



**Bruce L Niemeyer**

Vice President, Strategy & Sustainability

March 24, 2021

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

Public Policy & Sustainability Committee Meeting  
March 30, 2021

I include in this distribution the agenda and supporting materials for the meeting of the Public Policy and Sustainability Committee at 9:15 a.m. (PT) on Tuesday, March 30, 2021, by video conference.

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

- Update on stockholder proposals
- Update on environmental stewardship (performance, remediation, reserves, liabilities, water conservation)
- Update on Climate Disclosure Report
- PPSC's Performance Self-Evaluation

Please let me know if you have any questions about the enclosed materials. I look forward to talking with you next week.

Best regards,

Enclosures

cc: Michael K. Wirth  
Mary A. Francis

Strategy & Sustainability  
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**CHEVRON CORPORATION  
PUBLIC POLICY & SUSTAINABILITY COMMITTEE**

**AGENDA**

**MARCH 30, 2021, 9:15 – 10:15 A.M. PT  
BY VIDEO CONFERENCE**

<b>Time</b>	<b>Topic (Presenters)</b>	<b>Tab</b>
<b>9:15 – 9:20 am</b>	<b>Minutes *</b> (Chair)  Review and approve the minutes from the January 27, 2021 joint PPC and BN&GC meeting.	<b>1</b>
<b>9:20 – 9:30 am</b>	<b>Update on Stockholder Proposals</b> (Michael Rubio)	<b>2</b>
<b>9:30 – 9:50 am</b>	<b>Environmental Stewardship Update</b> (David Payne)  Discuss management approach and key environmental issues that could affect Chevron's activities and performance, including environmental performance, remediation, environmental reserves and liabilities, and water conservation.	<b>3</b>
<b>9:50 – 10:00 am</b>	<b>Climate Disclosure Report Update</b> (Michael Rubio)	<b>4</b>
<b>10:00- 10:05 am</b>	<b>Public Policy and Sustainability Committee's Performance Self-Evaluation</b> (Chair)  Review Section IV, Questions 21 and 25, of the 2020 Board and Board Committee Performance Evaluation Summary and the 2020 Public Policy and Sustainability Committee Checklist	<b>5</b>
<b>10:05 – 10:15 am</b>	<b>PP&amp;SC Executive Session</b>	
<b>10:15 am</b>	<b>Adjourn</b>	

\* Items needing motion, second, and approval.



**Tab 1**  
**Minutes**

**CHEVRON CORPORATION  
JOINT MEETING  
OF THE  
BOARD NOMINATING AND GOVERNANCE COMMITTEE  
AND THE  
PUBLIC POLICY COMMITTEE  
JANUARY 26, 2021**

**MINUTES**

Members present:                   Wanda M. Austin, Chairperson  
  Ronald D. Sugar, Chairperson  
  Alice P. Gast  
  Enrique Hernandez, Jr.  
  Jon M. Huntsman Jr.  
  D. James Umpleby III

Dr. Austin and Dr. Sugar co-chaired the meeting. Also in attendance were Mike Wirth, Bruce Niemeyer, Mary Francis, Dale Walsh, Michael Rubio, Kari Endries, and Chris Butner.

The Public Policy Committee reviewed and approved the minutes of the Public Policy Committee's December 1, 2020, meeting.

The Public Policy Committee then noted the upcoming retirement of Dale Walsh and thanked him for his outstanding service to Chevron and to the Public Policy Committee. The Public Policy Committee then adopted the following resolution:

**RESOLVED:** That Bruce L. Niemeyer is hereby appointed Secretary to the Public Policy Committee of the Board of Directors of the Corporation, effective March 1, 2021.

The Board Nominating and Governance Committee and the Public Policy Committee then reviewed the stockholder proposals submitted to the Corporation to be voted on at the 2021 Annual Meeting of Stockholders and the draft Board responses to the stockholder proposals for inclusion in the 2021 Proxy Statement. The Committee members had a full discussion on each stockholder proposal and draft Board response, as well as the related activities of the stockholder engagement program. After fully considering each of the proposals and the draft statements in response, the Committees determined to recommend that the Board adopt the following resolutions at the January Board meeting:

**RESOLVED:** That the 2021 Annual Meeting of Stockholders of the Corporation shall be held on Wednesday, May 26, 2021, at 8:00 a.m. PT, online via live audio webcast; and be it further

**RESOLVED:** That the close of business on Monday, March 29, 2021, be and is hereby fixed by this Board of Directors as the record date for the determination of the stockholders entitled to vote at the 2021 Annual Meeting of Stockholders and any adjournment thereof; and be it further

**RESOLVED:** That CT Hagberg LLC is appointed to serve as the inspector of election for the Annual Meeting, and that the Corporate Secretary and Chief Governance Officer is authorized to appoint an alternate inspector in the event that CT Hagberg LLC cannot serve; and be it further

**RESOLVED:** That Michael K. Wirth, R. Hewitt Pate, and Mary A. Francis, and each of them, are approved as the persons to represent and to vote the common stock of the Corporation as directed by the stockholders on the proxies to be solicited on behalf of the Board of Directors; and be it further

**RESOLVED:** That the Board of Directors recommends that the stockholders vote against the following stockholder proposals: (1) adopt method to set GHG reduction targets; (2) report on scope 3 emissions from LNG operations; (3) reduce scope 3 emissions; (4) report on impacts of net-zero 2050 scenario; (5) shift to a public benefit corporation; (6) report on lobbying; (7) report on business in conflict-affected and high-risk areas; (8) report on racial equity and community impact; (9) report on assessing arctic drilling risks; (10) adopt policy for an independent chairman; and (11) set special meetings threshold at 10%; and be it further

**RESOLVED:** That the Board of Directors hereby designates the Chairman of the Board (acting as a one-director committee of the Board) and hereby grants him the power and authority to take any action that the Board of Directors could otherwise take in connection with the 2021 Annual Meeting and the proxy materials solicited by the Corporation in connection therewith (including, without limitation, to determine that the 2021 Annual Meeting be held solely in-person, solely by remote communication, or both in-person and by remote communication, and, for in-person, the physical location, and to authorize the adjournment or postponement of the 2021 Annual Meeting, to appoint a substitute presiding officer of the 2021 Annual Meeting, and to appoint substitute holder(s) of the Corporation's proxies).

The Board Nominating and Governance Committee and the Public Policy Committee then discussed the proposed amendments to the Public Policy Committee Charter. The Public Policy Committee determined to recommend the amendments to the Public Policy Committee Charter, including changing the name of the Committee to the Public Policy and Sustainability Committee, and the Board Nominating and Governance Committee determined to recommend that the Board adopt the following resolutions at the January Board meeting:

**RESOLVED:** That, effective immediately, the Public Policy Committee is renamed the Public Policy and Sustainability Committee; and be it further

**RESOLVED:** That, effective immediately, the Charter of the Public Policy and Sustainability Committee of the Board of Directors is amended and restated as set forth on Attachment A hereto.

