

CONOCOPHILLIPS

spirit

Fourth Quarter 2013

Water

**Technology & Projects:
Partnering for growth**

Finding a way in Bohai Bay

Let's talk safety: 8 rules to *live* by!

Wesley Fikes

Field Health, Safety and
Environment Specialist

Magnolia Platform,
Gulf of Mexico

"Out here on the Magnolia Platform, the people I work with already were doing a great job of complying with safety guidelines. But seeing, learning and talking about the new Life Saving Rules will help us refocus our efforts on the more critical aspects of our daily work and remain hyperaware of working safely."



The new ConocoPhillips Life Saving Rules are gaining traction at the Magnolia Platform in morning meetings and other safety discussions, according to Wesley. "This is when our field personnel – some of them with a career's worth of experience – lead conversations with contractors and draw special attention to work associated with the rules." *Now we're talking!*



ConocoPhillips

Life Saving Rules

Sharing Insights

Q&A with Al Hirshberg

This issue of **spirit** Magazine features an overview of the Technology & Projects organization, describing how the team partners with business units around the world to deliver value. Technology & Projects Executive Vice President Al Hirshberg shares his thoughts about the role collaboration and culture play in driving profitable organic growth.

Q. *There's no doubt collaboration is important. What does successful collaboration look like to you?*

A. While the word collaboration has been used extensively over the past 18 months, it is understandable that confusion still exists about what it means for employees. In its simplest term, collaboration is bringing together diverse capabilities from different parts of the company to reach a common goal through better decision-making.

One of the most fundamental things we've done as a leadership team is to ensure everyone is developing shared goals. We've engaged more line management in the goal evaluation process and added more emphasis on shared milestones between the company's business units and functions. Through quarterly checks we're seeing powerful examples of teams successfully working together for both the short and long term.

ConocoPhillips can really distinguish itself from other independents by effectively connecting wisdom across the company, building global networks and making faster, more sound economic decisions. Our uniqueness, the way we work and our culture all offer us opportunities to leap frog the competition and be the top performer in our peer group.

Q. *Speaking of culture, how do you think ours is progressing?*

A. The way we work is tremendously different today. We're creating an environment that is much more open and transparent, and we're tackling some big issues in respectful and smart ways.

The Executive Leadership Team is a highly collaborative group, and we've moved to more collective decision-making. We regularly tap into diverse points of view and hold strategic discussions with subject-matter experts before we make key company decisions. This is a huge shift from before, and the benefits are visible. We now have a larger group of leaders who are better informed why key decisions are being made, are better aligned and are working on the things that matter.

Any cultural transformation takes time and requires everyone to be actively engaged along the way. Looking at our portfolio, we have some amazing opportunities ahead. We're building a great company, and our culture is critical to our growth plans. We can have the right strategy, vision and asset base, but to execute well we need to have a working environment that's compelling and exciting for people. The full engagement of every employee is fundamental to our success.

We're doing something that's never been done before – organically growing the world's largest E&P company. We need to do it better than anyone else while continuing to build our brand and meet our commitments both internally and externally. We'll know we've been successful when we meet our production and margin growth targets and hit the goal – in other words, doing exactly what we said we would do.



Contents

1 **Sharing Insights**
Q&A with Al Hirshberg

4 **The Big Picture**
Turned On, Ekofisk Redux,
Back Pedaling

10 **Water** | *Jan Hester*
The new, integrated Water
Solutions team helps business units
around the world address water
issues that impact production,
profitability and sustainable growth.

22 **Partnering for growth** | *Tom Lambert
and Kristi Richardson*

Technology & Projects integrates a
broad range of technical expertise to
support the needs of the company's
business units.

34 **Finding a way in
Bohai Bay** | *David Austin*
Implementation of the Rate
Enhancement Initiative process boosts
production in the Peng Lai Field.

The Peng Lai 19-3B
platform in Bohai Bay,
with the Peng Bo FPSO
in the background
photo by Garth Hannum

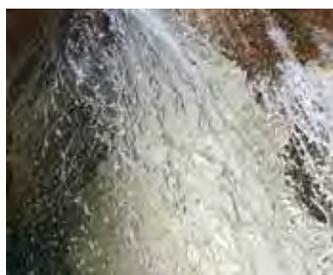


38 Finance Excellence Program prepares future leaders | *Janice Leonard*
A world-class recruiting, training and development program prepares Finance employees for future leadership roles.

42 Making our mark in Bartlesville | *Janice Leonard*
Bartlesville's Plaza Office Building gets a makeover fit for a new company with a unique identity.

46 Faces of ConocoPhillips
It's a Fascinating Conversation. One family, six scholars. Inspired by greatness, planning for success.

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



On the Cover

photography by Patrick Currey
High in the Colorado Rockies, snowmelt cascades from the Continental Divide, beginning its long journey to the mighty Mississippi River watershed.

eStream OnDemand featured videos

ConocoPhillips' intranet channel eStream OnDemand featured these videos since the last issue of *spirit Magazine*.

Visioning Indonesia

ConocoPhillips Indonesia offshore employees participated in a two-day visioning session with exercises that fostered discussions around the current and future states of the organization.

Glenn Schaaf and David Weaver discuss strategic staffing

Glenn Schaaf, vice president, Global Wells & Marine, and David Weaver, manager, Human Resources Technology, document their efforts to create the new strategic staffing plan.

Janet Kelly and Graham Vanhegan on integrity and ethics

General Counsel and Legal Senior Vice President Janet Kelly and Chief Compliance Officer Graham Vanhegan talk about the company's commitment to integrity and ethics.

The 8 Life Saving Rules are here to stay

Sept. 23 marked the official launch of the 8 Life Saving Rules.

A different way to work: Nathan Scarborough discusses GeoPic

Facilities Engineer Nathan Scarborough shows how much easier it is to document unregulated pipelines since collaborating with Information Technology to create the GeoPic app for iPad.

Meet The Mark: Learn about the next phase of our digital transformation

ConocoPhillips is poised for the next phase of its digital transformation. *The Mark* will debut in Houston, Bartlesville and the U.K.

Leading Edge on Location: Ram Shenoy visits the Bartlesville labs

Chief Technology Officer Ram Shenoy meets with researchers at the Bartlesville Technology Center to discuss recent innovations.

The making of a global town hall

IT Analyst Tracy Clayton walks viewers through the complex process of producing a global town hall and webcast for CEO Ryan Lance.

Chef Turner's Cooking Show: Watch him prepare miso-glazed scallops

Executive Chef Michael Turner shows how easy it is to make delicious, healthy meals. Watch the video and experiment with this heart-healthy cooking technique in your own kitchen.

Bring the Future to Work: We are energy in action

In August, the Houston Women's Network hosted Bring the Future to Work, an event that encourages employees and their children to learn more about working at ConocoPhillips.

Adding value in Bohai Bay: Rate Enhancement Initiative boosts Peng Lai production

ConocoPhillips China implemented an initiative to meet ambitious production targets for the Peng Lai Field.

Making our mark in Bartlesville

The Plaza Office Building in Bartlesville now showcases ConocoPhillips' new branding and messaging.

The ConocoPhillips SPIRIT Values start with safety, and safety starts with YOU!

Exploration & Production Executive Vice President Matt Fox encourages employees to learn about the Life Saving Rules.

Interested in taking on an international role? Join the APLNG project

Exciting engineering, operations and Health, Safety & Environment roles are now available in ConocoPhillips' Australia Pacific LNG project.

Leading Edges Earnings Edition with Jeff Sheets

After a day of analyst and media calls, Finance Executive Vice President and Chief Financial Officer Jeff Sheets confirms that the company remains on plan.

Military recruitment takes center stage

The company has made great strides in recruiting current and former military.

Warrior Sporting Clays Tournament supports military veterans

Hosted by ConocoPhillips, the 5th Annual Warrior Sporting Clays Tournament raised \$209,000 for veteran support organization Team Red, White & Blue®.

ConocoPhillips Canada welcomes youthful energy

ConocoPhillips Canada was title sponsor of the 4th World Petroleum Council Youth Forum.

It's What We Do – Application Development

The IT Mobile Application Development team is producing apps that change the way ConocoPhillips collaborates and works.





The Big Picture

Turned On | A new production header was recently installed at the University Andrews battery in the Goldsmith area of the Permian Basin, one of several major upgrades designed to accommodate additional production rates from new well development and recompletion programs. The 40-year-old field recently set a new peak production rate of 5,100 barrels of oil equivalent per day (BOED). University Andrews production has grown nearly 4,000 BOED since 2007 and is a key contributor to Goldsmith area growth, where production has increased 11,000 BOED to approximately 17,000 BOED.

Photograph by Garth Hannum

The Big Picture

Ekofisk Redux | The Ekofisk Field, Norway's first oil discovery, has been in production since 1971. The complex is the hub for production, processing and transportation of oil and gas. It has been continuously developed for more than 40 years. With the recent installation of two new platforms – the 2/4 L accommodation and field center (front, left) and 2/4 Z wellhead platform (front, right) – Norway's biggest oil producing field is ready for 40 more years of operation in the North Sea.

Photograph by Kjetil Alsvik







The Big Picture

Back Pedaling | The best way to step back in time and visit “Old Town” Jakarta (known as Kota) is to rent a bicycle from one of the many street vendors. This one is located outside “La Ville de Batavia,” a café built during the Dutch colonial era. Fatahillah Square in Old Town also contains the Jakarta History Museum, which served as headquarters of the Dutch East India Company and was also the former city hall of Batavia.

Photograph by Garth Hannum



DATAVIA

WATER



water

*by Jan Hester, photography by Garth Hannum,
Patrick Currey and Hall Puckett*

L ConocoPhillips' future depends on water. Without it there would be no oil and gas production. How the company uses its water resources will drive future profitability and its ability to produce energy in an environmentally responsible fashion.



“The Water Solutions group can be a vehicle to connect across the BUs and to help us improve production, lower costs and manage the risks associated with water use.” – Perry Berkenpas

“To be a great E&P company, we need to be a great water company,” said Perry Berkenpas, vice president, Global Production Excellence. “For every barrel of oil we produce, we manage about three barrels of water.”

