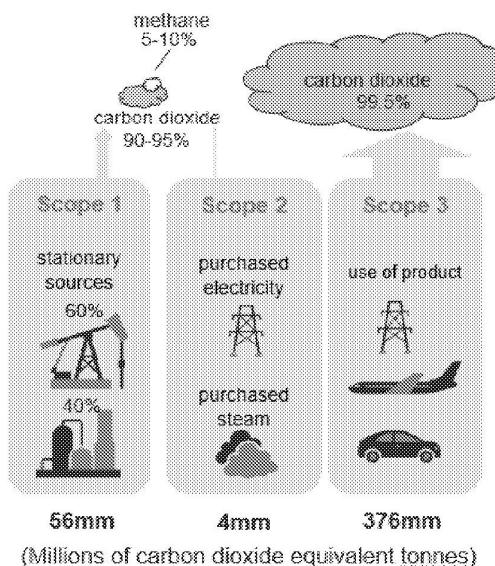
## CORPORATE SCORECARD PERFORMANCE MEASURE: GHG Metric

### Greenhouse Gas (GHG) Emissions Background

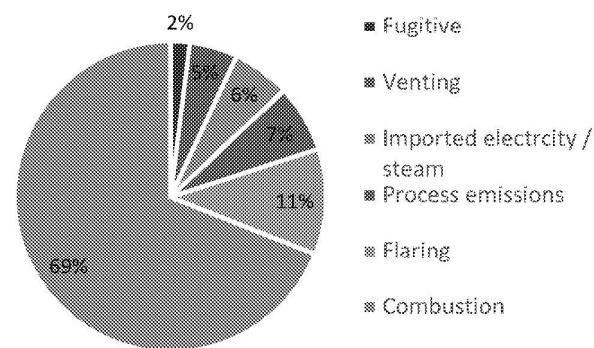
Chevron reports GHG emissions on two different bases: equity and operational control. Equity basis reporting reflects emissions adjusted for percent of ownership in assets. Operational basis reporting includes emissions from Chevron operated assets. Both bases of reporting include direct emissions (Scope 1), indirect emissions from imported steam and electricity (Scope 2), and emissions related to the use of our products (Scope 3). *See Chart 1.* Scope 2 and 3 emissions are another emitter's Scope 1 emissions. Emissions from large international oil companies are approximately 10-20% Scope 1, 1-2% Scope 2 and 80-90% Scope 3.

Chevron's reporting is based on regulatory reporting guidelines for approximately 60% of our scope 1 and 2 emissions. Where no regulatory guidelines exist, reporting is consistent with industry guidelines. The split of Chevron's Scope 1 and 2 emissions by segment is approximately 60% upstream and 40% downstream. *See Chart 1.* About 90-95% of Chevron's Scope 1 and 2 emissions are carbon dioxide and 5-10% are methane. Fugitive emissions and flaring each represent ~1/2 of our methane emissions. *See Chart 2.*

**Chart 1: GHG reporting (2017)**



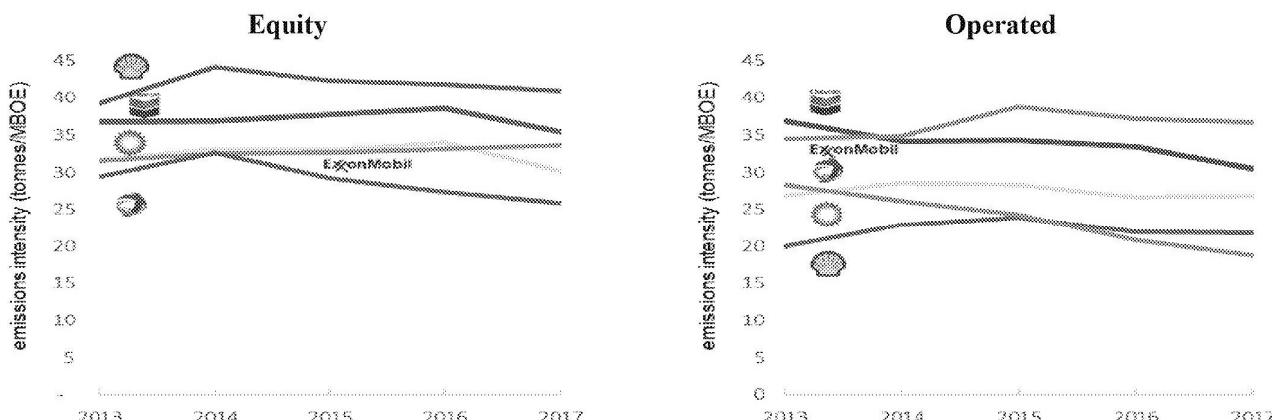
**Chart 2: Scope 1 & 2 category breakdown**



