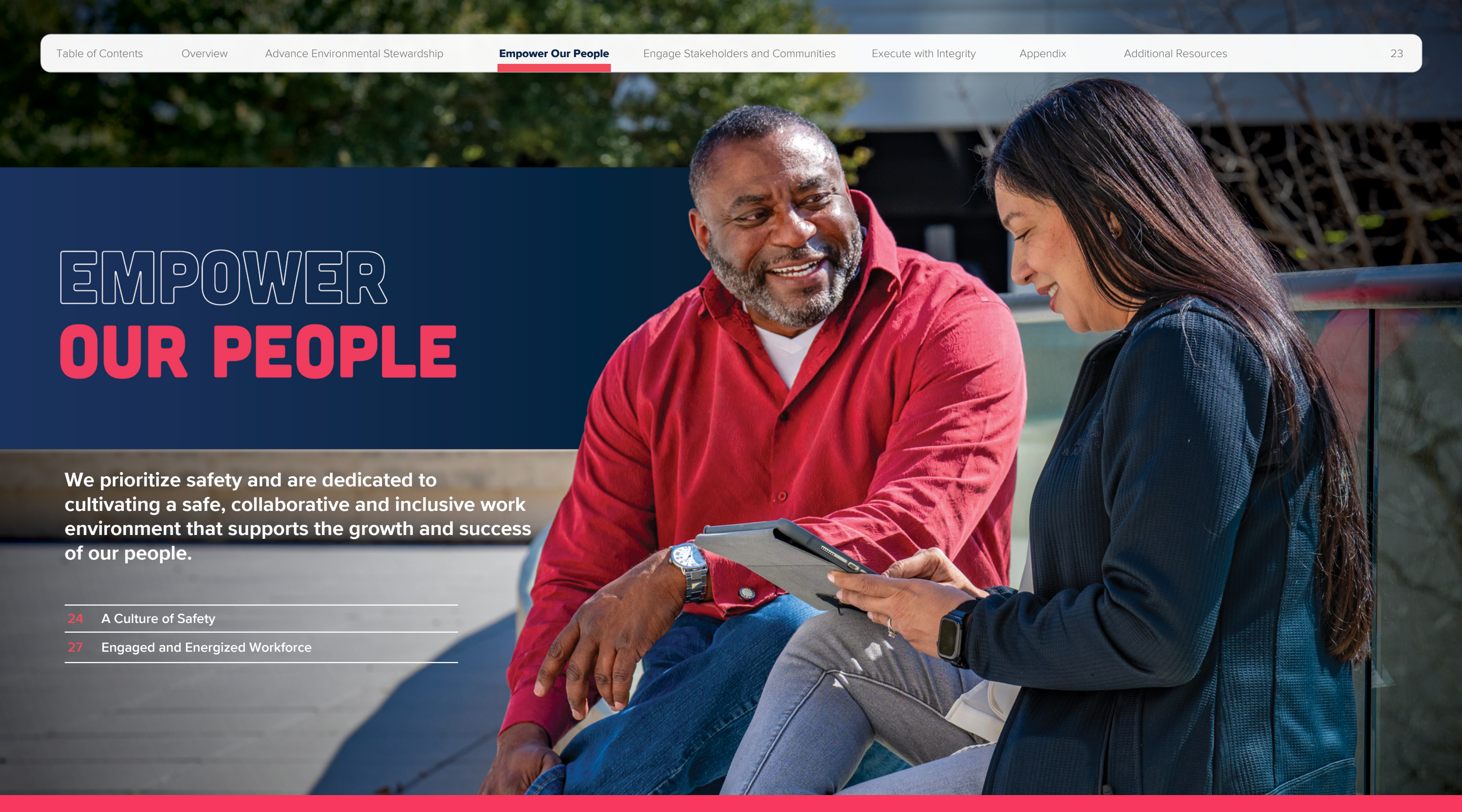


EMPOWER OUR PEOPLE

We prioritize safety and are dedicated to cultivating a safe, collaborative and inclusive work environment that supports the growth and success of our people.

24	A Culture of Safety
27	Engaged and Energized Workforce



A CULTURE OF SAFETY

Our number-one priority is the safety of our employees, contractors, business partners, customers and communities. To continually reinforce a strong culture of safety and high-performance expectations, we use a combination of management systems, best practice-based operational standards and documented work processes and programs.



687,900+

hours of health and safety training for MPC employees in 2025

Safety – A Shared Responsibility

At MPC and MPLX, safety is a shared responsibility and a foundational value that guides every decision we make. Every employee, contractor and business partner is expected to actively create and maintain a safe and healthy workplace and is held to the same high standards of care, accountability and operational discipline.