There being no further business, the meeting was adjourned.

Secretary of the Board Nominating and Governance Committee

Secretary of the Public Policy Committee



**Tab 2**

**Update on Stockholder Proposals**

PRIVILEGED & CONFIDENTIAL

**Privileged – ACP/WP**

PRIVILEGED & CONFIDENTIAL

**Privileged – ACP/WP**

PRIVILEGED & CONFIDENTIAL

**Privileged – ACP/WP**

PRIVILEGED & CONFIDENTIAL

**Privileged – ACP/WP**



PRIVILEGED & CONFIDENTIAL

**Privileged – ACP/WP**

**Tab 3**

**Environmental Stewardship Update**

## ENVIRONMENT FOCUS AREA UPDATE

This brief highlights Chevron's environmental performance and continual improvement efforts, with a focus on trends and progress in the areas of petroleum spill volume, greenhouse gas (GHG) and sulfur oxides (SOx) emissions intensity, and freshwater withdrawals. Also summarized are asset retirement obligations and, for key sites, remediation activities and 10-year spend forecast.

### Improvement Efforts – 2020

In 2020, we progressed work on the enterprise Environment Focus Area, including the completion of our Environmental Risk Management Process, which provides a risk-based approach for the business to manage environmental risks across an asset's lifecycle.

We also continued to integrate new technologies to drive environmental improvement, support compliance and improve data quality to enable peer benchmarking. Key examples of advances in 2020 include the successful demonstration of Video Imaging Spectral Radiometer technology at our Mid-Continent (MCBU) and San Joaquin Valley business units to measure flare combustion efficiencies in real-time, as well as the deployment of fenceline sensors at the Pascagoula and Pasadena refineries to improve identification and mitigation of air (benzene) emissions sources.

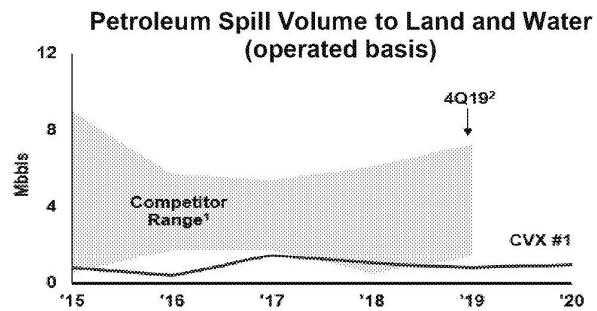
We made progress on our water management strategies in 2020, focused on promoting efficient use of water for our operations to reduce water-related costs and operational risks. We increased use of recycled water for well completions at MCBU, as well as increased our use of reused water at the Richmond refinery.

### Environmental Performance

Chevron's environmental performance relative to Global Benchmarking Group (GBG)<sup>1</sup> peers, as well as against our own performance targets or goals, is highlighted here. Despite some uncertainties associated with GBG methane and SO<sub>x</sub> data quality, GBG data does inform our performance relative to peers.

Note that GHG emissions data is provided on an equity basis, where available, while data for the other metrics is shown on an operated basis. Complete 2020 year-end results on key metrics will be provided in the May OE update brief. Legacy Noble asset performance will be integrated for 2021.

### Petroleum Spill Volume



<sup>1</sup> BP, Shell and Total.

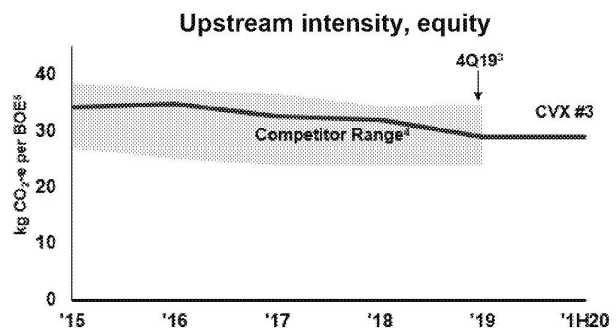
<sup>2</sup> Next data update will occur in 2Q21.

Excluding volumes from sabotage and seep events, Chevron released a total of 0.93 Mbbls from 44 recordable spills in 2020, outperforming our annual target (1.0 Mbbls) and placing Chevron first amongst our industry peers based upon the most recent data available.

Hydrocarbon volume from all non-natural seep events in 2020 totaled 31.5 Mbbls, while volume from sabotage across the enterprise totaled 0.07 Mbbls.

### Greenhouse Gas Emissions

#### Upstream



<sup>3</sup> Based on GBG data. Next update through 2020 will occur in 2Q21.

<sup>4</sup> BP, ExxonMobil, Shell and Total.

<sup>5</sup> Production includes both liquid and natural gas.

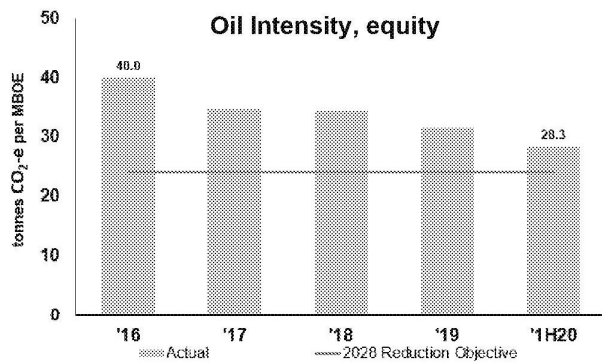
Based on 2019 performance, Chevron's Upstream equity intensity improved to third amongst our peers from a historic position of fourth. Through 2019, the primary sources of Upstream emissions were combustion (70%), flaring (15%), and venting (10%).

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(non-U.S.)

<sup>1</sup> GBG members, Chevron, ConocoPhillips, ExxonMobil, Shell, BP and Total, meet bi-annually to share best practices, and benchmark environmental, process safety and personal safety performance.  
Restricted

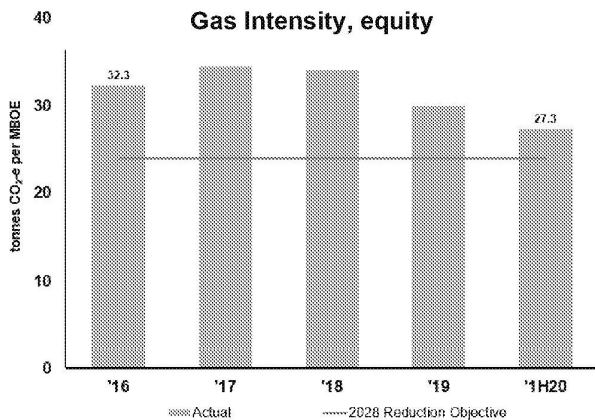


## ENVIRONMENT FOCUS AREA UPDATE



In 2020, Chevron reduced its oil intensity to 28.3 kg CO<sub>2</sub>-e/BOE.