Samer Adham, manager, Water Solutions, emphasizes the financial impact of water on ConocoPhillips’ business. “If we handle several million barrels of water per day, our annual costs will be substantial. We must get more efficient and effective at managing water.”

As the world population grows and the demand for energy increases, the corresponding greater demand for water will result in higher costs, stricter regulation and more interest from stakeholders.

Karl Fennessey, director, Water & Biodiversity, works to integrate water efforts across the company. “It’s important that we continue to improve how we manage this critical resource. This year we have updated the ConocoPhillips Water Action Plan and put water projections into the long-range planning process for the first time.” The action plan brings together the efforts from businesses and functions and sets prioritized goals related to water.

WATER SOLUTIONS

The Water Solutions group was created under the Global Production Excellence (GPE) umbrella in 2013 to ensure the company has the technology and the technical capability needed to meet

Right: (from top) Perry Berkenpas, vice president, Global Production Excellence; Samer Adham, manager, Water Solutions; Karl Fennessey, director, Water & Biodiversity

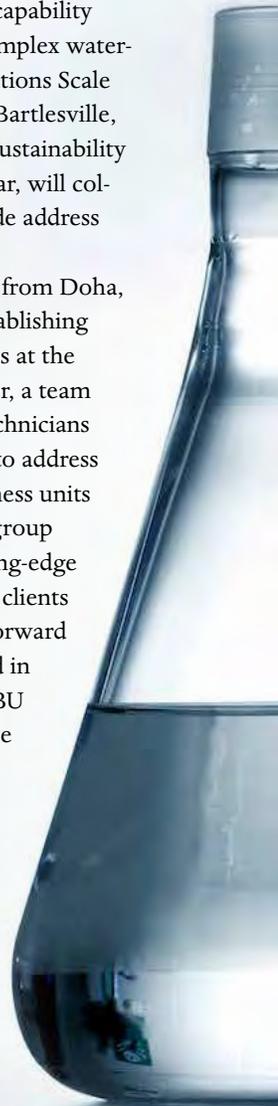


future water management goals. The team will apply its expertise to supporting business units (BU) worldwide while advancing technical capabilities and new technologies through research and development.

“We now have a strong group of experts who understand water use in our industry,” said Dirk Faveere, manager, Engineering & Technology-Facilities. “We also have laboratories with world-class capability that can analyze and assess complex water-related issues. The Water Solutions Scale & Water Treatment group in Bartlesville, Okla., and the Global Water Sustainability Center (GWSC) in Doha, Qatar, will collaborate to help BUs worldwide address their water challenges.”

Adham recently repatriated from Doha, where he was in charge of establishing the GWSC. “In specialized labs at the Bartlesville Technology Center, a team of scientists, engineers and technicians use their analytical capability to address water issues confronting business units around the globe. The Doha group will continue to conduct cutting-edge research and support regional clients such as QatarGas, but going forward they’ll be much more involved in company projects and global BU support. The two teams will be fully integrated and will work together to accomplish the company’s water management goals.”

The group is also building a tool kit of technologies to help the company deal with the whole spectrum of handling and processing



water. “We will look at our current business, technologies and capabilities,” Berkenpas said. “Then we’ll look at where the company will be in the future and determine what we’ll need to support that business. The Water Solutions group can be a vehicle to connect across the BUs and to help us improve production, lower costs and manage the risks associated with water use.”

The group also will connect BUs with expertise and solutions throughout the company. “For example, using water to cool heat exchangers has introduced problems in four different countries,” said Berkenpas. “We need to connect the dots so that knowledge is shared more efficiently.”



IT'S COMPLICATED

“All water is not created equal,” said Berkenpas. “Some water, such as the fresh water that people drink, is regarded differently from others.”

Unconventional reservoirs and oil sands are major contributors to the company’s goal of profitable organic growth, and effective water management in these areas will be critical. There is, however, no template for confronting water challenges.

The amount of water required to drill a well varies widely from region to region and even well to well. In the Eagle Ford Shale in Texas, approximately 6.1 million gallons are used per well, including



125,000 gallons for drilling and 6 million gallons for fracturing. Things look very different in Niobrara in Colorado, where the average is 3.3 million gallons per well, 300,000 gallons for drilling and 3 million for fracturing.

The amount of produced water also fluctuates. “For example, in the Eagle Ford only 10 percent of the water injected for hydraulic fracturing comes back as produced water,” said Greg Leveille, technical program manager, Unconventional Reservoirs. “In the Permian Basin that amount is more than 80 percent. It all depends on the geology, and it impacts every aspect of our operations.”

Steve Jester, senior principle environmental engineer, Lower 48, focuses on issues related to hydraulic fracturing, including water and stakeholder engagement. “There’s a real external push for oil and gas producers to recycle produced water,” Jester said. “But it’s not that simple. We’re working to make processes as efficient as possible. When we’re looking at water management overall, we may find that sourcing challenged water can ultimately save more fresh water than recycling produced water.”

Berkenpas notes that water also introduces a complex set of problems, including corrosion, scale, solids, films and biological substances. “It’s

Above: Mary Katebah, assistant engineer, GWSE

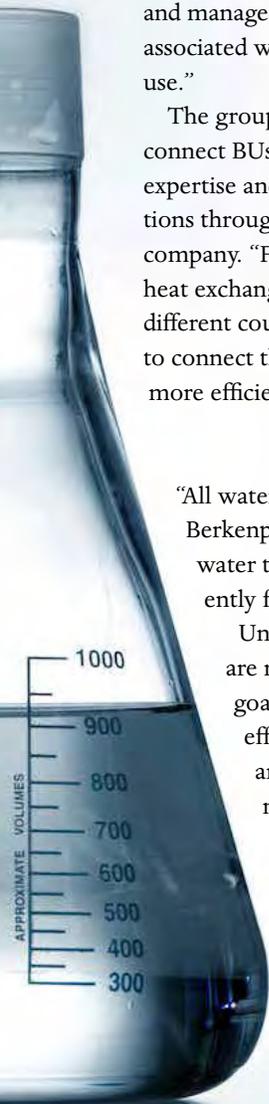
Left: Dirk Faveere, manager, Engineering & Technology-Facilities

water basics

Fresh water is not salty. It can come from surface sources, rivers, lakes and aquifers.

Challenged water, also referred to as brackish, is nondrinkable.

Produced water refers to all water that is returned to the surface through a well borehole during the extraction of oil and gas. It generally consists of water originally present in the formation, water injected to maintain reservoir pressure and chemicals used throughout the production cycle.





Water Solutions team members, photographed at the GWSC: (front, from left) Eman Al-Shamari, Vini Varghese, Kris Bansal, Mary Katebah, Ana Santos; (back, from left) Isik Turkmen, Nabin Uphaday, Arnie Janson, Altaf Ahmed Hussein, Samer Adham, Joel Minier Matar and Samir Gharfeh.

Below: Greg Leveille, technical program manager, Unconventional Reservoirs
Bottom: Steve Jester, senior principle environmental engineer, Lower 48



like taking medications,” said Berkenpas. “You have to consider the side effects.”

According to Faveere, the challenges associated with water are diverse and highly specialized. “We could be working with a BU to help minimize their fresh water consumption. At the same time they could also be dealing with scaling that’s a byproduct of produced water. Simple or complex, our water professionals are available to strategize and troubleshoot.”

Regulations add to the range of issues involved. For example, Australia doesn’t allow deep well reinjection, so producers are required to recycle and treat produced water. Also, Canada encourages producers to recycle 80 to 90 percent of fresh water from aquifers. “We have to make sure we stay involved in the regulatory process,” Jester said. “It’s important at both the state and federal level for us to be able to comment on what works and what doesn’t.”

Ramesh Sharma, staff process engineer, Water Solutions, admits that the challenges are complicated. “Our mandate is to provide cost-effective solutions. We try to find technologies that reduce operating costs and don’t produce byproducts that are difficult to manage.”

UNCONVENTIONAL RESERVOIRS AND OIL SANDS

Companies that produce oil and gas are progressively using more unconventional methods, most of which require significant amounts of water. To date, the industry has mostly conducted hydraulic fracturing using potable water from surface sources, rivers, lakes and aquifers.

“It’s expensive to truck around fresh water, and we’re sensitive about using a vital resource,” said Leveille. “We’re trying to utilize less fresh water by developing technologies that will allow us to use more challenged water, and we’re making good progress. In the Permian Basin pilot test where we used 100 percent recycled produced water, it cost less than if we’d used fresh water (see *Success story: Permian Basin*). That’s good for the environment, the company and the shareholders.”

The situation is different in the Eagle Ford, where wells produce almost water-free. “Our options are to use challenged groundwater sources, and we’ve started to run some experiments around that,” Leveille said. “Reducing the total volume of water used is also valuable, and in Eagle Ford we’ve reduced water use by 45 percent per well by optimizing hydraulic fracturing.”



Left: David Brown, program manager, Oil Sands & Heavy Oil

Below left: Kris Bansal, engineering fellow, Water Solutions



David Brown, program manager, Oil Sands & Heavy Oil, describes the challenges of producing from oil sands at Surmont in Canada. “The demand for water for all operators means that we have to pull more and more challenged makeup water from deeper underground. If we don’t remove the minerals and organics from feedwater,

we get fouling that requires us to shut boilers down periodically for cleaning. As well as causing downtime, this makes it difficult to meet the 90 percent produced water recycle goal.”

Optimizing the water-handling process requires quick, effecting monitoring tools. “Those capabilities have not been in place for the types of water that we’re dealing with,” Berkenpas said. “We’re testing some new tools on that front to enable us to get online, real-time testing results. That way we can adjust processes along the way.”

Online testing can speed up production processes, lower costs and help reduce environmental impact. One application at Surmont addresses the need for monitoring the silica management process to minimize boiler fouling. “We have developed two industry-leading online monitoring systems, with more on the horizon,” said Kris Bansal, engineering fellow, Water Solutions.

The online silica monitor, the first in the SAGD industry, helps prevent boiler fouling. “With online monitoring we can see the precursors of events before they cause major problems,” Brown said. “Then we can take steps to mitigate these issues and reduce downtime.”