Leading with a Safety Mindset

Our leaders play a critical role in reinforcing a culture of safety through visible leadership, regular safety meetings and open, two-way communication with employees and contractors. These conversations foster continuous learning and reinforce personal accountability at every level of the organization. Employee-led safety committees in our Findlay, Ohio, and San Antonio, Texas, offices further strengthen safety awareness by promoting initiatives, sharing lessons learned and encouraging engagement across teams.

Stop-Work Authority

A cornerstone of our approach is our Stop-Work Authority, which empowers any employee or contractor to stop a task if they believe it is being performed unsafely. This authority applies to all work, regardless of role or scope, and comes from our belief that protecting people always comes first.

Safety Systems

We manage safety through integrated systems, comprehensive training and a strong focus on reporting, accountability and continuous improvement to reduce risk and strengthen performance across our operations.

Management Systems and Training

Our Operational Excellence Management System (OEMS) is fundamental to managing risk and preventing incidents, illnesses and fatalities across our operations. Aligned with the intent of RC14001® and ISO 9001, OEMS incorporates robust health and safety components and applies the Plan-Do-Check-Act continual improvement cycle to embed risk management into daily work activities.

➤ Learn more in the OEMS section on [Page 43](#)

Reporting, Learning and Continuous Improvement

We maintain a companywide incident reporting and tracking system that enables timely reporting, investigation and corrective action for incidents, near misses and injuries. We prohibit retaliation for reporting and emphasize transparency and learning as essential components of continuous improvement. The system also supports oversight of operating discipline and management system performance through indicators such as audits, management of change activities and recommendations.

Compliance and Beyond

Our personal safety standards comply with — and in many cases exceed — applicable local, state and federal regulations. Regular internal and external audits, along with quality assurance visits by subject matter experts, evaluate the effectiveness of our safety programs and identify opportunities to strengthen our practices.

Through strong leadership, empowered employees, robust systems and a commitment to learning, MPC and MPLX continue to foster a culture where safety is embedded in how we think, work and care for one another and the communities we serve.

RECORD SAFETY PERFORMANCE

Companywide OSHA Recordable Rate

Incidents per 200,000 hours

Year	Rate
2019	0.42
2020	0.39
2021	0.51
2022	0.52
2023	0.44
2024	0.39
2025	0.36

In 2025, we achieved a seven-year low for OSHA recordable injury rate.

Companywide Process Safety Event (PSE) Rate

Tier 1 & 2 PSE events per 200,000 hours

Year	Rate
2022	0.25
2023	0.30
2024	0.26
2025	0.20

In 2025, we delivered our strongest companywide process safety performance in four years, achieving a 16% improvement in our Process Safety Events Score compared to 2024.



Safety Programs and Practices

Our goal is to maintain a workplace free from accidents so that everyone who comes to our sites goes home safely. We support this commitment by providing the tools, training and resources needed to manage risk and by continuously strengthening our safety programs through peer observation, feedback and learning. These efforts help us identify leading indicators of potential life-altering incidents and reinforce foundational principles of human and organizational performance.

Culture-Based Safety

To reinforce shared responsibility, we implement culture-based safety programs across MPC and MPLX that emphasize empowerment, trust and intervention. Programs such as Safety 1 encourage employees to make sound safety decisions and step in when risks are observed, while Leadership Skills for Extraordinary Safety equips leaders with the interpersonal and safety leadership skills needed to guide teams effectively. Initiatives including Start Safe, Stay Safe and My Name Is on It strengthen ownership, reinforce pride in safe work, and promote collaboration across our operations. We also extend safety leadership expectations to contractors and business partners through targeted engagement and training.

Serious Injury and Fatality Program

We strive to prevent serious, life-altering incidents by identifying leading indicators that reveal potential risks in our systems and work processes. To do this, we use tools such as the Field Audit Safety Tool to analyze safety trends and provide timely notifications, the American Fuel & Petrochemical Manufacturers (AFPM) Incident Classification Matrix to evaluate high-potential near-miss data and the Serious Injury and Fatality Task Force to share lessons learned and help prevent recurrence.

Human and Organizational Performance

We continue to advance Human and Organizational Performance (HOP) through targeted training, learning teams and the application of six foundational beliefs that guide how we design work, respond to events and learn from experience. These beliefs recognize that work is complex, mistakes are expected and improvement depends on understanding context rather than assigning blame.

HOP Foundational Beliefs:

- Work is complex
- Context drives behaviors
- People make mistakes
- Learning and improving is vital
- Blame wastes resources
- How we respond matters

Behavior-Based Safety Programs

We integrate Behavior-Based Safety (BBS) programs across our operations to empower employees and contractors to actively improve workplace safety through peer observations. These programs emphasize the working interface — where tasks, workplace conditions and management systems intersect — helping reduce exposure to risk during daily activities.

In 2025, we completed more than 67,000 BBS observations, resulting in 157,000 safety engagements with employees and contractors. Observations are conducted by trained observers using standardized checklists to identify potential risks and engage workers in conversations about safe practices and hazard awareness.