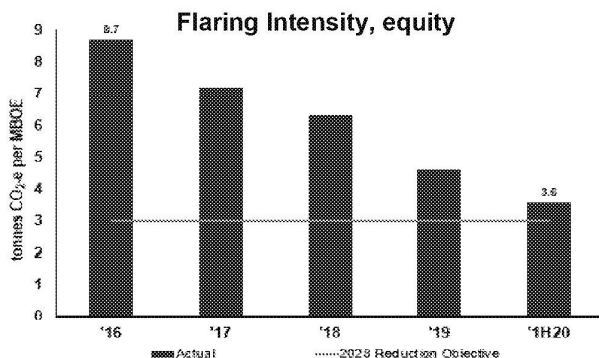
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Chevron's Upstream gas GHG intensity was reduced to 27.3 kg CO<sub>2</sub>-e/BOE in 2020.

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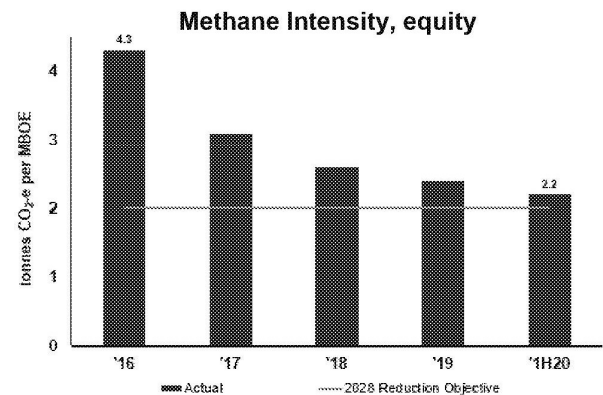
### Flaring



In 2020, Chevron's Upstream flaring intensity was reduced to 3.6 kg CO<sub>2</sub>-e/BOE.

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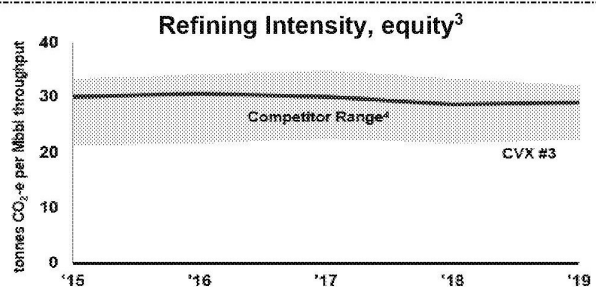
Chevron has committed to Zero Routine Flaring (ZRF) in 2030 per the World Bank initiative. We are preparing to report 2022 flare volumes under the ZRF program, and developing plans for gas commercialization in key geographies.



### Methane

In 2020, Chevron's methane intensity was reduced to 2.2 kg CO<sub>2</sub>-e/BOE.

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<sup>3</sup> Based on GBG data. Next data update through 2020 will occur in 2Q21.

<sup>4</sup> BP, ExxonMobil, Shell and Total.

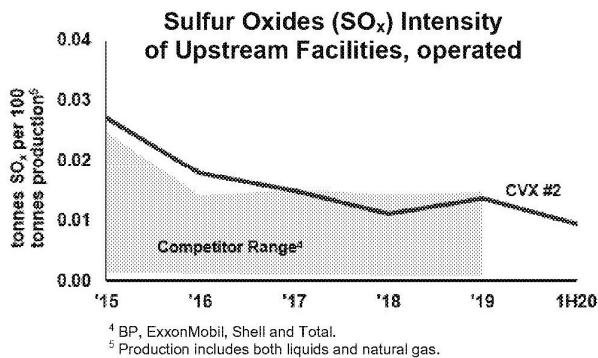
### Downstream

The equity GHG intensity of Chevron's operated and non-operated refineries remains in line with our peers. Fuel combustion continues to be the largest source of GHG emissions from Refining, comprising approximately 80% of total emissions.

## ENVIRONMENT FOCUS AREA UPDATE

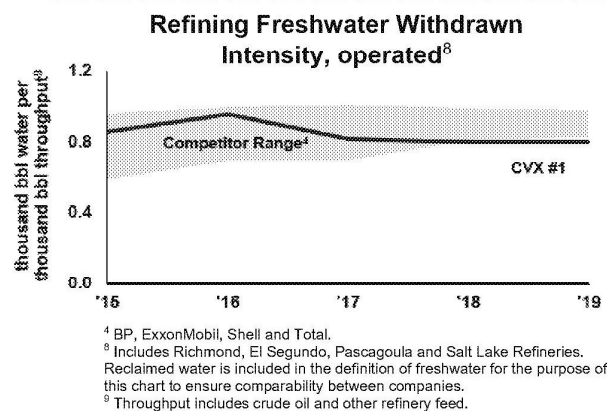
A Downstream throughput intensity reduction of 1-2% has been implemented for 2016-2023. Further work is underway to assess options for a 2028 metric.

### Sulfur Oxides Emissions



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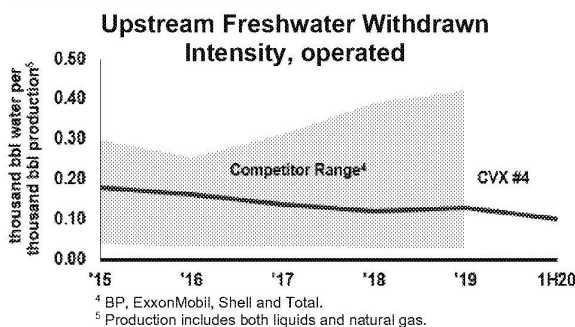


The freshwater withdrawn intensity of Chevron's operated refineries remains industry-leading relative to GBG peers.

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### Freshwater Withdrawn



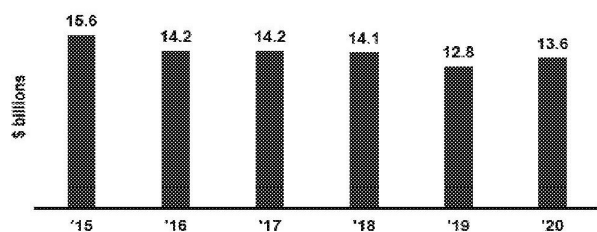
Chevron's freshwater withdrawn intensity within its Upstream operations has decreased by 44% from 2015 to mid-2020, placing us fourth amongst our peers.

