The Life Saving Rules are here – and they’re here to stay. Now and always, all employees and contractors working in our global operations will learn, work and live by these rules. One of the best ways to learn the rules and how they apply to your work is to talk about them with your colleagues. If you need clarification, ask. And if you see something unsafe, speak up. We need to talk about safety every day and in every work setting. Our lives depend on it.

What do you have to say about safety? Send an email to RSCLifeSavingRules@conocophillips.com and visit eStream to learn more about the 8 Life Saving Rules.

See tear-out card for a list of the rules.
Q&A with Don Wallette

This issue of spirit Magazine features the Commercial, Business Development and Corporate Planning & Development departments. Combined into one business unit as part of the company’s 2012 repositioning, the group is led by Executive Vice President Don Wallette, who shares his thoughts about the role these unique organizations play.

Q. What was the rationale behind combining Commercial, Business Development and Corporate Planning & Development into one business unit?

A. Each of these organizations has a strong commercial transaction orientation. Commercial is responsible for placing our production into the marketplace under the most favorable terms. Business Development is focused on securing access to new growth opportunities for our company, and, at the heart, these are essentially commercial transactions. Corporate Planning & Development covers a wide spectrum of services, but both the Acquisitions & Divestitures and Investment Appraisal sections are heavily oriented toward commercial activities.

Q. What is different about the Commercial organization for an independent E&P company?

A. Quite a lot. The biggest difference is that as an independent E&P company, we no longer have the downstream assets – refineries, pipelines and storage facilities – that provided both market insights and trading opportunities. As we prepared for the separation, we needed to adapt our oil marketing strategy to reflect this change. Our current model is designed to ensure continuous flow and competitive pricing at the lowest cost.

The natural gas side of our Commercial organization has undergone significant change as well, but this has as much to do with changes in the market as with becoming an independent E&P company. North American gas prices have been much less volatile in recent years due to the large growth of shale gas. Less volatility translates to less trading opportunity, so we’ve reduced the scale of our trading and become more focused on the markets where we compete the strongest.

Q. What are the most obvious positives since repositioning?

A. It’s hard to believe that it has been just over a year; so much has been accomplished. For the company overall, it’s satisfying to see the market recognize the value that the independent ConocoPhillips is creating by executing a clearly articulated plan. Equally satisfying is seeing how our employees are embracing all the changes and how everyone is engaged in making ConocoPhillips a great place to work.

Specific to my organization, the Business Development group has contributed to our organic growth strategy by helping to secure new opportunities in Africa, Latin America and Asia. Corporate Planning has had the lead in executing our disposition program, which is serving to strengthen our portfolio. And I’m very proud of our Commercial organization, which has continued to ensure attractive outlets for fast-growing North America production even while undergoing, perhaps, the most change of any group in the company. For an operational organization that has to get it right every day, this has really been like redesigning an aircraft in flight.
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A tightly knit team responds to changing markets and a new business model, ensuring the company's products flow smoothly to customers worldwide.

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With diverse backgrounds and expertise, the Houston-based group looks for opportunities around the world to expand and optimize the company’s portfolio.

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Working with every business unit, every function and leaders around the globe, this group evaluates the risks and uncertainties associated with strategic decisions.

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ConocoPhillips supports an innovative program designed to help protect Louisiana wetlands from erosion.

Local fishing vessels participate in spill response training in Alaska's Prince William Sound.
On the Cover | photography by Currey
Engaged in a typical day of collaboration in the Houston Commercial office are (from left): Asset Manager Neeran Pathak, Gulf and Southeast Trader Mark Zdenek, South Texas Trader Sandy Tomme and Energy Services Marketer Rich Couvillon. Commercial employees in offices around the world work shoulder to shoulder every day to move molecules for ConocoPhillips.

SERVS | Tom Lambert
In Alaska, local fishermen are trained and prepared to assist with emergency spill response.

Nutrition | Amy Munson
ConocoPhillips and food service provider Sodexo partner to promote healthier food choices worldwide.

Faces of ConocoPhillips
Celebrating half a century. Learning, growing and sharing.

In the News
A compilation of news from around the ConocoPhillips world

Bill Bullock and Luc Messier discuss goal alignment
Bill Bullock and Luc Messier discuss the goal-setting process and how improved alignment and communication is driving success.

Information Technology managers complete Charity Bike Team Challenge
Information Technology managers from around the world complete a Charity Bike Team Challenge benefitting the Boys and Girls Clubs of Houston.

2013 Global Production Excellence Symposium soars to new heights
More than 550 employees from around the globe participate in the 2013 Global Production Symposium.

Bartlesville Asian-American Network shares cultural traditions
The Bartlesville Asian-American Network (AAN) honors traditions and promotes cultural awareness by hosting an Asian New Year Celebration.

SERVS: Ship Escort/Response Vessel System
(See related article on Page 42.) Polar Tanker Marine Superintendent Monty Morgan introduces an informative look at the Ship Escort/Response Vessel System or SERVS.

ConocoPhillips in Timor-Leste: Developing Together
ConocoPhillips Australia and Timor-Leste’s community investment program focuses on education, health, natural resources and community and arts programs.

Bike to Work Day: Come for a ride!
Follow a ConocoPhillips employee as he pedals his way to work during the 9th Annual Bike to Work Day.

Louisiana Wetlands Mangrove Pilot study
(See related article on Page 34.) A group of ConocoPhillips employees and local graduate students plants black mangrove seedlings on 13 acres of ConocoPhillips 640,000-acre Louisiana wetland property to see how effective the trees are at naturally sequestering carbon.

Jan Stubbs marks 50th anniversary: Join the party
(See related story on Page 50.) Senior Engineer Technician Jan Stubbs has exemplified ConocoPhillips SPIRIT Values since joining the company in 1963.

The Integrated Operations Center: Stavanger, Norway
ConocoPhillips is pioneering interaction between the onshore and offshore organizations through the Onshore Reliability Center in Tananger, Norway.

Get inspired by the Good for You! Success Stories
Employees around the world make health and wellness changes that have made a real difference in their personal lives and in the lives of their friends and family.

It’s What We Do: Jennifer Gilliard and the Network Operations Center
With more than 2,000 circuits and 3,800 ConocoPhillips network devices located in more than 30 countries across the globe, problems will almost surely arise, but, when they do, a very special group of people springs into action to tackle them.

The beginning of the new Ekofisk!
Installation of the Ekofisk 2/4 L topsides marks the beginning of the new Ekofisk.

Getting better at getting better: Learn how
Continuous Improvement (CI) is how ConocoPhillips defines its efforts for “getting better at getting better.”

Eagle Ford polling project reveals “company of choice”
A group of employees and interns visits Karnes City and Kenedy, Texas to poll residents about the oil and gas industry presence in their communities, revealing that ConocoPhillips is creating a highly favorable legacy.

Let’s host a Wikithon!
To increase the use of OneWiki, a web-based, English-language encyclopedia, ConocoPhillips created the Wikithon, an open-house event where participants learn to edit and create wiki pages from more experienced wiki users.

ConocoPhillips’ intranet channel eStream OnDemand featured these videos since the last issue of spirit Magazine.
The Big Picture

Piece of the Puzzle | Hydraulic fracturing equipment fits together like a giant puzzle on this Lower 48 well pad in the Eagle Ford near Kenedy, Texas. In less than five years of development, production from the ConocoPhillips 227,000-acre Eagle Ford position has grown to more than 120,000 barrels of oil equivalent per day (BOED).

Photograph by Garth Hannum
Sail Away | The new Ekofisk wellhead platform departs from the Egersund fabrication yard in Norway on July 12 ready to be installed on the field two days later. The platform will be bridge-linked to the other platforms at the Ekofisk Complex, with production planned to start in the fourth quarter of 2013.

Photograph by Kjetil Alsvik

The Big Picture
We’re a family out there,” said North America Gas & Power General Manager Tom Mathiasmeier, referring to the buzzing Commercial trade floor just beyond the small conference room where he is being interviewed. There’s a lot of ground yet to cover, but the heart of the story resonates in Tom’s words.

“We spend more time with our family on the Commercial trade floor than we do with our families at home. You better be able to get along, work through challenges and celebrate successes.”

Adding to the trauma, the business purpose of Commercial changed substantially. With the move to an independent upstream company, the organization adopted a customer- and optimization-focused business model. At the same time, the markets were changing dramatically with the resurgence of North American oil and gas production.

The “new” Commercial team rose to the challenges. A renewed sense of purpose and camaraderie can be heard and felt on that buzzing Cherokee building first floor.

Conway, who has been with the company since 1980, has a more guarded perspective. “We’re still in the tunnel, but now we can see the light at the end.”
Traders work shoulder to shoulder during a typical casual Friday on the North America Gas & Power floor.
“We strive to be the company of choice for our targeted customers, so we need the expertise to allow us to sculpt or customize transactions.” – Tom Mathiasmeier

NORTH AMERICA GAS & POWER: SCULPTING TRANSACTIONS FOR CUSTOMERS

The floor near Conway’s and Forristal’s desks is neatly divided into separate but integrated North America Gas & Power regions, all under the direction of Mathiasmeier. The Gulf Coast region is aligned with the Lower 48 Gulf Coast Business Unit and handles everything from Eagle Ford and Lobo in South Texas to the Gulf Coast and Gulf of Mexico. The East region handles the Oklahoma panhandle and the Chicago, mid-Atlantic and Northeast market areas. The West desk is anchored by the company’s San Juan and Rockies production with gas movement to California; and the Canada region is located in Calgary and handles Alberta production with eventual flow into the West Coast and Chicago. The financial desk warehouses and manages risk in the portfolio, and the Scheduling & Operations organization ensures all E&P and customer flow requirements are understood and managed.

“We strive to be the company of choice for our targeted customers, so we need the expertise to allow us to sculpt or customize transactions,” said Mathiasmeier. “Our regions cultivate long-term customer relationships which allow us to understand each customer’s specific flow and pricing requirements. The financial desk allows us to mitigate and manage price and location risk, while our transportation, scheduling and operations personnel understand flow dynamics and the natural gas.
Risk & Compliance: Extension, ally and friend to the Commercial floor

“Our job is not to keep anyone up at night, but to help the entire Commercial team and executive leadership sleep better.”

– Clint Plant, manager, Global Risk & Compliance

In addition to selling oil and natural gas, the Commercial business has a mandate to optimize the price and make decisions about third-party business. “To accomplish this, we need to have controls,” said Global Risk Manager James Allison.

The Risk & Compliance team is charged with making sure every member of the Commercial business understands and complies fully with all laws and regulations. “We help the business understand where and how they are creating risk, so that they can optimize their activity,” Allison said. “We try to be very transparent about what the Commercial business is doing.”

Every year the team conducts both face-to-face and computer-based training to update traders on regulations. “We diligently make sure everyone gets the training they need,” said Global Risk & Compliance Manager Clint Plant.

Since the 2008 financial crisis, regulatory risk has been a major focus in the United States and Europe. The Dodd-Frank Act enacted regulations implemented through the Commodity Futures Trading Commission (CFTC). Allison has taken an active role representing ConocoPhillips on Capitol Hill, talking with the elective representatives about ways to make implementation of new regulations more effective.

Global Compliance Manager Emma Culley also has seen her group’s role grow dramatically. “We weren’t the most welcome group back in 2003 when we were created,” said Culley. “That has changed. People have seen friends from other firms fined, imprisoned or lose their right to trade, so traders have become more accepting and indeed welcoming of the service that we provide.”

One of the recent changes Compliance has worked to address with the business has been the identification of different types of transactions for regulatory purposes: dealing, hedging and straightforward trading. “Dealing counts toward a threshold that, if we exceed, we become designated as a swap dealer in the U.S., which brings in a whole new level of regulation,” Culley said. “Fortunately, we are far from triggering such a designation; however, we need to continually categorize and measure our dealing activity. We now also have to report all swap transactions and have recently worked with the business to put appropriate systems in place. Similar requirements are also under implementation in London.”

Trade Monitoring & Surveillance Director John Doran and his team have created a new transaction monitoring system to identify patterns that may trigger regulatory concerns. “If we have good relationships with the floor and understand the fundamentals of the business they are doing, it helps us provide much better service,” Doran said.

“Risk & Compliance works very diligently to be an ally and friend to the floor,” said Plant. “And we also consider ourselves an extension of the whole compliance culture of the company.”

transportation grid better than anyone in our industry. They are the backbone of the organization, making sure we can meet our commitments.”

Nearby, the power marketing and trading organization compliments the gas organization with real-time knowledge of the growing demand segment. The organization handles the Lower 48 power portfolio, including all of Phillips 66 power loads.

“They are still very much a core customer,” Conway said. “It’s a new relationship that we’ve both had to get accustomed to, made all the more complex by the way the office space has been subdivided and secured to comply with the requirements of separate, publicly-traded companies.”

Crude and Natural Gas Liquids (NGL): Chasing growth

Another integral member of Conway’s team, Americas Crude Oil & NGL Marketing Manager John Calvert started with Conoco’s Marine
Department in 1979. From late 2011 until May 2012, he was intricately involved in forming the crude marketing group.

“The group was a bit of an enigma to the upstream side of the integrated company because we had been so active on the downstream side supplying crude oil to refineries. To turn a group of people into stand-alone marketers for an independent E&P company was quite a culture change. In an integrated company, marketers of equity crude oil production have a comforting refinery system behind them. If the market shifts, lowering the market value for the equity barrels, the refinery system protects against distressed sales, and the lower market value benefits the downstream side. As marketers of crude oil production for an independent E&P company without a refinery system, we have had to adapt to thinking differently.”

With the split, the Crude & NGL group moved from the Cherokee building third floor (where Phillips 66 remains today) to the first floor, where their No. 1 priority is making sure the marketing side of the business does not curtail production, no small task considering the growth of unconventional production from the Bakken, Eagle Ford and Permian.

“ConocoPhillips-operated Eagle Ford production alone has gone from zero to more than 120,000 BOED in five years.” – John Calvert

“ConocoPhillips-operated Eagle Ford production alone has gone from zero to more than 120,000 BOED in five years,” said Calvert.

What does it take to be a good crude oil marketer in today’s ConocoPhillips?

According to Calvert, a good crude oil marketing team needs to have a good rapport with the

Below: Gulf Coast Region Manager Mike Luchetti (right) listens to East Power Trader Andy Puls report during a morning briefing session.
producing business units to understand the production development plans and develop logistical options. Team members also need to know how to calculate crude oil values, maintain diverse customer relations and then time sales commitments to optimize realizations. “We commit to sales from 30 to 60 days in advance of the oil actually being produced, so the marketers and business units need to have good collaboration to get forecasts of marketing volumes right. It’s a combination of analytical and personal skills. Good marketers have an attention to detail, adapt to constant change and learn to develop relationships with numerous internal and external customers.”