### Current Performance

Chevron's performance on GHG, Flaring and Methane intensity is shown in charts 3 and 4.

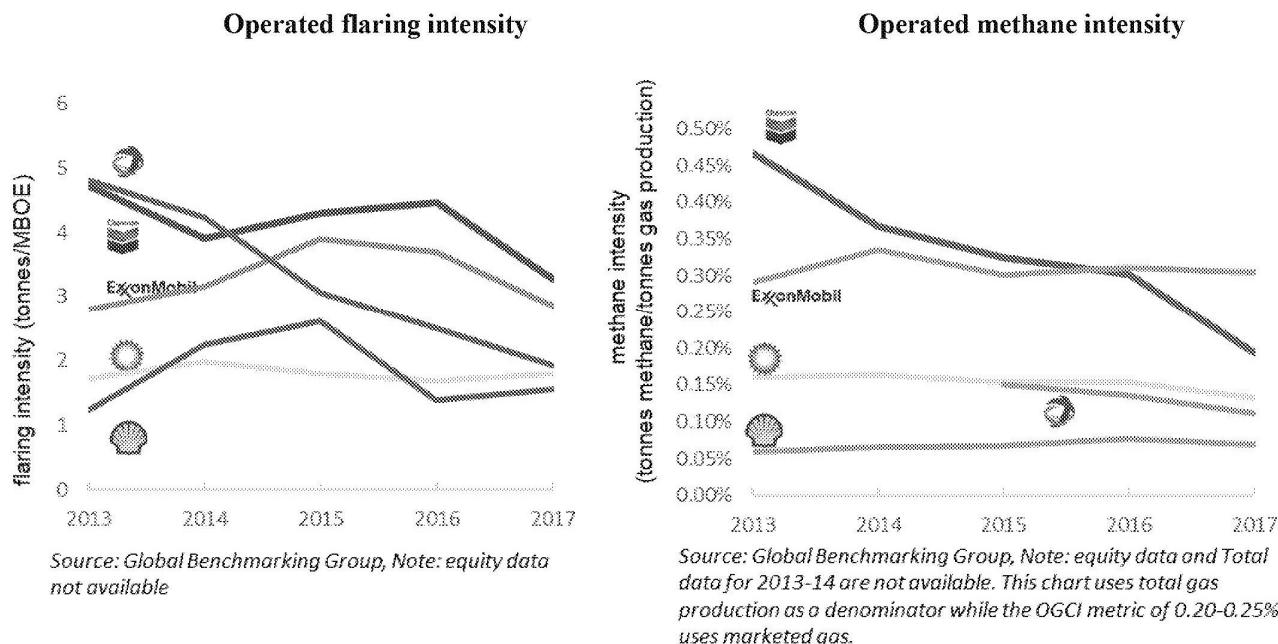
**Chart 3: Upstream GHG intensity**



Source: Global Benchmarking Group, Total's Scope 2 emissions estimated based on ratio of other LTIP peers Scope 1 to Scope 2

## CORPORATE SCORECARD PERFORMANCE MEASURE: GHG Metric

**Chart 4: Upstream operated flaring and methane intensity**



### Performance Measure Proposal

In recent years, LTIP peers have disclosed GHG related metrics and some have cited climate-related performance in assessing annual performance and compensation *See Chart 5*. Investors increasingly request climate-related metrics. The Task Force for Climate Related Financial Disclosures (TCFD) recommends “Metrics” as part of company disclosures.

