





Growing societal value

From the first discovery of oil in Saudi Arabia in 1933, we have created sustainable opportunities for the welfare of the Kingdom and the global communities where we operate. Citizenship, and contributing to growing societal value, is a firmly established principle that Aramco dedicates resources and capabilities to.

In 2022, Aramco invested \$370 million in a range of initiatives that will positively benefit thousands of people around the world.

Many of these projects have been realized through strategic collaboration and partnerships with businesses, non-profit organizations, charities, governments, and stakeholders.

In line with our commitment to relevant UN SDGs and Saudi Vision 2030, we enable citizens and businesses to unleash their full potential, helping to diversify the economy, supporting local content, and developing innovative opportunities for the future.

Material topics	Relevant metrics	Relevant UN SDGs
Labor practices	Number of people on Aramco sponsored programs* ¹	  
National content	Saudization (%) Saudization of construction contracts (%) Saudization of service contracts (%) ikva procurement spend in-Kingdom (%)	  
Human rights (supply chain)	% of active suppliers signed up to Aramco's Supplier Code of Conduct* Number of active suppliers*	 
Community and society	Social investment* (\$ million) Number of volunteers* Number of volunteer hours*	   
Economic contribution	Direct economic value generated and distributed (\$ million) Total R&D spend (\$ million)	 

* Metric reported for the first time externally.

1. These programs include the Vocational College Internship Program (VCIP), University Internship Program (UIP), Summer enrichment program, Tomooh program, Advantage program, and ACCEL International Ajyal Center.

☰ For more details on relevant metrics, see page 86.



Learn more about how Aramco is mobilizing capabilities, and allocating resources to make a tangible and positive difference in people's lives.

Labor practices and national content

Growing societal value wherever we operate

Nearly a century after the Kingdom’s founding, the Saudi economy continues to grow and prosper thanks in part to the leading role that businesses, particularly Aramco, have played in the country’s development.

As Aramco’s business continues to evolve and expand across the Kingdom and the world, the Company has focused its vast energy on creating and developing a local workforce and supply chain infrastructure that can support the Company’s plans for future growth.

We are proud of the significant contributions that our dedication to training, development, and in-Kingdom partnerships have provided to the overall economy and society in Saudi Arabia. This continued effort creates a positive feedback loop for our business: it brings our supply chain closer to home; it creates a pipeline of talent to support our business; and it enhances the development of qualified local partners.

As our business expands around the world, we seek to apply the same principles and values that made Aramco a success at home. One example of these efforts is our ownership of Motiva (the largest refinery in the U.S.) where we contribute significantly to the American economy through local employment, tax revenues, and a wide range of community projects. More information on our contributions abroad are provided on pages 78 and 79.

Building the local workforce in the Kingdom of Saudi Arabia

Labor practices

While Aramco’s current workforce consists of more than 85 nationalities, given that the Company is headquartered in the Kingdom of Saudi Arabia, a large part of our revenues come from the Kingdom. We therefore need to ensure that we build local capacity and capability, not just by investing in socio-economic projects, but by investing in local citizens.

Saudization

In line with the Kingdom of Saudi Arabia’s government Saudization program, and as part of Vision 2030, we have continued to invest in the national population. At the end of 2022, 90.9% of the Company’s employees were Saudi nationals (90.5% in 2021).

	2022	2021	2020
Saudization (% of Saudi nationals as part of Aramco’s workforce)	90.9%	90.5%	89.6%

Within Saudi Arabia, we support a number of preparatory programs, with a particular focus on education and preparing the leaders of the future for further education and employment.

In 2022, we led an outreach campaign to high school graduates, promoting the Apprenticeship Program for Non-Employees and the College Degree Program for Non-Employees to more than 317,000 high school students, including over 178,000 young women in 31 cities and governorates across the Kingdom. This positively impacted the quality and number of applications for the non-employees’ programs. The number of applications was more than three times that received in 2021, including an 87% increase in applications from females.

	2022	2021	2020
Number of people on Aramco sponsored programs* ¹	12,160	9,010	737 ²

87%

increase in applications by females to our education programs

* Metric reported for the first time externally.

1. These programs include the Vocational College Internship Program (VCIP), University Internship Program (UIP), Summer enrichment program, Tomooh program, Advantage program, and ACCEL International Ajyal Center.
 2. The 2020 figure is significantly lower than the 2021 and 2022 figures due to the global COVID-19 pandemic.

