

# OUR HUMAN RIGHTS APPROACH

Respecting human rights is important to the well-being of our communities and our workforce – and it's simply the right thing to do.



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# INTRODUCTION

ExxonMobil Moçambique, Limitada (EMML) has adopted the policies, practices and expectations of ExxonMobil consistent with the [Statement on Human Rights](#). EMML is unwavering in our commitment to respecting human rights as a core principle in our operations.

**1** We strive to have a positive influence on our workforce and in the communities where we operate.

**2** We do not use forced or compulsory labor in our operations, and we forbid the use of child labor in our workforce.

**3** We condemn human rights violations in any form, and we actively express these views in our engagements with governments and other stakeholders.

*Women from the KUINUA project weaving in Palma District.*



## Foreword

*“As we progress activities on the ground, EMMML remains committed to respecting human rights and upholding the dignity of every individual connected to the Rovuma LNG Project. Our approach is guided by universally recognized principles and included within our broader standards and practices. I trust our human rights approach helps you understand how we look to embed human rights considerations into every stage of the project. We recognize this is a long-term journey, and we are committed to continuous improvement, working collaboratively to strengthen our status as a valued partner in Mozambique.”*

**Frank Kretschmer**  
Chairman

*ExxonMobil Moçambique, Limitada*



*Community engagement process  
in Afungi, Cabo Delgado.*



Learn more about  
ExxonMobil in  
Mozambique on our  
[website here.](#)

## Contact us

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# BUSINESS AND

# HUMAN RIGHTS

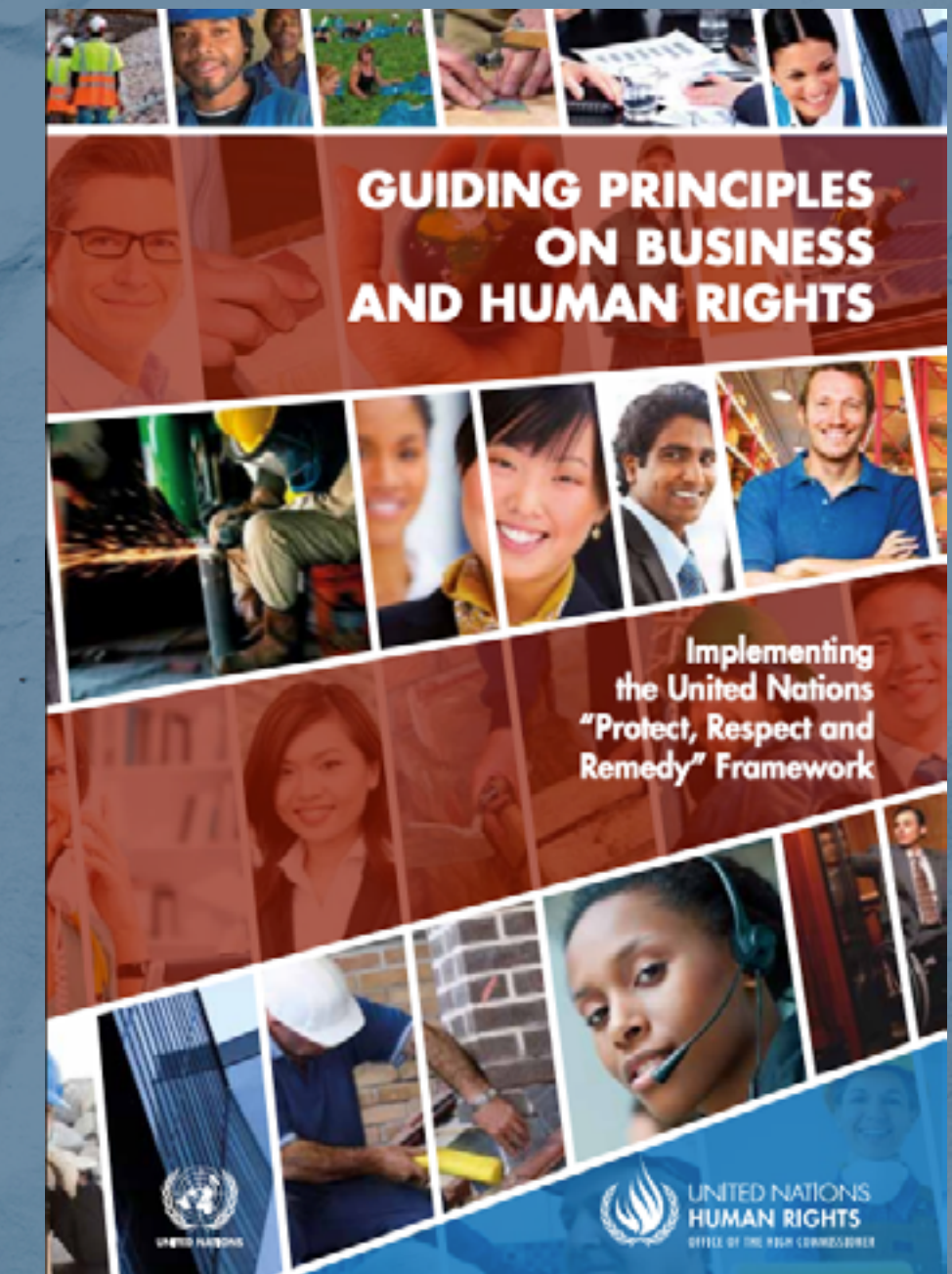
The UNGPs set out the key aspects of human rights due diligence for companies:

Assessing human rights risks and potential impacts in operations, value chains and relationships.

Acting on the findings; documenting and tracking performance; communicating to key audiences on how key potential impacts have been addressed.

Implementing effective grievance mechanisms.

ExxonMobil incorporates key aspects of the 2011 U.N. Guiding Principles on Business and Human Rights (UNGPs) into our policies, practices, and expectations and is guided by the goals of universally recognized principles.



Source: [Guiding Principles on Business and Human Rights](#), OHCHR, 2011



# OUR APPROACH

EMML's approach to human rights is guided by the goals of universally recognized human rights principles and frameworks.



# OUR COMMITMENT

Our commitment to respecting human rights is embedded throughout EMMML policies, statements and expectations, and reinforced through training.

Standards of Business Conduct

Statement on Labor and the Workplace

Supplier, Vendor, and Contractor Expectations

Statement on Human Rights

Statement on Security and Human Rights

As stated in our Ethics Policy, we comply with all government laws, rules and regulations applicable to the business.



# DUE DILIGENCE

**Our due diligence practices help identify and assess potential human rights impacts, and other socioeconomic risks and opportunities, early on in our activities.**

**We aim to avoid or reduce risks with thorough planning, effective mitigation, monitoring, and other measures.**



*Kuinua, with support from ExxonMobil, empowered over 200 women from 10 communities in Palma, Cabo Delgado.*

## Stakeholders

As the designated operator of the Rovuma LNG Project, EMMML regularly engages with a broad cross-section of internal and external stakeholders, as well as independent experts, as part of our human rights due diligence. The perspectives provided by these stakeholders, as well as inputs from our engagement and grievance management processes, contribute to the development of our approach and further embed human rights into our plans and practices.

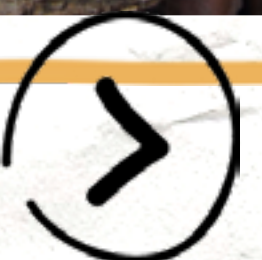
## Alignment

Rovuma LNG Project will be guided by the [Equator Principles](#), [IFC Performance Standards](#) and [Voluntary Principles on Security and Human Rights](#).

The Project will also have regular monitoring, site visits, and documentation reviews conducted by independent consultants with expertise in human rights who provide feedback on our systems and practices.



*Construction of support structures strengthens sustainability and social cohesion in Palma, Cabo Delgado.*



# ACCESS

# TO REMEDY

Grievance mechanisms are an important part of EMMML's respect for human rights.

As part of these processes, we seek to support confidentiality and non-retaliation.

Submitting to these mechanisms does not prevent any person or EMMML from seeking other remedies under Mozambican law.



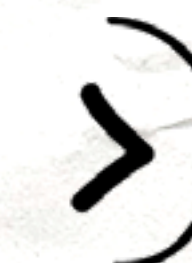
*Preparation of traditional nets reinforces community techniques supported by the Samaki Kavu project in Palma, Cabo Delgado.*



*Local workforce from Kambi Kwanza in Afungi, Cabo Delgado.*

## Our workforce

Our complaint procedures and open door communication encourages employees to ask questions, voice concerns, and make suggestions.