**Chart 5: LTIP Peer and OGCI Disclosed GHG metrics**

Co.	operated /equity	GHG measure (Scope 1 and may include 2)	Flaring (Upstream, Scope 1)	Methane (Upstream, Scope 1)	“Lifecycle basis” (including Scope 3)
 Chevron	E		25-30% intensity reduction from 2016-2023	20-25% intensity reduction 2016-2023	
 ExxonMobil	O		25% reduction from 2016-2020	15% reduction from 2016-2020	
 TOTAL	O	energy efficiency improvement by 1%/year on average from 2010-2020	zero routine flaring by 2030		15-35% reduction 2015-2030 depending on policies and technology
 bp	O	3.5mm MT reduction from 2015-2025, no operational emissions growth	zero routine flaring by 2030	0.2% methane intensity for where gas goes to market across its oil and gas operations	
 OGCI Oil & Gas Climate Initiative	O		zero routine flaring by 2030		20% reduction by 2035; 50% by 2050 (in line with society)
			zero routine flaring by 2030	reduction to 0.20-0.25% methane intensity for gas sold by 2025	

Source: company disclosures

## CORPORATE SCORECARD PERFORMANCE MEASURE: GHG Metric

Chevron has disclosed GHG emission data in its Corporate Responsibility Report since 2002. In 2017 and 2018 the data was also included in our climate change reports. *We are now proposing two external equity-based intensity reduction metrics for the 2016-2023 time period: upstream flaring intensity reduction of 25-30% and methane intensity reduction of 20-25%.*

We propose the metrics be disclosed externally and converted to an annual internal performance objective included on the Corporate CIP Scorecard beginning in 2019. We also propose using an annual GHG intensity performance metric internally in preparation for potential external disclosure by asset class in future years.

The proposed performance measure is in line with LTIP peer actions and collective metrics under the Oil and Gas Climate Initiative (OGCI). No LTIP peer discloses how their metrics are included in their scorecard, but many LTIP peers have cited climate-related performance categories and results in assessing annual performance and compensation.

### Performance Measure Development

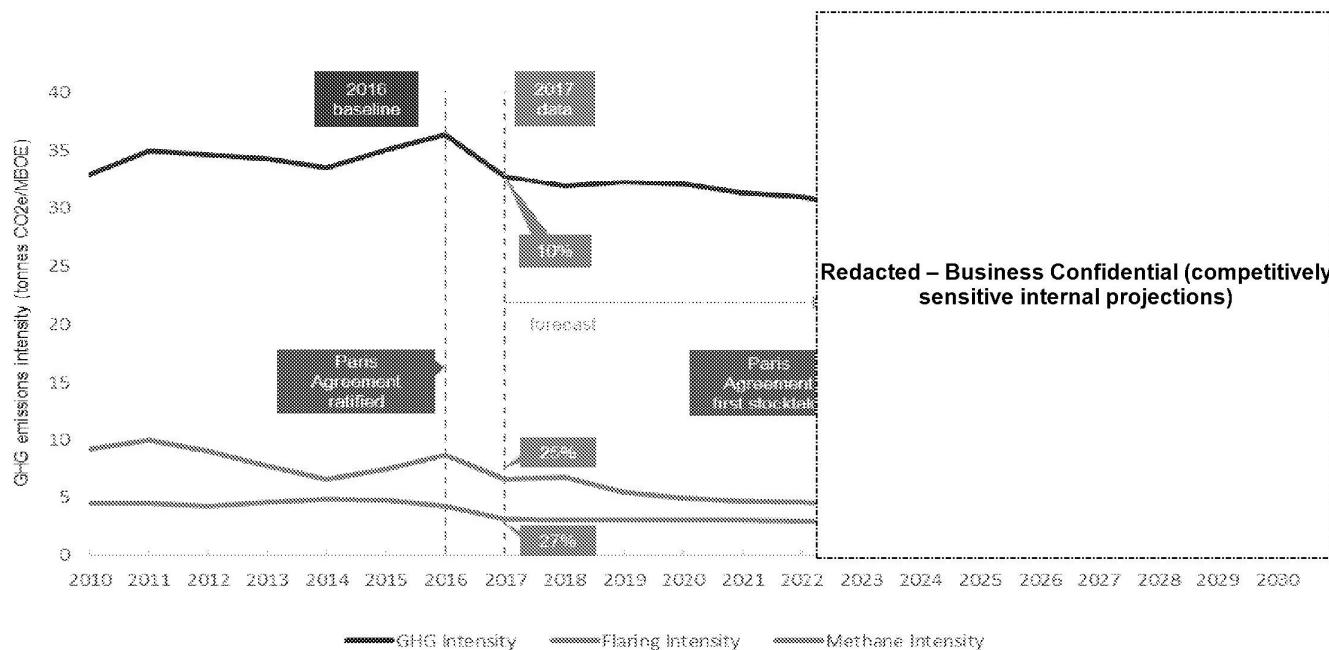
**Category:** GHG is an overarching category of emissions including carbon dioxide, methane and other gases and includes GHG emissions from activities like flaring. GHG, flaring, methane, and “lifecycle basis” (including Scope 3) as well as upstream and downstream metrics were considered before selecting upstream flaring and methane intensity as the proposed metrics. Establishing a metric for methane focuses on the GHG we emit with highest global warming potential.