Safety in Ergonomics

Protecting worker health includes a strong emphasis on ergonomics. We perform scheduled ergonomic evaluations of field tasks, consider how work is practically performed and promptly address concerns raised by employees. For example, systematic valve inspections help verify appropriate ergonomic positioning, supporting safe operation and reducing strain during routine activities.

Process Safety Management

We manage process safety risks through a disciplined, systems-based approach that emphasizes prevention and mitigation. Our Process Safety Management (PSM) program operates within OEMS and aligns with applicable regulatory requirements, including OSHA’s 14 PSM elements.

Together, these frameworks support the identification, assessment and management of process safety risks by evaluating critical safeguards, such as alarms, interlocks and safety controls, and by implementing robust equipment inspection and testing programs to ensure the safe and responsible operation of our facilities.

These frameworks are implemented through a set of disciplined, enterprisewide process safety practices, including:

- Conducting rigorous incident investigation and learning processes that require employees and business partners to report all incidents and near misses.
- Applying the TapRooT® methodology through trained incident leaders to identify root causes, with findings presented to leadership and risk-ranked recommendations tracked to completion and shared, as appropriate, across the organization.
- Performing Process Hazard Analyses every five years for each covered process, supported by multidisciplinary subject matter experts, with recommendations reviewed by leadership and tracked to resolution.
- Implementing a formal management of change process for process and equipment modifications to identify and mitigate potential risks prior to execution.
- Executing regular collaborative audits to evaluate program effectiveness and regulatory compliance, supported by electronic tracking tools, with comprehensive PSM compliance audits conducted on a three-year cycle across all PSM elements.

100% of PSM facilities conducted either a collaborative or self-audit, and 32% completed a comprehensive PSM compliance audit in 2025.



Choosing Safe and Innovative Contractors

Demonstrating a culture of safety is a top priority in our evaluation and selection of contractors. Prospective contractors’ health and safety programs and safety data, including total recordable incident rates and federal OSHA logs, must be vetted by an independent third party before we enter a contract.

Once a job is awarded, all contractors and subcontractors tasked with safety-sensitive work must fulfill a set of prerequisites before beginning work. These requirements include reviewing our operating guidelines regarding contractor safety management, submitting a pre-job safety questionnaire and completing daily safe-work permits.

Each of MPC’s and MPLX’s operating organizations annually invite contractors to a Contractor Safety Summit, focusing on best-practice sharing, collaboration and our safety culture and expectations. Annual event topics include contractor onboarding, lessons learned from incidents and the contractor deep-dive audit process.

COLLABORATION WITH OSHA

Working collaboratively with regulators, including the Occupational Safety and Health Administration (OSHA), strengthens workplace safety across our operations. This extends to our long-standing participation in OSHA’s Voluntary Protection Program (VPP), which recognizes organizations that achieve and sustain exemplary safety and health performance through strong management systems and employee engagement.

41
VPP Star
certifications
earned

54
VPP-covered
MPC and MPLX
facilities

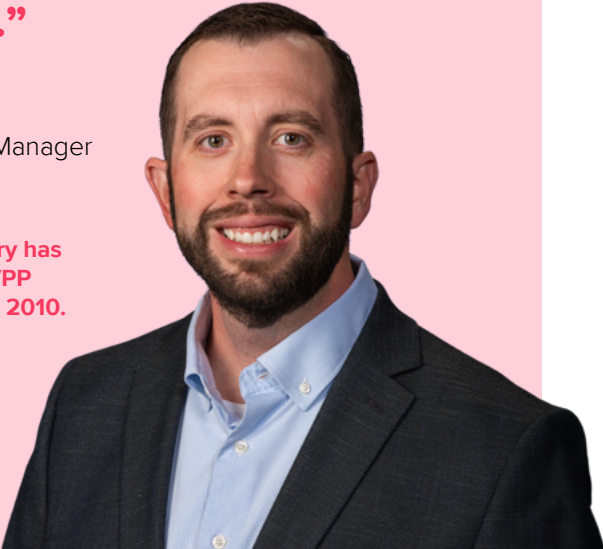
10
nested contracted companies are
VPP-certified at our sites, under MPC
sponsorship

VPP STAR Recognition in Detroit

“Safety isn’t something we focus on only during audits. It’s how we operate every day.”

Eric Sponaugle
Personal Safety Manager
Detroit Refinery

The Detroit refinery has maintained its MVPP STAR status since 2010.



CONTRACTOR SELECTION REQUIREMENTS:

- Demonstrate an exemplary safety record
- Show a strong health and safety culture and concern for the community
- Practice sound environmental stewardship
- Utilize innovative technology and tools to improve safety and performance
- Meet all federal and state regulations
- Possess qualifications and training for their specific roles

2025 SAFETY AWARDS

American Fuel & Petrochemical Manufacturers

DISTINGUISHED SAFETY AWARD

AFPM’s highest honor — awarded to facilities for achieving a sustained, exemplary level of safety performance.