Localizing our supply chain

In-Kingdom Total Value Add program

Our iktva program is a national success story that we are immensely proud of. We are on track to meet our in-Kingdom target of spending 70% of all our procurement spend locally by the end of 2025. Through the program, the local component of our overall 2022 expenditure across our supply chain stood at 63% (2021: 59%).

During the year, Aramco entered into over 90 agreements with an estimated value of \$17.3 billion (SAR 64.9 billion) to build long-term collaborative relationships with strategic, local suppliers.

As a result of our partnerships and local spend, our suppliers had an aggregate invested capex of more than \$600 million (SAR 2,250 million) in 2022, which also created over 4,000 jobs for the local workforce.

In addition, 31 new local manufacturers were established. Items manufactured for the first time in the Kingdom, included:

- A chemical reaction plant;
- Frac equipments;
- Welding wires;
- Venturi flow meters;
- Firefighting foams; and
- Drilling rigs.

We also introduced three new requirements in the iktva formula to drive emerging focus areas. Incentives are provided to help suppliers meet these requirements, which include:

- An Environmental, Social, and Governance factor to drive ESG practices in the local supply chain;
- A Cybersecurity factor to drive supply chain and cybersecurity compliance; and
- A Regional Headquarter (RHQ) factor to accelerate RHQ migration to the Kingdom, in alignment with Vision 2030.

By building a strong supply chain program, we mitigate risks and strengthen Aramco's position as a reliable and secure supplier of energy.



Beyond spending locally, we have proactively been building local capabilities in our workforce and supply chain. To date, this encompasses 965 organizations across 43 different sectors, including oil field services, chemicals, drilling, pipes, steel, and non-metallics.

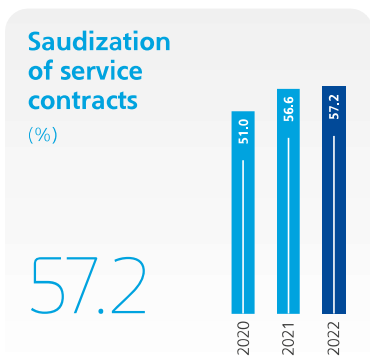
Aramco procurement of domestically produced goods and services has benefited the Saudi Arabian economy. Mainly driven by the iktva program, Aramco's total domestic spending is estimated to have contributed \$166bn in GDP since the program's inception, when considering the direct and supply chain contribution to the Kingdom's economy.

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The Saudization of construction contracts reached 28.0% in 2022, exceeding the 2021 year-end number of 25.6%. The Saudization of service contracts reached 57.2%, exceeding the 2021 year-end number of 56.6%.



National Champions

In support of the Kingdom’s Vision 2030 to deliver economic diversification and development, an internal National Champions organization was established to be at the forefront of Aramco’s support to the national economy.

Our goal is to create a world-class cluster of innovative businesses that drives business and job creation, and national economic growth. Our mission is simple: convert lucrative business ideas into national champions, or large companies that can become leaders in their respective sectors. In doing so, we anticipate that thousands of new private sector jobs will be created across the country, benefiting the national GDP in the process.

Aramco’s National Champions program encompasses a set of unique programs focused around five strategic domains — sustainability, digital, industrial, manufacturing, and social innovation — that drive development from an initial idea to a small- and medium-enterprise (SME) through to global businesses, and aligns with the Kingdom’s Vision 2030 and its Shareek¹ Private Sector Partnership Reinforcement Program.

What are we doing?

Spare Parts Reverse Engineering

To sustain equipment spare parts availability, cost and know-how, we developed an in-house digital inventory of equipment spare parts. The inventory is created by multiple automated reverse engineering processes. Approximately 500 digital parts were developed as an initial trial with thousands of additional spare parts targeted in the coming year. Eleven local vendors have been qualified to produce spare parts from the digital inventory whenever needed. With this newly established system, a new source of spare parts has been established to ensure parts availability, reduce cost and improve delivery times.

1. A cooperative Government program that is providing job opportunities and diversifying the economy and strengthening cooperation between public and private sectors.

National Champions



Arabian Rig Manufacturing Company

Two onshore rigs, manufactured in-Kingdom and delivered by Aramco's joint venture, the Arabian Rig Manufacturing Company (ARM), were successfully commissioned and spudded on well location. Operations have started in Manifa for rig no.1 and Hawyah for rig no.2, representing two of a total of 50 committed onshore rig purchases to date. Locally built drilling rigs will enable additional resilience to our Company, while also providing significant employment opportunities for locals.