On the Gas & Power trading side, Mathiasmeier concurs. “Interpersonal skills,” he said, nodding. “The ability to work across functions, relate to customer needs and react thoughtfully but quickly. Multitasking is huge.”

That much seems obvious walking among the Gas & Power teams at their desks, all closely monitoring multiple blinking computer screens. On the trade floor, there are a lot of people in a tight-space environment, and most people like it that way. According to Forristal, once someone gets used to this close, fast-paced, dynamic culture, they typically do not want to leave.

At 7:45 on a recent Friday morning, Gulf Coast Region Manager Mike Luchetti takes his turn leading the morning briefing. Microphones hanging from the low ceiling broadcast the sound as a member from each desk stands to report factors affecting supply and demand, including weather, maintenance and infrastructure. Over the telephone, a representative from Calgary reports a disruption caused by recent flooding. The meeting takes no more than 20 minutes.
Flood control: Calgary Commercial recovers from a natural disaster
by Jennifer Werbicki, photography by Karl Harrison

While most ConocoPhillips Canada (CPC) employees were glued to their television screens and Twitter feeds watching news of the June Alberta flood disaster unfold, a CPC team was enacting the company’s Business Continuity Plan (BCP) to maintain critical functions. Updated annually, the BCP provides the required direction and guidance to respond, recover and restore operations before, during and after any event that disrupts business.

On June 20, when the City of Calgary declared a state of emergency, the BCP kicked into action, and the Canadian Commercial team benefited from the quick response.

“It was great to see the plan come together thanks to the quick actions of everyone involved,” said Craig Rodway, manager, Canada Crude Oil & NGL Marketing. “We avoided significant volumetric and financial damages, while simultaneously ensuring everyone was safe and informed despite the obvious challenges.”

Although June 20 was the last day of the crude trade cycle, another important commercial business process – cheque exchange – was just a few days away, and the gas traders were gearing up for bid week (the last week of each month). This created a 24-hour window to get the commercial systems back on line and avoid financial impact.

A collaborative team worked to make this happen. CPC’s Real Estate & Facility Services team worked with the Calgary Emergency Management Agency and the City of Calgary to understand the potential for loss of power to downtown buildings. This information was fed to CPC Information Services, which made key decisions about shutting down networks to avoid losing data. Information Services worked quickly to transfer the programs to the company’s Bartlesville, Okla., servers so staff could get working again.

Once Calgary’s downtown core was opened up to essential services on Monday, June 24, traders, schedulers, risk management and accountants were able to resume commercial gas, crude and natural gas liquids (NGL) trading.

“In the Commercial group we’re used to working in close quarters with our colleagues. This facilitates clear communication and opportunities to discuss our strategy for making the right decisions,” said Mike Baker, manager, Canada Gas & Power. “We were so appreciative of the work done to not only get us back on line, but in our ideal environment to work effectively.”

Needless to say, responding to a disaster is far more effective when collaboration is the backbone.

CALGARY: CRUDE, NGL AND GAS NOW AND FOR THE FUTURE

Craig Rodway, manager, Canada Crude & NGL Marketing, has more than 30 years in the business. Mike Baker, manager, Canada Gas & Power, has been with the company nearly a decade. Together they lead the Calgary Commercial team.

“On the crude and NGL side, we touch about 100,000 barrels per day,” said Rodway. “We’re also responsible for overseeing the commercial business for our business arrangement with Total.”

The crude trade cycle in Canada runs from the first to the 20th of each month. On Aug. 1, the team started the September crude cycle.

“We get forecasts of what the equity production is going to be based on more than 20 individual grades and start selling that into the market.”

Rodway’s team also focuses on commercial development work, figuring ways to get future growth in oil sands production to market.

“That doesn’t happen overnight, so we spend a lot of time talking to pipeline companies, storage companies and even rail companies. We’re looking three to five years out to find where we might be placing Surmont 2 expansion barrels, Surmont 3 barrels or emerging asset barrels.”

Baker’s gas business doesn’t change much throughout the month. “Our business is a good split between our own production and third-party business. We have about 1 BCF (billion cubic feet) a day of natural gas from Western Canada, and we trade and market up to an additional 2 BCF a day on behalf of others.”

“Gas is different,” Baker quipped. “Homogeneous product goes in the pipe, and you sell it. You don’t have to worry as much about different grades and blends.”

Rodway laughed at Baker’s crude-versus-gas
comparison. “Prior to the split, our crude and NGL business had 30 people, and we handled a substantial amount of third-party volume. When 20 of those 30 people left after the split, it left a big gap. With them walked out a bunch of knowledge and a bunch of ability to get knowledge.

“The attitude in the company is a whole lot better now. In Canada, we’ve always had a good relationship on the oil side with our upstream producers, and that continues. We still have work to do on adding value. I’d say we’re two-thirds through that tunnel.”

**LONDON: FOCUS ON PEOPLE AND SYSTEMS**

At the company’s Portman House office in London, Europe Commercial Manager Nick Allen directs a smaller buzzing trade floor. His team focuses on trading gas and power and marketing some 230,000 barrels per day of crude oil and NGL production from the North Sea and North Africa.

“In common with all the Commercial offices, the London office is responsible for getting the region’s production to market, generating cash that enables the company to fund our capital expenditure program, pay the dividend and grow the company,” Allen said.
Unlike the North American market, Europe and North Africa rely on ship-borne crude sales instead of pipelines. With the Jasmine platform coming on line soon, another 30,000 barrels per day will be added to the team’s remit.

“The business model has changed after repositioning, there’s no question. In the liquids business, we’ve switched to a marketing – not a trading – organization. Commercial people today are working harder than ever to forge strong relationships with the assets and businesses.”

From Allen’s perspective, the Commercial business centers on people and systems. “The repositioning effort was an extraordinary piece of work without one major hiccup, a great achievement. We’ve asked our people to take on a lot more, and, without exception, they’ve risen to the challenge.”
ConocoPhillips London employees mentor underserved youth

Employees from ConocoPhillips London Commercial office are partnering with City Gateway, a charity dedicated to bringing hope to the Tower Hamlets area by preparing underserved youth to enter the workforce. Located at the edge of London, Tower Hamlets is an ethnically diverse area with high unemployment.

ConocoPhillips volunteers are working with a class of 20 students, age 16 to 20, mentoring them through a range of activities, including a resume workshop and interview training. Nineteen-year-old Aaron Hing, who arrived a year ago from Guyana, struggled to find sustainable work or training. Through the collaboration, he has developed the skills and confidence he needed to move forward. He is currently interviewing for a job at Harper-Collins. Shahana Haque, 17, had given up on higher education. After working with ConocoPhillips staff to develop a business plan for a fashion company, she will continue further study in fashion.

Matthew Archer, City Gateway course tutor, said, “The support of ConocoPhillips volunteers has been hugely influential in the lives and professional development of these young people, giving them real-life experience in a corporate environment and growing their confidence. City Gateway is grateful for the partnership and the role it plays in bringing hope to the young people we work with.”

GLOBAL LNG: STRATEGIC SUPPORT FOR MAJOR PROJECTS

Global LNG Manager Birger Balteskard has just returned to his London office from Islamabad, Pakistan. Developing Pakistan as a new market for Qatargas 3 is just the latest key project on his to-do list. “We take gas from thousands of feet underground in Qatar, liquefy it by cooling the gas to -160 degrees Celsius and then ship it around the world. We’re taking it from places with little or no demand to high-demand markets.”

Balteskard’s team also markets liquefied natural gas (LNG) from out of Darwin LNG and Australia Pacific LNG (APLNG), whose first train is slated to start in 2015. Top customers in those high-demand markets include Japan and a growing China market, where LNG usage is expected to double as part of a national five-year plan.

The Global LNG marketing team is not to be confused with the LNG team featured in the 2nd Quarter 2013 spirit Magazine. That Houston-based team, under the leadership of LNG Licensing & Technology Manager Jim Rockwell, has been tremendously successful marketing the Optimized Cascade™ liquefaction technology to chill gas.

Spread around the world, Balteskard’s Global LNG team has members in London, Singapore, Brisbane, Beijing, Tokyo and Houston. “Before the split, we traded primarily to make money,” Balteskard said. “Now, we trade...
more strategically in direct support of existing and future major projects and assets. It’s very exciting for us, and we enjoy the high level of interaction, working as a seamless team with the upstream business units.”

**SINGAPORE: SMALL TEAM FACES BIG CHALLENGES**

The ConocoPhillips Commercial office in Singapore faces an array of unique challenges. Led by Asia Crude Oil & LPG Marketing Manager Mark Sherwill, the team markets six regional crude grades, one condensate and one liquid petroleum gas (LPG) from production in China, Malaysia, Indonesia, Timor-Leste and Australia.

“Our production base is in five different countries, each with its own cultural, commercial and nationalistic nuances,” Sherwill said. “We have large- and small-scale production, each requiring a different marketing strategy.”

Like their Houston, London and Calgary counterparts, Singapore marketers collaborate with regional business units, managing day-to-day challenges associated with the movement of oil.
“Working in a relatively small team has provided an opportunity to learn beyond core scope,” Sherwill said. “And I cannot speak highly enough of the team’s work ethic and integrity.”

Immediately after repositioning, the team faced the big test of exporting the first high-mercury Grissik crude from the associated floating storage and offtake (FPSO) vessel. Challenges included finding an end user able to manage the high mercury content, concluding an agency agreement to aggregate and market on behalf of another stakeholder, arranging and disseminating assays and working with Marine to have a storage vessel standing by.

“We were successful because of close collaboration with the business unit and other groups such as Marine,” said Sherwill.

**STRATEGIC STAFFING FOR THE FUTURE**

As elsewhere in the company, Commercial faces a very important staffing challenge – finding the right talent to carry ConocoPhillips into the coming decades.

Looking out over the trade floor at the start of another day, Chris Conway contemplates the future.

“Positions are fairly specialized here,” he said. “Regional market knowledge, blending market knowledge and pipeline network knowledge all are critical, and we need people who can step up and lead. Desk heads and operations managers all have leadership responsibility with a broad span of control and lots of direct reports. In our trade floor environment, our people have eight hours a day of direct interaction – shoulder to shoulder. It’s challenging.

“Five years from now, I have every confidence that the Commercial organization will closely reflect how ConocoPhillips business grows and changes. We’ll make sure of that.”
Let’s start by dispelling a romantic myth that surrounds the Business Development team. “People think we travel all over the world and engage in exciting negotiations all the time,” said Bill Burkett, manager, Business Development – Commonwealth of Independent States, Europe, North Africa and Middle East. “In reality, business development is 90 percent preparation. Maybe 10 percent of it is actually sitting across the table from a host government or national oil company in negotiations.”

That being said, it’s clear that members of the Business Development team thrive on their work.

**CULTURE SHIFT**

On Mike Gustafson’s 100th day with the company, the repositioning was announced. Gustafson, vice president, Business Development (BD), is responsible for ConocoPhillips global business development activities.

“Things have changed in the business development world since repositioning,” said Gustafson, referring to the positive impact of leadership that embraces transparency and collaboration. “When we bring ideas to Ryan and the Executive Leadership Team (ELT), they engage in active discussion and debate that I’ve never seen before in a Fortune 500 company. I truly admire the company for making that change.”

Along with the new culture comes the strategic goal of moving from a merger and acquisition (M&A) business model to a focus on organic growth. “The change requires more patience...
and greater risk tolerance,” said Gustafson. “In exploration business development, one out of three or four ventures will work, unlike M&A where you’re buying a discovered resource with little exploration risk. You’re giving up a known margin and taking on a lot of near-term capital requirements.”

**Selecting Targets**

When it comes to potential deals, ideas come from every direction: Exploration, partners, banks, business units, consultants and BD team members. How does the team decide what to pursue?

“In a nutshell, we identify global opportunities that fit the company’s skills, technologies and functional expertise and are consistent with our organic growth strategy,” said Gustafson. “We want to create strong partnerships, sustainable commitments and scalable programs. Countries sanctioned by the U.S. government are immediately off the block, as are those with unacceptable security risks. “We won’t send our people into an area unless we are confident of their safety,” said Gustafson.

Conflicting business models disqualify some countries, including many in the Middle East with a service contract-for-fee approach. The company also won’t pursue opportunities in countries where political risks are considered to be excessive.

Host country governments play a role. “Each has its own unique objectives and issues,” said Chuck Weidig, manager, Global BD Ventures. “For example, Colombia recently signed a free trade agreement with the U.S. and is currently very pro-investment.”

**Telling the Story**

“We’re joined at the hip with Exploration,” said Gustafson. “They look at resource potential beneath the ground, and we look at above-ground opportunity. We work with Drilling, Facilities, Investment Appraisal, Legal, Security, Government Affairs and Finance to put together a comprehensive view of the opportunity quickly.”

The BD group uses a variety of methods to gather information, including ConocoPhillips functional professionals and security experts. “If we’re considering entry into a country for a global new venture, we try to get some on-the-ground truth serum by talking to everybody we can, even competitors,” said Gustafson.

While the Exploration team evaluates the subsurface, BD determines the “surface risk” – political climate, commercial risk, infrastructure and security. “Once we align an opportunity that looks interesting and go into pursuit mode, the team begins to evaluate not only the chance for successful exploration but also what it would mean to commercially develop the opportunity,” said John Schell, manager, Business Development – Africa.
“We run a full life cycle economic analysis before it is presented to the ELT.”

Weidig and his team support the group with broader BD strategy work and coordination across regions. They also provide quarterly updates to the ELT on how peer companies and smaller competitors are trading and the latest market implications for ConocoPhillips. “It is clear that our primary focus is organic growth, but we’re always testing those metrics against various alternatives, including side-by-side comparisons of potential corporate purchases versus buying individual assets,” said Weidig. “The best way to be sure that we are growing in the most efficient manner and adding maximum value is to monitor all options and keep management apprised of the comparisons.”

“If we find something worth pursuing, we attempt to get early engagement of the ELT,” said Gustafson. “If the potential deal is not a big material opportunity, we work with business units to support their portfolio optimization efforts.”

**THINKING OUTSIDE THE BOX**

The group’s stock in trade is putting together creative solutions to commercial problems. “For example, we lost a couple of deepwater farm-in opportunities because we didn’t have a drill ship available when the partner wanted it,” said Gustafson. “However, because we moved quickly to address the situation, we’ve been able to come back and farm in to the project. It was a great example of collaboration with our newly formed deepwater team. We could have walked away but were able to quickly respond and form a unique partnership going forward.”