 **Detroit Refinery**
Four-time recipient, with back-to-back awards in 2024 and 2025

ELITE PLATINUM SAFETY AWARD

Awarded to facilities in the top 5% of the industry for superior and excellent safety performance and program innovation.

 **Mandan Refinery**
 **St. Paul Park Refinery**

INNOVATION AWARD HONORABLE MENTION

Awarded to sites with innovative practices that improve safety performance.

 **Garyville Refinery**
 **MPC Corporate Industrial Hygiene**

SAFETY ACHIEVEMENT AWARD

Recognizes sites that have unique and innovative programs or practices that effectively improve their occupational or process safety performances.

 **Anacortes Refinery**
 **Detroit Refinery**
 **Dickinson Renewables**
 **El Paso Refinery**
 **Mandan Refinery**
 **Martinez Renewables**
 **Robinson Refinery**
 **St. Paul Park Refinery**
 **Salt Lake City Refinery**

International Liquid Terminals Association

SAFETY EXCELLENCE AWARD

ILTA’s recognition of companies that demonstrate exceptional performance and a deeply rooted commitment to workplace safety.

 **MPLX Terminals**

National Private Truck Council

GOLD, SILVER AND BRONZE SEAL AWARDS

NPTC awards earned by 21 fleet locations for reduced incident rates and/or achieving zero-incident status.

 **MPC Transport & Rail**

EMPLOYEE SPOTLIGHT

Marathon Petroleum driver Joe Finlen received the 2025 NPTC Driver All-Star Award for 3.5 million safe miles. A 35-year Marathon driver, his achievement contributes to the company’s 16-year record of safety recognition.

ENGAGED AND ENERGIZED WORKFORCE

Our people are central to MPC’s ability to operate safely, perform reliably and create long-term value. Every day, they bring the expertise, dedication and accountability that enable our success.

We are committed to attracting, developing and retaining a highly capable workforce. We do this by fostering a culture where people are empowered to do their best work, held accountable to high standards and supported in their professional and personal well-being.

CORE VALUES

Our Core Values are the foundation of who we are, guiding the way we work, day in and day out. Rooted in our legacy and vital to our success, they describe the spirit of who we are as a company, leading our decisions, shaping our culture and inspiring us to show up better every day – for each other and for those who rely on us.

We are proud of the work we do, safely and reliably providing essential energy products and services. As we continue to innovate and evolve, we remain committed to the belief that how we perform our work is just as important as the work itself.

“Our people are our greatest competitive advantage, and we foster an inclusive, high-performance culture where employees feel valued, connected, and empowered to contribute at their highest potential.”

Marlon Sullivan

Chief Human Resources Officer and Senior Vice President Communications



Safety and Environmental Stewardship

- Protect our people, communities we work in and the world we all share
- Ensure an incident-free, reliability-focused and injury-free workplace
- Demonstrate our unwavering commitment to safe and environmentally responsible operations every day



Integrity

- Set high expectations for ourselves and build trust in each other, with business partners, shareholders and the communities where we work and live
- Say what we’re going to do — and then do it
- Behave ethically in all we do



Inclusion

- Value and respect diversity in culture, background, perspective and experience
- Strive to provide our employees with a collaborative, supportive and inclusive work environment where they can maximize their full potential for personal and business success



Collaboration

- Actively partner with our stakeholders to find and create shared value, making a positive difference together
- Foster respectful, constructive, solution-oriented dialogues



Excellence

- Strive for exceptional performance in all that we do
- Embrace continuous improvement, never settling for the status quo
- Uphold rigorous expectations and an ownership and accountability mindset



Named

TOP ENERGY COMPANY

in JUST Capital’s 2026 ranking of America’s Most JUST Companies for the third consecutive year

➤ For more information on JUST Capital, please visit their [website](#).

2025 WORKFORCE DEMOGRAPHICS

18,500

total employees

2,000+

new employees

540+

students completed internships

39%

of open positions filled by internal candidates

11 years

average tenure of employees

5%

voluntary turnover rate



Creating an Inclusive and Engaging Culture

At MPC, our Core Value of Inclusion means we value and respect diversity in culture, background, perspective and experience, and we strive to provide our employees with a collaborative, supportive and inclusive work environment where they can maximize their full potential for personal and business success.

Our approach to fostering an inclusive and engaging culture is grounded in our belief that a workplace where every employee feels respected, supported and empowered to contribute their best leads to better performance and safer operations.



BRINGING INCLUSION AND ENGAGEMENT TO LIFE

We build inclusion into the everyday employee experience when we create opportunities for meaningful connection — across roles, locations and backgrounds — and encourage open dialogue and mutual respect. The efforts below are just a sampling of initiatives that help cultivate the welcoming community that is essential to employee retention and satisfaction and our long-term success.