Artificial intelligence

In 2022, with a private sector partner, we established the Global AI Corridor to build local capacity and grow talent, nurture Saudi AI startups, and attract high-impact intellectual property and capital investment to the Kingdom. The Corridor is intended to launch several initiatives in the domains of AI research, solutions, upskilling, training, and venturing that augments other Aramco and in-Kingdom initiatives to create a vibrant AI ecosystem, which will assist us in seeking innovative energy management solutions.



Taleed

Launched in 2022, "Taleed" strives to accelerate the growth of SMEs in Saudi Arabia — helping boost their contribution to economic development and support job creation.

The program targets sustainable SME growth across multiple sectors through a portfolio of 20 initiatives, providing a wide range of support from capability building and strategy development to training, market access, advisory services, and business planning.

Taleed also strives to deliver funding and financial solutions across multiple funds with a combined capital exceeding \$800 million (SAR 3 billion).

The funds are being established in collaboration with partners to support SME development in sustainability, digital, manufacturing, industrial, and social innovation.

Human rights

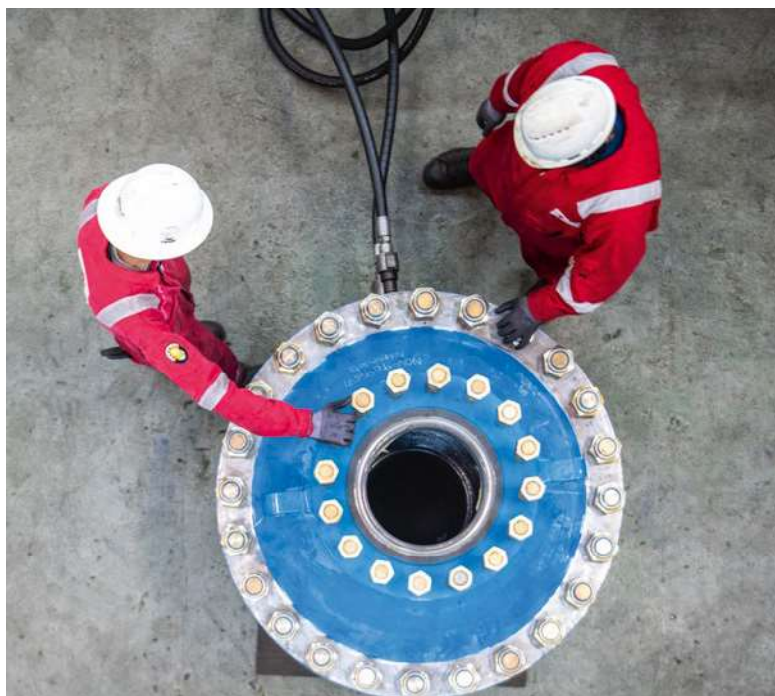
Human rights in the supply chain

Human rights is not just relevant for our employees, but also for our broader stakeholders, especially our supply chain. In addition to our Code of Business Conduct (page 85), our Supplier Code of Conduct provides more details on the standards we expect our suppliers to conform to in relation to ethical sourcing, labor conditions and human rights.

To mitigate the risk of any of our suppliers falling short of our values, we require all suppliers in Saudi Arabia to sign the Supplier Code of Conduct, which along with the Company supplier contractual agreement terms, set our commitments to prohibiting all forms of child and forced labor, illegal working and living conditions, and violations of locally applicable minimum wages.

Over the past three years, all our suppliers in Saudi Arabia have agreed and signed up to the Code of Conduct, which requires Aramco's suppliers to ensure and respect human rights in Saudi Arabia, such as providing end of service benefits or medical insurance that comply with the labor law of the Kingdom.

We recognize due diligence in human rights and complying with the Code of Conduct requires thoroughness, to ensure the implementation of our values and standards. Therefore, Aramco regularly examines its businesses, suppliers, government relationships, acquisitions, mergers and divestitures. Our contracting teams inspect our suppliers, especially in high-risk locations, to check for any malpractice, e.g., contractors being paid below minimum wage and/or unsafe living conditions.



As mentioned on page 73, this year we incorporated an ESG element in the iktva program to drive better ESG practices in the local supply chain and by awarding suppliers an incentive factor through the iktva formula.

As part of a two-way engagement process, our suppliers have access to a hotline to report concerns, which are reviewed and investigated to limit the risk of inappropriate activities.