The team also looks at joint venture opportunities as an alternative way to fund projects. “We work with regional managers to put together what a favorable deal would look like,” said Weidig. “If we want to get into a good prospect in the Asia Pacific region, for instance, we look at
possible ways to combine it with opportunities in other geographical regions.”

Bill Lafferrandre, vice president, Business Development – Asia Pacific, points out that BD is a time-consuming process. “It’s all about finding a fit. You have to be patient, try a lot of different options and hope that some of them will work.”

Burkett reiterates that relationships are still critical to successful dealmaking, even though the dynamic has changed over time. “Twenty-five years ago, there weren’t many companies with the ability to do large international deals. Now there are thousands. The tie breaker is still relationships.”

**INTERNATIONAL DEVELOPMENTS**

“Here in the Asia Pacific region, we’ve had success starting from scratch in places like Vietnam and Malaysia,” said Lafferrandre. “In both countries, we built successful businesses beginning with BD and Exploration. We sold the Vietnam business last year and received a very good price, while in Malaysia, we continue to grow the business with new opportunities.”

Lafferrandre and his team recently closed a China shale deal that resulted from substantial groundwork by the China and Australia business units. “The China business unit had been talking to CNPC (China’s largest oil and gas producer) for several years. CNPC wanted to be brought into an international opportunity. So, to move the shale deal forward, we identified a farm-in opportunity for them on two exploration projects in Australia. Although the deals were linked, they were essentially independent negotiations.

“We recently did a deal onshore in Indonesia,” Lafferrandre continued. “It’s a very interesting exploration opportunity with significant oil potential, which is unusual for Asia. We have also begun looking at opportunities in Myanmar (also known as Burma), a country that has been off limits for 20 years. In the last two years, the government has made tremendous changes, implementing political reforms and opening up to foreign investment. The U.S. government responded by issuing a general license allowing U.S. companies to invest.”

Another example of creativity is the recent Senegal deal, where the company signed an agreement to farm in to a deepwater exploration project. “This is the first new activity in West Africa associated with smart, organic growth,” said Schell. The first wells will be drilled in the first half of 2014.

The team hopes to create a larger deepwater footprint in the region. “We work closely with
“I enjoy being able to bring forward opportunities and capture things like Senegal that can have a significant impact on the company’s future profitability.” – John Schell

Larry Archibald’s exploration team,” said Schell. “With repositioning, there’s a new emphasis on Africa, and we have a large position in Angola, so we’d like to take advantage of that synergy. We’re trying to figure out if we can do business in West Africa. It’s important to note that every country is significantly different in terms of development, infrastructure, security and how they manage their government affairs.”

After screening Colombia for unconventionals, ConocoPhillips recently picked up its first shale blocks. “We are currently in the early exploration phase, and we are excited and optimistic about the shale potential,” said David Jones, manager, Business Development – Latin America.

Jones acknowledges that it’s hard to beat working in places like Colombia. “We’re like-minded, and we have aligned goals. They’re pro-development, and their fiscal regimes make sense for both the country and the investor.” Colombia’s production has almost doubled in the past six or seven years, and the government is currently working to expand its regulations for shale development.

Jones notes that, while working with the government of Colombia has been great, it can be difficult to get the above-ground and subsurface risks to come together for a successful opportunity capture. He and his team have looked at farm-in and bid round opportunities this past year in offshore Suriname, Brazil and French Guiana but have not been successful there yet. “We continue to watch areas that we like for available farm-ins or bid rounds.”

Burkett covers Europe, Russia and Central Asia, the Middle East and North Africa, including a lot of the white space where ConocoPhillips doesn’t have offices. “We’re looking at opportunities in Azerbaijan and ways to apply the learnings we’ve had in unconventionals in the U.S. to Europe.”

MOVING THE NEEDLE

Walking through the BD offices, you feel the enthusiasm and energy. “We have a great team,” said Gustafson. “We continue to deliver value every day to build on the momentum and excitement of our new culture.”

“It’s exciting to have the opportunity to get into new areas and build something from scratch,” said Jones. “It’s high risk, and you know going in that most don’t work. But when they do it’s fun to see something take off.”

Lafferrandre enjoys the variety associated with working in a dynamic environment. “It’s not a standard job. You have to adapt to different countries, cultures and opportunities. It’s fun to work through that. You get to experience interesting people, places and cultures and figure out ways to get the job done in different business environments.”

Burkett enjoys the external aspects of the job. “You’re at the intersection of oil and gas and politics. There’s an emphasis on growth, but how you get there is undefined – a clean canvas, so to speak. That’s the good news. The bad news is that you go from feast to famine, with little control over your schedule. If you want to do business you have to be able to respond quickly.”
Schell emphasises the satisfaction that comes with making an impact. “I enjoy being able to bring forward opportunities and capture things like Senegal that can have a significant impact on the company’s future profitability. It’s great when our team can move the needle.”

Burkett is especially proud of the diversity that now exists in BD. “We’re multicultural – we look like an international BD group. It’s about diversity of thought. People from different age groups, backgrounds and geographical areas bring different perspectives, and bringing them together as a group enables us to make better decisions.”

Patience is a virtue

So what makes a successful business development team member? A variety of things.

“We need people who represent ConocoPhillips SPIRIT Values,” said Gustafson. “We work in small teams, representing our company around the world. Presenting a positive image for the company is critical to our ongoing success.”

Being a team player is vital. “The Senegal deal was a nice accomplishment, but we share that across the whole BD organization,” said Schell. “Not every region is going to be able to capture something every year.”

People come to the group by different routes. “We have a mix of engineers, financial professionals, land men and representatives from every discipline,” said Weidig. “You can’t point to any one and say, that’s what makes a good business developer.”

Jones sees real value in knowing a little about a lot. “You don’t have to be an expert in any one particular area, but you do need to have a broad background. And you need patience. Especially when you’re working international, things can move at a slow pace.”

According to Schell, successful business developers have to be able to work in an unstructured environment. “It’s also important to understand the value chain. You can waste a lot of time chasing projects that don’t ultimately fit the portfolio. Know what you know, know what you don’t know – and, by all means, know when you need to call in the experts.”

Moving forward

The future looks bright to BD. The team will use the company’s current footprint, knowledge and experience to deliver Smart Growth and Superior Returns in areas where ConocoPhillips has a competitive advantage. “In unconventionals, for example, we’re an industry leader in shale play exploration and development,” said Gustafson. “And in places like the deepwater, we will start in nonoperating positions where we can build our capabilities.

“We are in a fast-growing business where we have seen tremendous change over the last five years. And as we look to the future, we must create leading, material opportunities that will reload and expand our portfolio.”
We live in an uncertain world. Our job is to evaluate and understand the risks and uncertainties and provide our leaders with a structured framework to make strategic decisions,” said Bill Bullock, vice president, Corporate Planning & Development. “When we look at our company strategy, we don’t start with a blank sheet of paper. We look at the assets we own and where we want to go.

With a planning horizon of five to 15 years or longer, we look for ways to maximize the value of our current assets and identify future investments based on opportunities we see in the industry, the market and the environment.”

A multidisciplinary organization, Corporate Planning & Development (CP&D) supports company decision-making through the analysis of complex issues and data, synthesizing these things into actionable information. Working together with the business units through an interactive and collaborative planning process, CP&D teams aggregate information to provide an integrated view of the company and the industry.

Overall, CP&D exists to provide insight to assist the ConocoPhillips Executive Leadership Team (ELT), enabling them to make the best strategic decisions for the company and its shareholders. “Our work begins with understanding the external environment, formulating strategy and considering strategic alternatives with the ELT, which leads to the Long Range Plan (LRP) and ultimately, the budget. Then, our focus shifts to the optimal evaluation and execution of these plans and post-audits to ensure that we are continuously improving,” explained Ore Owodunni, who heads Planning & Portfolio Management.

As strategic choices are being considered around the world, CP&D is also tasked to ensure that plans reflect critical aspects of sustainability and to recognize potential changes in future public policy issues. These insights inform the front end of the process, helping company leaders understand the external environment and its potential impact on company strategy.

STRATEGIC DECISIONS AND PLANNING FOR THE FUTURE

Enabling strategic decisions starts with planning for the future. Long-range outlooks developed by the Chief Economist Marianne Kah and her team are created through environmental scanning of the PEST (Political, Economic, Social and Technology) analysis framework. This process allows
the economist’s office to develop scenarios about key uncertainties in the external environment that have the greatest impact on our business.

The group also has developed a system to monitor signposts for these scenarios utilizing the input of 30 internal experts across the company. Developing plans and monitoring for the scenarios allows the company to react quickly should one of these scenarios occur.

“I don’t think anyone can predict the future. The best you can do is to recognize change and respond faster than your competitors.” – Marianne Kah

“We have access to better data than we did 10 years ago. We used to read consultant reports to keep up with what was happening. Now, we’re actually ahead of the curve and know more than many consultants. New modeling technology and better data have added capabilities we didn’t have before,” said Kah.

These long-range views and modeling processes enable the CP&D team to test ConocoPhillips strategies against various scenarios, incorporating differing economic outlooks, along with legislative or regulatory outcomes and varying levels of industry technological or commercial success.

One predictive trend is the U.S. market’s growing need to export crude. The office has already begun working with the company’s Public Policy and Government Affairs groups to prepare an advocacy plan for crude exports from the United States. “This effort is driven by our ability to see the need in advance,” said Kah. “Now we can take steps to work with policymakers looking to what we see as future market needs.”

**Creating Long-term Strategies and Those Actionable in the ‘Now’**

Long-range outlooks have a focus on external forces, but internally, it is the LRP and data coming from the business that provide the foundation for the company to set, manage and track its long-term strategic goals. In this effort, the Strategy & Portfolio Management (S&PM) team engages with business units across the company to gather data and conduct analysis.

“Business units work tirelessly to provide the
level of detail needed to support this strategic analysis,” said Strategy & Portfolio Management Manager Chris Wilson. “The information is incredibly important. It provides a basis by which we change the direction of the company.”

“To put it simply, the LRP helps us to answer the question, ‘What is the best way for us to invest over the long term?’”

– Ore Owodunni

The team’s ability to provide insightful detailed analysis to the leadership of the company has increased. Just a few years ago, S&PM conducted strategy meetings with executive leadership by poring over printouts of short- and long-range scenario cases. Edits were captured by hand, and further meetings were called once scenarios had been rerun. This activity often stretched out more than 60 days.

Now, the team is able to conduct the same activity in three or four hours, making adjustments to scenario options using LivePlan, an analytics software program developed by ConocoPhillips. When a question is posed, the LivePlan visualization allows executives to see changes to the portfolio in real time and observe effects of capital allocation decisions and different price scenarios. Streamlining the process with new technology enables the S&PM team to engage with company leaders earlier, allowing for better framing of the data, quicker insight and better decisions.

In supporting strategies actionable in the “now,” the S&PM team administers the company’s annual Variable Cash Incentive Program (VCIP), which aligns incentives with the short-term goals of the company. “We study the metrics involved in VCIP to ensure they are right and track how the company is performing over the
year,” said Corporate Planning & Executive Presentations Director Ashley Price. “Most of what I do involves conducting analysis to offer insight to our executive leadership. Often, this involves gathering the right information from the business units quickly and efficiently. So for me, building relationships is the key. You need to know who to talk to and who can provide the necessary information.”

**ENABLING OPTIMAL BUSINESS DECISIONS**

Teams within CP&D are dedicated to continuous improvement, institutional learning and enhancing the governance of their work through a consistent and rigorous approach and the proper framing of problems. The Investment Appraisal (IA), Acquisition & Divestitures (A&D), Corporate Authorization (CA), Strategic Studies and Collaboration for Decision Quality (CDQ) teams all work to enable quality business decisions and capital allocation through helping teams around the company clearly and accurately communicate information.

The IA team works with business units across the company to analyze investment opportunities they come across in the course of their projects. A team could ask relatively simple questions like, “What happens if we choose to drill 15 more wells?” or highly complex, integrated questions like, “Should we pursue frontier exploration in a new country?” In looking for a possible answer, IA works with the team to develop a rigorous economic model to frame and evaluate the cost benefit.

“As an oil and gas company, we are always looking at how much we can produce and what it will cost us,” said Investment Appraisal Manager David Thompson. “The IA team strives to properly frame and provide balanced economics on the opportunity, which are neither optimistic nor pessimistic, but rather, answer what is most likely and what is the range, so the project team can mitigate negative risk and further expose the company to any positive risk.”

Partnering with A&D on evaluating acquisition and divestiture investment options “is very much like evaluating the cost benefits of selling a home,” said Thompson. “We determine the value of the asset and the break-even number we need from a potential buyer. If we don’t get that or more, we hold the asset.”

The acquisition and disposition optimization program managed by the A&D team is a key part of the ConocoPhillips portfolio optimization strategy. Transactions they touch affect the balance sheet with meaningful impacts that shareholders notice.
“Once a portfolio decision is made, our job is to complete transactions,” said A&D Manager Jim Andrew. “The challenge is to solve the unique problems that arise within each transaction, actively working with prospective buyers and interacting with host governments. There is almost always a solution that works for everybody, and it’s our job to find it.” The A&D team works closely with business units, engaging with their legal, financial and technical staffs to help provide information to interested parties. “In optimizing our portfolio, our path forward isn’t always easy,” Andrew said. “We recognize this and try to remain sensitive to the impact not only on

An Interview with Bill Bullock

Q: You’ve been in the industry for 27 years. How do you feel about it?
A: I am unabashedly proud to be in the oil and gas industry. Our industry tends to get a bad rap in some circles, but the lifestyle to which essentially everyone on the planet has become accustomed is dependent on hydrocarbons. At the same time, I’m passionate about doing this work responsibly. These concepts are not in conflict with each other. Our management team is absolutely committed to not only doing the right things, but doing things right, with integrity and social responsibility. This goes back to our SPIRIT Values, which are foundational to our beliefs here at the company. I want to get up in the morning and do something I believe is meaningful, and I think this work is. It empowers our lifestyle and our society. And I’m very proud of that.

Q: What does a typical day look like for you?
A: I like to get in early. I enjoy the quiet in the morning to get organized. On Mondays, I spend some time organizing my thoughts for the week. Once it hits 7:30 a.m., things really pick up. The executive leadership meets on Mondays, so I make sure everything is ready well in advance. Other days, I spend time with my teams to see how they are framing up work on our key priorities and what I can do to help. This work can range from key strategy sessions, preparation of the Long Range Plan, thinking about emerging sustainable development issues and progressing A&D transactions to assisting in responses to queries from outside parties, stockholders and socially responsible investors – so it’s a really broad mix of things.