Leadership Insights Forums

Led by our CEO, Leadership Insights Forums provide companywide opportunities for employees to regularly hear directly from senior leaders, as well as front-line employees, on the topics that matter most to our business and our people. Hosted in different company locations, these forums share updates on safety performance, operational and financial results, and progress on our strategic commitments, while reinforcing our Core Values and promoting transparency and shared understanding. They create space for employees across our footprint to feel informed, connected and engaged.

Town Hall Meetings

At the department level, town hall meetings enable leaders to connect more directly with their employees on team goals and priorities, share updates and answer questions. Together, these forums strengthen communication, encourage the exchange of perspectives and help foster a culture where employees feel heard, valued and included.

Strategy Cascade

In response to employee feedback, we have enhanced how we communicate and connect employees to our company strategy. Through our Strategy Cascade, leaders across all levels explain the company’s strategic priorities and help employees better understand how their work contributes to broader business objectives. This concerted effort to engage the entire employee base reflects our commitment to Inclusion as we listen and respond to employee insights and build alignment and a shared sense of purpose.

Our work is ongoing, and we are implementing actions to support identified opportunities in different ways across the company. Collectively, these efforts reflect our belief that an inclusive culture is not defined by a single program, but by how we show up for one another every day.

Employee Network Groups

Our seven Employee Network Groups (ENGs) help foster an inclusive culture by offering voluntary opportunities for all employees to connect and engage across the company. Led by employees, with involvement and support from executive sponsors, each ENG has equal access to resources, visibility and organizational support. These networks create meaningful opportunities for networking and community involvement. Today, more than 5,300 employees participate across our employee networks.

Virtual Communities

We also utilize technology to offer employees across our footprint opportunities to connect with others in virtual communities. These digital communities reflect the rich tapestry of employee professional and personal interests and include groups sharing about everything from project management methodologies and professional development to furry friends, alma maters, healthy recipes, knitting and photography. These groups take advantage of technology to support relationship building and exchange of information anywhere in our network.



Named one of the

2025 TOP COMPANIES FOR WOMEN TO WORK FOR IN TRANSPORTATION

by Women In Trucking Association for the fourth year in a row.

➤ To learn more about this recognition, visit our [website](#).



Building a Talented Workforce

Talent Acquisition

At MPC, our ability to execute our strategic priorities depends on attracting, developing and retaining a highly capable workforce. We prioritize building a strong talent pipeline — bringing in individuals with the skills, perspectives and experience needed to support safe, reliable operations today while preparing for the opportunities of tomorrow.

Our Talent Acquisition approach is intentionally structured to meet a wide range of workforce needs across the organization. Specialized teams dedicated to executive, experienced and early career recruiting enable us to effectively source talent, provide a high-quality candidate experience and respond to evolving business demands.

Bringing new talent into MPC introduces fresh thinking and diverse perspectives that strengthen our teams. We continue to enhance our recruiting strategies and programs to remain competitive in dynamic labor markets and ensure we attract individuals who are positioned to succeed and grow with the company. In 2025, we welcomed more than 2,000 new employees.

A key element of our long-term talent strategy is our intern and co-op program, which serves as a primary pipeline for entry-level hiring. The program provides students who have completed their freshman year with hands-on experience across disciplines including engineering, IT, accounting, finance, marketing, supply chain and more.

In 2025, more than 540 students participated in the program, with over 140 transitioning to full-time roles — demonstrating the strength of our early career development approach.

Interns and co-ops are supported through structured onboarding, mentorship and opportunities for broader engagement. Through the MPC Intern/Co-Op Advisory Board (ICAB), participants gain exposure to the business beyond their day-to-day roles, including volunteer events, business unit insights and topics such as sustainability, wellness and inclusive workplace practices — helping them build connections and accelerate their development.

In addition to competitive pay, our interns and co-ops are eligible for many of the same benefits as full-time employees, including medical coverage, a 401(k) thrift plan with a 7% company match, retirement plan¹ (pension), Employee Assistance Program, paid sick leave and holiday pay.

¹ Vesting in the retirement plan occurs after three years of service.

2025 INTERN/CO-OP DATA

540+

interns/co-ops

140+

interns/co-ops
transition to full-
time roles

“Global energy need continues to grow and meeting this demand requires a strong future workforce. By offering a meaningful and rewarding internship and co-op program, we’re building relationships with high-performing talent that will bring new perspectives and fresh ideas to help us meet our company goals.”

Salina Cinco

Talent Acquisition
Director



CAMPUS PARTNERSHIPS

Strong university partnerships are essential to sustaining our early career talent pipeline. Through targeted engagement with universities, we connect with high-potential candidates and promote awareness of career opportunities at MPC.