Community and society

Social investment

The Company's citizenship strategy is defined by two key pillars: People and Planet. People social investment activities focus on two key areas of support: knowledge and creativity, and socio-economic development. Planet social investment activities prioritize the protection of diverse biospheres, including reforestation, mangrove and tree plantation, and coral reef regeneration, among other projects.

In 2022, we made social investments of \$370 million in Saudi Arabia and abroad. Examples of the types of projects we invested in are provided on pages 78 and 79.

Socio-economic development: Micro-industries programs

The primary focus of this effort is to identify, evaluate, and incubate high potential micro-enterprises across the Kingdom with the goal of creating a self-sufficient, value-generating businesses that supports community economic growth.

Saudi coffee plantation and production

In 2022, Aramco signed MoU to build a National Coffee Development Center that will enable coffee farmers in several ways. The center intends to provide farmers with the training and resources to produce higher quantities of coffee beans. The center will also support farmers through the different stages of production, from treating the coffee beans all the way to the packaging stage. The center is currently being built in partnership with the Jazan Mountain Development Authority, and Al-Dayer Ber Charity.

Over

1.5 million

students in 28,000 schools participating in the F1 in Schools challenge

Rosyar factory

The Rosyar factory produces high quality FDA approved body care products from al-Taif rose oil. The factory provides employment for socially disadvantaged women and provides them with a sustainable means of income. In 2022, the factory increased the number of beneficiaries from 50 to 100 women. Additionally, over 40 new jobs were created.

What are we doing?

Enabling people: Focus on STEM

F1 Schools is a global STEM challenge where a team of 3-6 students design, manufacture and race a miniature Formula 1 car of the future and teams follow a systematic engineering design process using technology. The challenge inspires learning in STEM including project management, marketing, teamwork and innovation. Teams submit their cars, project portfolios, designs and are judged by SMEs. The winners progress at each stage with only the top teams from each country attending the annual Aramco F1 in Schools World Finals. To date, there are over 1.5 million students in 28,000 schools across 60 countries.

Aramco, which became a title sponsor of the F1 in Schools world finals last year, is supporting its introduction to Saudi Arabia as part of the Company's efforts to promote education, foster a culture of innovation and creativity, and accelerate human potential. The Saudi team selected for the national finals are supported by Ithra, Aramco's flagship corporate citizenship initiative, as well as the Technology Advancement and Prototyping Center at King Fahd University of Petroleum and Minerals (KFUPM).

Saudi students participated in the Global Finals for the first time in the event held in the UK in 2022. The initial cohort of 18 male and female students was drawn from public and private schools through a selection criteria. The training hubs included specialist facilitators and a state-of-the-art research and development lab. The students went through an intensive training program with three teams chosen to go to the global final and won the Best Newcomers Award 2022.

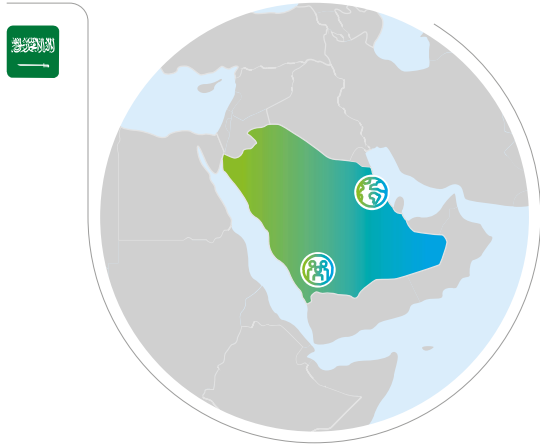


Global citizenship

During 2022, Aramco made \$370 million of social investment around the world across various initiatives. The map and case studies below present some highlights of our people and planet projects during the year.

Saudi Arabia

In Saudi Arabia, one of Aramco’s key initiatives is to evaluate and incubate Saudi-based micro-enterprises that can potentially grow at scale and make a significant community economic impact.



Textile industry People

Established in the second half of 2022, Imprint is a local factory producing government uniforms. Established in collaboration with Alanamel Almobdeah Charity, the center provides training and employment, with a specific focus on garment production for government personnel, and includes employment opportunities to rehabilitate newly released prisoners.

Artificial reef deployment in the Arabian Gulf Planet

The deployment of three mega reefs is an initiative with a goal to improve the fisheries in the Gulf and enhance biodiversity by providing habitat for fish and other marine life. In 2022, we completed the development of the artificial reef blocks and deployment will begin when pending government permits are issued.