Downstream performance has been traditionally measured on an energy use or complexity basis. Both flaring and methane reduction metrics are supportive of collective commitments made within the OGCI which we joined in September.

**Basis:** Absolute, intensity, operated and equity were considered for the basis of the metric. Absolute emissions could be inconsistent with production growth or acquisitions while intensity allows cross-company and cross-industry comparison by normalizing emissions on a per production unit basis. An equity basis aligns with how we account for production, hence we propose establishing the metrics on that basis.

**Metric:** The proposed metrics were developed in alignment with the business plan. First, we analyzed the historical emissions intensity by asset and identified assets with the largest intensity emissions variation. Next, we looked at production forecasts and coupled them with the emissions intensities to forecast GHG emissions, flaring, and methane intensity. *See Chart 6.* Reductions in flaring also generate reductions in methane, which is a byproduct of activities like flaring or fugitive releases; further, reductions in flaring also generate GHG reductions, as methane is a GHG. The ongoing Marginal Abatement Cost Curve initiative will identify opportunities to reduce GHG emissions, including the potential for mitigating the forecasted intensity increase in future years.

**Chart 6: CVX GHG, flaring, methane intensity data historical & forecast**



## CORPORATE SCORECARD PERFORMANCE MEASURE: GHG Metric

**Timeline:** Assigning 2016 as the baseline year aligns with the year the Paris Agreement was ratified and came into force. Designating 2023 as the end measurement year also aligns with the Paris Agreement, which calls for the first global emissions “stocktake” in 2023 and every 5 years, thereafter.

### Implementation

In 2019, the two proposed metrics would be added to the Corporate CIP Scorecard within the Health, Environmental & Safety (HES) performance category. No annual external objective will be disclosed but the longer term metrics of flaring intensity reduction of 25-30% and methane intensity reduction of 20-25% from 2016-2023 will be shared externally. Selected commentary will be disclosed externally in Chevron’s 2020 Proxy Statement by indicating whether flaring and methane intensity reductions were achieved. *See Appendix A.*

### Engagement plans

**Goals:** We have three primary goals with engagements related to a GHG performance measure:

1. Position Chevron as a thoughtful and innovative participant in the energy transition discussion.
2. Externally, lead constructive dialogue with key stakeholders to foster continued confidence in Chevron.
3. Internally, create and sustain a strategic approach to reliable, affordable, and cleaner energy supply while informing the workforce of actions.

External pressure regarding a potential performance measure began to rise in 2016 and intensified in 2018 with the finalization of the TCFD’s recommendations. In addition, proxy advisory firms and rater/rankers frequently inquire about Chevron’s approach to GHG metrics. In late 2018 our engagement team signaled the future development of a metric. Follow-up engagements with investors, proxy advisory firms, raters/rankers, and other stakeholders will occur in 2019 after the publication of an updated Climate Change Resilience Report.