Q: How do you approach your work?
A: One of the important things I work hard to make time for is investing time in people. ConocoPhillips is full of great people, incredibly talented and hardworking, and I want to help them be wildly successful. So I look forward to time mentoring and talking with them about their careers. To be clear, I am not talking about performance management, though that is also important. Investing time in people and helping them have insight into their career options, I would say, is distinctly different. It’s really rewarding to help others with their development. As leaders, I think the single most important thing we do is staff well. And that starts with investing time in people and their development.

Q: What do you like most, and least, about your job?
A: I am absolutely blessed to come to work with a gifted group of individuals committed to making a difference. These are colleagues and friends and people I respect professionally and personally. And that’s not just within this group. I’ve been very fortunate to work around the world. That’s why I’ve personally stayed working for ConocoPhillips. I like the culture we have and the people who choose to work at our company. What do I like least? Well, I am an engineer, and I can be impatient. When I see a problem, I want to go fix it right now. But really complex issues can take a lot of time and change management to get right. You have to be committed and just keep after it.
our balance sheet, but also on our people.”

CA has begun engaging earlier in the life cycle of projects, leading functional and cross-functional reviews and providing guidance and understanding around corporate authorization limitations. Similar to IA, Corporate Authorizations works to make sure decisions are made in a consistent manner after rigorous analysis and with the involvement and collaboration of the appropriate subject-matter experts from across the company. “We have seen how this helps bring the best ConocoPhillips has to offer to projects. Not only does this lead to better decisions, but it ultimately makes for smoother approvals, especially as they approach decision and funding gates,” said Corporate Authorizations Manager David Bowden. “In addition to coming to the table a little earlier, we now have a full-service website for project managers so they can gain understanding of key documents on their own time to support them in their work.”

Operationalizing Collaboration in the Framework of Decision-Making

CP&D is undertaking an additional effort that has the potential to help make collaboration “real” for the company. Recognizing the impact that behaviors and approach have on decision-making, the area formerly referred to as Decision & Risk Analysis (D&RA) has been reinvented as Collaboration for Decision Quality (CDQ). Led by Andrew Burton, the team’s value proposition is that enabling consistently better decisions leads to a high-value organization.

“Collaboration is not a group of people holding hands and singing ‘kum-ba-yah.’ It’s a relentless focus on excellence in business decision-making.”

– Andrew Burton

D&RA focused primarily on analysis – how to make good decisions in the face of uncertainty. With CDQ, the team seeks to go beyond just analysis and looks to increase ConocoPhillips skills around framing decisions effectively. “When we look back at poor business decisions of the past, we often see that a cause of the failure was that we did not frame the problem adequately at the outset,” said Chris Wilson. “We perhaps did
not engage a broad enough group of people early on when working a problem or failed to consider potential alternative outcomes before moving into action.”

Burton’s team assists managers and teams to collaborate effectively as they address complex problems, and guides them through the resulting analysis to a recommendation. “We have seen that strong facilitation is important to get the right balance, effectively engaging different experiences and opinions during these sessions,” said Burton.

Burton is also preparing to conduct facilitation training sessions for the U.K., Canada, Alaska and the Lower 48. “The more we share, the more successful decision quality at ConocoPhillips will be,” he said. “We can’t guarantee a great outcome when you make an important decision. But if you go about it the right way, you’ll be able to look anyone in the eye and say, ’I’m really happy about the way I made that decision, and I’m confident that we have the very best plan for success.’”

The team put their skills to good use earlier this year when they participated in a strategy redesign process initiated by the ELT. Senior managers developed strategic alternatives for every business area around the globe and used tools from the decision quality team that enabled the ELT to examine alternatives in a consistent manner. At the end of the process, they felt confident that the strategy they had developed placed the company firmly on track to deliver on maximizing value for shareholders and to deliver on commitments to ConocoPhillips’ many stakeholders and partners.

That effort helped the ELT provide clear guidance for this year’s LRP.

“One of the best ways we can operationalize collaboration is to apply the decision sciences,” said Bill Bullock, “creating an environment where people know that their input is heard and properly considered, with the end goal of enabling the best decision.”

**SUSTAINING AND ADVOCATING FOR THE FUTURE**

The Sustainable Development and Public Policy teams spend time looking at “how” ConocoPhillips conducts business. The company’s approach in these areas is defined through openly shared principles and commitments and active engagement in promoting economic growth, vibrant communities and a healthy global environment, now and into the future. These teams actively scan the “outside world” for emerging issues and help the company evaluate concerns and options to respond.

“As I see it, companies will need to become increasingly sustainable,” said Sustainable Development Manager Sabrina Watkins. “Expectations are increasing along with challenges – the primary one being to find the intersection between what is profitable and economically beneficial to the communities in which we operate and what is also sustainable environmentally. There is complexity in that intersection, but going after it makes our business stronger.”

And ConocoPhillips is going after it. This year, corporate action plans were updated and
senior sponsors named for four key areas: climate change, water, biodiversity and social responsibility. Business units have fit-for-purpose plans based on each of these. These actions are being taken with an eye toward the company’s long-term strategic goals and thinking.

“When it comes to sustainable development, we have a lot to be proud of,” Watkins said. “Our SPIRIT Values and commitment to HSE (Health, Safety and Environment) excellence provide an essential foundation. If we weren’t good at ethics or environmental performance, it would be impossible to be good at sustainability. We can always get better, and we have the processes in place to help us improve.”

Public Policy is tasked with discerning corporate positions on key issues that cross multiple business units or have a significant financial impact or risk for ConocoPhillips. Working with subject-matter experts across the company, the team defines company positions and supports Government Affairs in the preparation of advocacy plans around key issues such as taxes, hydraulic fracturing, exports – particularly U.S. gas and crude – and climate change.

Asked about a challenge faced by the team, Public Policy Manager Sarah Edman was quick to respond, “I think we can all be better advocates and communicators for the company and our industry. What we do matters, and it is essential to economic development and improving people’s lives. We need to tell our story. If you know the company’s 10 key energy principles, you know where we stand on almost any energy position and our foundation when we face new issues.”

**CONTINUOUS IMPROVEMENT AND DEVELOPMENT**

CP&D team members admit their work is intense, with long hours and stress, especially during certain times of the year. But there are compensations. “The people I work with are one of the things I like most about my job,” said Ashley Price. “Being around all of these people with different viewpoints has helped me grow.”

The team maintains a focus on collaboration, continuous improvement, strategic thinking and on optimizing the position of the company in service to the stakeholders. As for development, they take time for that too, many times finding themselves in each other’s offices, learning on the job.

“There are so many different things that you can be a part of in CP&D,” said Bill Bullock. “The pace can be a bit intense, but it’s rewarding. We’re privileged to work with every business unit, every function and with leaders around the globe. And, every day we have a unique opportunity to see the best ConocoPhillips has to offer. It’s pretty exciting and certainly makes me proud to be a ConocoPhillips employee.”
COASTAL WETLANDS

Room to grow
ConocoPhillips is working to restore some of North America’s legacy coastal wetlands
Louisiana loses about 75 square kilometers of wetlands annually, according to the U.S. Geological Survey. The Louisiana wetlands were originally connected to the Mississippi River, which nourished them with fresh water, nutrients and sediments. Starting in the early 1900s, however, the Mississippi River was leveed for flood protection, slowly isolating the wetlands from the river’s nourishing waters and contributing to the land loss seen today.

This region holds great significance for the United States, as much of the nation depends on sustaining the navigation, flood control, energy production and seafood production of the Mississippi Delta and river system. The wetlands and waterways in this area contribute tens of billions of dollars to the nation’s economy every year and support millions of jobs. As the state’s largest private wetlands landowner, ConocoPhillips is pioneering innovative solutions to preserve these vital swamps and marshes.

Owned by the Louisiana Land & Exploration Company (LL&E), a wholly owned subsidiary of ConocoPhillips, the coastal wetlands span 640,000 acres in southeast Louisiana. The coastal wetlands provide an economic resource for the company through land leases, royalties and future oil and gas production potential. In addition, they provide opportunities for ConocoPhillips to demonstrate its commitment to the environment.

"Louisiana currently has the fastest rate of wetland loss in the world," said Maxine Madison, a consultant with the Environmental Assurance group at ConocoPhillips.
“So as a good environmental steward, it’s important that we preserve our land to prevent further erosion.”

Managed out of a small office in Houma, La., the company leases these wetlands predominantly for hunting, trapping, fishing, camping and to a few small oil and gas operators. As a prudent landowner, the company monitors the expansive property using helicopter reconnaissance and boats to detect trespassers and environmental impacts such as spills by the lessees. ConocoPhillips is not currently an oil and gas operator on the property, but has mineral rights for possible future exploration, and those rights can be at risk due to wetland loss. So preserving and restoring wetlands has economic, environmental and community benefits – it’s a truly sustainable effort.

ConocoPhillips currently supports a wide variety of conservation initiatives to help preserve the integrity of its coastal wetlands, such as hurricane protection, coastal restoration and wetland mitigation projects, but none have the potential to be quite as game changing as the latest project.

The company is piloting an environmental technology research initiative that – if successful – could cost-efficiently prevent wetland loss. Working with Louisiana-based environmental consulting firm Tierra Resources, ConocoPhillips is assessing the viability of planting mangroves – trees and shrubs that grow in coastal swamps and have dense root masses vital in coastal regions – to help restore the wetlands and enhance carbon sequestration.

“Through this pilot project, we hope to lay the foundation for greater preservation of the wetlands while exploring ways to use the property in a way that reflects our commitment to ecological and environmental initiatives,” said Phil Precht, senior supervisor, Property, Tax, Real Estate, Right of Way & Claims for the company’s coastal wetlands.

**Why mangroves?**

Among the most endangered marine wetland habitats in the world, mangroves provide important benefits to Louisiana’s coastal salt marshes. Their...
extensive root system, combined with their ability to filter and trap sediments, increase the wetlands’ ability to reduce storm surge and keep wetland soils in place, preventing conversion to open water and improving overall wetland health and productivity. As a bonus, mangroves also sequester relatively high amounts of carbon dioxide.

“As they grow, mangroves sequester carbon through photosynthesis,” said Jennifer Barringer, manager, Environmental Assurance. “However, as wetlands convert to open water, the previously stored carbon contained in the soil can be released into the atmosphere. We currently don’t
Coastal Wetlands

know how much of this carbon is released and how much of the soil is transported and deposited in adjacent bodies of water. This question will be researched as part of the project to more fully quantify the benefits of wetland restoration.”

Mangroves are relatively recent inhabitants of the Louisiana wetlands. Due to increasing temperatures, they have begun to naturally populate the southern Louisiana coast. Their seeds, known as propagules, float into the region from the Gulf of Mexico and start to grow once they become stranded on land along the coastline of the salt marshes. Mangroves continue to grow as long as there is not a freeze, which hasn’t occurred in coastal Louisiana since 1989. A problem arises, however, when the seeds reach the edge of the marshes but do not travel further inland.

“We’re working with ConocoPhillips to test various mangrove planting techniques within the interior of the salt marshes,” said Sarah Mack, president and CEO, Tierra Resources. “The goal is to get them to grow within the interior. As they grow, we think they can reduce relative sea level rise. In addition, the root structure will hold the earth in place so we’re no longer losing the land.”

Mack notes other benefits, including protecting the valuable ecosystem and aiding in carbon sequestration while also offering storm surge protection.

Potential Game Changer

Emissions trading markets around the world require certified protocols and methodologies for carbon offset credits. Although many broad
programs exist, none were certified specifically for wetlands until late 2012.

“Tierra Resources recently had the first methodology to transact wetland carbon credits certified by the American Carbon Registry, which is a voluntary market in the United States,” said Mack.

This methodology is considered a game changer, as it will provide a new means to quantify the carbon benefits from wetland restoration projects, creating possible financial incentives for landowners to conduct coastal restoration in regions with carbon pricing. It also offers a rigorous scientific framework for project activities, including the planting of mangroves.

“This methodology ensures the environmental integrity and robustness of restoration projects and can be used to estimate the carbon stored by the pilot project,” said Barringer.

A CLOSER LOOK AT THE PILOT PROJECT

Over the next three years, ConocoPhillips and Tierra Resources will use various techniques to plant mangroves on numerous one-acre plots that represent the diverse conditions found on ConocoPhillips’ property. An additional one-acre plot will be used as a reference site.

“Ten of these plots will involve hand planting...
the mangroves. This includes 2- to 4-inch pots, as well as gallon pots,” said Madison. “We chose to plant mangroves because they are appropriate for this ecosystem and accustomed to salt water, since most of our property is salt-water marsh.”

The team will visit the sites every three months to monitor the growth of the plants, determine survival rates, measure hydrology and soil bulk density, and conduct elevation transects to observe any soil accretion. These measurements will aid in calculating how much carbon has been sequestered in the soil. The results will help determine whether the team will scale up to a larger project in the future. Additionally, the findings will provide details about financial viability, potential cost-saving mechanisms and transferability to other regions. Ultimately, the data will contribute to the collective understanding of wetland and carbon science and generate results that may be globally relevant to help protect and restore wetland ecosystems.

“What’s amazing about partnering with ConocoPhillips is they really have the potential to make a huge change,” said Mack. “We think that planting the mangroves will help protect their property, which in turn helps protect the communities and the entire region. By restoring their land, they protect the wildlife. It helps the fisheries, it protects coastal communities that have been hit heavily by hurricanes, and it helps with job creation. By taking an initiative to work on restoring their land through mangrove plantings, ConocoPhillips helps the region at large.”

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**Wetland Mitigation**

Wetland delineation and mitigation have become a vital part of the planning process when constructing near and around ecologically sensitive areas. ConocoPhillips has played a critical role by offering the coastal wetlands as a resource to replace vital wetlands that have been impacted by construction activities along the Louisiana coast.
Working with Local Communities

Managing the coastal wetlands provides great opportunities to engage a variety of stakeholders. ConocoPhillips works with petroleum companies; other landowners; and local, state and federal government officials; as well as local communities. The company also collaborates with universities requesting access to wetlands for ecological research and studies. University partners to date include Louisiana State University, McNeese State University, Nicholls State University, University of New Orleans, University of Louisiana in Lafayette, the University of Florida and Duke University. Additionally, the coastal wetlands have supported research on invasive plant and animal effects on the environment through entities such as the U.S. Geological Survey (USGS); the Coastal Wetlands Planning, Protection and Restoration Act; the Coastal Protection and Restoration Authority; and the National Oceanic and Atmospheric Administration (NOAA).

The project truly is hitting home for many ConocoPhillips employees and contractors. “I was born and lived most of my life in Louisiana and have fished and duck hunted in close proximity to this area,” said Marque Millsaps, manager, Project Services in Canada. “I take great pride that the company I work for is doing such great work in what I still consider my home.”