Asia

In Asia, Aramco supported 11 organizations across China, Malaysia, Singapore, Japan, Korea, and India, with various environmental, education, social, and medical initiatives.



Children Benefit People

Established in 2010, the CCAFC is a nationwide non-profit organization, committed to improving the livelihood of underprivileged children in China. The goal is to provide medical checkups and necessary follow-up treatment for underprivileged children in rural areas with inadequate access to professional health care facilities. Approximately 1,300 underprivileged children will benefit from the project, which also provides repetition, dental care and eye care in the Fujian, Liaoning, Shandong, and Jiangsu provinces.

Global Environment Centre Planet

The Global Environment Centre is a Malaysian non-profit organization established to address key environmental issues. The funding will enable support for community-based mangrove conservation and rehabilitation in two areas in Pengerang, Johor: Tanjung Surat Island and Johor River Forest reserve.

Europe

In Europe, Aramco supported eight non-profit organizations across Spain, the Netherlands and the U.K.



Fundación Global Nature Planet

The Fundación Global Nature is a non-profit foundation dedicated to nature protection. The foundation aims to restore and expand the El Hito, a priority salt flat and wetland area in southeast Spain. The program looks to purchase traditional farmland around steppe wetlands to implement pilot programs of sustainable agriculture to train local farmers.



Leiden University People

Collaborating with education institutions (including schools and universities) to increase public awareness, knowledge and understanding of Islam and Middle East.

Americas

In the Americas, Aramco supported 13 non-profit organizations, including national and regional/state charities, in environmental, STEM and social projects.



Houston Food Bank People

The Houston Food Bank is a non-profit organization serving 18 counties, almost 93,000 households, and 159 million meals a year. Aramco's donation will provide the equivalent of 150,000 meals to communities in need in the Greater Houston area.

Geology Camp Planet

A Texas A&M University program investing in teacher's professional development, enriching the classroom experience for students.

Aramco sponsors this program with our Upstream and Geology teams.



King Abdulaziz Center for World Culture (ithra)

In 2022, our largest social investment was ithra, Saudi Arabia’s leading destination for cross-cultural experiences. Since opening in Dhahran in 2018, ithra has been a catalyst for cultivating innovation, developing talent, expanding human potential and empowering creativity.

In 2022, ithra delivered over 8,000 programs and welcomed more than one million visitors. For example, the Tanween Bio-tech Fashion Challenge invited designers to create unique garments exploring the potential of new biomaterials and sustainable business models; and the Idea Lab produced initiatives dedicated to environmental and economic sustainability.

ithra’s Content Commissioning Program provides Saudi freelancers and small enterprises with opportunities to develop creative content including literature, film, translation and music. It includes the flagship Tanween Creativity Season and the immersive-tech oriented Creative Solutions program.

Matched giving

In 2022, the Corporate Donation Program celebrated its 20th anniversary, reaching another record number of donations (2022: \$1.7 million/ SAR 6.3 million versus 2021: \$1.6 million/ SAR 6.0 million). Aramco’s matched giving program enabled these donations to be doubled; thus \$3.4 million/SAR 12.6 million in 2022 and \$3.2 million/SAR 12 million in 2021 being donated by Aramco.

There were 18,500 participants in this program with 41,000 beneficiaries.

Volunteering days

Along with engaging with our communities via business activities, matched giving and social investments, we encourage our management and employees to engage with communities through volunteering. In December 2021, we also launched a structured year-round volunteering portal to help identify volunteering activities that match Company employees’ talents.

	2022	2021	2020
Number of volunteers*	4,941¹	4,153	1,503
Number of volunteer hours*	168,590¹	136,284	52,408

* Metric reported for the first time externally.

1. As we progress on our reporting journey and our controls around ESG data mature, for this metric from 2022 onwards, we have expanded the reporting boundary from Company in-Kingdom to operational control. The 2021 and 2020 figures are at a Company in-Kingdom level only. In 2022, at a Company in-Kingdom level, the number of volunteers were 4,397 and the number of volunteer hours were 166,734.

What are we doing?