Brown points out that when Surmont 2 comes

Success story: Permian Basin

Water is scarce in the Permian Basin of West Texas, where there is little rainfall, and energy companies compete with agriculture for fresh water. Ramesh Sharma, staff process engineer, Water Solutions, and a committed multidisciplinary team from the Permian Basin BU headed by Austin Shields, completions engineer, looked at ways to complete wells using challenged water.

The team recently completed their first well using 100 percent treated, recycled produced water.

“Produced water is a plentiful resource, especially in the Permian, so it makes sense to use it instead of disposing of it,” Sharma said. “We’re getting experience under our belt. This was our third in a series of five wells. We worked up from using 50 percent recycled water on the first and 75 percent on the second well. We’ll use 100 percent recycled water to complete the fourth and fifth wells. As of the end of October, we will have used 90,000 barrels of treated, recycled produced water in 30 stages of hydraulic fracturing.



Austin Shields (left) and Ramesh Sharma

“It all started with our project and an idea,” said Sharma. “The project worked beautifully because the Permian team was so supportive. We were incredibly fortunate to find a business partner with a problem and a commitment to solving it. Water Solutions is an appropriate name for the group. This is what we do – come up with solutions for difficult problems.”

Water matters for our future

How ConocoPhillips manages water is a metaphor for sustainable development because it matters to people, the planet and profits.

Communities naturally care about protecting potable sources to ensure ample supplies of clean water, so they ask about potential impacts from drilling and hydraulic fracturing. This underscores the link between environmental and social impacts of water stewardship.

There is also economic value to responsible water use, with conservation and spill prevention measures effectively reducing financial and reputational risks to the company. Specifically in Eagle Ford, optimizing hydraulic fracturing has reduced water use by 45 percent per well – netting a measurable improvement to the bottom line.

Respecting water resources offers great environmental, social and economic benefits. ConocoPhillips takes this seriously, with a comprehensive approach and action plan to support the company's sustainability.



Preserving and Conserving Water is one of the company's four Global Onshore Well Management Principles. More information about how the company manages water can be found in the Water section of the Sustainable Development Report on www.ConocoPhillips.com.

Below: (from top) Dan Smallwood, manager, Gulf of Mexico Deepwater Asset Development; Cindy Smith, supervisor, Water Solutions; Greg McLelland, staff scientist, Water Solutions



on line, the water treatment process will be more efficient because of new technologies that have the potential to help the company more cost-effectively increase the percentage of recycled water used, comply with regulatory guidelines and significantly reduce the environmental impact.

DEEPWATER

In offshore operations, high equipment costs can make a project uneconomical. To be successful in this key area, ConocoPhillips will have to embrace new technologies with minimal footprint and weight, two key things that add to the cost.

The company is currently undertaking conceptual studies to compare traditional water management systems for both injected seawater and produced water. One emerging technology is subsea water injection, boosting water from the seabed instead of the surface. "This will depend on several factors, including how much water we need to inject, the subsea architectural layout and our ability to process fluids to meet the specified water quality," said Dan Smallwood, manager, Gulf of Mexico Deepwater Asset Development.



SUPPORTING WORLDWIDE OPERATIONS THROUGH COLLABORATION AND TEAMWORK

In Bartlesville, Cindy Smith, supervisor, Water Solutions, and her team help global business units address their water challenges. The group's services include assessing, adjusting and adapting the analytical methods used in production and operations and identifying unknown debris and fouling material.



"If a BU finds new material in process equipment, pumps, strainers or filters, we get a call to identify it and come up with a strategy for getting rid of it," said Smith. "Sometimes it's not as easy as one might think. It may require various disciplines, skill sets, collaboration and out-of-the-box thinking to identify and mitigate an unknown."



Left: Karsten Sjursæther, scale field specialist, Water Solutions

Far left: Doha skyline

Greg McLelland, staff scientist, wants the business units to know that the group is open for business. “We’re a service organization, not just a research and development group. If you have a water problem, we’re here to help.”

When addressing BU-specific operations and production issues, the group functions as a neutral third party, performing only technical analyses. “The BU might inform us that their inhibitors aren’t working properly, that they have scaling or flow assurance issues,” said Smith. “One size doesn’t fit all. We address the problem from a holistic perspective, from all scientific angles.”

Principal Scientist Tom Baugh focuses on scale, as well as consulting for the corrosion group on water chemistry. Baugh and his team recently completed a project for the Alaska and Norway BUs to identify the best scale inhibitors for various conditions. “One inhibitor might be excellent at addressing scale but less compatible than other products with corrosion inhibitors,” Baugh said. “After getting input from everybody on the team, we make technical recommendations to the BU.”

Scale Field Specialist Karsten Sjursæther emphasized the importance of this recent project. “It will have a huge impact on our

future treatment strategy. You can waste a lot of money if you haven’t optimized your chemical programs. We now have a template we can share with other BUs.”

The group is focused on sharing solutions across the company. “In Bohai Bay, there were issues with naphthenic acids, something they were unfamiliar with,” said Baugh. “We characterized them, determined what caused the problem and designed a mitigation strategy. We’re now seeing naphthenic acids pop up in other produc-



Above: Tom Baugh, principal scientist, Water Solutions

Left: In the Doha labs: Isik Turkmen, scientist, Water Solutions, and Joel Matier Matar, engineer, Water Solutions



tion areas, so we can apply what we’ve learned in China to those BUs. We’re always pleased when we can add value for ConocoPhillips by sharing information that way.”

Sjursæther also heads up the Global Chemical Network, the company’s first Network of Excellence (NoE), and believes one of the group’s key strengths is troubleshooting to address ongoing issues and sharing that knowledge. “We’re doing ongoing work to combat, prevent and improve scale management,” Sjursæther said. “Along the way we see similarities between issues and

Corporate HSE expands water metrics

In conjunction with the Water Issues Working Group, the Environmental Assurance and Performance Assurance groups are working to expand water metrics tracked by the company, including sources and uses, discharge and disposal and recycling and reuse. The data collected will help contribute to improved water management and supports the Corporate Water Strategy and Action Plan.

“Before 2013, we only reported total fresh water use and total discharged,” said Jennifer Barringer, manager, Environmental Assurance. “The new requirements will give the company a more complete picture of how this important resource is handled and where we may need improvements. It will also help keep us aligned with our peers in the industry.”

New data collection requirements apply only to operated assets. Data will be collected in 2013, with an initial roll-up in 2014.

solutions. We want to take advantage of opportunities to share what we’ve learned from one BU with another without having to reinvent the wheel. It’s also important to have the right processes in place so you can make the right decisions in a timely fashion.”

McLelland and his team are currently involved in two key areas. The first is scale inhibitor evaluation using core flow equipment to simulate an inhibitor squeeze into the reservoir, a common scale control technique. During production, the inhibitor dissolves into the brine and prevents scaling.

“We’ve been doing work for Kuparuk and Alpine in Alaska, where they do a lot of scale inhibitor squeezes,” McLelland said. “The challenge is to get the inhibitor into the water stream before the scale

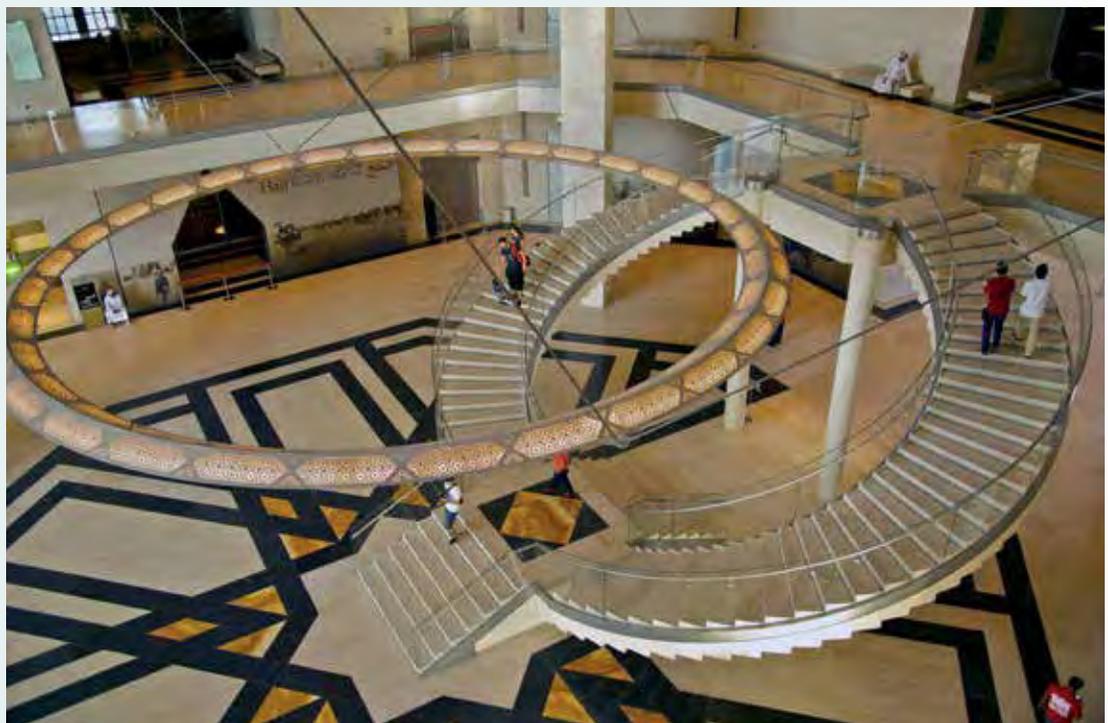
has a chance to form. If scale is forming deep in the well bore, the only way to get it into solution is to place the inhibitor into the reservoir and adsorb it into the rock surface. Then the scale inhibitor dissolves into the water stream and guards against scaling up to the well head.”

McLelland and his team also support the Alaska and Norway BUs to determine the viability of a chemically enhanced oil recovery (CEOR) project. “The reservoir group is evaluating the technical merits and economics,” said McLelland. “If it were successful, we’d have the potential to recover an additional 800 million barrels from Kuparuk over the life of the project. We’re in the early stages, so there are still a lot of challenges to be met.”