Our campus recruiting strategy includes dedicated teams that build relationships through career fairs, workshops, information sessions and collaborative campus initiatives. In 2025, we actively engaged with 45 universities across 18 states and hired students from more than 80 institutions spanning 32 states — reflecting the broad reach of our recruiting efforts.

Recognized among the

TOP 100
INTERNSHIP
PROGRAMS

by National Intern Day for the
second year in a row



Investing in Our Employees

Our compensation and benefits programs are designed to attract, recognize and retain a highly skilled workforce, while motivating strong performance and meaningful contributions. To support competitive recruitment and retention, we conduct an annual benchmarking review of our compensation and benefits against peer companies. This assessment evaluates total compensation, including base salaries, bonus levels, long-term incentive targets, as well as health benefits such as medical, dental and vision insurance, plus pension and savings programs.

Competitive Compensation

Guided by MPC’s pay-for-performance philosophy, our compensation programs align employee rewards with individual and company performance, reinforcing our business objectives and Core Values.

Our annual bonus program is a key component of our compensation structure, providing employees with rewards linked to company performance against predefined financial and nonfinancial objectives. The program is designed to reinforce our pay-for-performance philosophy, foster a sense of ownership and align employees around shared goals.

In 2026, nearly 99% of eligible employees, including salaried, salaried nonexempt, hourly and union employees, received additional compensation based on 2025 company performance.

All senior leaders, most employees in leadership roles and high-performing individual contributors also receive annual long-term incentive awards. These awards align a portion of compensation with the interests of MPC shareholders and MPLX unitholders, while also supporting retention of our most experienced and top-performing employees.

We offer small, leader-nominated monetary awards for immediate recognition of great work, and peer-to-peer nonmonetary recognition, along with anniversary service awards that honor employee achievements and career milestones. Together, these recognition programs foster a culture of appreciation, engagement and gratitude – creating an environment where our teams can thrive and succeed together.



In 2025, there were over 7,600 leader-nominated monetary awards and 8,800 peer-to-peer recognitions through our recognition program.

COMPETITIVE BENEFITS

We provide benefits programs designed to support employees throughout different stages of their careers and life events. To ensure employees fully understand and confidently navigate these offerings, the MPC Benefits Service Center is staffed by Marathon Petroleum employees with deep, firsthand expertise in the Company’s benefits plans, delivering personalized counseling, education and ongoing support that reinforces our total rewards commitment.

Employee Health and Well-Being

We support the health and well-being of our employees through a comprehensive benefits program designed to address physical, mental and emotional needs across all stages of life. Employees have access to medical, dental and vision plans that include covered annual preventive exams.

To provide financial protection and peace of mind, basic life and accident insurances, as well as short-term and long-term disability coverage, are provided to all employees at no cost beginning on their first day of employment.

Mental and emotional well-being is further supported through our Employee Assistance Program, which offers up to 10 free counseling sessions per topic, with services extending to employees’ household members.

Financial Well-Being

To help employees build long-term financial security, MPC offers a company-funded pension plan and a 401(k) thrift plan with a 7% employer match.



95%
of employees contributed to the
company 401(k) thrift plan in 2025

We further support financial wellness by contributing toward 401(k) thrift plans when employees make eligible student loan payments, offering a Dependent Care Flexible Spending Account to help offset childcare and elder care expenses, and offering a tax-advantaged Health Savings Account with an annual company contribution. As employees approach retirement, readiness support is available to employees and spouses through one-on-one sessions with a certified financial planner.

Supporting Life’s Moments

Our benefits are designed to support employees through major life events. We provide extended paid physical recovery time for birth mothers, along with four weeks of paid bonding time for all new parents and unpaid leave options for qualifying personal needs not covered by other programs.

Expectant mothers have access to designated parking at select sites, and Mothers’ Rooms or designated areas are available to support employees upon their return to work.

Our family-building benefits include coverage for fertility treatments, adoption assistance of up to \$10,000 per adoption and surrogacy assistance reimbursement up to \$20,000 for eligible expenses.

We also offer a range of additional clinical, emotional and workplace support, including post-delivery maternity care, parenting resources and menopause support.

In addition, MPC offers competitive college scholarships to support the educational goals of employees’ children.



Work-Life Balance

MPC recognizes time off as a valued benefit and an essential component of employee mental and physical well-being. As part of our commitment to work-life balance, employees receive a minimum of three weeks of paid time off, with the opportunity to earn up to six weeks based on tenure and role.

To provide additional flexibility and reflect the evolving needs of our workforce, MPC observes eight paid corporate holidays and offers two floating holidays each year. Where job responsibilities allow, employees may also take advantage of flexible work arrangements, including the option to work remotely one day per week or participate in alternative schedules such as a 9/80 work arrangement, which provides every other Friday off.