Like Millsaps, Joe Pitre, contractor, used to call this area home. “The area where ConocoPhillips is planting was my hometown. I grew up there, and shrimping and fishing are the way of life for most of the people who live there.”

While the project hits close to home for many, wetland restoration and conservation is a global issue. Piloting this groundbreaking initiative provides options to develop and restore wetlands not only in the southeast Louisiana coast, but also globally.
You don’t have to look far to find examples of how members of local communities are stepping up to help protect America’s environmentally sensitive areas. One of the best examples of this can be found in the Prince William Sound area of Alaska, where more than 400 fishing vessels from six ports stand ready to respond should an oil spill or other maritime incident threaten the sound and its shoreline.

This substantial deterrent to unchecked maritime incidents resulted from Alyeska Pipeline Service Company’s effort to support the capabilities of its ship escort/response vessel system (SERVS), formed in 1989, and to comply with regulations.
affecting the transportation of crude oil on state and federal waterways. In 1990, as part of the Vessel of Opportunity program, SERVS began employing local residents for oil spill response, especially those working in the fishing industry. Together, they provide spill response and preparedness capabilities for companies shipping crude oil through areas of the Prince William Sound.

To maintain the response readiness of local fishing crews, each year SERVS conducts 14 three-day training sessions on spill response at six ports on the Prince William Sound: Kodiak, Homer, Whittier, Seward, Valdez and Cordova. Contract crews and their vessels participate in rigorous training that includes classroom instruction on hazardous materials, decontamination procedures and tactics that cover the deployment of booms and anchors for shoreline protection. Attendees also receive instruction on towing storage barges and operating skimmers. And, to practice what they’ve learned, crews and their boats are dispatched to on-water locations where they receive response equipment from SERVS barges by crane and deploy it as they would in an actual event. Such drills help ensure that the planned response by crews and their vessels will be carried out correctly and efficiently should an actual incident occur. Beyond initial training, many crews and their vessels participate in drills and exercises throughout the year to further maintain their response readiness.

The vital role local crews and their vessels would play in the event of an incident is something Mike Day, SERVS operation manager, is quick to acknowledge. “The local fishermen are an essential part of our mandated response plan, which calls for us to have 279 vessels capable of responding to incidents within Prince William Sound at all times. The response system we’ve developed is one of the largest in the world, and
we have advanced response equipment. But it takes crews and their vessels to make it work.”

A direct beneficiary of this highly developed program is Polar Tankers, part of the Conoco-Phillips Global Marine Business Unit headquartered at the company’s main campus in Houston, with engineering and operations support staff based in Ferndale, Wash., and Valdez, Alaska. Polar Takers transports ConocoPhillips Alaska North Slope crude, delivered to Valdez through the Trans Alaska Pipeline System (TAPS), to the U.S. West Coast, offloading primarily in the Puget Sound and San Francisco Bay areas. Polar Tankers has 294 employees operating five tankers: Adventure, Discovery, Endeavour, Enterprise and Resolution.

“Vessel of Opportunity program is comprised of a tremendous group of dedicated individuals,” said Polar Tanker Manager Chris Bulera. “They share our common goals to protect a national treasure and preserve Prince William Sound for future generations.”

Although Alyeska’s SERVS segment is the primary oil spill response contractor for Polar Tankers and other companies shipping crude oil on Prince William Sound, their role is a limited one. As Monty Morgan, marine superintendent with Polar Tankers, explained, “Alyeska, as the TAPS operator, is required by law to contract with vessels carrying TAPS crude in Prince William Sound to initiate spill response, which will likely be transferred to the vessel owner after 72 hours.”

To ensure this contingency plan is effective, shipping companies regularly participate with local fishing crews and their vessels in the spill response training conducted by SERVS.

This past April, Polar Tankers personnel spent several days in Cordova, where they interacted
with crews from 120 fishing vessels participating in the oil spill response training sessions. Both harvesters of Alaska’s most important resources, crude oil shipping companies and fishermen have become their guardians by working together.

“We depend on the local fishing crews to train once a year, so they can help conduct an effective response to an incident,” said Morgan. “They really appreciate the training because they want to do everything they can to protect their homes and livelihood.

“While we’re very confident of the response capability we’ve been able to develop with the fishing crews, our No. 1 goal is to never have to use it.”

“The response system we’ve developed for Prince William Sound is one of the largest in the world, and we have advanced response equipment. But it takes crews and their vessels to make it work.” – Mike Day
Making smart food choices easier for employees

by Amy Munson, photography by Garth Hannum and Patrick Currey

Nutrients are to your body what fuel is to a car. They provide it with the ingredients necessary to function. While we hear a lot about the importance of good nutrition, we don’t often view food as a component of our work life. But ConocoPhillips believes it’s important to focus on employee health and well-being, and nutrition is an important piece of the equation.

Operations supervisor for the Houston and Bartlesville, Okla., locations. It’s his job to oversee our Sodexo account and Meeting Services group, which can cater more than 100 meetings a week.

A big part of Franklin’s job is to incorporate healthy options into the food service offerings. His team has had a number of successes in this area over the past few years, including:

- Providing online nutritional content for daily offerings.
- Presentations by registered dieticians.
- Healthy cooking demonstrations.
- Mindful eating program focused on the transparency of ingredients, flavorful food and satisfying portions.

“When we launched the wellness efforts a few years ago, we knew we had to help employees better understand what they were putting in their bodies, while at the same time letting them make their own choices,” said Franklin. “We have a great partnership with Sodexo and Chef Michael Turner. He plays an instrumental role in menu planning, getting creative with the dishes we offer employees.”

Executive Chef Michael Turner has been cooking for 22 years. During that time, he’s worked in fine dining, hotels, large catered events and was a personal chef for a billionaire. But nothing has challenged him more than trying to appeal to

For special event dining, healthy gourmet food is on Executive Chef Michael Turner’s menu, like seared scallops with spinach pasta or (far right) avocado and crab salad, offering good fat and low calories.

Helping employees make healthier choices

We make many decisions about nutrition throughout our workweek – at catered meetings, cafeterias, canteens and vending machines, to name a few. Enter Michael Franklin, event and food services

operations supervisor for the Houston and Bartlesville, Okla., locations. It’s his job to oversee our Sodexo account and Meeting Services group, which can cater more than 100 meetings a week.

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For special event dining, healthy gourmet food is on Executive Chef Michael Turner’s menu, like seared scallops with spinach pasta or (far right) avocado and crab salad, offering good fat and low calories.
1,000 people a day with both healthy and comfort food options at a price point that’s affordable.

“We have made a real effort to make small improvements in the cafeteria to provide our customers with options,” said Turner. “For example, in the entrée line, we went from two to three main courses, expanded the vegetable offerings and put the healthier choices first in line. We saw a spike in the healthier options, not just because of their location but also because we serve fresh food that looks and tastes good. We’ve also done some ‘stealth health’ by reducing fat and sodium in some of our offerings, but no one has noticed because they still taste good.”

**The Trend Goes Global**

These efforts aren’t just happening in Houston and Bartlesville, they’re being embraced by global business units. For example, in Stavanger, Norway, the canteen offers a hot meal with meat or fish, vegetables and pasta or rice as well as comfort food such as burgers and fries once a week.

“We don’t offer as many sodas or dessert items anymore, even on our catering menu,” said Tatjana Bergsland, regional medical director for Europe. “This is just one way we can help our employees make better choices about the foods they eat.”

These efforts are also extending to offshore canteens. “This isn’t an effort to save money, but to be healthy, be well, get more energy and have food that tastes good,” said Bergsland.

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**Red Lentil and Vegetable Soup | serves 4**

This meal-in-a-bowl brims with fill-you-up soluble fiber, thanks to the lentils. Translation: It may help keep weight down and also helps lower total cholesterol and “bad” LDL cholesterol. The lentils, spinach and tomatoes, all rich in potassium, work to keep blood pressure in check, too.

**Ingredients**

<table>
<thead>
<tr>
<th>U.S.</th>
<th>Metric</th>
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</thead>
<tbody>
<tr>
<td>1 tablespoon olive oil</td>
<td>15 milliliters olive oil</td>
</tr>
<tr>
<td>4 medium carrots, chopped</td>
<td>4 medium carrots, chopped</td>
</tr>
<tr>
<td>1 small onion, chopped</td>
<td>1 small onion, chopped</td>
</tr>
<tr>
<td>1 teaspoon ground cumin</td>
<td>5 milliliters ground cumin</td>
</tr>
<tr>
<td>1 can (14 1/2-ounce) diced tomatoes</td>
<td>1 can (14 1/2-ounce) diced tomatoes</td>
</tr>
<tr>
<td>1 can (14- to 14 1/2-ounce) vegetable broth</td>
<td>1 can (14- to 14 1/2-ounce) vegetable broth</td>
</tr>
<tr>
<td>1 cup dried red lentils</td>
<td>240 milliliters dried red lentils</td>
</tr>
<tr>
<td>1/4 teaspoon salt</td>
<td>1 milliliter salt</td>
</tr>
<tr>
<td>1/8 teaspoon ground black pepper</td>
<td>1 milliliter ground black pepper</td>
</tr>
<tr>
<td>1 bag (5-ounce) baby spinach</td>
<td>1 bag (5-ounce) baby spinach</td>
</tr>
</tbody>
</table>

**Directions**

In 4-quart saucepan, heat oil on medium until hot. Add carrots and onion, and cook 6 to 8 minutes or until lightly browned and tender. Stir in cumin; cook 1 minute.

Add tomatoes, broth, lentils, 2 cups water, salt and pepper; cover and heat to boiling. Reduce heat to low and simmer, covered, 8 to 10 minutes or until lentils are tender. Stir in spinach. Makes about 7-1/2 cups.

**Nutritional information:**
Calories - 265; Total fat - 5g; Saturated fat - 1g; Cholesterol - 0; Sodium 645mg; Total carbohydrate - 41g; Dietary fiber - 13g; Protein - 16g
“We use noticeboards and table tent cards and feature healthy eating displays around the office to get the word out about nutrition,” said Grant Logan, regional medical director, Asia Pacific. “We often offer presentations that are very well attended. Recently in Jakarta, we had a nutritionist talk about breaking the Ramadan fast each day in a healthy way, such as by combining food and not taking that high-sugar snack to break the fast.”

Chicken Quesadillas with Avocado-Tomato Salsa | serves 4

This tasty Tex-Mex treat has lower-fat tortillas and cheese. The splurge: avocado. Though relatively high in fat, it’s mostly the heart-healthy kind; plus, avocados have a natural cholesterol reducer.

**Ingredients**

<table>
<thead>
<tr>
<th>U.S.</th>
<th>Metric</th>
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<tbody>
<tr>
<td>2 teaspoons canola oil</td>
<td>10 milliliters canola oil</td>
</tr>
<tr>
<td>1 green onion, thinly sliced</td>
<td>1 green onion, thinly sliced</td>
</tr>
<tr>
<td>1 lime</td>
<td>1 lime</td>
</tr>
<tr>
<td>1 pound skinless, boneless thin-sliced chicken breasts, cut into 1-inch-wide strips</td>
<td>454 grams skinless, boneless thin-sliced chicken breasts, cut into 1-inch-wide strips</td>
</tr>
<tr>
<td>4 burrito-size, low-fat flour tortillas</td>
<td>4 burrito-size, low-fat flour tortillas</td>
</tr>
<tr>
<td>1 cup reduced-fat (2%) shredded Mexican cheese blend</td>
<td>240 milliliters reduced-fat (2%) shredded Mexican cheese blend</td>
</tr>
<tr>
<td>1/2 avocado, peeled, seeded and cut into 1/2-inch pieces</td>
<td>1/2 avocado, peeled, seeded and cut into 1/2-inch pieces</td>
</tr>
<tr>
<td>3/4 cup salsa</td>
<td>180 milliliters salsa</td>
</tr>
</tbody>
</table>

**Directions**

1. In a medium skillet, heat oil on medium 1 minute. Add green onion and cook about 6 minutes or until tender, stirring occasionally.
2. Meanwhile, from lime, grate 1 teaspoon peel and squeeze 2 tablespoons juice. Evenly season chicken on both sides with lime peel, 1/4 teaspoon salt and 1/8 teaspoon ground black pepper.
3. Add chicken to green onion in skillet; cook 10 minutes or until chicken is no longer pink inside. Transfer to bowl; stir in lime juice.
4. Evenly divide chicken mixture and cheese on half of each tortilla; fold over to make 4 quesadillas.
5. In same skillet, cook quesadillas on medium, in 2 batches, 8 minutes per batch or until browned on both sides and heated through. Cut each quesadilla into thirds. Stir avocado into salsa; serve with quesadillas.

**Nutritional information:**

- Calories – 400; Total fat – 14g; Saturated fat – 5g; Cholesterol – 86; Sodium 970 – mg; Total carbohydrate – 31g; Dietary fiber – 8g; Protein – 38g

How can you think about good nutrition?

There are many tools, apps and guidelines to help you make healthier choices. Some are as simple as reading food labels, watching your portion size or eating out one less time each month. Franklin and Turner encourage employees to ask anyone in the cafeteria for help and to know that they are not limited to what they see on the catering menu or the cafeteria menu. “If you’d like something different, feel free to ask,” said Turner. “The staff will do their best to accommodate your request.”

Chef Turner put it best when asked about how people can keep motivated to make healthier choices: “Never stop trying. Start with small wins and continue to go back to them.”
Salmon Provençal with Zucchini | serves 4

Salmon, like other cold-water fish, is brimming with omega-3 fatty acids, which improve the ratio of good to bad cholesterol and also lower heart-damaging triglycerides.