<sup>2</sup> Approximation based on Partition Zone SO<sub>x</sub> emissions from operations prior to shutdown.

<sup>3</sup> Slightly salty water such as the mixture of river and sea water, not suitable for human consumption or agricultural use.

## Asset Retirement Obligations

**Chevron Asset Retirement Obligations**

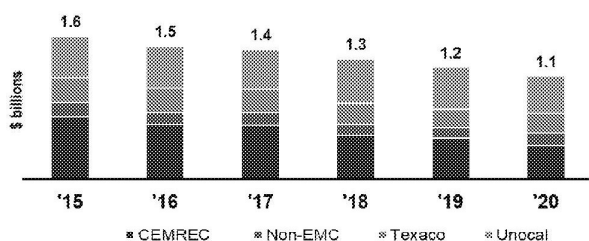


Chevron's total asset retirement obligation (ARO) at the end of 2020 was \$13.6 billion, slightly higher than 2019, of which \$12.8 billion was related to Upstream assets. The ARO balance fluctuates due to the positive impacts of decommissioning activity and divestitures which are countered by the additive effects of acquisitions and revised cost estimates.

Approximately 75% of the ARO increase from 2019 to 2020 (\$0.6 billion) was due to the Noble acquisition.

## Environmental Reserves

**Chevron Environmental Reserves**



Chevron Environmental Management and Real Estate Company (CEMREC) manages the reserve process for the majority of Chevron's environmental remediation liabilities, in addition to mitigating risks associated with site residual impacts. Total environmental reserves at the end of 2020 were \$1.1 billion.

## APPENDIX A: KEY U.S. PROJECTS

### Introduction

The following section summarizes CEMREC's top 10 U.S. sites based on anticipated spend from 2021 to 2030. Spend related to remediation at these sites over

Redacted – Business Confidential (competitively sensitive internal projections)

### Questa, New Mexico

Questa, a former molybdenum mine located near the Village of Questa, New Mexico, is primarily regulated under U.S. EPA Comprehensive Environmental Response Compensation & Liability Act (CERCLA/ Superfund) and various State of New Mexico agencies.

Environmental issues to be addressed include collection and treatment of ground and surface waters, demolition of unused surface facilities, reclamation of the tailing facility, and permanent stabilization and cover of waste rock piles.

In 2020, \$50 million was spent to advance remediation and restoration work at the site. Operation and maintenance of the water treatment plant continued. Demolition of the tailing pipelines was completed, and construction work concluded on the tailing facility reclamation pilot project.

The EPA and State of New Mexico agencies approved the final design of the waste rock pile reclamation pilot project, and contractors were selected for execution of this design.

In 2021, \$78 million of spend is planned for various activities, including:

- continue operation and maintenance of the water treatment plant;
- monitor results of the tailing facility reclamation pilot project and other reclaimed areas; and,
- award contracts for the waste rock pile reclamation pilot project; and initiate construction.

Through 2030, the total spend is projected to be

Redacted – Business Confidential (competitively sensitive internal projections)

### Legacy U.S. Pipelines

The U.S. Legacy Pipeline docket consists of a portfolio of approximately 948 miles of out-of-service and abandoned pipelines located in twelve states.

Work to date and ongoing activities include confirming the location, identity, and ownership of legacy pipeline assets; negotiating county ordinances, franchise agreements, easements and quit claim deeds; assessing legacy pipeline conditions; and, conducting abandonment/removal activities of legacy pipeline(s) when mandated due to external stakeholder and regulatory drivers.

2021 planned spend is \$4.6 million.

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### Guadalupe, California

The site is a 2,700-acre former Union Oil field (operated from 1947 to 1994) on the California Central Coast currently under a Cleanup or Abatement Order for soil and groundwater.

All production wells have been plugged and abandoned, and production facilities have been decommissioned. Remaining remediation work is focused on reducing long-term cost, with emphasis on optimizing impacted soil excavation and disposal activities as well as diluent recovery and treatment. In accordance with the site Cleanup or Abatement Order to keep the 2,700-acre property zoned as "permanent open space", opportunities to support end-use are limited and under internal evaluation.

2021 planned spend is \$20 million.

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### Michigan Oil Fields, Michigan

The project comprises a group of former Pure Oil Company/Unocal oil fields (operated from 1928 to the 1990s) located in Michigan that are remediated under the oversight of Michigan's Oil, Gas, and Minerals Division.

To date, the Project Team has completed over 850 site investigations, remediated more than 830 sites (with 0 access fees and 0 claims), obtained regulator closure on 650 sites and completed more than 155 well re-plug and abandonment. Current work includes remediation of 20 to 25 areas per year, re-abandoning 15 to 20 wells per year, and operation of Chevron-owned landfarm for contaminated soils from the sites.

2021 planned spend is \$18 million.

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## APPENDIX A: KEY U.S. PROJECTS

### Richmond, California

The site is a 3,000-acre operating petroleum refinery in Richmond, California with work overseen by the San Francisco Regional Water Quality Control Board (RWQCB) and the California Department of Toxic Substances Control.

A site-wide groundwater hydraulic containment system operates continually, and includes 200 sumps and pumps, and over five miles of below ground barrier walls. This hydraulic and physical barrier system is designed to prevent off-site movement of potentially contaminated groundwater.

2021 planned spend is \$2.5 million.

Redacted – Business Confidential (competitively sensitive internal projections)

### Lawrenceville, Illinois

The site comprises a 996-acre former Texaco refinery (operated from the 1930s to 1995) located southeast of Lawrenceville, Illinois and is designated as a federal Superfund site under Illinois EPA (IEPA) oversight.

Current work for the site includes ongoing negotiations with IEPA to obtain approval of the remediation Feasibility Study. Once the Feasibility Study is approved, IEPA will issue a Proposed Plan and a Record of Decision, and then we will negotiate a new Consent Decree. Other current activities include operation of a bio-cell for on-site treatment of petroleum impacted soils; bench/pilot scale testing and data collection to support remedial design; and, site preparatory activities to facilitate future remedial action.

2021 planned spend is \$5.0 million, with projected total spend of approximately \$75 million through 2029.

### Oak Point (Belle Chasse), Louisiana

The site is an active Oronite Chemical Plant located in Belle Chasse, Louisiana. Oak Point has been in operation since the 1940s and manufactures lubricants and other additives.

Remedial action, required by the Louisiana Department of Environmental Quality, began in January 2020, and will continue seasonally through 2023. The scope of work includes installation of cofferdams, excavation of buried filter cake material and impacted soils from the banks of the Mississippi River, operation of onsite wastewater treatment system, and offsite disposal of the excavated material.