## Appendix A: Management Compensation Committee GHG Performance Measure Supplement

In 2019, a proposed “GHG management” performance measure for an emissions reduction objective expressed as a flaring and methane intensity reduction would be added to the Corporate CIP Scorecard within the Health, Environmental & Safety (HES) performance category. Selected results will be disclosed externally in Chevron’s 2020 Proxy Statement to indicate whether flaring and methane intensity reductions were achieved. A mock-up is shown below using a draft of the 2019 Scorecard:

### Sample internal CIP Scorecard (for illustrative purposes only)

Category	Weight	Performance Measures	2019 Plan (not yet fully disclosed)	Raw Score (#100 - 700)	Weighted Score
Financials	40%	Earnings	\$14.3 Billion Earnings (absolute and normalized) Top-tier performance vs. peers (indexed adjusted EPS)		
		Cash flow	\$26.3 Billion Cash from Operating Activities (absolute and normalized)		
		Divestiture Proceeds	\$5-10 Billion (2018-20); \$2.6 Billion in 2019		
Capital Management	30%	Return on capital employed	8.0% / Improve position vs. peers		
		Total capital & exploratory expenditures	\$20.0 Billion organic		
		Major Milestones	Gorgon Gorgon CO <sub>2</sub> injection online in 1Q19		
			TEG, Complex Power - Core installation completed in 3Q18 100% 2019 construction productivity > 1.0 Gathering System - High integrity early delivery in 3Q18		
			Premian Company-operated CO <sub>2</sub> storage development cost < 3X		
		Asia Petrochemicals	Complete FEED for GS Caltex Caltex project in 1Q19		
Operating Performance	15%	Net production, excluding impact of divestments	Range TBD, X,XXX to X,XXX MBOED (FYI - Plan = 3,039 MBOED)		
		Non-fuel operating expenses + selling, general and administrative expenses	\$23.4 Billion		
		Refining utilization, including joint ventures and affiliates	85.7%		
Health, Environmental & Safety	15%	Personal safety	Zero fatalities; SF < 20; top-tier performance vs. peers		
		Process safety and environmental	Zero Severe/ Tier 1 LOC incidents; Tier 1 > 2 LOC incidents < 60; Spill volume (to land & water) < 1.0 Mbd		
		GHG management	Reduce flaring intensity by 5% and methane intensity by 4% in 2019 (vs. 2016)		
Corporate Performance Range					

### Sample CIP Scorecard (Proxy) view (for illustrative purposes only)

Health, Environmental & Safety	15%	Personal safety			
		Process safety and environmental			
		GHG management	Achieved flaring and methane intensity reductions	●	

The same assessment framework will be applied as with other measures in the Corporate CIP Scorecard. To determine the annual Corporate Performance Rating, a raw score range is assigned based on Chevron’s performance compared against business plan objectives. This raw score can range from zero (reflecting very poor performance) to two (reflecting outstanding performance) for each category. Category weights are then applied to the raw score ranges to determine the overall rating range. The Management Compensation Committee (MCC) may apply discretion when assessing overall performance against plan objectives and relative to competitors. Specifically, the annual GHG management performance would be considered in combination with the results for all other approved HES performance measures to determine a raw score range for the HES category. The approved category weight (e.g., 15% in 2018) will then be applied to this range to determine a weighted HES performance category score.

## **Tab 5**

# **Social Investment Brief**

## **Global Social Investment**

Chevron's global social investment (SI) spend level is determined by a number of factors, including: the needs of the communities where we operate; the current business environment; and benchmarking to other multinational companies. Our forecasted spend for 2018 is approximately \$190MM, an increase of \$21MM over 2017 actuals (significantly lower than our high of \$274MM in 2013). The planned spend for 2019 is \$198MM with the increase driven by specific activities in Kazakhstan and the US. In 2020 and 2021 we forecast the spend to reduce back to the \$180MM – 185MM range.

Approximately 57% of the 2018 spend is in the US. Areas of significant spend internationally include: Nigeria (12%), Eurasia (15%), Thailand (5%), and Australia (2%). In addition, we continued large enterprise global and regional programs in 2018 such as Chevron Humankind, the University Partnership Program and Fuel Your School.