Above: Exterior, Qatar Science and Technology Park

Below right: Interior, Doha’s Museum of Islamic Art





Left: Samir Gharfeh, GWSC principal scientist

Far left: In the Bartlesville labs: Paul Schmidt, senior associate technician, Water Solutions, and Ying Xu, senior scientist, Water Solutions

A CENTER OF WATER EXCELLENCE IN THE DESERT

On a sprawling, science fiction-modern campus at Doha's Qatar Science & Technology Park, scientists at ConocoPhillips' GWSC are conducting groundbreaking research that will help business units worldwide address location-specific water issues associated with oil and gas production. The GWSC uses its state-of-the-art analytical capabilities to advance the science around produced water treatment, seawater desalination and water reuse and recycling.

Qatar, a nation that relies on desalinated sea water for 99 percent of its fresh water supply, is a fitting location for the facility. "Water is something precious," said Eman Al Shamari, assistant scientist, GWSC. "Here in Qatar everything depends on water."

Since its inauguration in 2010, the GWSC has staffed up and is now focused on fully integrating and collaborating with the Bartlesville and Houston Water Solutions teams. With their proximity to business units in Asia and the Middle East, the team is perfectly positioned to spread its wings. In addition, the group educates the public and promotes water conservation through its visitor center.

The newly established GWSC cut its teeth by providing analytical support and treatment testing for the startup of the QatarGas 3 liquefied natural gas (LNG) megatrain. The company had no labs ready at the time, so they asked the GWSC to provide daily analyses of their injecting chemicals. "The startup was flawless, and it was an excellent opportunity for us to initiate the lab equipment and demonstrate value for ConocoPhillips," Adham said. "QatarGas had two major goals: to remove field chemicals before injection and to recycle 50 percent of produced water. We were successful in evaluating several methods to remove field chemicals and treat produced water,

and it was a great opportunity for us to learn together in a unique environment." The GWSC continues to provide specialized technical support to QatarGas and other local governmental organizations pertaining to water sustainability, all in support of Qatar National Vision 2030 and other related national development strategies.

The GWSC team's ultimate goal is to use the knowledge they capture in Doha to support worldwide strategic projects. "Along with our advanced lab equipment, we have the expertise to utilize and apply technology," said Principal Scientist Samir Gharfeh. "We have expertise that can help ConocoPhillips beyond just this region."

ADVANCING TECHNOLOGY

As the company moves forward it must find cost-effective ways to reduce fresh water use and lower the cost and impact of sourcing, transporting, treating and disposing of water. To meet these goals, the Water Solutions group is developing a portfolio of technologies to assist business units in addressing their specific issues.

Reverse osmosis

Widely regarded as the most energy efficient method of desalinating feedwaters, reverse osmosis uses a semipermeable membrane and high-pressure pumps to separate feedwater containing dissolved minerals and other contaminants into two streams – brine (reject) and purified water (permeate).

How important is water to ConocoPhillips?

For every **1 barrel** of oil production the company:

- Produces **1.25 barrels** of oil equivalent (BOE) of gas.
- Produces **2 barrels** of water.
- Sources **1.25 barrels** of water (approx. 0.2 barrels fresh).
- Treats **3.25 barrels** of water.
 - Discharges 0.5.
 - Disposes 0.25.
 - Injects 2.5.

These are approximate gross numbers for ConocoPhillips-operated assets.



Above: Arnie Janson, principal engineer, GWSC

Above right: Eman Al Shamari, assistant scientist, GWSC, and Ana Santos, engineer, GWSC

Membrane distillation

This hybrid desalination process uses a temperature difference across a membrane as the driving force to produce high-quality distilled water from seawater or high-salinity brines. The process operates at ambient pressure and can use low-grade waste heat as the key energy source.

“You can extract fresh water vapor from a salt water stream,” said Adham. “Reverse osmosis is the most common technology for desalinating with a membrane, but the salinity is a limitation. Membrane distillation has an advantage over reverse osmosis because the process is not affected by the salt content.

“Membrane distillation is an emerging technology that could be applied to treating produced waters for recycle or reuse.

Through field trials in Qatar we know that it works on concentrated sea water from a desalination plant. We’re testing in the field to benchmark the two side-by-side technologies. Hopefully the knowledge we capture can be adapted and applied to purifying and desalinating produced water.”

Membrane bioreactors

In produced water there are two categories of chemicals: inorganics and soluble organics. While membrane distillation and reverse osmosis can remove inorganics from produced water, biotreatment is the most effective way to remove organics. This technology is well established in industrial water treatment. Sewage treatment facilities worldwide use microbes to remove organics from water.

“One promising new technology combines biotreatment with membrane filtration,” Adham



said. “Water treatment at Surmont in Canada’s oil sands is highly challenging. We’re able to manage that water as effectively as, if not better than, some of the other producers. In Doha we’ve been able to apply membrane bioreactors to waters that are less challenged than at Surmont. We will continue to evaluate the feasibility of using membrane bioreactors to remove organics from produced water such as Surmont’s.”

Water in the industry

- Source.
- Gather.
- Produce.
- Separate.
- Transport.
- Treat.
- Discharge.
- Dispose.
- Inject.

Forward osmosis

Water Solutions scientists are just beginning to research forward osmosis, another emerging technology that uses a semipermeable membrane and a high osmotic pressure draw solution to concentrate organics in feedwater. In the GWSC research, the feedwater is produced water from Qatari gas fields.

Ceramic membranes

Another process being tested as part of global engineering support is the application of ceramic membranes for produced water treatment. “We put commercially available ceramic membranes into a vessel, and clean filtered water comes out the side,” said GWSC Principal Engineer Arnie Janson. “Ceramic membranes can cost-effectively remove suspended particulates from a variety of feedstreams, either as primary filters or as



polishing filters. It's an established technology that we're applying to produced water treatment because membranes are robust and can operate at high temperatures."

ASSESSING RISK

Fennessey says that early efforts on water management in ConocoPhillips were led by small pockets of interested participants who believed the situation could be improved through increased collaboration. "As our experience has grown, this informal group has evolved into the Water Issues Working Group, a team with the expertise to develop corporate action plans on water."

The company has made real progress in the area of assessments and data collection. "When we looked at the data we need to gather in order to understand our footprint and opportunities, we recognized that a common set of tools was not available in the industry," Fennessey said. He and his team worked with the International Petroleum Industry Environmental Conservation Association (IPIECA) and Global Environmental Management Initiative (GEMI) to develop standardized tools for the industry to assess water risk locally and globally.

The IPIECA tool examines the entire portfolio of assets with respect to water scarcity. The GEMI tool is for local application and can be used to assess risk exposures and track action plans for mitigation. Both tools are now being integrated into the company's routine risk assessment processes.

LOOKING TO THE FUTURE

The future looks bright for Water Solutions, with a seemingly endless supply of interesting projects coming down the pike. "It's a good place to be right now with so many new things going on," said Karsten Sjursather. "We're at an interesting turning point with many of the BUs. We expect new regulations and stakeholder expectations to continue to play a significant role in the future, and we'll work hard to be ready to take on those future challenges."

Adham outlines the Water Solutions group's 2014 objectives. "We realize that the water issue is complex, diverse and field-specific. Next year we will complete due diligence on attractive prospects to help us identify and prioritize our best opportunities. We will also focus on developing a deeper understanding of how water impacts ConocoPhillips' business – its value, volume and costs associated with production in the future." The group will also continue to expand the water technology toolkit by building internal capabilities and exploring commercial or new technologies available in the marketplace.

Janson wants ConocoPhillips BU staff around the globe to think of Water Solutions when they have a water problem. "Our biggest challenge is to understand the unique nature of each issue. People think there is a magic bullet, but in reality it's just plain hard work – testing, learning, retesting and finally coming up with a solution. But it's exciting and satisfying to know we're helping to solve water problems around the globe." ■

Above: Altaf Ahmed Hussain, engineer, GWSC

Above left: Spice market in Doha

TECHNOLOGY & PROJECTS

**Precision Rig 557 drills
development wells
at the Eagle Ford in
South Texas.**
photo by Jared Leigh



Technology & Projects: Partnering for growth

*by Tom Lambert and Kristi Richardson,
photography by Hall Puckett*

Emerging from repositioning as the world's largest independent exploration and production (E&P) company, based on production and proven reserves, understandably resulted in major changes for ConocoPhillips. This new status presented challenging operational goals and afforded the company an opportunity to use new tactics to secure a competitive advantage and achieve its objective of profitable organic growth.

“Our new goal is growing production organically and profitably, something none of our competitors have managed to do in the last decade,” said Ram Shenoy, chief technology officer. “To be better than our competitors at finding and producing hydrocarbons, we must be superior in all facets of the reservoir life cycle across exploration, appraisal, development, production and abandonment. Our technical capabilities are therefore more important than ever. Preserving and strengthening them is fundamental to our strategy for achieving profitable organic growth.”

CENTRAL EXPERTISE

Recognizing this opportunity, the company set itself apart from its past and other independents by creating Technology & Projects (T&P), a centrally functioning group with core areas of expertise to support the company’s business units (BU). The group focuses on technology, project development, drilling, subsurface, production, facilities, deepwater, marine, aviation, operations, continuous improvement, information technology and supply chain to create economies of scale and reduce learning curve and cycle times while strengthening the “ConocoPhillips Way” throughout the company.

“Fully integrating technical expertise gives us the ability to build on previous successes and facilitate better conversations around consistency,” said Ken Tubman, vice president, Geosciences &

Reservoir Engineering (G&RE). “We learn from others and apply that knowledge across the business units, enabling us to move faster.”

T&P Executive Vice President Al Hirshberg noted that this step change in organizational structure enables the company to be “nimble like an independent, with the technical horsepower of a major.”

Shenoy seconded that opinion. “It’s unrivaled in the E&P space. The path to improving profitability is to grow our revenues faster than we grow our costs, as we increase our production. The T&P organization gives ConocoPhillips economies of scale, establishing key functional disciplines for the company with critical mass, which all the BUs can access. We’re paving a new path, which provides better integration, collaboration and a clear advantage for the company.”