We further support employees by providing time off for a variety of personal and professional needs. Our Educational Leave program allows employees to take unpaid leave to pursue a degree, while our Military Leave program provides up to two years of paid leave for military service. In times of loss, Bereavement Leave offers paid time off to grieve and attend to family matters.

➤ For more information on employee benefits, please visit our [website](#).

Employee Training and Development

Investing in our workforce is fundamental to our long-term success. We provide employees at every level with training that equips them with the knowledge and skills needed to perform their roles safely and effectively. In parallel, we offer a range of development tools and opportunities to support career growth and advancement within MPC.

Our approach to employee learning and development is closely aligned with our business strategies, combining classroom training, online courses and on-the-job training and experience. We track these programs through a companywide learning management system, enabling consistent delivery and continuous improvement. Together, they support employee growth while strengthening organizational capability and performance.



2 million+

training hours recorded by MPC employees in 2025, with each employee recording an average of 100 training hours

Employee Development

Supporting employee growth is critical to building a resilient, high-performing workforce. At MPC, we provide a comprehensive set of tools and resources designed to help employees build skills, explore career opportunities and take an active role in their professional development. Feedback from employee surveys continues to highlight strong interest in development opportunities, guiding our ongoing enhancements in this area.

Our approach to employee development integrates learning, career planning and performance management to support both individual growth and business needs. Resources include technical and behavioral training, mentoring relationships, rotational programs and internal job opportunities that promote career mobility.

Career Profiles

Employees are encouraged to create and maintain career profiles that capture their experience, education and skills. These profiles create visibility across the organization, enabling leaders to make more informed decisions related to talent development and workforce and succession planning.

Career Development Framework

The Career Development Framework is being completed to encompass each job function across the company. This framework aims to ensure consistency and transparency in career progression and development. It consists of a standard structure with career bands, career levels and job titles, along with clearly defined key responsibilities, skills and competencies to support employee growth. This foundational effort is designed to provide an integrated and more intentional approach to talent planning while equipping employees with clearer expectations and pathways for growth.

Career Development Plans

Employees and supervisors may collaborate to identify specific, achievable career goals and develop a plan to achieve them. This process involves assessing the employee's strengths, areas for improvement and aspirations. Supervisors then hold regular development check-ins with employees to monitor progress, provide feedback and adjust plans as necessary.

Learning and Upskilling

We offer a range of learning opportunities to support continuous skill development across the organization. Through LinkedIn Learning, salaried employees, interns and co-ops have access to a broad library of expert-led courses spanning technical, professional and leadership topics.

In 2025, nearly 70% of eligible employees used LinkedIn Learning, reflecting strong engagement in self-directed learning. This platform complements our broader training offerings and supports employees in building capabilities aligned with evolving business needs.

Performance Review Process

Our annual performance review process helps employees align expectations, track progress and reflect on results. Each year, employees and supervisors establish up to five performance commitments, which are evaluated at the end of the cycle through a structured scorecard that assesses outcomes and alignment with our values.

All salaried employees participate in the performance process each year, reinforcing a consistent approach to accountability and development.

LEADERSHIP DEVELOPMENT

We invest in development programs designed to build strong leadership capabilities across the organization. These programs combine business and leadership content aligned with MPC competencies and are delivered in collaboration with internal and external experts.

Through a mix of learning formats and opportunities to engage with senior leaders, participants gain practical insights, expand their networks and strengthen their ability to lead teams and contribute to business success.

1,480+

employees participated in MPC leadership programs over the last three years

“Strategic leadership is not just about driving growth — it’s about creating sustainable impact through disciplined decision-making, collaboration and continuous learning. Completing the Marathon Strategic Leadership Program strengthened my perspective on how successful organizations evolve, compete and lead through change. It has made me a more thoughtful, collaborative and forward-looking leader — better equipped to guide teams through complexity, drive meaningful results and create long-term value.”

Andrew Eickholt

Director Business Development



2025 MPC LEADERSHIP PROGRAMS

Supervisor Development Program

Led by external subject matter experts, this program supports our front-line leaders by building foundational leadership skills essential for safe, effective and people-focused operations. The program emphasizes day-to-day leadership practices that enable supervisors to engage teams and deliver consistent performance.

Commercial Skills

Taught by MPC senior business leaders and external subject matter experts, this course enhances participants’ understanding of MPC’s business operations and equips them with skills to identify, evaluate, negotiate and execute commercial activities in support of MPC’s enterprise strategies. Participants gain practical knowledge in strategy and portfolio management, linking strategy to business opportunity identification, economic evaluation, risk characterization, negotiations, ethics, key legal considerations and relationship management.

Strategic Leadership Program

Presented by world-class faculty at the David Eccles School of Business at the University of Utah, this program deepens participants’ understanding of MPC’s business strategy and the dynamics of strategic leadership. It helps them evaluate opportunities for enhanced value creation within their organizations in the context of the larger enterprise and prepares them to lead their teams with a stronger strategic focus.