We develop performance expectations for all SI projects that we fund over \$100K in the areas of health, education, and economic development. We measure both the business value and social impacts. The results for the 2016 program include:

- 95% of the reported projects met or exceeded expectations for addressing stakeholder priorities.
- Aggregated global metrics include: 17.1MM project beneficiaries; 2700 institutions positively impacted; over 200 public awards; and 700 partners leveraged for additional cash or in-kind donations.

We recently benchmarked our measurement and evaluation (M&E) program with Shell. The discussion illustrated alignment in our methodology including thresholds for reporting which Shell independently updated to the same levels as Chevron to increase effectiveness. The discussion validated the large resource commitment required to capture long-term impacts of SI projects, and we also identified the trend in linking SI to the UN Sustainable Development Goals (SDGs). This

engagement will help inform the ongoing evolution of our M&E process.

## **Benchmarking Spending**

Since 2013, Chevron's SI spend, both in total and as percentage of pre-tax profits (PTP), has been aligned with peers. There is greater volatility in our PTP than in our SI spend, thus during times of higher oil prices (thus higher PTP) our SI spend as a percentage of PTP tends to be lower than the cross-industry average and vice versa.

Company 2013 – 2017	Average as % of PTP	Average spend
Chevron	2%	\$220MM
Exxon	1.1%	\$211MM
Shell	3.5%	\$229MM
JP Morgan Chase	0.7%	\$231MM
GE	1.2%	\$130MM
AT&T	0.6%	\$105MM

## **Chevron's SI Focus Areas**

We aim to allocate the majority of our spend into the company's core themes of health, education and economic development. For 2018 and 2019, approximately 65% of the SI budget is allocated to these core themes. Non-theme spend is driven by large items such as Chevron Humankind (our employee matching program), and the Egilik program in Kazakhstan which supports construction of social infrastructure such as schools and hospitals and directed by the regional government.

### **Health**

In 2018, we plan to spend approximately \$15MM to continue to work with partners in the fight against devastating diseases. Legacy programs focused on Prevention of Mother-to-Child Transmission of HIV/AIDS were active throughout 2018. We are also piloting a different approach for some of our health spend. We are testing shifting away from large, signature programming i.e. HIV/AIDS to a

more flexible model supporting a broader range of health issues in our areas of operation aligned with local business units.

#### Education

Chevron's SI strategy for education continues to involve playing a leadership role in improving STEM education through a holistic approach supporting awareness, curriculum, teacher training and advocacy. In 2018, Chevron forecasted spend is more than \$75MM to education worldwide. This includes \$17MM for continuation of the University Partnership Program (UPP), \$12.8MM for corporate education programs (Project Lead the Way, Fab Foundation, and Fuel Your School), and \$6.6MM for the Thailand Partnership Initiative (Enjoy Science). We recognize that there are numerous synergies in STEM across the company and PGPA will focus on strengthening these connections and maintaining Chevron's leadership position in this space.

#### Economic Development

Chevron's economic development efforts continue to provide training, promote jobs and enhance livelihoods in the communities where we operate. Over time these programs could attract funding from other companies or organizations, contributing to increasing their impact and sustainability. In 2018, Chevron's current forecast in this area is more than \$32MM globally with major initiatives in locations including: Nigeria (\$10.8MM), Appalachia (\$3MM), Bangladesh (\$2MM), and Kazakhstan (\$9MM). Chevron plans to continue sustained investment in economic development globally, including a ramp up of activity in Kazakhstan for construction of the Atyrau Youth Centre.

#### **Focus areas – looking forward**

Similar to Chevron, both Shell and ExxonMobil have historically maintained core themes, Shell focuses on STEM Education, Access to Energy, and Community Skills/Enterprise Development, and ExxonMobil's ongoing focus areas include Civic/Community, Higher Education, Health/Environment and STEM Education.

The field of social investment and social impact continues to evolve, increasingly incorporating

market-based solutions as well as focusing on measuring results. Broader discussions to date with companies including BP, Shell, BHP, Salesforce, Microsoft and Jet Blue, have surfaced changes in focus and tools including an interest in low carbon initiatives, energy access, and impact investing. In 2019 we will explore alternatives in line with the changing landscape of social investment.