The advantage is apparent, especially when you compare how interactions took place before the T&P group was formed. “In the past, all the technical functions reported in four different places, and integration was difficult,” Hirshberg said. “A good example is how differently information technology (IT) is viewed today. The IT organization is now a peer to all the technical groups that directly deal with oil and gas exploration and production. This proximity enhances our ability to use IT mobility solutions creatively to address our technical problems, enabling us to deliver user-friendly solutions more efficiently.

“This step change in organizational structure enables the company to be nimble like an independent, with the technical horsepower of a major.” – Al Hirshberg

Technology & Projects Organization

Al Hirshberg

Executive Vice President



Perry Berkenpas

*Vice President,
Global Production Excellence*



Glenn Schaaf

*Vice President,
Wells & Marine*



Ken Tubman

*Vice President, Geosciences
& Reservoir Engineering*



Ram Shenoy

Chief Technology Officer



Mike Pfister

Chief Information Officer



Steve Bross

*Vice President, Deepwater
Asset Development*



Luc Messier

*Senior Vice President, Projects -
Supply Chain - Aviation*

“The creation of the T&P organization has changed the way we do business. Now drillers are talking to subsurface teams and working with production engineers, and they are all working with IT. This has really improved collaboration and integration.”

In addition to paving the way for better integration among the functions, T&P has fostered better partnerships with the business units, resulting in improved problem solving. “Our job is to help connect the dots between all the business units that would never get connected otherwise,” said Global Production Excellence Vice

President Perry Berkenpas. “T&P’s expertise and its network connect people to one another so we don’t reinvent solutions to the same old problems. These solutions capture knowledge that will have long-term value for the company.”

Tubman agreed. “With the new company and our new approach, we’re seeing a much deeper appreciation for technical work and functional excellence. We know we can achieve more consistency, optimization and integration by exchanging better ideas and being an equal partner to the BUs. This shifting paradigm has invigorated our people.

“We’re not always doing things that are

Compressed Natural Gas: It's what's under the hood that counts

by Vinnika Johnson, photography by Rich Ostrem

It's a basic white, light-duty pickup truck. But it's what's under the hood that counts. This truck is bi-fuel – powered by both compressed natural gas (CNG) and gasoline. As of September, nearly 30 CNG pickup trucks were deployed in ConocoPhillips Lower 48 operations in Oklahoma and Utah.

"This is one way we're driving smart growth for ConocoPhillips, by utilizing a widely accepted alternative fuel that we have in abundance in the U.S.," said Luc Messier, senior vice president, Projects-Supply Chain-Aviation, and project sponsor of the CNG project. "Using CNG demonstrates our commitment to not just finding and producing natural gas but using it in a sustainable and impactful way for the company."

ConocoPhillips joins companies nationwide using natural gas as a transportation fuel and contributing to the growing number of natural gas vehicles in the U.S. (now more than 100,000). According to Natural Gas Vehicles for America, more than 15.2 million natural gas-powered vehicles exist worldwide.

Why CNG?

"CNG is a proven transportation fuel," said Don Hrap, president, Lower 48 and Latin America. "We are launching an initial deployment of vehicles to areas that already are equipped with CNG fueling stations. As CNG refueling infrastructure develops, we may be able to replace nearly 50 percent of our truck fleet with CNG vehicles over the next five years. As early as next year, additional CNG vehicles will be added in the Lower 48 as existing trucks roll off their normal duty cycle – provided they are located in areas where refueling infrastructure exists."

Compared to vehicles operated solely on gasoline, CNG vehicles offer the same fuel economy and similar performance. CNG also costs much less than gasoline. In addition, since they are bi-fuel, these vehicles provide extended fuel range for driving long distances, often necessary in field operations.

"Using CNG vehicles not only champions America's natural gas and offers fuel economy, it supports our climate change action plan through reduced emissions," said Ginny Hart, manager, Supply Chain Sustainability. "This contributes to sustainable development in our company and in our supply chain and drives a positive change in the way we can operate our fleet."

Collaborative effort

Last August, the idea of using CNG vehicles for the Lower 48 light-duty pickup truck fleet was developed by a team consisting of representatives from Supply Chain and the Corporate Fleet group.

"Both groups explored CNG as a fuel option and collaborated to develop a go-forward strategy for using CNG in our operations," said Steve Swerdloff, category lead, Facilities and Fleet and CNG project lead. "We wanted to understand market dynamics and evaluate equipment and field operations to determine if CNG vehicles were a good operational fit for Lower 48."

The team presented its strategic plan to Lower 48 management for approval to move forward with CNG vehicle deployment.

Going forward

The project team continues to monitor and promote station development so that CNG vehicles can be used for other business groups across the company.

In addition to increasing the use of CNG within ConocoPhillips, the project team also actively promotes usage outside of the company. For example, Swerdloff recently demonstrated one of the company trucks for company vendors at the ConocoPhillips Supplier Sustainability Forum. "As we continue to gain experience in the use of CNG, we are sharing this knowledge with other companies that are interested in replacing their fleet with CNG vehicles," said Swerdloff.

ConocoPhillips understands that it's what's under the hood that counts. CNG is a proven transportation fuel that can have a positive impact on the environment, the company and America's energy independence.



The Supply Chain team demonstrates one of the 30 new natural gas vehicles being used in the ConocoPhillips fleet.

SMART models flow from the creative process



Curt Schneider

Reservoir Engineering Fellow Curt Schneider and singer-songwriter Paul Simon have quite different careers, but how they feel about their work process is strikingly similar. In an interview, Simon once said, "What I discover is often more interesting than what I invent."

Schneider and his G&RE team members validated this view of the creative process while developing a consistent framework to define reservoir performance best practices. The project was originally part of an executive-level directive to design innovative methods for benchmarking ConocoPhillips assets and identifying actionable improvement opportunities. Its original title was "Field Performance Initiative Project."

The first step toward the team's goal was made possible by now retired Reservoir Engineering Fellow Jim Sylte, who formulated the concept for calculating a field's "complexity index" and relating the complexity to expected recovery. Following this breakthrough, the team brainstormed other ideas, including how to quickly model field performance and expected recovery. The team spent six months developing new ideas, constructing prototypes and engaging colleagues to test the validity of their ideas. "It was an exciting period of creativity as we saw prototypes coming together and overcame all kinds of challenges, including the pressure of meeting an ambitious goal," Schneider recalled. "It wasn't unusual for me to wake up at 3 a.m. with a new idea for an issue we encountered earlier that day."

After six months, the team presented their methodology and prototypes to the project sponsors. The modeling tools developed were regarded as so advanced that the team's directive

changed from a quest for better corporate benchmarking to polishing their prototypes and releasing them to the asset groups for direct application. The end result was a suite of modeling tools now known as "SMART" which stands for scalable multidisciplinary applied reservoir technology.

In early 2013, a milestone was reached when the number of SMART model applications exceeded one million. SMART dramatically speeds up an engineer's ability to create models and get results. Workflows that once took hours or even days to run have been reduced to minutes. Assuming even a modest savings of 15 minutes per model, the capability represents a saving of 130 man-years or approximately \$65 million in annual manpower costs. Perhaps more important, though harder to estimate, SMART models enable asset teams to make better decisions through improved reservoir performance understanding and forecasting.

The team has been recognized and received a SPIRIT Award for project excellence in 2009 and a



Andre Bouchard

second award in 2012 for the UR SMART tool. Reservoir Engineering Technology Manager Andre Bouchard has a special appreciation for the team's creativity. "It's exciting for me to work with a group that has demonstrated the ability to develop highly complex concepts and turn them into something that will help ConocoPhillips grow its business and remain competitive."

second award in 2012 for the UR SMART tool. Reservoir Engineering Technology Manager Andre Bouchard has a special appreciation for the team's creativity. "It's exciting for me to work with a group that has demonstrated the ability to develop highly

considered breakthrough or revolutionary. Sometimes technology isn't hardware, tools or equalizers. Sometimes what we do is on a longer scale: We get an idea. We try it, and then we implement. It's an iterative process between us and the business units. The business units tell us what they need. We try various things, apply a certain approach. If it doesn't work, we try again."

SUPPORTING GROWTH THROUGH TECHNOLOGY

While there are many reasons for the company's success since repositioning, T&P must be acknowledged as a key contributor for helping the BUs build and optimize production, better manage risk, optimize costs and improve operations. "Improved collaboration and integration within the central T&P group and out into the operating assets has led to increased efficiencies and a greater emphasis on technical capability and technological development," said Hirshberg.

These improvements are especially critical with the company's focus on challenging growth areas such as the unconventional plays, deep water and the Canadian oil sands. In assets like the Eagle Ford in the Lower 48, where competition is fierce, the ConocoPhillips team has delivered excellent results since ramping up drilling activity in 2010. "Our drilling performance in Eagle Ford has been best in class," said Glenn Schaaf, vice president, Wells & Marine. "We owe that to the dedicated folks in the asset team and those in our T&P team

for providing guidance when we needed it."

The pressure to stay on top continues to mount in the Eagle Ford where every operator is working to improve drilling performance. Schaaf's team of global experts, in conjunction with the Eagle Ford asset team and G&RE, is looking into new technologies to retain a competitive advantage. One of these is DEEP (Drilling Execution Efficiency Platform) technology that uses downhole and surface measurements on the drilling string to control the rig's top drive. This real-time feedback optimizes the amount of mechanical specific energy delivered to the drill bit, ultimately reducing drilling times by eliminating wasted energy, as well as producing better quality wells.

DEEP is an example of multidisciplinary collaboration between the business units and T&P, combining well-established technology such as the surface sensor with the cutting-edge wired drill pipe, which transmits the downhole data to the surface. Experts from G&RE, utilizing the latest in computing technology, are developing algorithms to enable modeling of the drill string and creating ways to predict and optimize the rate of penetration. The wired drill pipe technology is being refined by ConocoPhillips at Eagle Ford for implementation in other areas where it is applicable.

Another example of technical capability and technology development can be found in Surmont in Alberta, Canada. To produce oil in this

"Our technical capabilities are therefore more important than ever – preserving and strengthening them is fundamental to our strategy for achieving profitable organic growth." – Ram Shenoy



Recovering memory data from a downhole drilling dynamics sub

oil sands asset, the reservoir must be heated using steam to transform oil the consistency of peanut butter into a substance that can more easily flow into a production well.