Leadership Experience

Developed and delivered by internal and external presenters, this program equips people leaders with the skills needed to lead teams, collaborate across functions and translate strategy into execution. Through experiential learning and applied leadership development, participants strengthen their ability to influence, coach and drive results.

Advanced Leadership Program

Instructed by top business academics at the University of North Carolina at Chapel Hill’s Kenan-Flagler Business School, this program is MPC’s flagship senior leader education experience. The two-week program equips senior leaders with advanced leadership perspectives, enterprise-level thinking and exposure to global business trends to support continued transformation and long-term value creation.

Health and Wellness

The health and well-being of our employees is essential to sustaining safe and reliable operations. Through our Health Services organization and enterprise well-being programs, MPC provides resources that support employees’ physical, mental, financial and social well-being throughout their careers.

These services are delivered through 20 occupational health clinics, a 24/7 nurse advice line and enterprisewide wellness resources. In 2025, MPC broadened engagement with field-based employees, expanded our critical incident support program and formed a Health & Well-being Steering Committee with executive-level support to align the organization under a single health and well-being strategy.

WELL ALL WAYS FOCUSES ON FOUR KEY ASPECTS:

Mental Resilience

Support emotional health through regular self-care

Financial Confidence

Plan and save wisely

Social Connection

Develop and foster healthy relationships

Physical Vitality

Build healthy habits and take care of yourself



Together, these elements strengthen a culture of caring and support total well-being at work.

Encouraging Employees to be Well ALL Ways

Well ALL Ways, MPC’s companywide wellness program, emphasizes preventive care and early intervention. Eligible employees can earn a \$400 payroll stipend for completing an online well-being assessment and preventive physical exam, with an additional \$200 stipend if a qualified spouse or domestic partner also completes a preventive exam. In 2025, more than 11,000 employees and covered dependents completed these assessments and exams, supporting early identification of health risks.

Ways to be Well ALL Ways

MPC promotes healthy lifestyles through structured wellness programs delivered virtually and on-site. In partnership with WebMD Health Services, these programs provide education on nutrition, sleep, stress management, physical activity and mental resilience. By supporting employees in building sustainable healthy habits, the programs contribute to employee focus, engagement and a safer, more productive workplace. Our wellness resources include:

Mental Health Awareness Program

We support employee mental health through accessible resources, targeted workshops on stress management and awareness, and the TALK Action Plan, which helps employees recognize concerns, start supportive conversations and connect to help.

We have mental health training through a course encouraged for people leaders and available to all employees, equipping participants with practical tools to recognize signs of mental health challenges, engage in supportive conversations and connect coworkers to appropriate resources. The training builds mental health literacy by helping participants recognize how mental health can present in everyday situations, apply the TALK Action Plan and understand the key elements of effective, supportive conversations.

WebMD One Wellness Portal and Health Coaching

Employees have access to the WebMD ONE wellness platform, which provides personalized tools, educational resources and one-on-one lifestyle coaching. More than 12,650 employees are registered. In 2025, more than 1,150 coaching engagements supported employees with stress management, sleep, nutrition and physical health. The program also expanded in 2025 to include specialized coaching in weight management and mental health.

“We are driven by a mission to create a culture where everyone is safe, supported and empowered to thrive in all areas of well-being. This commitment shapes how we care for our people every day.”

Rachael Waltz

Wellness Professional



Wellness Champion Network

MPC’s Well ALL Ways Champion Network includes more than 200 employee volunteers who promote wellness initiatives at the local level. Champions connect colleagues with resources, encourage participation and help support engagement, resilience and a safer workplace.

Champions gathered in person for the eighth annual Wellness Champion Summit in 2025, participating in training sessions, collaborating on plans for the upcoming year and networking with each other.

The Well ALL Ways Champion Grant Program funds wellness initiatives led by employees that promote health and well-being across MPC workplaces. In 2025, 46 grants supported local programs led by wellness champions, benefiting entire worksites through initiatives such as providing healthy snacks during turnarounds, distributing hydration kits and creating on-site gardens to drive measurable well-being outcomes and strengthen a culture of health.

Critical Incident Stress Management

In 2025, we continued to strengthen our Critical Incident Stress Management (CISM) program, providing support for employees affected by critical or traumatic events, whether work-related or personal. Through structured, peer-based support, the program helps employees process stress reactions and connect with appropriate resources during and after challenging experiences.

MPC’s CISM program is supported by a 15-member peer support team comprised of trained Health Services professionals, strategically located across the company, with plans to expand. Team members receive specialized training aligned with standards established by the International Critical Incident Stress Foundation and participate in ongoing professional development through regular training and knowledge-sharing sessions. Through this approach, the program supports emotional recovery, coping strategies and access to continued care following work-related or personal incidents.