2021 planned spend is \$19.1 million.

Redacted – Business Confidential (competitively sensitive internal projections)

Project timeline has been accelerated based on 2020 progress and learnings, reducing OE risk and total project cost.

### Tosco Avon, CA

The site is currently a Marathon-operated refinery with a Texaco interest of 25% that is governed by RWQCB requirements. Marathon announced in July 2020 that the refinery will “indefinitely idle” operations.

The current work program involves closing three large Waste Management Units, and ongoing groundwater remediation and monitoring.

2021 planned spend is \$2.0 million.

Redacted – Business Confidential (competitively sensitive internal projections)

### McKinley Mine, New Mexico

The site is an over 50-square mile former surface coal mine in McKinley County, New Mexico. The North Mine is on the Navajo Nation reservation and reclamation is overseen by the Federal Office of Surface Mining. The South Mine is mostly owned by the State of New Mexico and Chevron, with oversight by the State of New Mexico. Both remediation permits have recently been renewed.

The near-term work program, much of which was placed on hold in 2020 due to COVID restrictions, includes: stabilization of a former highwall; construction of rock drainage channels; and, various types of earth moving work including erosion repair and re-vegetation.

2021 planned spend is \$11.5 million.

Redacted – Business Confidential (competitively sensitive internal projections)

### San Luis Obispo (SLO), California

This site is a 332-acre former Unocal tank farm property on the Central Coast of California (near the City of SLO).

Remediation is coordinated with the State RWQCB and SLO County. Planned end use is designated as open space with partial redevelopment. Activities at the site include site-wide grading, excavation and capping of impacted soils, sensitive species habitat restoration, and groundwater monitoring.

Future reserve additions will be driven by availability of a local waste disposal facility and various permit conditions from federal and state agencies.

2021 planned spend is \$7.0 million for remediation and

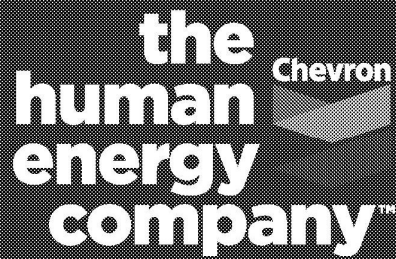
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**Tab 4**

**Climate Disclosure Report Update**





# climate change resilience

advancing a lower-carbon future

**executive summary**

# **Privileged – ACP/WP**

# **Privileged – ACP/WP**

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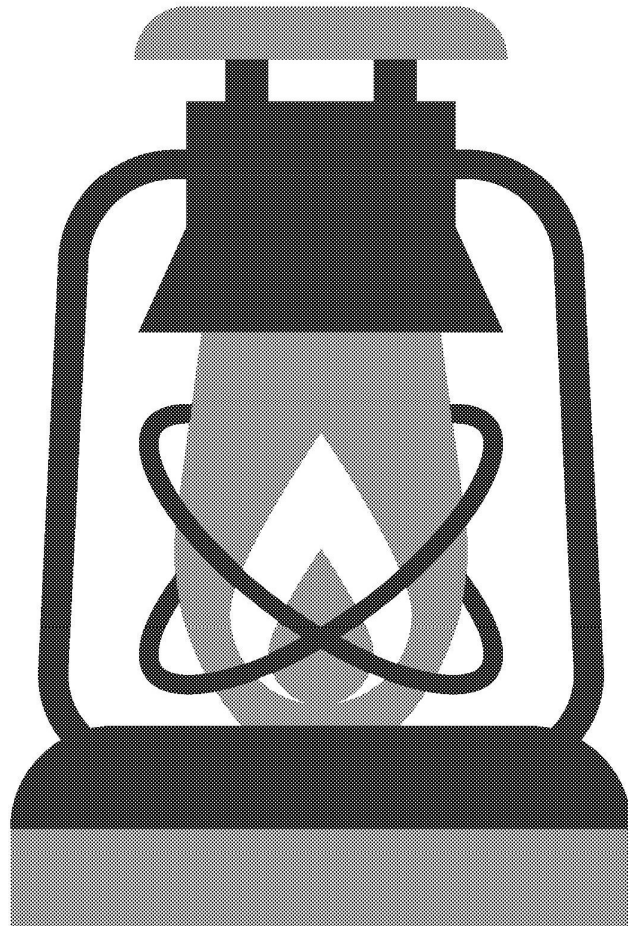


# **Privileged – ACP/WP**

# **Privileged – ACP/WP**

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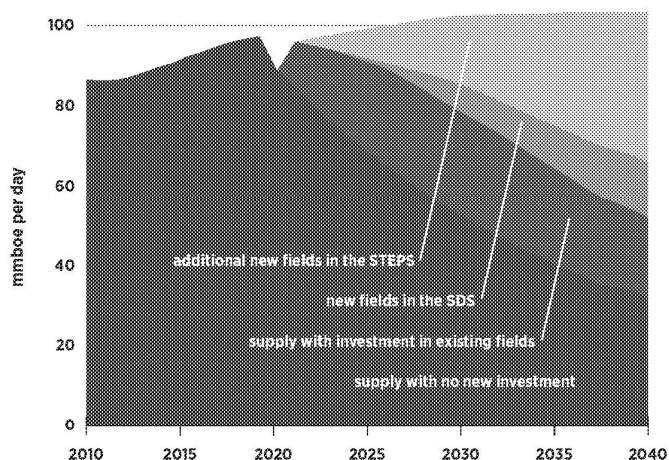
# **Privileged – ACP/WP**



**highlighting  
our role  
in advancing a  
lower-carbon future**

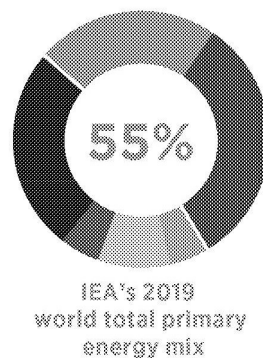
# the future is lower carbon and we have a vital role to play

Additional oil and gas supply will be needed to meet rising energy demand over the next 20 years—including in scenarios aligned with the Paris Agreement and UN Sustainable Development Goals.

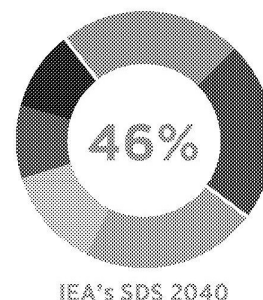


Source: IEA, *World Energy Outlook 2020*, [iea.org/reports/world-energy-outlook-2020](https://www.iea.org/reports/world-energy-outlook-2020); production decline rates based on data from Rystad Energy UCube, December 2020. mboe = millions of barrels of oil-equivalent

The International Energy Agency's (IEA's) Sustainable Development Scenario (SDS) projects that oil and gas will make up nearly half of global energy supply in 2040.