**Ingredients**

<table>
<thead>
<tr>
<th>U.S.</th>
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<tbody>
<tr>
<td>1 tablespoon olive oil</td>
<td>15 milliliters olive oil</td>
</tr>
<tr>
<td>4 pieces (6-ounce) skinless salmon fillet</td>
<td>4 pieces (6-ounce) skinless salmon fillet</td>
</tr>
<tr>
<td>1 can (28-ounce) whole tomatoes in juice</td>
<td>1 can (28-ounce) whole tomatoes in juice</td>
</tr>
<tr>
<td>1 small onion, chopped</td>
<td>1 small onion, chopped</td>
</tr>
<tr>
<td>1/4 cup Kalamata olives, chopped</td>
<td>60 milliliters Kalamata olives, chopped</td>
</tr>
<tr>
<td>1 tablespoon capers, drained and chopped</td>
<td>15 milliliters capers, drained and chopped</td>
</tr>
<tr>
<td>3 medium (8-ounce) zucchini</td>
<td>3 medium (8-ounce) zucchini</td>
</tr>
<tr>
<td>1 tablespoon fresh lemon juice</td>
<td>15 milliliters fresh lemon juice</td>
</tr>
</tbody>
</table>

**Directions**

1. In a medium skillet, heat oil on medium-high until hot. Evenly season salmon on both sides with 1/4 teaspoon salt and 1/8 teaspoon ground black pepper. Add salmon to skillet and cook 3 minutes. Reduce heat to medium; turn salmon over and cook 3 to 5 minutes longer or until opaque throughout.
2. Meanwhile, drain tomatoes, reserving 1/4 cup juice. Chop tomatoes.
3. Transfer salmon to plate; cover to keep warm. To same skillet, add onion and cook 5 minutes or until tender. Stir in tomatoes with reserved juice; heat to boiling. Cook 2 minutes or until sauce thickens, stirring. Remove skillet from heat; stir in olives and capers.
4. While tomato sauce is cooking, cut each zucchini lengthwise in half, then cut crosswise into 1/4-inch-thick slices.
5. Steam zucchini until just fork-tender either in microwave with 2 tablespoons (30ml) of water for 5 minutes or on your stovetop with boiling water. Drain zucchini; add lemon juice and toss to combine.
6. Place salmon on individual dinner plates; top with tomato-olive-caper mixture and serve with zucchini.

**Nutritional information:**

Calories - 350; Total fat - 16g; Saturated fat - 2g; Cholesterol - 94; Sodium - 585mg; Total carbohydrate - 15g; Dietary fiber - 5g; Protein - 38g

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**Mood, Food & YOU!**

Some of us eat when we’re bored, some when we’re stressed, and most of us when we’re celebrating. It’s a simple fact that how, when and what we eat are connected to our mood and mindset. We build bonds with food, and those bonds strengthen over time.

We all have behaviors that have become so habitual we are almost unaware of them. Becoming more conscious of these behaviors – and the emotional drivers behind them – can be a starting point for positive change.

That is the compelling premise behind *Mood, Food & YOU!*, a pilot program recently hosted by Health & Wellness Services in Houston. The program invited participants to learn more about their bonds with food, with the goal of helping them replace unhealthy, mood-based habits with mindful, healthy habits.

“We wanted to help our employees understand some universal behaviors,” said Michael Hack, manager, Behavioral Health & Employee Assistance Program Services. “We can all relate to these topics. Ultimately we want participants to not only gain a new understanding about their emotions and eating, but also give them tools to sustain changes to their eating behaviors.”

All Houston-area employees and their adult family members were invited to participate in the introductory phase of the program that included four sessions covering a variety of topics such as:

- Raising awareness around what healthy behaviors look like.
- The basics of making behavior changes.
- How to manage stress for life.
- The secrets to long-term success.

The pilot program started off strong, with 400 people registering. One participant noted, “I needed a kick-start to get back to eating right. I’m trying to make these sessions it.” Another said, “The way the content was presented made a serious subject fun. I was able to start using the information I learned the same day!”

“Regardless of what motivates a person to attend, feedback survey data shows the vast majority of participants walked away with greater insight and concrete plans for putting the practical tools into practice in their own lives,” Hack said.

After the pilot is complete, the team will evaluate the results and design a plan to roll it out to more employees. The *Mood, Food & YOU!* program is just one more way employees at ConocoPhillips are supported and celebrated in their efforts to live well.
Jan Stubbs

Celebrating half a century by Lauren Blake

On the first floor of the Oasis building at ConocoPhillips Houston headquarters, Jan Stubbs works today as diligently as she has since 1963, loyal to the company for an impressive 50 years.

Born in Ames, Okla., she began her career in Ponca City, Okla., at Continental Oil Co., later to become Conoco. When Jan moved with her family to Houston in 1969, she encountered a vastly different city and culture. Her location changed, but her work ethic and dedication did not.

Jan has worked in the same department her entire career, progressing from secretary to senior engineering technician. She takes pride in being an SAP expert. While others might shy away from learning this complex business management software system, Jan saw it as an opportunity to provide extra value to her team.

Sitting down to chat with Jan, it’s clear that she simply loves helping others. Her co-workers value her tenure and rely on her skills. Her phone rings constantly, and people drop by her desk frequently to ask questions.

On July 1, 1963, her first day at work, Jan could not have imagined that 50 years later to the day a celebration would be thrown in her honor. Family, friends and members of the company’s Executive Leadership Team took time to recognize her significant milestone. Among other honors, Jan was officially given the prime parking spot on campus – a spot she normally uses anyway since she arrives at work around 4 a.m. every morning. Chairman & CEO Ryan Lance recognized Jan as only the second employee in company history to reach the half century mark, and he delivered a proclamation on behalf of Houston Mayor Annise Parker.

Jan’s husband Larry shares her work ethic as an engineer overseeing construction in Rockport, Texas. On the rare occasions when they are not working, they enjoy spending time in their garden and playing with their dog, Teddy.

Asked about retirement, Jan says, “I can’t imagine doing anything different. I really don’t know what I will do when I retire. ConocoPhillips is a great place to work. The people are wonderful, and the work is challenging. Why would I want to leave?”

While Jan enjoys what ConocoPhillips has provided her over the last half century, it is clear that she has made an impact on the company and people with whom she has worked.

Cheers to you, Jan!
Jenny Thompson's passions run deep. Whether it’s helping people understand structure and seismic attributes, mentoring fellow geoscientists or ballroom dancing, she loves pushing herself and others to never stop learning, growing and sharing.

With more than 30 years in the oil industry and 24 years at ConocoPhillips, Jenny is one of the company’s premier geoscientists and subject-matter experts on seismic visualization and 3-D volume interpretation. She expertly uses her geophysics knowledge and experience to investigate the best software tools and techniques available to the industry. Some might say she’s a pioneer in the industry, constantly pushing technology to the leading edge. Most recently she has used a seismic structure attribute called the Fault Enhanced Volume to help geoscientists and engineers understand faulting and the structural complexity of critical wells.

In addition to her day job in Technology & Projects, Jenny spends her spare time mentoring and teaching others, sharing the knowledge she’s gained through the years. Her reputation as an outstanding mentor won her a 2012 Technology Award, which she proudly displays in her Houston office. Patrick Doherty, chief geoscientist for ConocoPhillips Alaska, feels the award was richly deserved. “We always welcome Jenny to Alaska with open arms. She takes her time to show colleagues how to improve their advanced geophysical workflows on a one-on-one basis. I’ve seen her help others countless times.”

Cathy Strong, geologist, Gulf of Mexico Prospect Execution & Appraisal, is amazed by Jenny’s work ethic and responsiveness. “Jenny is a supreme example of ConocoPhillips’ commitment to knowledge sharing and skilled mentoring. At any given time she is juggling requests from all over the world and is always available to answer questions.”

Jenny also serves as a role model to women in the industry through her professional affiliation with the Association for Women Geoscientists. As secretary of its foundation, she designates funding for programs that encourage women to pursue the geosciences, exchange technical information and enhance their professional growth. One critical project is the association’s distinguished lecture series. “I think it’s important for women to have role models and hear from other women about the challenges and opportunities we all face. The lecture series is a perfect way to provide that connection.”

Jenny recognizes the responsibility that comes with being a mentor and role model. “I’m at a critical point in my career where I feel obligated to give back. Mentoring has benefitted me so much throughout my career and taught me different things, such as how to get more exposure, how to be a better communicator and how to lead others. It’s important for all of our experienced employees to lead the way for the next generation of scientists entering the industry today.”

When Jenny is not mentoring and teaching advanced seismic interpretation techniques to ConocoPhillips staff, she’s competing in pro-am ballroom dancing competitions with her professional teacher and dance partner. “Dancing is a great way to be active, reduce stress and take my mind off work. It pushes me physically and helps me grow. It allows the creative part of me to shine.”
On Aug. 1, more than 500 Houston employees joined their online colleagues around the world for a global town hall and webcast with Chairman and Chief Executive Officer Ryan Lance. The event was hosted in Houston and webcast live globally. Lance updated employees on the status of the business, discussed upcoming major projects and reinforced the company’s commitment to safety and collaboration. He also announced the launch of the company’s newest safety initiative, the “Life Saving Rules.” Developed by Health, Safety and Environment (HSE) in collaboration with business units around the world, the Life Saving Rules are designed to be as vital a cornerstone of ConocoPhillips culture as the SPIRIT Values.

Ryan rewards Houston Facilities Director Steve Moskowitz for being the first to ask a question.
Global Production Symposium challenges attendees to collaborate

In late May, Global Production Excellence (GPE) Vice President Perry Berkenpas hosted 500 personnel from around the globe at the three-day Global Production Symposium. Centered around the themes Enhance, Assure, Collaborate, attendees were challenged by Berkenpas to “share ideas and build upon one another’s experiences to reach for excellence differently than our peers.”

Matt Fox, executive vice president, Exploration & Production, and Al Hirshberg, executive vice president, Technology & Projects, kicked off the conference by sharing their thoughts on corporate strategy. Robert Holder, performance monitoring director, GPE, noted that “Matt and Al laid out the vision that will guide our conversations as we move our business forward.”

Listening
The symposium provided an opportunity for managers to share their views of the state of the business. Don Hrap, president, Lower 48 and Latin America, expressed his enthusiasm about the huge growth in the Gulf Coast Business Unit over the past year, particularly in North American unconventional plays. “We need to learn quickly and adapt things from one place to another,” said Hrap. “That is what will keep us competitive, and these sessions provide an excellent opportunity for us to do just that.”

Other keynote speakers included Chief Economist Marianne Kah and Investor Relations & Communications Vice President Ellen DeSanctis. Both provided insights into the marketplace, outlined how the company stacks up against its peers and offered thoughts about the global energy sector over the next five to 10 years. “I love speaking with people who are actually producing oil,” said Kah. “I find it insightful to learn about their passions and concerns.”

More than 180 technical presentations were given during the event on topics including operations excellence, sustainable development, continuous improvement and health, safety and environment (HSE). These gave individuals from different functions the opportunity to share insights and to highlight their solutions and programs.

Collaborating
HSE Vice President Mike Ferrow presented the new “Life Saving Rules.” “From an HSE standpoint Global Production Excellence is very important,” said Ferrow. “A lot of these sessions have to do with integrity and safety, which is great.”

Luc Messier, senior vice president, Projects, Supply Chain & Aviation, also provided a cross-functional perspective. “The last symposium was in 2008, and it has been great to reconnect with the group and develop relationships through our shared interest in operations and ConocoPhillips as a whole.”

Sharing
The event offered many opportunities for attendees to share their experiences, including frequent networking breaks. Participants also participated in daily video blogs that kicked off each day and were shared on the global symposium website.

All live presentations were played back within 24 hours. Production Engineering Manager and symposium lead Kathy Jackson noted, “It is important to project what we have learned to all of our global peers. Unfortunately we can’t host everyone, but by providing quick playback and communication, we were able to give anyone interested in learning more the opportunity to do so.”

The culture shift at ConocoPhillips was illustrated during the symposium by openness and collaboration.

“What stood out to me was that not only were peers sharing their good ideas, but they also shared a lot of their problems,” said Berkenpas. “It was great to see everyone try to find solutions to these problems in an effort to improve our business. I’m very impressed by the exchanges.”
In the News

Integrated Operations of the Future

Applying global best practices for optimal performance in the Eagle Ford

The Integrated Operations of the Future (iOF) team provides 24-hour surveillance of the ConocoPhillips production assets in the Eagle Ford Shale play in South Texas.

In its Houston command center at Westlake 3, the iOF team has developed smart work processes and implemented advanced information technologies that measure and track critical lease production, monitor field alarms, aid coordination of oil-hauling truck logistics and help prevent downtime in field operations. The team also facilitates a daily collaboration video conference that enables personnel from operations, engineering, maintenance, stabilization, oil marketing and gas scheduling in Houston and the Eagle Ford to address opportunities and critical issues.

“iOF is meant to be innovative and to build on the best practices of the company,” said Dustin Ernst, iOF program manager. “We are making step changes to improve what we do well in the Lower 48. We want to set a long-term foundation for Eagle Ford to innovate and demonstrate our capabilities for integrating technology and great people in a collaborative, smart way.”

iOF broadens the traditional control room concept, according to Randy Black, manager, Eagle Ford operations. “They (the iOF team members) own the implementation as they work alongside operations, so they provide value beyond just identifying concepts,” he said.

For example, iOF played a key role in centralizing the Eagle Ford’s condensate truck dispatching function in Houston instead of in the field. “iOF has dramatically helped minimize shut-in production for high-level tanks,” Black explained. “We get more production because we have fewer shut-in wells.”

Through its unique integration of people and technology, the iOF team has an instrumental role in the Eagle Ford’s operated production, which has surpassed 120,000 net barrels of oil equivalent per day.

Indonesia takes Integrated Planning to the next level

An Operations Excellence (OE) team recently traveled to Jakarta, Indonesia, to facilitate a two-day integrated planning workshop. Planning & Scheduling (P&S) Functional Excellence Team (FET) Lead Mariann Andreassen and Integrated Planning (IP) NoE Lead Gisle Karlsen led a session with 26 planners and functional managers in attendance.

The event was designed to assist the business unit to further develop its strategic improvement plan. Brought to life during a 2011 OE assessment, the plan breaks the large Integrated Planning Implementation Program into smaller, more manageable projects.

Once the IP program was broken into smaller sections, the group created a problem and goal statement for each project cluster that integrated realistic milestones. Senior Onshore Operations Manager Tri Laksono noted, “We have learned that establishing incremental steps to achieving milestones is critical when attempting to create a realistic schedule that will drive our work.”

The team engaged subject matter experts to assist with Indonesia’s Continuous Improvement initiative and establish teams to progress individual projects through to completion. “Everyone now clearly understands the scope and magnitude of the task,” said Tim Croucher, manager, Asia Pacific Operations Excellence. “Focusing on a more structured process moving forward will significantly increase the likelihood of sustainable success.”

“This session was eye opening for our planners in Indonesia,” noted Laksono. “We are grateful to our OE teams in Houston and Singapore for assisting us as we develop a more structured action plan.”

Plans are underway to bring Continuous Improvement experts to Jakarta for several weeks to further train and assist personnel.

P&S road map and workshops

The P&S FET has developed a new road map to help planners understand and visualize the implementation sequence of the P&S framework practices. This workshop is a part of the new OE P&S FET offering of five different workshops available to business units:

- Value Awareness.
- Value and Desire.
- Assessment.
- Planning and Implementation.
- Measuring and Monitoring.

The workshops are typically conducted after an OE assessment or when a business unit begins implementing P&S and integrated planning.