# ACCESS

## TO REMEDY (cont.)

### Communities

For the Rovuma LNG Project we have developed a community grievance management procedure which we benchmarked against the UNGPs effectiveness criteria, providing access to remedy through transparent, accessible, and culturally appropriate channels. Complaints and feedback may be submitted verbally or in writing through any of the following channels:

**Rovuma LNG Project Community Liaison Officers**

**Complaint boxes available in the villages**

**Any Project representative, contractor, or subcontractor**

**Dedicated grievance e-mail:**  
[RovumaLNG.Reclamacao@exxonmobil.com](mailto:RovumaLNG.Reclamacao@exxonmobil.com)

**Village leaders; Village Liaison Officers or Community facilitators; Community committees representatives**

*Community engagement process in Afungi, Cabo Delgado.*



Return to  
**Our Approach**



# OUR FOCUS

EMML is committed to respecting human rights. Our efforts reflect the spirit and intent of the United Nations Universal Declaration of Human Rights.

For the implementation of our human rights approach we focus on:



*Collective commitment strengthens livelihoods and sustainable practices in Palma, Cabo Delgado*



# COMMUNITIES

# AND PEOPLE

A respect for human rights is embedded into our ESMPs. These plans describe the methods to mitigate potential environmental and social impacts and drive our actions through construction and operations.

Our plans for Rovuma LNG Project are available for [download here](#):



# COMMUNITIES

## AND PEOPLE (cont.)

### Community Investment

Our collaborations with civil society organizations deepen our understanding of local contexts and help us contribute meaningfully to human rights on the ground. In Palma district, our “Sports for Peace” initiative, active since 2023, delivered in partnership with Favela United, engages over 10,000 young people in sports while supporting healing from the trauma of conflict and displacement. This initiative plays a vital role in supporting children’s well-being and fostering community resilience.

Watch the video to learn more about the project.

Watch video 

We strive to amplify the positive impact of our business on local communities while managing environmental, socioeconomic, and health risks.



*Sports for peace program in Palma District, Cabo Delgado*

More 

# COMMUNITIES

## AND PEOPLE (cont.)

### Training on human rights

In 2025, exploring how to enhance human rights aspects across our environment and social management plans, key members of the socioeconomic management team participated in the “Integrating Human Rights Management in Business” executive education course at the University of Cape Town.

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EMML team members holding human rights training certifications received in Cape Town, South Africa.



# SECURITY

Our [Statement on Security and Human Rights](#) highlights our commitment to conduct business in a way that protects the security of personnel, facilities and operations and respects human rights.

The Statement provides guidance on managing interactions with host government-assigned security and private security providers. The Statement also offers guidance for documenting and reporting allegations of human rights abuses conducted by host government security forces in the protection of our personnel and assets.

Established in 2000 the Voluntary Principles on Security and Human Rights (VPSHR) are a set of principles designed to guide companies in maintaining the safety and security of their operations while respecting human rights. ExxonMobil has been a member of the Voluntary Principles Initiative (VPI), a multi-stakeholder effort supporting the implementation of the Voluntary Principles on Security and Human Rights (VPSHR), since 2002. The Government of Mozambique commenced implementation of the VPSHR in 2021 and were accepted as an engaged member of the VPI in 2024.



# SECURITY (cont.)

The Government of Mozambique is responsible for safeguarding public order and the security and stability of the nation. In the Province of Cabo Delgado, the Government of Mozambique has deployed personnel to secure EMMML operations. These personnel are provided mandatory VPSHR training.

The private security provider supporting EMMML operations in Cabo Delgado Province, is a signatory to the **International Code of Conduct for Private Security Companies**, a program the International Committee of the Red Cross helped develop and endorsed.

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In addition, as part of ExxonMobil's Statement on Security and Human Rights, private security providers are required to conduct VPSHR training for their personnel.



Arkhe Private Security VPSHR Training in Matola, Maputo









# WORKFORCE

# AND SUPPLIERS

Guided by our Statement on Labor and the Workplace, we are unwavering in our commitment to providing positive, productive, and supportive work environments. We specifically prohibit any form of harassment by or toward employees, contractors, suppliers or customers.

*Community engagement in Afungi, Cabo Delgado*

## Outlined in our Statement on Human Rights, wherever we operate, EMMML:

-  Recognizes and respects employees' right to join associations and choose representative organizations for the purpose of engaging in collective bargaining in a manner consistent with applicable laws, rules, and regulations, as well as local customs as appropriate.
-  Forbids the use of child labor in our workforce – all EMMML employees are above the legal employment age in the country of their employment.
-  Recruits employees and provides working conditions, including payment of wages and benefits, that comply with applicable laws and regulations.
-  Does not use forced or compulsory labor, including prison labor.
-  Provides equal employment opportunities to individuals who are qualified to perform job requirements.
-  Prohibits discrimination in the workplace.