IEA's 2019 world total primary energy mix



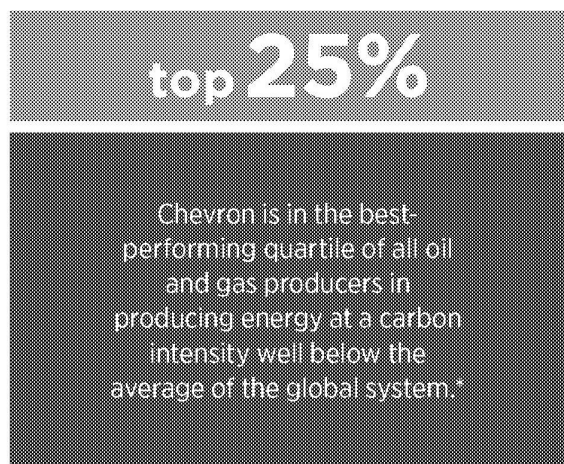
IEA's SDS 2040

Legend: Natural gas, Crude oil/Petroleum products, Renewables, Bioenergy, Nuclear, Coal

Source: IEA, *World Energy Outlook 2020*, [iea.org/reports/world-energy-outlook-2020](https://www.iea.org/reports/world-energy-outlook-2020).

Reducing the carbon intensity of the energy billions of people rely on every day is a tremendous opportunity to advance the global net-zero ambitions of the Paris Agreement.

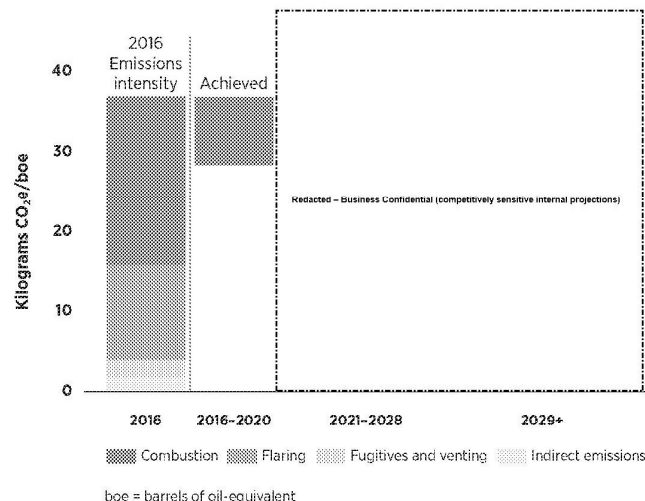
Chevron is a leader in reducing carbon intensity.



\*Based on a comparison to IEA, *World Energy Outlook 2018* data.

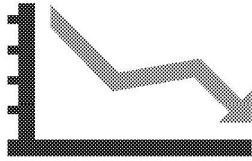
We are working toward a global net-zero future.

Chevron is making progress through data-driven investments, low-carbon innovations and well-designed public policy.



boe = barrels of oil-equivalent

# we are advancing the global energy transition in three action areas



action area 1:

## lower carbon intensity cost-efficiently

We prioritize projects that return the largest reduction in carbon emissions at the lowest costs on a portfolio basis and hold ourselves accountable with transparent metrics.

### Lower-carbon intensity examples:

- Set Upstream emissions intensity reduction metrics for 2028:

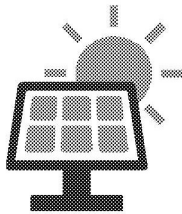
24 kg CO<sub>2</sub>e/boe for oil (global industry averages 46)

24 kg CO<sub>2</sub>e/boe for gas (global industry averages 71)

2 kg CO<sub>2</sub>e/boe for methane and a global methane detection campaign

0 routine flaring by 2030 and 3 kg CO<sub>2</sub>e/boe for overall flaring

- Launched a global methane detection campaign to help meet our methane target.
- Signed the World Bank Zero Routine Flaring Initiative to eliminate routine flaring by 2030.



action area 2:

## increase renewables and offsets in support of our business

We are increasing the use of renewables in a number of our products in an effort to reduce life-cycle emissions and help our customers achieve their own lower-carbon goals.

### Renewables and offsets examples:

**Renewable fuels:** Partner with CalBio and Brightmark to produce and market renewable natural gas to reduce agricultural methane and provide lower-carbon fuels on a life-cycle basis to customers.

Chevron El Segundo Refinery to become the first refinery in the U.S. to make gasoline, jet fuel and diesel fuel with renewable content.

**Renewable base oil:** Partner with Novvi to jointly develop and bring to market novel renewable base oil technologies. Achieved first production of 100 percent renewable base oil in 2020.

**Renewable power:** Co-develop renewable power with Algonquin Power & Utilities to provide electricity to our strategic assets across our global portfolio.

**Offsets:** Chevron is a consultative group member of the Institute of International Finance Taskforce on Scaling Voluntary Carbon Markets (TSVCM).



action area 3:

## invest in low-carbon technologies to enable commercial solutions

We identify and invest in promising technologies with the goal of bringing down their cost and helping them to commercially compete and scale.

### Low-carbon technology investment examples:

**Carbon Engineering:** Advancing technology to remove CO<sub>2</sub> directly from the air.

**Eavor Technologies:** Providing a closed-loop geothermal technology for both power and direct heat markets.

**Mendota BECCS project:** Chevron is collaborating with Schlumberger New Energy, Microsoft and Clean Energy Systems to develop a bioenergy with carbon capture and sequestration (BECCS) project.

**National Research Foundation:** Chevron is a member of a consortium with the Singapore National Research Foundation working jointly to develop the first end-to-end decarbonization process in Singapore.

**Natron Energy:** Developer of next-generation sodium-ion battery products.

**Zap Energy:** A startup developing a next-generation modular nuclear reactor with an innovative approach to advancing cost-effective, flexible and commercially scalable fusion.



## investing for a lower-carbon future

**\$2B** by 2028 in carbon-reduction projects

**\$750M** by 2028 in investments in renewables and offsets

**\$300M** committed to the Future Energy Fund II

**10%** of employee variable pay is linked to advancing our energy-transition strategy

**\$3B+**

invested through 2028  
to advance our  
energy-transition strategy

## driving results and delivering progress

### We support a price on carbon.

We work to shape well-designed, inclusive carbon pricing as the best approach to reducing emissions.

### We support the Paris Agreement.

We support the findings of the Intergovernmental Panel on Climate Change (IPCC) and are working to advance the global net-zero ambitions of the Paris Agreement.