To learn more about the P&S road map or workshop program, please contact Mariann Andreassen or Gisle Karlsen.
SPIRIT of Conservation supports migratory bird species

Bird migration is among the most mysterious and amazing of natural phenomena. ConocoPhillips, through its SPIRIT of Conservation Migratory Bird Program, is making significant contributions to migrating birds in the Americas. The program is a partnership of ConocoPhillips, the National Fish and Wildlife Foundation and the U.S. Fish and Wildlife Service. Through its first 8 years, 55 grants worth $6.5 million have been awarded to 32 conservation groups in 12 states and 5 countries. Grantees matched this funding with an additional $11.2 million, for a total conservation investment of $17.7 million. As a result of this investment, roughly 109,000 acres of critical bird habitat have been protected, restored or enhanced.

The SPIRIT program was developed because migratory birds are critical to the health of the environment everywhere. In addition to being a marvel of nature, bird migrations represent a vital flow of energy across countries and even continents. In addition, migration drives many economically important activities, such as bird-watching and tourism. To continue to provide these valuable services, migratory birds require breeding, stopover and wintering habitats so they can complete their annual life cycles. Past and ongoing destruction and degradation of these habitats have contributed to population declines of many migratory bird species in the U.S. and across the world.

The ConocoPhillips SPIRIT of Conservation Migratory Bird Program was launched in 2005 to help protect, restore and improve the natural systems and habitats upon which migratory birds depend for survival and to benefit declining bird species. This work is providing important benefits to numerous species of conservation concern, including red knot, American oystercatcher, Gunnison sage-grouse, greater sage grouse, lesser prairie chicken, Attwater’s prairie chicken, surf scoter, mottled duck, red-cockaded woodpecker, cerulean warbler and whooping crane.

Accomplishments 2005-2013

55 grants awarded to 32 conservation organizations in 12 states and 5 countries

Total conservation investment of $17,700,000

$6,500,000 in funding provided

$11,200,000 in matching contributions

109,456 total acres acquired, protected or restored

88,281 acres of grassland/sagebrush habitat restored

856 acres of coastal habitat restored

5,369 acres of wetland habitat restored

14,950 acres of habitat acquired for protection

Number of Projects by Type

- International: 8
- Coastal/Nearshore: 18
- Grassland: 19
- Wetland: 10

Number of Projects by Species Group

- Waterfowl: 12
- Waterbirds: 5
- Shorebirds: 18
- Neotropical migrants: 8
- Landbirds: 10
- Neotropical migrants: 18
- Shorebirds: 10
ConocoPhillips responds to floods in Southern Alberta

When Calgary and Southern Alberta were hit with devastating floods in June, ConocoPhillips immediately went into action to help employees whose homes had suffered flood damage and to support the community at large during this state of emergency. The company announced a US$1 million donation to flood relief, starting with a $500,000 contribution to the Canadian Red Cross. The remaining funds will be allocated to other nonprofit organizations supporting the recovery efforts or agencies impacted by flooding.

The company also matched donations from ConocoPhillips Canada employees and U.S. employees and retirees. To date, $23,000 has been matched to Canadian charitable organizations and civic municipalities.

“I was able to get out there and roll up my sleeves as a volunteer and couldn’t believe the devastation and personal tragedy I witnessed,” said Ken Lueers, president, ConocoPhillips Canada. “But I was also heartened by the passion of our volunteers and the resilience of the community.”

In addition to cash contributions, more than 300 ConocoPhillips Canada employees and contractors volunteered more than 2,000 hours helping their community. Volunteers cleared out mud-filled basements, tore out drywall and carpet, cleared debris from streets and parks and helped salvage precious photos.

“Our employees volunteered day after day where the flood had hit Calgary, High River and Medicine Hat. It was amazing to see how field and corporate teams came together to help fellow staff, their neighbors and the community at large,” said Barbara Simic, director, Community Investment.

“We run volunteer events all year long,” says Cleo Howe, senior advisor, Community Investment. “But we’ve been so impressed by the amount of time our staff has donated and the number of people that have come out to help. It really warms my heart to see what an impression our staff is making and how much they are helping.”

The work is not finished, but with the charitable gifts and many volunteer hours contributed by ConocoPhillips Canada employees, the communities are on their way to recovery.

ConocoPhillips supports Sichuan earthquake victims

When disaster strikes, ConocoPhillips strikes back. A powerful earthquake struck Ya’an, a Sichuan Province of China on April 20, and ConocoPhillips China (COPC) struck back with contributions to support local communities.

In coordination with the Sichuan Department of Commerce, COPC committed RMB 1.5 million (US$240,000) to charitable organizations to support the devastated communities in Sichuan.

“With the devastation and loss of life caused by this disaster, we wanted to help support the outstanding work that emergency responders and organizations like the Red Cross have been doing,” said Jim Taylor, president, COPC. “The company also set up an employee donation matching program. Our SPIRIT Values shined once again as local employees raised over RMB 78,600 (US$12,500) for the China Foundation for Poverty and Alleviation for post-earthquake reconstruction.

Additional support to the Lushan Earthquake Relief Action – Village Drinking Water Project is being offered by COPC and other donors. Due to the earthquake, 50 local villages’ water supply systems were severely affected. With funding support of RMB 10 million (US$1.6 million), existing systems are being reconstructed to supply clean, safe drinking water to the rural households in these villages.

COPC continues to coordinate with the Sichuan Department of Commerce to help the impacted communities in Sichuan.

2013 ConocoPhillips United Way Campaign, ‘Making Our Mark’

The 2013 ConocoPhillips United Way Campaign is underway in various locations across the globe. This year’s campaign theme, “Making Our Mark,” encourages employees to support efforts to improve the lives of those in communities around the globe. In 2012, ConocoPhillips participated in nine United Way campaigns in the United States, Canada and Russia, raising more than $7 million in employee, retiree and company donations.

“For more than 20 years, ConocoPhillips has partnered with the United Way. Last year we showed communities around the globe that as an independent E&P company we would honor the best parts of our legacy and had remarkable campaigns,” said Ellen DeSanctis, vice president, Investor Relations & Communications. “We look forward to another year and another opportunity to demonstrate our commitment to our SPIRIT Values.
and to make an impact in the lives of the people in our communities.”

This year ConocoPhillips will host campaigns in the following locations:
- Houston, Texas.
- Odessa, Texas.
- Midland, Texas.
- Aguilares, Texas.
- Bartlesville, Okla.
- Farmington, N.M.
- Anchorage, Alaska.
- Calgary, Canada.
- Moscow, Russia.

**ConocoPhillips Rice Elementary Science Lab – Houston, Texas**

Turning teachers into catalysts to pass along their knowledge and inspire interest in science is a primary goal of the ConocoPhillips Rice Elementary Model Science Lab. Launched in 2008, this program offers teachers professional development experiences that lead to a deeper understanding of science. As part of the program, each teacher receives more than 105 hours of direct contact, plus long-term mentoring and field excursions.

“We want them to go out and run their own workshops, to help train other teachers,” said Carolyn Nichol, executive director of the lab and a lecturer in chemistry at Rice University. “The average teacher in the elementary school program has been teaching for 13 years. This is a way for them to refresh their skills and learn something new.” It gives teachers an opportunity for growth that is intended to make them “the go-to people at their schools for science content and best instructional practices.”

More than 100,000 students are impacted by the program each year. Data indicate that students of teachers who have completed this program outperform other students.

“ConocoPhillips has a long history of supporting education in the cities where we live and work,” said Fran Vallejo, vice president and treasurer, ConocoPhillips. “We are pleased to partner with Rice University on the ConocoPhillips Rice Elementary Science Lab. Our company’s combined donation of $3.6 million over the past six years allows the program to continue to educate teachers so that they have the tools they need to develop students.”

**ConocoPhillips a longtime supporter of Yellowstone National Park**

In 1872, President Ulysses S. Grant was so moved by Yellowstone’s beauty that he declared it a national treasure to be protected and preserved for generations to come.

ConocoPhillips has been a proud supporter of Yellowstone National Park since 1917. The park, home to grizzly bears, wolves and herds of bison and elk, is one of the last natural ecosystems in the earth’s temperate zone. More than 3 million people from around the world visit Yellowstone each year to see the geysers and hot springs, as well as free-roaming wildlife and national historic landmarks.

In June, a display highlighting ConocoPhillips support of the park was unveiled at the grand opening of the newly restored historic Old Faithful Haynes Photo Shop, originally built in 1927. Located near the Old Faithful Lodge, the newly renovated shop features interactive exhibits of the Yellowstone Park Foundation story, provides a glimpse of the park as seen through the camera lenses of early photographers and offers an area where visitors can have their photo taken in front of a giant reproduction postcard.

In addition to being the only major supplier of motor fuels to visitors from 1917 to 2008, the company has supported the park by making donations that helped:
- Restore more than a thousand miles of trails.
- Purchase protective equipment for fire department personnel.
- Renovate the historic Norris Soldier Station and develop exhibits that allowed it to be opened to the public as the Museum of the National Park Ranger.
- Build the nearby Old Faithful Visitor Education Center.
- Conduct a comprehensive recycling study of the park’s waste management practices.

ConocoPhillips has proudly supported this national treasure as part of its efforts to preserve the environment. Visitors today and for generations to come will be able to experience the beauty and wonder of Yellowstone.

**Did You Know?**

ConocoPhillips was honored as one of Corporate Responsibility Magazine’s 100 Best Corporate Citizens globally for the second year in a row!
Global Materials Management meeting promotes collaboration

Supply Chain Material Management (MM) leads recently gathered for the first time since repositioning to network and address opportunities for improved collaboration and alignment within the function.

“It was an excellent opportunity to connect with co-workers around the world,” said Paul Sindorf, supervisor, NSK Materials in Alaska. “When meeting face to face you not only uncover new

instance, team members recognized the successful transfer of critical parts from the U.K. to Australia to prevent loss of production at its operations through knowledge sharing and using the company’s Networks of Excellence.

The team also worked to develop consistent processes to roll out across every business unit and review available MM technology to help the function work more effectively [e.g., scanner, global positioning system (GPS) and the inventory optimizer system] while still maintaining compliance.

“Globally, this function is critical to the business,” said Gusti Gafli, global lead, Materials Management. “Our business is about more than just warehousing or storing materials. There is material planning and also an investment recovery aspect that falls under our responsibility. While we encounter diverse situations in the business units, it was important for us to create a strategy of why, how and what our approach will be across the group.”

During the sessions, the group developed five out of six key draft MM procedures and identified MM key performance indicators, including an introduction of the global MM road map. The global team is integral to the company’s operations and will work together to provide the right quantity of the right materials at the right time.

Gusti Gafli is the Global Material Management group lead.

“While we encounter diverse situations in the business units, it was important for us to create a strategy of why, how and what our approach will be across the group.” – Gusti Gafli

and deeper solutions to problems, you develop a consensus and get results you don’t get in a typical teleconference.”

During the weeklong meeting, MM leads discussed critical issues related to their business area. “Having our key materials leads across the globe together allowed us to fully understand the challenges they face, hear about the successes they have had and, most importantly, identify how this team can respond to meet the company’s growth plans,” said Russell Watt, manager, Global Materials Management.

Better collaboration was also a key theme. The team discussed the development of a long-term strategy for the function, exchanged best practices and acknowledged lessons learned. For
Volunteers in Kuala Lumpur recently donated their time, energy and enthusiasm to help out residents of Zoo Negara, Malaysia’s national zoo. Employees enjoyed a day in the sunshine and got some exercise while spiffing up the zoo’s 110 acres. The team prepared food, fed the animals and tidied up their surroundings by sweeping up leaves and removing animal droppings. The more dangerous animals like tigers and pumas were kept in their enclosures during the group’s visit, but friendly capybaras and deer roamed freely.

At the end of the day Mark Wheeler, president, ConocoPhillips Malaysia, presented a donation to zoo officials and Katie, the sociable orangutan, who was happy to ham it up for the camera. Hyenas, elephants, giraffes, apes, hippopotamuses and fish are just a few of the animals that will benefit from the company’s gifts of time and money.

Zoo Negara, which opened in 1963, features 476 species of mammals, birds, reptiles, amphibians and fish. Over the years, the zoo has transformed into an open concept facility, with more than 90 percent of its animals kept in spacious exhibits with landscape befitting their natural habitat.

Mark Wheeler, president, ConocoPhillips Malaysia, presents a check to Zoo Negara officials and Katie, the orangutan.

Mark Wheeler and Shang Voon, commercial negotiator, clear foliage.

Derek Brown, commercial manager, helps feed the deer population.

Sherilyn Bourne and Geologist Ian McKnight offer an afternoon snack.
Cross-generational Collaboration: 2013 OneWiki Intern Challenge

Engineering Intern Sri Radhakrishnan and her mentor Alexander Oey, senior pipeline engineer, took top honors in the 2013 annual OneWiki Intern Challenge. The grand prize-winning article, “Corrosion Mitigation in Pipelines,” provides clear, thorough content, with examples provided through embedded photos and slideshow presentations. The submission received high scores for content organization, supporting materials, engagement and business value.

More than 30 intern/mentor teams from around the globe participated in the competition, which offers a unique opportunity for ConocoPhillips employees to mentor interns while adding valuable knowledge to the company’s internal Web-based encyclopedia, OneWiki. The judging panel, with representatives from Information Technology (IT), Geology, Geophysics & Reservoir Engineering, Operations Excellence, Human Resources and Lower 48, had high praise for each of the submissions.

The judges also recognized three additional teams for their exceptional contributions:

- Production Engineer Intern Ghazal Amar and Senior Production Engineer Marcel Madubom for “Produced Water Disposal.”
- Engineering Intern Jamison Soybel and Staff Measurement Engineer Bob Peebles for “Differential Pressure Metering.”
- Calgary IT Intern Lane Paulissen and Australia IT Business Analyst Alison Daunt for “Big Data.”

More than 30 intern/mentor teams from around the globe participated in the competition, which offers a unique opportunity for ConocoPhillips employees to mentor interns while adding valuable knowledge to the company’s internal Web-based encyclopedia, OneWiki.

Winners received a small gift and were guests at a luncheon hosted by the Knowledge Sharing group with a leadership team member from each team’s respective business unit in attendance.

OneWiki provides a platform for developing, sharing, retaining and updating knowledge while adding business value to ConocoPhillips by serving as a valuable resource for employees across the globe.

Links to each of the winning articles can be found on the OneWiki 2013 Intern Challenge page.
Annual Asia Pacific Showcase features culture, cuisine

On July 24, the Asian-American Network (AAN) hosted its 11th annual Asia Pacific Showcase at the Houston campus. The event featured cuisine and cultural exhibits from Australia, China, India, Indonesia, Nepal, the Philippines and Vietnam. Keynote speaker Lynn Strickland, manager, Asia Pacific and Russia Caspian Exploration, highlighted ConocoPhillips growth and development in Asia. Employees also donated items to raise funds for a local charity, Collaborative for Children.