Supporting people with disabilities

In Saudi Arabia, Aramco has a history of supporting children and adults with developmental disabilities, particular in Autism and Down Syndrome. The Company has provided support to a number of specialist organizations and treatment centers, including:

AFAC Autism Center	A supportive community center for children aged 3 to 16 on the autism spectrum and their families.
Al-Madina Association for Autism (Tamakkon)	A facility that provides diagnosis, care, education and rehabilitation for people on the autism spectrum.
Hiba Center for Down Syndrome	An education and rehabilitation center for children with Down Syndrome.
ACCEL Ajyal Center for children with disabilities	Provides educational, therapeutic, employment, behavioral, life skills, and transitional services.
Shamaah Autism Center	A supportive educational environment that promotes the inclusion of people on the autism spectrum in education and society.

In 2022, Aramco’s employees delivered 168,590 volunteer hours*. In addition, an MoU was signed with the Alfozan Academy to train more than 90,000 volunteers in 2023, 2024, and 2025. Going forward, the plan is to increase our volunteering initiatives across a range of social and environmental projects.

Aramco supported events delivering

168,590

volunteer hours*

Economic contribution

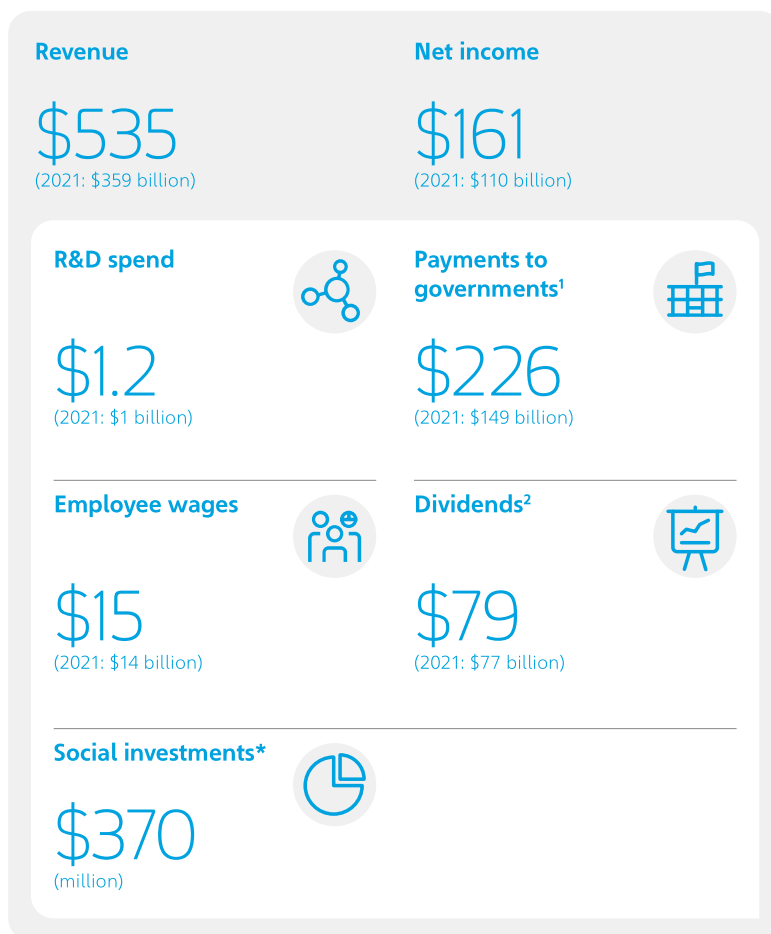
Aramco's value to local economies

With our operations in more than 30 countries and activities throughout the value chain, Aramco creates value and makes significant positive economic contributions, wherever we operate.

Beyond our \$30 billion iktva spend, \$370 million global social investment and leveraged capex of more than \$600 million via our value chain, we increased our payments to governments by 52% (\$226 billion in 2022 versus \$149 billion in 2021) and our global R&D spend by 14% (\$1.2 billion in 2022 versus \$1 billion in 2021).

Our R&D spend enables us to support projects that have the potential to positively change the way we do business and enables us to contribute positively to the communities we operate in, as well as increase the number of potential job opportunities available.

Our R&D spend is not limited to providing economic benefits but they also have the potential to provide sustainability benefits. Similar to last year where 52% of our total R&D was sustainability-related, in 2022, 59% of our total R&D was linked to sustainability related projects, which can help us reduce our environmental footprint (CCS, methane, biodiversity, etc.) as well as help us focus on new energies (hydrogen, renewables, etc.)



* Metric reported for the first time externally.

1. Figure includes income taxes, royalties and dividends.

2. Dividends paid includes dividends to shareholders and non-controlling interests.