### We build partnerships to achieve impact.

We build and strengthen partnerships with those who have shared aspirations and where our combined strengths can have a tangible impact on delivering a lower-carbon future.

### We aim to lead in transparency.

We hold ourselves accountable and transparently communicate progress on our performance in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainable Accounting Standards Board (SASB). We equip stakeholders with data and facts so they can make informed contributions to reduce their own carbon emissions.

### We help enable commercial solutions.

We will focus on pursuing innovations and opportunities that enable low-carbon technologies to achieve commercial scale.

### We aim to shape a lower-carbon economy for all.

We will work to support emerging technologies that help more stakeholders participate in a lower-carbon economy.

## innovating for a better future

Human ingenuity has the power to solve any challenge and overcome any obstacle. The people of Chevron are working to help advance a lower-carbon future.

For more information on how Chevron is advancing a lower-carbon future, visit [www.chevron.com/sustainability/environment/energy-transition](http://www.chevron.com/sustainability/environment/energy-transition)



**Tab 5**

**Public Policy and Sustainability Committee's  
Performance Self-Evaluation**



## memorandum

To Public Policy and Sustainability Committee  
From Bruce L. Niemeyer, Secretary  
Date March 24, 2021  
Re Considerations for Public Policy and Sustainability Committee's Annual Self-Evaluation

Following the Public Policy & Sustainability Committee's March 30, 2021 meeting, you will meet in executive session to conduct the Committee's required self-evaluation. Dr. Austin will report on the self-evaluation to the Board of Directors at its meeting the following day.

To prepare for the self-evaluation, you may wish to review the Committee Charter, the annual checklist of Committee responsibilities and activities, and any other materials you deem helpful. I have attached a copy of the Charter and responsibilities. In addition, below I have listed several considerations that may be useful to the Committee's self-evaluation.

You may make notes to prepare for the session but should not retain them afterward; the Board minutes will record the Committee Chairman's report.

Following your executive session, I will work with Dr. Austin to address any items you designate for follow-up.

### **Purposes served**

A primary benefit of the self-evaluation is to help the Committee plan its activities for the current year. You may wish to discuss potential changes to Committee processes or to designate certain topics for new, expanded or diminished emphasis over the course of the year.

The self-evaluation also satisfies the Committee's duty to monitor its own performance; in turn, the Committee Chairman's report to the Board on the Committee's self-evaluation provides assurance to the Board on the functioning of the Committee and its views on the Corporation's environmental, social, human rights, political, and public policy issues and concerns, including those related to sustainability and climate change.

### **Some issues to consider in the self-evaluation**

A primary purpose of the Committee is to assist the Board in fulfilling its oversight responsibility for the Corporation's broad enterprise risk management program by continually identifying, evaluating and monitoring the environmental, social, human rights, political, and public policy trends, issues, risks and concerns, domestic and foreign, that affect or could affect the Corporation's business activities and performance.

- Are you satisfied with the current process for identifying, evaluating and monitoring the Corporation's environmental, social, human rights, political, and public policy trends, issues, risks and concerns?

March 24, 2021

Page 2

- Are the lines of communication effective between the Committee and management?
- Is the Committee Secretary and support staff providing effective support, or are additional resources necessary to assist the Committee?

The Committee develops recommendations to the Board in order to assist in formulating and adopting basic policies, programs and practices concerning broad public policy issues.

- Are you satisfied with your understanding of the Corporation's public policies?

The Committee annually reviews the policies and procedures and expenditures for the Corporation's political activities including political contributions and direct and indirect lobbying. The Committee also annually reviews stockholder proposals that deal with public policy issues and makes recommendations to the Board regarding the Corporation's response to such proposals.

- Are you satisfied with your understanding of the Corporation's political activities and contributions?
- Are there specific topics beyond the areas noted above that the Committee should discuss to assist the Board with its responsibility for the Corporation's broad enterprise risk management program by continually identifying, evaluating and monitoring the environmental, social, human rights, political, and public policy trends, issues, risks and concerns, domestic and foreign, which affect or could affect the Corporation's business activities and performance?

Chevron Corporation  
2020 Board and Board Committee Performance Evaluation

**Redacted – Business Confidential (sensitive competitive information)**

**PUBLIC POLICY AND SUSTAINABILITY COMMITTEE  
2020 CHECKLIST OF COMMITTEE RESPONSIBILITIES**

<b>PP&amp;SC Charter Requirements</b>	<b>Reference</b>	<b>Completed (Mtg. Date)</b>
Meet in executive session without the presence of management of the Corporation, as appropriate. (Effective September 25, 2019)	Charter (Meetings)	3/24/20; 7/28/20; 12/1/2020
Consider (and report to the Board, as appropriate) results of annual Committee evaluation assessing its performance with respect to its purposes and its duties and tasks set forth in the Charter.	Charter (Evaluation; Charter Review)	3/24/20
Identify, evaluate and monitor public policy trends and environmental issues that affect the Corporation's activities and performance, as well as provide oversight of voluntary reporting of these matters, and recommend to the Board policies, programs and strategies concerning such trends and issues.	Charter (Duties and Responsibilities, 1)	1/28/20; 3/24/20; 7/28/20; 12/1/20
Provide oversight and guidance on, and receive reports regarding, environmental matters, including those related to sustainability and climate change, in connection with the Corporation's projects and operations.	Charter (Duties and Responsibilities, 2)	1/28/20; 3/24/20; 7/28/20; 12/1/20
Review and evaluate risks that may arise in connection with the social, political, environmental, human rights and public policy aspects of the Corporation's activities, and in doing so direct that the Corporation consider a broad range of perspectives.	Charter (Duties and Responsibilities, 3)	1/28/20; 3/24/20; 7/28/20; 12/1/20
Review public policy trends and make recommendations to the Board regarding how the Corporation can anticipate and adjust to these trends in order to more effectively achieve its business goals or to actively participate	Charter (Duties and Responsibilities, 4)	1/28/20; 3/24/20; 7/28/20; 12/1/20