The AAN promotes diversity through cultural appreciation, community involvement, networking and leadership development.

Teesside team comes to the aid of aquatic amphibians

Once again, Teesside Operations has demonstrated its commitment to conservation and environmental protection. While preparing to conduct maintenance work in their storage tank farm area, members of the team discovered a colony of great crested newts, one of the U.K.’s most endangered species.

“The walls and an unused bund pool containing rainwater provide an ideal habitat for the newts,” said Tony Finn, Teesside environmental engineer. “They live in holes most of the year and migrate to the pond March through June to breed.”

The project has been halted while Teesside’s environmental team works with local biodiversity partner Industry Nature Conservation Association (INCA) and government environmental agency Natural England to develop a plan to complete the work without harming the newts or damaging their habitat. All other ground work on the tank farm is being managed with the welfare of the newts in mind and in accordance with the guidance issued by INCA.

Once a solution is identified, Teesside Operations will proceed with the project, collaborating with licensed handlers to ensure the newts are relocated to a safe place while the work is completed.

“The newts will move back into the tank farm area after the project is complete and will become an important component of our biodiversity plan,” said Finn. “We look forward to monitoring and caring for the welfare of the colony in the future.”

The contractors who discovered and identified the newt colony were rewarded with gift vouchers to local retail outlets.

Published in spirit Magazine

Used computers get new life at Computers for the Blind

At ConocoPhillips Houston headquarters, about 1,000 computers are replaced each year. In an effort to live up to its SPIRIT Values, the company looks for ways to responsibly recycle them.

ConocoPhillips has found an organization that puts used laptops to good use. The mission of Computers for the Blind (CFTB) is to open the world of information technology to the blind and partially sighted by providing computer equipment, software and training. ConocoPhillips has donated 125 laptops, with plans to provide close to 400 by the end of 2013.

“Previously we paid a company to recycle our computers,” said Bob Hester, director, Headquarters Infrastructure. “Computers for the Blind is the perfect partner because their clients can get years of use from our discarded computers.”

“Once we receive a computer, we erase the hard drive, rebuild the hardware and load software for the blind,” said Gil Brand, executive director, Computers for the Blind. “Once the computer is outfitted properly, we provide training for the new user.” To date CFTB has outfitted and delivered 5,800 computers.

The organization was founded in 1989 by Dr. Bob Langford. Blinded at the age of 16 in a Halloween accident, Langford became the first blind person to graduate from public high school in New Mexico and the first blind person to receive a bachelor’s degree from the University of New Mexico.
Creating advocates on campus

Setting up a pipeline of technology leaders for the company’s future requires new, innovative recruiting techniques. Information Technology (IT) has taken a first step by creating the University Partnership Program (UPP), which establishes and nurtures long-term relationships between ConocoPhillips and university professors, career services counselors and recent graduates – the individuals students are most likely to consult when evaluating job prospects.

“The IT recruiting market is very competitive,” said ConocoPhillips Chief Information Officer Mike Pfister. “This unique and personal program is one way we are trying to stay one step ahead of the competition in the IT recruiting space.”

In April 2013, more than 20 representatives from UPP universities attended a three-day conference in Bartlesville, Okla., to get an inside view of IT at ConocoPhillips. Members of the IT Leadership Team provided overviews of the department’s function, company goals and planning strategies. There also were ample opportunities for informal networking, as well as job-shadowing with recent new hires.

“Prior to this event, I didn’t really know much about the company,” said Katie Gray, professor of management information systems (MIS) at the University of Texas. “I now have a good understanding about what makes ConocoPhillips different from others in the energy industry.”

The recruiting team also educated university representatives on the impact ConocoPhillips is making in the Bartlesville community.

“The local activities went a long way toward helping me recommend Bartlesville to students,” said Traci Carte, associate professor of MIS at the University of Oklahoma. “It really has more to offer than I knew about.”

The IT recruiting team will continue using UPP to strengthen relationships with core universities in the future. The 11 universities currently participating in the UPP are the University of Arkansas, Baylor University, the University of Colorado, Georgia Tech, Kansas State, Missouri State, the University of Oklahoma, Oklahoma State, the University of Texas, Texas A&M and Tulsa University.

Westlake campus enhances fitness facility

The newly opened Westlake Wellness Services occupies a 10,800-square-foot space in the basement and a portion of the ground floor at Westlake 2 in Houston. It expands ConocoPhillips Westlake employees’ access to fitness equipment, exercise and health classes, wellness programs, locker rooms and other services similar to those offered by Wellness Services at the Houston Main Campus. Registered employees and family members may access both facilities.

The Westlake Wellness Services team (from left) Shazia Arroyo, wellness coordinator; Jason Vasquez, wellness coordinator; Jaynee Griffin, wellness specialist; Austin Bily, wellness specialist; Donna Sullivan, supervisor, Houston Wellness Services; and Jesse Bluejacket, supervisor.
Australia Pacific LNG supports small business in Gladstone

Through a partnership with the Gladstone Chamber of Commerce and Industry (GCCI), Australia Pacific LNG (APLNG) will support a range of projects designed to address employment needs impacting small and medium-sized businesses in the Gladstone region.

“It’s important to support programs that help smaller businesses feeling the flow-on effects of the LNG industry in Gladstone,” said APLNG Community Relations Manager Robert Gibb. “We are focused on ensuring the GCCI strategies underway make a real difference and support the small businesses that underpin any thriving community, especially Gladstone.”

While some businesses are benefiting from the industrial activity in the region, others are experiencing issues around lack of staffing, high costs of wages and rentals, industry procurement processes and people shopping outside the region.

GCCI President Rick Hansen explained the two key strategies for addressing specific needs of local businesses. The first addresses ongoing retention problems by providing local residents who have chosen not to work with options to encourage them to seek new employment.

“This could include modifying roles, times and locations of staff, implementing change management strategies and effective employee management,” said Hansen.

The second, “Operation: Industry Sunday,” encourages businesses and community organizations to explore opportunities for Sunday experiences. The GCCI also will work to facilitate the connection between island workers and providers in the hospitality, retail, tourism, health and sports/recreation industries.

In addition to these projects, APLNG funding will enable the GCCI to embark on detailed research into why some businesses are thriving and others struggling.

ConocoPhillips team receives AAPG award of excellence

Staff Geologist Jose F. Delgado and a team from the ConocoPhillips Algeria Business Unit and its partners were recently honored by the American Association of Petroleum Geologists (AAPG) at its annual convention, receiving a “Top 10 Poster Presentation” award of excellence for “Reservoir Modeling Using Multi-Point Statistics (MPS), Berkine Basin, Algeria.” The presentation, one of 900 submitted in 11 technical categories, explained how to utilize knowledge sharing to optimize business value. The poster and presentation were based on a 2012 knowledge-sharing success story regarding an operated field in Algeria.

The AAPG is one of the industry’s most highly regarded technical associations. Its 2013 convention in Pittsburgh, Pa., was attended by more than 6,900 geosciences professionals from 78 countries.
**News Briefs**

**Board journeys to Alaska**

It was all work and little play for the ConocoPhillips board of directors during their July visit to the Alaska business unit. Along with CEO Ryan Lance and members of the Executive Leadership Team (ELT), board members reviewed the company portfolio, with a special emphasis on Alaska.

Among the items reviewed was the CD5 Alpine development, one of the first projects approved for funding by the board in late 2012. When complete, this project will be the first producing oil development in the National Petroleum Reserve – Alaska.

Accompanied by members of the Alaska leadership team, the group also toured the Alpine Emergency Operations Center and its most westerly drill site, CD4, as well as the Kuparuk Central Processing Facility 3. Before departing Anchorage, board members were treated to some sightseeing, taking in glaciers, wildlife and mountains.

**Elk City employees donate supplies to help tornado victims**

In June, ConocoPhillips employees in Elk City, Okla., provided tornado victims in Moore, Okla., with two pallets of supplies, including bottled water, diapers and baby formula. The two cities are approximately 120 miles apart.

ConocoPhillips has contributed $1 million to the American Red Cross for Oklahoma disaster relief efforts.

**Conference helps highlight Eagle Ford Shale’s role in rural economic development**

Members of the ConocoPhillips Eagle Ford Community Relations Team presented an informational display table and met with hundreds of business and community leaders from across Texas during the third annual Texas Rural Challenge Conference in San Marcos, Texas, on June 18 and 19.

Under the theme “Innovation, Entrepreneurship and Energy: Catalysts for Rural Prosperity,” the conference highlighted energy issues and shale development in Texas.

The Institute for Economic Development at the University of Texas at San Antonio (UTSA) hosted the event, and ConocoPhillips was a sponsor.

**ConocoPhillips sponsors youth baseball tournament**

ConocoPhillips served as a main sponsor of the 2013 Sandy Koufax World Series, a youth baseball tournament for 14-year-olds held in Bartlesville, Okla.

The four-day competition, which took place Aug. 1-4, featured six teams from the states of New York, Illinois, Tennessee, Washington and Puerto Rico, as well as the host site of Bartlesville. The winners? The team from Washington.

**Nonprofit recognizes communicator for volunteerism**

John Sousa, manager, Corporate Communications, was recently named ChildBuilders 2013 Volunteer of the Year. This annual award recognizes individuals for their outstanding commitment to helping children lead healthier social and emotional lives.

**In the News continued from previous page**

Harry County Judge Ed Emmett (right) presents the volunteerism award to John Sousa.

Sousa has volunteered for the nonprofit organization since 2008, providing ChildBuilders with much-needed communications strategy and support. With the help of other volunteers, he led the charge to launch a new brand, develop key messages, revamp the organization’s website and use social media to improve the organization’s outreach.

“Together, we’re preparing our future generations to lead healthy, fulfilling lives,” Sousa told supporters and volunteers at the April awards ceremony. “We’re protecting our children and teaching them to protect others. And we’re empowering them to fulfill their potential as members of the community.”

Founded in 1974, Houston-based ChildBuilders believes that every child deserves an emotionally healthy life and, through its programs and services, is dedicated to preventing child victimization before it occurs.
Women’s Network supports AVANCE-Houston’s mission

Members of the Women’s Network recently volunteered their time over lunch to create toy-making kits for families participating in AVANCE-Houston’s Parent & Child Education Program. The group assembled almost 500 kits while earning a $1,000 contribution to the organization through the ConocoPhillips Employee Volunteer Grant Program.

AVANCE’s parent-child program is designed to enhance school readiness for children and prepare parents to advocate for and involve themselves in their children’s education. As part of the program, parents construct toys for children that will enable them to “learn through play.”

Through its Community Connections subcommittee, the Women’s Network strives to support the broader Houston community of women through volunteerism and community outreach by planning and coordinating events that build stronger and more sustainable community ties.

Proud to be a military-friendly employer

ConocoPhillips recognizes the value of hiring transitioning members of the military and the transferrable skills they gain during their service. The newly developed U.S. Military Recruitment Program identifies top applicants for full-time employee and contract opportunities.

This program will provide enhanced access to thousands of diverse individuals transitioning from active duty.

How you can help
Hiring managers can work with their Human Resources recruiter to include transitioning military candidates in the hiring process. Military skills and experience will be translated in a way that enables hiring managers to make informed hiring decisions.

Employees and retirees can refer transitioning military friends and family at internaireferral@ConocoPhillips.com.

Veteran-related involvement
ConocoPhillips supports former military employees through a variety of sponsored events and activities throughout the year, such as the annual clay shoot fundraiser. In this event, local companies and wounded service men and women come together to raise funds for veterans organizations, such as Hope for Warriors and Team Red, White & Blue.

Patriot Employee Network
ConocoPhillips also sponsors the Patriot Employee Network (PEN), whose mission is to engage employees and their families in supporting active duty troops, wounded veterans and families of those who made the ultimate sacrifice. PEN currently has more than 300 members. The group seeks to:

- Recognize and honor contributions made to our country.
- Involve employees in the community by assisting local military-friendly organizations.
- Support the company’s efforts to recruit and retain former service members.

ConocoPhillips is proud to support the men and women of the armed forces.
**On Assignment**

**Sharon Rode (CP&d, Page 26)** joined ConocoPhillips in August 2010 as advisor, Internal Communications. Sharon provides executive employee communications support via messaging, presentations and town hall and event planning, as well as corporate internal communications for Exploration & Production International. Sharon has 12 years of broad experience, implementing and monitoring strategic internal communications and change management plans in a variety of industries. She holds a bachelor's degree in interdisciplinary studies with a focus on cross-cultural communications from Virginia Commonwealth University in Richmond and a master's degree in business administration with a focus on international marketing and communications from the European School of Economics. She is a certified project management professional and holds a certification in change management.

**Maxine Madison (SERVS, Page 42)** has worked with ConocoPhillips since 2006. She joined as an associate engineer in the Biofuels R&D group in Ponca City, Okla. Over the years Maxine has worked in Heavy Oil Technology and Environmental Technology and currently works as an environmental consultant in the Environmental Assurance group, part of the Health, Safety and Environment function. A native of Roxie, Miss., Maxine obtained her bachelor's degree in chemical engineering from Mississippi State University in 2002. In 2007, she completed her doctorate in chemical engineering at Texas A&M University (TAMU) with an emphasis on biomass pretreatment. She is a co-inventor on four U.S. patent applications for the company and one for TAMU.

**Andrea Urbanek (SERVS, Page 42)** joined ConocoPhillips in 2007 and currently serves as a senior communications analyst. She is responsible for internal communications for Lower 48, Canada and Alaska. Additionally, she provides media relations and strategic counsel for the Technology organization. She also manages public relations for the company’s largest Houston event – the ConocoPhillips Rodeo Run. Prior to her current role, Andrea worked on many of the company’s strategic initiatives, including educational outreach and advocacy programs. She holds a bachelor’s degree in public relations from The University of Texas.

**Kristi Richardson (Jenny Thompson, Learning, growing, sharing, Page 52)** joined ConocoPhillips in 2010 as the communications and change management lead for Project Development & Procurement. In 2011, she joined the corporate communications team to provide support for the company’s repositioning efforts. In 2012, she assumed the role of communications advisor for the Technology & Projects organization, where she partners with the functional leaders to create communication programs and activities that engage, align and integrate employees across the T&P organization. Kristi has 20 years of broad communication and change management experience in the energy industry. She received her bachelor’s degree in communications from the University of Texas at Austin, a master’s degree in marketing from St. Edward’s University in Austin, Texas, and is certified in the Prosci Change Management methodology.

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