One of the challenges in implementing this process involves creating a heated area with a uniform shape around each horizontal injector well, thereby controlling steam breakthrough in a producing well. After years of attempting to perfect the distribution of steam out of injector wells, asset engineers and geoscientists, along with central technology, decided to use flow control devices to create a uniform distribution of steam out of the wells. To date, the results have been very impressive. Flow control devices have produced uniform steam chambers quicker than conventional completion strategies. There is no longer any doubt that steam injection can efficiently heat high-viscosity oil, allowing it to flow into production wells. In this case, the project is a complex collaboration between the Canada BU, completions technology groups in Wells & Marine and G&RE for subsurface evaluation.

Beyond big advances in unconventional and oil sands reservoirs, new technologies are also paying dividends in other areas. Off the Norwegian coast in the North Sea's Ekofisk Field, new technologies are being used to solve old problems in wells that have been producing for 40 years. Intelligent well systems, one of the emerging technologies being used there, control different producing sections along the length of wells.

These systems enable operators on platforms or in offices to stop or reduce flow from a specific

reservoir layer remotely while retaining flow from other layers, eliminating the need to conduct a costly well intervention. Ekofisk is not the only location realizing positive results from using remote-controlled wells. In Indonesia, wells are being fitted with intelligent systems to reduce water production and optimize oil and gas production. The use of these technologies will be key enablers in the deepwater Gulf of Mexico and other areas around the world.

MORE THAN TECHNOLOGY

Much of T&P's very important work falls under the category of risk mitigation or cost optimization. Helping the BUs deliver near-term impact is the Supply Chain organization. By combining strong commercial skills, technical expertise and smart contracting, they make strategic decisions that ultimately reduce the company's total cost of ownership. "If a company doesn't have this capability, it's the same thing as seeing money on the ground and not picking it up," said Hirshberg. "This team has demonstrated that they can work closely with the BUs to help meet their operating challenges, impact the bottom line and help mitigate risks."

In the longer term, the T&P organization is

Assessing the value of drones

In September, ConocoPhillips conducted the first commercial drone flight in U.S.-controlled airspace, launching its 40-lb. ScanEagle surveillance drone from a research ship in the Chukchi Sea over remote Arctic waters 120 miles off Alaska's north coast. The 36-minute flight tested the drone's sensors and navigation system and helped streamline the Federal Aviation Administration's approval process for future flights. While brief, the flight was a landmark in the progress of civil operations by unmanned airborne systems.



John Hand

The ScanEagle has a 10-foot wingspan and a propeller engine that sounds like a model aircraft in flight. It can fly 18 hours on



Unmanned aircraft, or drones, find new use in the oil and gas industry through improved monitoring and data collection in remote areas.

1.5 gallons of fuel. Capable of sending live video back to its controller, the drone delivers persistent imagery over land or sea at a fraction of the cost of other surveillance methods.

From an operational standpoint, drones can substantially increase ConocoPhillips' knowledge of remote areas as well as improve the effectiveness of monitoring and data collection efforts for onshore and offshore projects. One of the uses being considered for hovering drones is flare inspection. Traditional inspections call for the flare to be turned off, allowing human inspectors to perch near the top of the stack. Beyond eliminating this type of operation, drones can provide analysts with real-time data on the flare's condition while it is burning. "The ability to fly drones beyond our line of sight, at 1,000-foot to 10,000-foot elevations in virtually any type of weather, opens up many possibilities," said John Hand, technology program manager, Gas Solutions & Core Legacy Assets.

"Conducting aerial surveillance of ice floes would enable us to monitor potential threats to our drilling operations in the Arctic seas, and, because drones can fly lower and slower than manned aircraft, they would enable us to make much more detailed inspections of our pipelines."

Using drones for pipeline inspections eliminates the need for it to be done by individuals, which often involves driving vehicles and walking over harsh terrain. Drones also can reduce costs substantially. The cost to inspect a pipeline in Alaska using a fixed-wing aircraft is approximately \$8,000 per hour. A drone can inspect the same line for \$300 per hour.

"We are still figuring out all the ways drones can be valuable to us from an operational and economic standpoint," Hand said. "But our main interest is in the ways they can spare our people from exposure to potentially hazardous conditions. That will always be their biggest value."

Increasing collaboration through information technology

by Sabrina Martinez

ConocoPhillips has a renewed focus on collaboration, and Information Technology (IT) is supporting that priority by upgrading and implementing tools such as audio and video conferencing, Networks of Excellence and the new intranet, *The Mark*.

"The IT team is making investments to provide leading capabilities for sharing," said Chief Information Officer Mike Pfister. "By piloting and implementing new tools, systems and software, the team is helping to foster a culture that shares knowledge, skills and expertise worldwide. The solutions IT provides drive productivity, reduce costs and bring collaboration and integration to our global businesses."

Lync, Adobe Connect, Polycom and SMART Boards enable team members to host global online meetings. "Our technology makes it possible for employees to interact and share documents with co-workers or business partners anywhere and on any device," said Infrastructure & Operations Manager Rich Barclay.

Since these software upgrades were implemented, usage has steadily increased, with a combined monthly average of more than 20,000 Adobe Connect, Polycom video and Lync meetings. Despite an increase in usage, the IT team has realized significant cost savings. "We are now able to host large virtual conferences internally at no incremental cost increase, breaking down one more barrier to allowing everyone to connect online," said Lee Roberts, director, Meeting Technology, Messaging &

Web Infrastructure.

Connecting isn't just for the company's internal networks. Using Lync, ConocoPhillips can communicate with nearly 40 partners and suppliers.

A great deal of collaboration requires viewing written materials, and working together can be hindered if the documents aren't easily accessible to participants. "Modernizing our legacy tools allows users to share documents and search across repositories," said Christy Clark, director, Enterprise Content Management. "This gives people the flexibility to continue to use Livelink, SharePoint or File Shares to store their documents. With exponential growth in the amount of data, it's imperative that users be able to easily find information no matter where it is stored."

According to IT Business Partner Jennifer Hohman, the company also plans to introduce more social media-type tools. "We are allowing users to incorporate activities that have become commonplace outside of work, such as 'following' other employees or 'liking' documents as a way to keep track of information that helps them do their jobs better."

Sue Anne Boelens, interim manager, Knowledge Sharing, added that collaboration through technology is not a generational phenomenon. "Participation in our networks spans generations. Nearly 80 percent of employees currently collaborate by participating in a Knowledge Sharing Network of Excellence." Look for that number to grow as IT continues to explore new technologies and upgrade current offerings.

The IT team also uses innovative and collaborative technologies to quickly solicit ideas and solutions from large groups of employees. Jams, for example, are used to support strategy development. Ideation software supports brainstorming, allowing employees to comment and vote on proposed solutions.

"These are just some of the many ways the IT organization continues to provide solutions that allow the company to tap into the creativity and innovation of its employees to solve real business problems," Pfister said.



Lee Roberts



Rich Barclay



Christy Clark (left) and Jennifer Hohmann are transforming the way employees connect, collaborate and share content.

photo by Garth Hannum

Continuous Improvement: Getting better at getting better

by Lauren Blake

Based on the Center of Excellence concept, Continuous Improvement (CI) delivers results through leadership, facilitation, best practices and training. Defined as an ongoing effort to improve the quality of products, services or processes, CI supports integration and collaboration and improves performance by breaking down silos.

In essence, CI provides a tool kit for making quick, efficient and sustainable improvements that build the organization's internal capability and capacity. Based on lessons learned and the assessment of improvement efforts such as Lean, Six Sigma and Norway's Good to Great program, the CI team developed a road map that incorporates critical success factors and robust training.

The right structure

The CI team is structured globally and locally. The CI team, located in the central Global Production Excellence organization in Houston, drives consistent messaging, training and business unit

(BU) support. CI Director Greg Bussing compares the group of professionals to fishing guides: "We teach you how and where to fish, and when you catch a fish, we take pictures of it to help showcase your success! Our goal is to provide BUs with whatever they need to succeed. We take pride in helping our

businesses get better at getting better," Bussing said.

Local business unit CI teams typically consist of a decision board, CI manager, CI master, multiple CI leads, CI facilitators and project sponsors, owners and resources.



Greg Bussing, a manager in Global Production Excellence, leads the continuous improvement efforts for the Technology & Projects organization.



Participants collaborate during a recent Indonesia facilitator training course.

A large success factor for both global and local teams is knowledge sharing. Discussing solutions with peers enables a team to learn quickly. The CI Network of Excellence (NoE) enables people to connect with one another to share key findings and best practices.

Teaming up

The global team provides each asset leadership team with tools to identify critical priorities and helps select the greatest opportunities for improvement. Throughout the process, CI provides facilitation and tools for teams to develop a clear path forward. In addition, extensive training helps ensure that efforts build on previous experience.

Responding to asset demand, CI has helped create capability and capacity. In 2013, the number of people trained increased by 54 percent, resulting in improvements to safety, work process efficiency, uptime, spending reductions and employee satisfaction.

Australia takes hold of CI

In mid-July, Australia Business Unit West (ABUW) President Todd Creeger sent a

note to employees stating: "In order to reinforce the importance of continuous improvement as the 'way we work,' the ABUW leadership team is further developing our capacity and capability in this important area." Creeger went on to describe CI as a way to "identify and prioritize improvement opportunities, develop and implement solutions and support those solutions to deliver sustained performance."

ABUW established a small team led by CI Manager Paul Patrick. "The group will facilitate a governance system and provide direct training and support to teams working on improvement projects," Creeger said.

Indonesia aims to improve process and culture

During the first quarter of 2013, ConocoPhillips Indonesia conducted its first employee engagement survey since repositioning.

ConocoPhillips Indonesia (COPI) had a participation rate of 98 percent, providing local leadership ideas for building a better working culture.

They developed an action plan that



incorporated CI, which COPI President and General Manager Erec Isaacson described as a way to “improve our processes and reduce bureaucracy.”

Several key roles have recently been put in place to drive the new CI organization. Chris Putuhena joined the team as a full-time CI lead, reporting to CI Manager Sofyan Lubis.