<b>PP&amp;SC Charter Requirements</b>	<b>Reference</b>	<b>Completed (Mtg. Date)</b>
in the public policy dialogue.		
Develop recommendations to the Board in order to assist in formulating and adopting basic policies, programs and practices concerning a range of public policy issues with include but are not limited to sustainability and climate change, environmental protection, corporate responsibility, human rights, government relations and the support of charitable, political and educational organizations.	Charter (Duties and Responsibilities, 5)	1/28/20; 3/24/20; 7/28/20; 12/1/20
Annually review the policies and procedures, expenditures and public disclosure practices related to the Corporation's political activities including political contributions and direct and indirect lobbying.	Charter (Duties and Responsibilities, 6)	3/24/20; 7/28/20
Analyze the Corporation's global reputation.	Charter (Duties and Responsibilities, 7)	3/24/20; 7/28/20; 12/1/20
Review, together with the Board Nominating and Governance Committee, stockholder proposals that deal with public policy and environmental issues and recommend that the Board affirm responses to stockholder proposals to be included in annual proxy statement.	Charter (Duties and Responsibilities, 8)	1/28/20; 3/24/20; 7/28/20; 12/1/20
In conjunction with the Board Nominating and Governance Committee, oversee the Corporation's stockholder engagement program and make recommendations to the Board regarding its involvement in stockholder engagement.	Charter (Duties and Responsibilities, 9)	1/28/20; 3/24/20; 7/28/20; 12/1/20
Review and approve Committee minutes.	Charter (Secretary)	1/28/20; 3/24/20; 7/28/20; 12/1/20

**CHEVRON CORPORATION  
PUBLIC POLICY AND SUSTAINABILITY COMMITTEE  
CHARTER**

**PURPOSE**

The purpose of the Public Policy and Sustainability Committee (the “Committee”) of the Board of Directors of Chevron Corporation (the “Corporation”) is:

1. To assist the Board of Directors in overseeing environmental, social, human rights, political, and public policy matters, including those related to sustainability and climate change, that are relevant to the Corporation’s activities and performance;
2. To assist the Board of Directors in devoting appropriate attention and effective response to stockholder concerns regarding environmental, social, human rights, political, and public policy matters that are relevant to the Corporation’s activities and performance; and
3. To perform such other duties and responsibilities enumerated in and consistent with this Charter.

**MEMBERSHIP AND PROCEDURES**

**Membership and Appointment**

The Committee shall comprise of not fewer than three members of the Board of Directors, as shall be determined from time to time by the Board of Directors based on recommendations, if any, from the Board Nominating and Governance Committee.

The members of the Committee shall be appointed by the Board of Directors upon the recommendation of the Board Nominating and Governance Committee.

**Removal**

The entire Committee or any individual Committee member may be removed from office without cause by the affirmative vote of a majority of the Board of Directors. Any Committee member may resign effective upon giving oral or written notice to the Chairman of the Board of Directors, the Corporate Secretary, or the Board of Directors (unless the notice specifies a later time for the effectiveness of such resignation). If the resignation of a Committee member is effective at a future time, the Board of Directors may elect a successor to take office when the resignation becomes effective.

**Chairperson**

A chairperson of the Committee (the “Chairperson”) may be designated by the Board of Directors based upon recommendations by the Board Nominating and Governance Committee, if any. In the absence of such designation, the members of the Committee may designate the Chairperson by majority vote of the full Committee membership. The Chairperson shall

determine the agenda for meetings, and shall have unlimited access to management and information. The Chairperson shall establish such other rules as may from time to time be necessary and proper for the conduct of the business of the Committee.

### **Meetings**

The Committee shall meet as often as may be deemed necessary or appropriate, in the judgment of the Chairperson, either in person or telephonically, and at such times and places as the Chairperson determines. The Committee shall meet in executive session without the presence of management of the Corporation, as appropriate. The Committee shall report regularly to the full Board of Directors with respect to its activities.

### **Secretary**

The Committee may appoint a Secretary whose duties and responsibilities shall be to keep full and complete records of the proceedings of the Committee and perform all other duties as may from time to time be assigned to him or her by the Committee, or otherwise at the direction of a Committee member. The Secretary need not be a Director.

### **Delegation**

The Committee may, by resolution passed by a majority of the Committee, designate one or more subcommittees, each subcommittee to consist of one or more members of the Committee. Any such subcommittee to the extent provided in the resolutions of the Committee, and to the extent not limited by applicable law or listing standard, shall have and may exercise all the powers and authority of the Committee. Each subcommittee shall have such name as may be determined from time to time by resolution adopted by the Committee. Each subcommittee shall keep regular minutes of its meetings and report the same to the Committee or the Board of Directors when required.

### **Authority to Retain Advisers**

In the course of its duties, the Committee shall have sole authority, at the Corporation's expense, to retain and terminate such advisers as it deems necessary.

### **Evaluation; Charter Review**

The Committee shall undertake an annual evaluation assessing its performance, which evaluation shall be reported to the Board of Directors. The Committee shall periodically evaluate the adequacy of this Charter and recommend changes to the Board Nominating and Governance Committee for approval by the Board of Directors.

### **Duties and Responsibilities**

The following shall be the common recurring duties and responsibilities of the Committee in carrying out its oversight functions. These duties and responsibilities are set forth below as a guide to the Committee with the understanding that the Committee may alter or supplement them as appropriate under the circumstances to the extent permitted by applicable law or listing standard.

1. The Committee shall assist the Board of Directors in identifying, evaluating, and monitoring public policy trends and environmental issues that affect the Corporation's activities and performance, as well as oversight of voluntary reporting of these matters, and shall recommend to the Board policies, programs and strategies concerning such trends and issues;
2. The Committee shall provide oversight and guidance on, and receive reports regarding, environmental matters, including those related to sustainability and climate change, in connection with the Corporation's projects and operations;
3. The Committee shall assist the Board in fulfilling its oversight responsibility for the Corporation's broad enterprise risk management program by reviewing and evaluating risks that may arise in connection with the social, political, environmental, human rights and public policy aspects of the Corporation's activities, and in doing so direct that the Corporation consider a broad range of perspectives;
4. The Committee shall review public policy trends and make recommendations to the Board of Directors regarding how the Corporation can anticipate and adjust to these trends in order to more effectively achieve its business goals and actively participate in the public policy dialogue;
5. The Committee shall develop recommendations to the Board in order to assist in formulating and adopting basic policies, programs and practices concerning a range of public policy issues which include but are not limited to sustainability and climate change, environmental protection, corporate responsibility, human rights, government relations and the support of charitable, political and educational organizations;
6. The Committee shall annually review the policies and procedures, expenditures and public disclosure practices related to the Corporation's political activities including political contributions and direct and indirect lobbying;
7. The Committee shall assist the Board of Directors in analyzing the Corporation's global reputation;
8. The Committee shall annually review stockholder proposals that deal with public policy and environmental issues and make recommendations to the Board regarding the Corporation's response to such proposals; and
9. The Committee shall, in conjunction with the Board Nominating and Governance Committee, oversee the Corporation's stockholder engagement program and make recommendations to the Board of Directors regarding its involvement in stockholder engagement.

### **Amendment**

This Charter and any provision contained herein may be amended or repealed by the Board of Directors.

APPROVED: Board of Directors

DATE: January 27, 2021