# WORKFORCE

## AND SUPPLIERS (cont.)

With a substantial projected construction-phase workforce, it's important to align contractor practices with EMLL expectations for working conditions.

Our [Supplier, Vendor, and Contractor Expectations](#) calls on our Engineering, Procurement and Construction (EPC) contractors for the Rovuma LNG Project to manage activities in a manner that respects human rights. These expectations are also embedded in our contract documents and we work collaboratively with our EPC contractors.



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[Our Focus](#)



Local workers, safety recognition event, Afungi, Cabo Delgado.

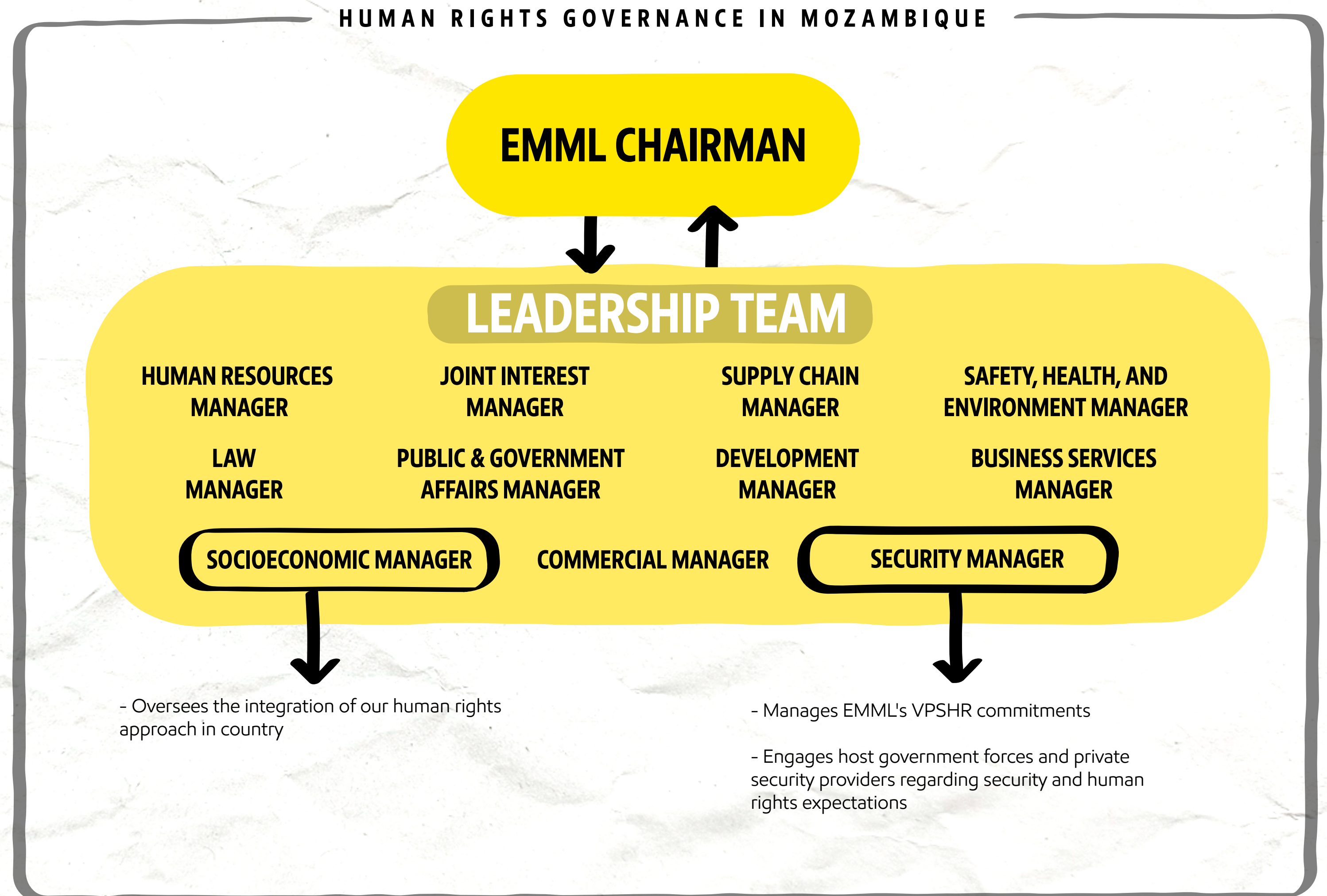


# OUR PRACTICE

Key drivers for delivering our human rights approach in Mozambique include:

## Governance

At the country level, accountability for our human rights framework sits with our Chairman. The EMLL leadership team is responsible for driving accountability for identifying and managing human rights risks. Day-to-day management of potential human rights impacts is cross-organizational and thus integrated across multiple functional areas.