Alaska leads with POP

The Alaska BU is mapping processes using CI tools to increase efficiency. The highly successful “Put on Production” program, better known as POP, refers to the amount of time required to begin production after a rig leaves a well. “We mapped the process, put the right people in place and reduced the cycle time by almost half,” said North Slope Integrated Operations & Projects Manager Bill Arnold.

POP has increased production by almost 320,000 barrels over the past year, and the business sees great potential for continued success. “We have bigger plans for CI in Alaska,” Arnold said. “Two new full-time employees will review our business processes seeking additional opportunities to increase efficiency.”

Continuously improving

The past year was productive for CI across the globe, and CI shows no signs of slowing down as more business units put it into practice. “We knew it had the power to change the way we do business,” Bussing said. “And we are thrilled that the company is embracing its future possibilities.” (See the *Continuous Improvement* ad inside the back cover of this issue.)

committed to delivering major capital projects on time and on budget in a safe, transparent, predictable and competitive way. The Projects organization works across the board with project teams and BUs around the world to develop and execute major capital projects that are essential to meet our organic growth strategy. In addition, the global Project Services function is instrumental in providing support and assurance services to project teams.

In this post-Macondo environment, having a group that manages centralized technical functions helps ensure safe, technically sound and environmentally responsible practices. The Marine group vets every seafaring vessel in use by ConocoPhillips, from offshore drilling rigs to tug boats. With an 8 percent rejection rate in 2013, the team enforces strict standards. In critical well reviews across the company, wells meeting a cost or risk threshold are required to be reviewed by a panel of centralized experts, ensuring quality control and mitigating risk.

Through regular operations excellence assessments, the team helps BUs identify gaps in processes and develops opportunities to leverage globally and put CI plans in place. “Protecting the base is essential to achieving 3 percent to 5 percent production growth over the next five years,” said Berkenpas. “Meeting financial, Health, Safety and Environment and production commitments depends on our having safe, reliable and continuously improving operations.”

As the T&P group and the business units continue a relationship that is proving to drive healthy organic growth for the company, they are also fulfilling ConocoPhillips SPIRIT Values. “The changes we’re experiencing are exciting,” said Hirshberg. “With the formation of T&P, we’ve basically been given a blank canvas to draw on and do things the way we want them to be done. It’s a great time to be at ConocoPhillips.” ■



The Peng Bo floating production, storage and offloading vessel is connected to the soft yoke mooring system tower in Bohai Bay.

photo by Garth Hannum

Finding a way in Bohai Bay

RATE ENHANCEMENT INITIATIVE HELPS CHINA MEET PRODUCTION TARGETS

by David Austin and David Horensky



Sometimes a slow start can be discouraging and disappointing and result in unfulfilled expectations. Other times, it can present opportunities for innovation and collaboration that lead to satisfaction and success. The story of Bohai Bay certainly fits into the latter category.

“THE GOAL OF OUR REI EFFORT WAS SIMPLE: MEET OUR PENG LAI PRODUCTION TARGET.” – Aaron White

ConocoPhillips has a 49 percent stake in the Peng Lai Field in Bohai Bay, which accounts for 80 percent of net China business unit (BU) production. Each year, production targets are set to ensure a robust strategy for investment as well as align with the company’s strategy for growth and development.

For the first quarter of 2013, the gross production goal for Peng Lai Field was set at 105,000 barrels of oil per day (BOED). Actual production fell short of that goal in January and February, putting the quarterly and annual targets in jeopardy.



Above: Aaron White, reservoir engineering supervisor, Surveillance & Production Optimization

Right: Wu Chun, developmental manager, China Subsurface Growth Projects

“Clearly, we were short,” said Aaron White, reservoir engineering supervisor, Surveillance & Production Optimization. “We needed to do something and do it quickly.”

The China BU wasted no time embracing a successful process utilized by its fellow Alaska Business Unit – Rate Enhancement Initiative (REI). The process calls for multidisciplinary brainstorming to generate and implement ideas for improvement.

“REI was originated in the Alaska BU in 2004 to address early production shortfalls following challenges associated with a satellite field startup,” said White. “Through this process, the BU was able to overcome a large early deficit and end up near original production targets for the year.”

Through the REI process, ideas are aggregated into an “opportunity hopper.” Once in the hopper, ideas are ranked and then aggressively worked.

“We formed a leadership team consisting of Operations, Subsurface and Well Operations personnel to ensure an integrated, multidisciplinary alignment,” said White. “The goal of our REI effort was simple: meet our Peng Lai production target.”

Once the decision was made to initiate the REI process, brainstorming sessions were held in Beijing, Tanggu and on all offshore facilities in China. From those sessions, more than 1,000 ideas were captured and documented. The most promising ideas – a recompletion program, backflushing of open-hole screen producers and optimization of an acid stimulation program – were implemented, resulting in a significant boost in production.

RECOMPLETION

The brainstorming session held by the China Subsurface organization resulted in a plan to recomplete some of the most promising wells in Bohai Bay. Wells often have multiple production zones.





Peng Si, staff production engineer, Well Completions Integrity & Intervention

After one zone has achieved maximum production, the well can be recompleted in a different zone.

“To date, we have carried out nine recompletions,” said Wu Chun, developmental manager, China Subsurface Growth Projects. “These recompletions have added more than 5,000 BOED in gross production.”

BACKFLUSHING

Backflushing open-hole screen producers in Bohai Bay resulted in a total production boost of 2,000 BOED. The process involved performing remedial operations on many of Peng Lai’s older completions.

“By using injection water to backflush completion, we came up with a lower-cost, quick-to-perform program that can be repeated multiple times,” said Wan Bangzuo, production engineering supervisor, China Subsurface. “More than 100 jobs have been performed to date, with wells experiencing production uplifts as high as 300 BOED.”

ACID STIMULATION OPTIMIZATION

Optimizing the acid stimulation program proved successful in Bohai Bay as well. In use prior to 2013, the process was escalated after being identified as a promising tactic in brainstorming sessions. Since June 2012, more than 100 acid stimulation jobs have been completed.

“Peng Lai oil production performance is based on an active asset – water injection,” said Peng Si, staff production engineer, Well Completions Integrity & Intervention. “The more we inject, the more we produce. However, the injection

water also introduces contaminants that can clog the system and prevent the water from being injected. To solve the problem, we pump acid solvent into the injection water, dissolving the clogs and restoring the injection well to its original performance level.

“Through REI, we optimized the acid design and volume to deliver more efficient stimulation. Overall, our water injection has climbed as we’ve moved through the year. And that means our base oil production has benefited.”

PENG LAI BACK ON TRACK

This package of concerted efforts put Peng Lai Field in Bohai Bay back on track toward meeting its production targets. Following the slow start with implementing the REI process, production climbed ahead of schedule in April and has been moving along steadily ever since.

“Our production outlook for the year now puts us at 98,000 BOED,” said White. “That is 8,000 BOED higher than what was forecast in February and is very close to our target.”

White also notes that, thanks to the success of the REI process, the level of collaboration and teamwork between the Operations, Subsurface and Well Operations organizations has never been better.

“Utilizing a successful concept like REI from Alaska has turned out to be good business for the China BU,” said White. “It not only helped us achieve our target, it increased our forecast for future years and has helped to make the Peng Lai Field in Bohai Bay a great legacy asset.” ■



Wan Bangzuo, production engineering supervisor, China Subsurface



Finance Excellence Program prepares future leaders

by Janice Leonard, photography by Rich Ostrem, Leonelle Hill and Janice Leonard

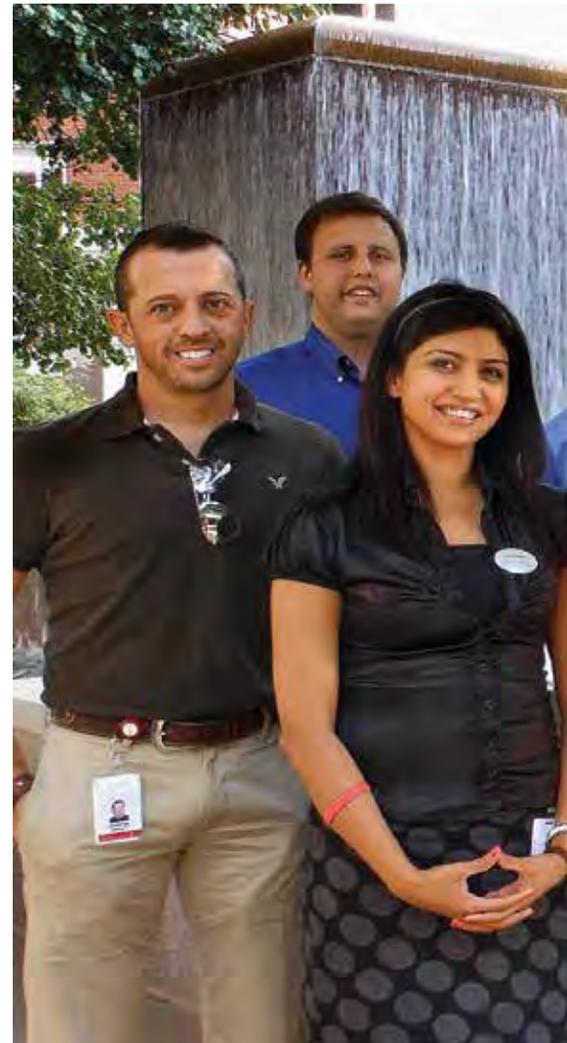


**Finance Functional Excellence Manager
Steve Wood**



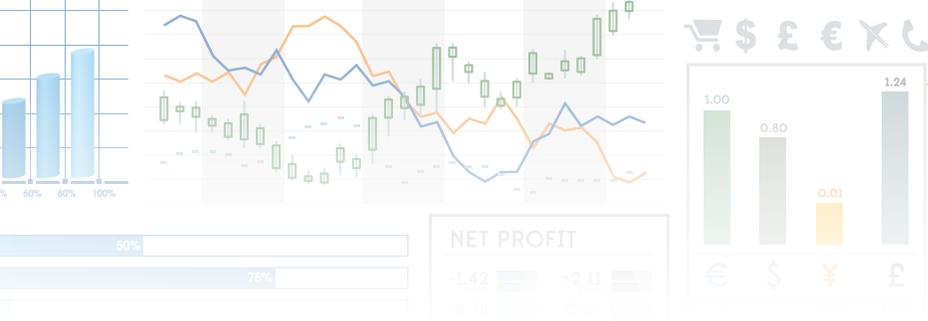
Finance Functional Excellence Training Coordinator Leonelle Hill

If money is the lifeblood of a company, then the finance function is its nerve center. Those who pursue a career in finance have insight into what is going on throughout the company and can directly influence operations and management decisions that drive growth and profitability.