# OUR PRACTICE (cont.)

## Engagement

Engagement is key to driving action to respect human rights and operate transparently.

EMML participates in meetings and discussions with government representatives including the National Human Rights Commission, civil society organizations, embassies, and other industry representatives to hear perspectives and learnings from a range of stakeholders about business and human rights issues in Mozambique.



*Faces that endured war find in crafts a path to peace  
Palma, Cabo Delgado.*



*EMML attended the 14th Meeting of the VPSHR National Working Group, Maputo, Mozambique.*

EMML is an active participant in the National and Regional Technical Working Groups on the VPSHR in Maputo and Cabo Delgado. The Working Groups bring together government representatives, companies and civil society organizations to review security and human rights issues within the extractive industries. The Ministry of Justice, Constitutional and Religious Affairs, supported by the Ministry of National Defense, provides the leadership for the Working Groups which is a demonstration of the Government of Mozambique's commitment to the VPSHR.

More

# OUR PRACTICE (cont.)

## Engagement

In the Afungi Peninsula, our Community Affairs team is dedicated to building successful relationships with project-affected communities. This begins with a willingness to listen and to create opportunities for two-way dialogue. By regularly engaging with community members and local leaders to share information, identify needs, and address concerns, together we can deliver community-driven solutions.

 [Return to Our Practice](#)



*Women from the Kuinua project in Palma District, Cabo Delgado.*



*Joint activities reinforce solidarity and livelihoods through Samaki Kavu Palma, Cabo Delgado.*

Our main Engineering, Procurement, and Construction (EPC) contractors for the Rovuma LNG Project are required to develop working conditions policies and procedures. They must include grievance mechanisms and worker engagement to surface hidden concerns and enable timely action.



*Joint fishing activities strengthen community resilience and economic sustainability in Maganja, Palma District, Cabo Delgado*

**At ExxonMobil Moçambique, Limitada, we are committed to engaging with communities, providing a positive, productive and supportive work environment, and contributing to local economic development. By fostering a culture rooted in integrity and care, we aim to create lasting, positive impacts for our workforce and the communities where we operate, in Mozambique.**

**ExxonMobil** Moçambique, Limitada



### ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM

## Environmental and Social Management Plan

## Environmental and Social Requirements for Contractors

POLLUTION PREVENTION	NATURAL RESOURCES	COMMUNITY	LABOR	LAND/ LIVELIHOODS	OTHER	OCCUPATIONAL SAFETY & HEALTH	SECURITY	EMERGENCY RESPONSE	ACTIVITY SPECIFIC
<ul style="list-style-type: none"><li>• Air Quality, Greenhouse Gas (GHG) &amp; Energy Efficiency</li><li>• Waste Management</li><li>• Effluent Discharges</li><li>• Hazardous Materials</li><li>• Lighting &amp; Visual Impact</li></ul>	<ul style="list-style-type: none"><li>• Water Abstraction &amp; Use</li><li>• Ballast &amp; Biofouling</li><li>• Wildlife Protection</li><li>• Weed &amp; Pest Management</li><li>• Environmental Monitoring</li><li>• Biodiversity Strategy</li></ul>	<ul style="list-style-type: none"><li>• Local Content</li><li>• Community Development Support</li><li>• Community Health, Safety and Security</li><li>• Project Induced In-Migration</li></ul>	<ul style="list-style-type: none"><li>• Employment &amp; Worker Relations</li></ul>	<ul style="list-style-type: none"><li>• Supplemental Land Access</li><li>• DUAT Encroachment</li></ul>	<ul style="list-style-type: none"><li>• Stakeholder Engagement</li><li>• Cultural Heritage Management</li></ul>	<ul style="list-style-type: none"><li>• Project Integrated SSHE Plan</li><li>• Minimum Health Requirements for Project Execution</li></ul>	<ul style="list-style-type: none"><li>• Security</li></ul>	<ul style="list-style-type: none"><li>• Emergency Preparedness &amp; Response</li><li>• Oil Spill Response</li></ul>	<ul style="list-style-type: none"><li>• Site Development Construction &amp; Reinstatement</li><li>• Dredging</li><li>• Road Traffic &amp; Transport</li><li>• Marine Operations</li><li>• Requirements for Camps &amp; Accommodation</li><li>• Raw Materials &amp; Aggregates</li></ul>