It's a fast-paced and demanding career that requires quick thinking, accuracy and constant delivery of results. For the group to succeed, it needs great people. That's where Finance Functional Excellence (FFE), the Finance group's recruiting, training and development arm, comes into play.

"Making sure Finance recruits exceptional people and provides development opportunities and ongoing training is the mission of



FINANCE



FFE,” said Steve Wood, manager, FFE.

According to FFE Training Coordinator Leonelle Hill, the seven-week Finance Excellence Program (FEP) is the cornerstone for developing future leaders. “FEP provides global early career employees with an in-depth look at our company, industry and function. The focus is on technical, career and personal development, which equips employees to become future leaders,” said Hill.

The FEP offers opportunities for intense

networking on a global scale, and it happens twice a year, in the spring and fall. The 15 participants selected for the fall 2013 session represent a broad cross section of finance disciplines and businesses. All participants have between one and five years of company and industry experience. They also have the support of their business unit leadership.

The class stays together and travels between Bartlesville, Houston and some field locations during their seven weeks with the FEP. During

Above: Members of the Fall 2013 Finance Excellence Program



that time, internal and external presenters focus on the four pillars of the program:

- Career and personal development.
- Industry and company knowledge.
- Expanding financial knowledge.
- Providing management and networking opportunities.

The learning is not passive. The program is structured so that each person actively participates in class discussions and activities. "In addition to technical ability, two of the most important attributes we look for in candidates are willingness to accept coaching and the ability to influence and lead others," Hill said. Before the program begins, Hill seeks input from the participants and their supervisors on their strengths

and coaching points. "Throughout the program, I provide them with opportunities to demonstrate their strengths and constant feedback on how they are improving on their coaching points."

Assets + accounting = the big picture

The Eagle Ford Shale formation is one of the most actively drilled in the United States. The Fall 2013 FEP class got an up-close look at a company drill site in October. While participants learned the accounting treatment for assets in class, the field trip to Eagle Ford helped connect the dots between operations, physical assets and finance.

Below: Members of the fall class are dressed in safety gear to see Eagle Ford drilling. Front row (from left): Richard Odior, Latrice Williams, Leanne Nijhuis and Audrey Pereira. Back row (from left): Ben Searson, Thomas Casey, Mohamed Elhefny, Matt Stephan, Gillian McLelland, Justin Winget, Dustin Ragusa, Matt Turowski, Johan Roe, Sean Patrick and Ryan Gallagher.





The program fosters a learning culture and reinforces collaboration. “One important thing to keep in mind is that the program is not competitive,” Hill said. “The goal is to make sure every participant succeeds. Along with Finance leadership, the participants’ biggest cheerleaders are their fellow classmates.”

Two challenging case studies, involving work carried out as a group, require individual critical

thinking skills and collaboration among team members. To enhance communications and presentation skills – both influential for leaders – each person must develop a formal presentation demonstrating what they have learned to Finance Talent Management Team members and Bartlesville Finance leaders.

Upon completion of the program, many participants will move to a different role to broaden their experience and continue their leadership development. Hill has seen lasting benefits. “The relationships they build and skills they develop during this shared experience carry over to increase trust, collaboration and commitment across the company and around the world.”

Building on the success of the FEP program developed for global early career employees, Finance is now designing similar programs for mid- to late-career employees. “People development is key in Finance, and we do not believe it ends with the FEP,” Wood said. “Through additional programs, we will continue to build a world-class Finance organization.” ■

Above: FEP participants (clockwise from left) Leanne Ragusa, Ben Searson, Richard Odior, Gillian McLelland, Sean Patrick and Matt Turowski participate as a team in a mock audit risk identification meeting.

Left: (From left) Richard Odior and Mohamed Elhefny participate in lively classroom discussions.

Making our mark in Bartlesville

by Janice Leonard, photography by David Austin and Janice Leonard

First impressions last. ConocoPhillips' Bartlesville facilities represent the company's image in the community and throughout Oklahoma. With 11 percent of the permanent workforce, Bartlesville is the company's second-largest location. More than 1,800 employees and 500 contractors work in the city, most in the Plaza Office Building (POB).



Above: Bill Covell, senior consultant, Real Estate & Facilities Services



Above right: "Wood on the Wing" wildfowl wood carvings from the company's 31-piece collection are featured in the west POB lobby.

Far right: A sleek white security desk features a backlit ConocoPhillips logo.

At 15 stories in a community of 35,000 people, the POB forms a significant part of the city's skyline and is the company's front door in Bartlesville. While there have been many changes in the last 28 years, including the transformation to today's ConocoPhillips, the POB lobby remained frozen in time. (See sidebar "Bartlesville roots.")

In early 2013, a small team of Investor Relations & Communications (IR&C) and Real Estate & Facilities Services (REFS) employees, led by Bill Covell, senior consultant, REFS, put together an image refresh project for the POB east (main) and west lobbies. The goal was to provide a cost-effective refresh that more closely reflected ConocoPhillips' unique identity and culture for employees and visitors alike.

The recently renovated east lobby now showcases ConocoPhillips as the largest independent exploration and production company, based on production and proven reserves, positioned





After

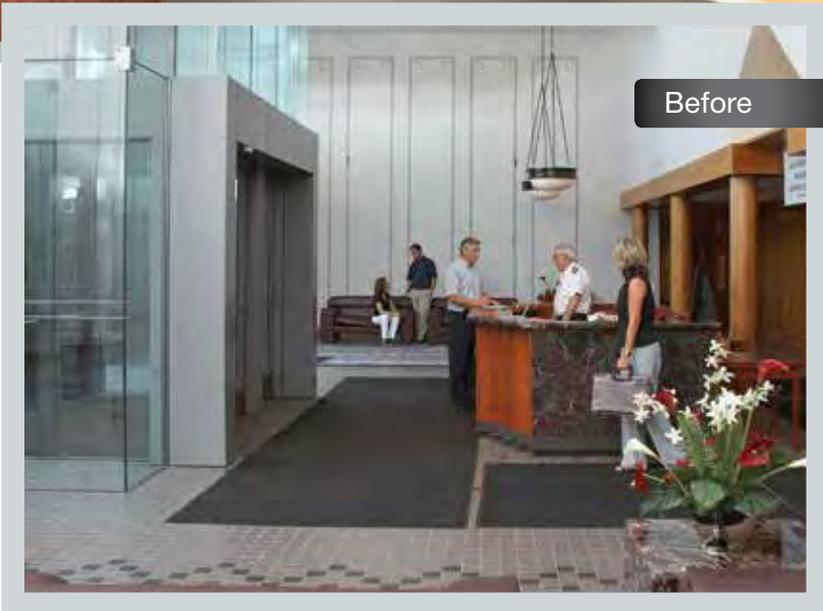
for growth by maintaining a focus on its SPIRIT Values. The décor is distinctly ConocoPhillips, yet functional and comfortable, with bold use of corporate colors, branding in large wall panels and modern furnishings better suited for conversations and mobile access.

The west lobby, frequently used to access the concourse connecting all the downtown buildings or the Frank Phillips Tower Center (FPTC), is now a “Wood on the Wing” gallery featuring eight of the company’s 31 wildfowl carvings. “Wood on the Wing” illustrates the company’s support of programs aimed at reversing the decline in America’s wildfowl and preserving their habitats.

BRANDING AND IDENTITY

“Before the refresh, the company’s identity and values were not readily apparent,” said Covell. “It was a lost opportunity to tell our story.”

The POB Image Refresh Team worked closely with Ed Burke, manager, Brand & Community



Before

Relations, and the Creative Services team, to incorporate visual branding into the interior design for maximum impact. The ConocoPhillips brand defines the company and differentiates it from its peers.

“Incorporating our brand is vital,” Burke said. “It’s a valuable resource that provides a

Carpet, vibrant wall panels, a red accent wall and functional furniture in the east lobby distinguish the POB as a ConocoPhillips office building.



Ed Burke, manager, Brand & Community Relations

competitive edge by building employee and stakeholder loyalty. In addition to defining direction, visual brand identity can influence how the company is viewed both internally and externally.”

Key design components portray the company as forward-moving and innovative. High-impact wall panels highlight both the company’s SPIRIT Values and vision. Other elements include the logo, typography and corporate colors: red, black and white.

“Combining bold graphic elements and the vivid red give the interior of the building, as well as the furniture, a contemporary yet inviting vibe,” Burke said.

Building architecture and interior design work together to influence visitors’ and employees’ impression of the company. The outcome surpassed Covell’s expectations.

“Our unique brand and style in the refreshed POB lobby makes it an appealing, fun and inspiring atmosphere for all who enter,” Covell said. “Not only does this refresh give employees and contractors a renewed sense of excitement about working for ConocoPhillips, it also gives the company a competitive edge when recruiting the next generation of employees.”



After

A THREAD OF RED

Strategic use of branding in its facilities gives the company a united voice locally and a consistent identity globally. The company’s visual tone is taking shape and gaining momentum.

The image refresh in Bartlesville is just the beginning. Transformation projects are in the planning phase or currently underway in Anchorage, Calgary and Houston, offering additional opportunities to tie the company’s history and

POB Image Refresh Team members
Back row (from left): Natasha Mitchell, Sara Wise, Autumn Dalton, Bill Covell, Scott Sabine, Janice Leonard and Steve Munkirs. **Seated (from left):** Linda Boulton and Karen Leinen.





East lobby

Bartlesville roots

ConocoPhillips has a long history in Bartlesville, Okla., reaching back 108 years. Frank Phillips and his brother L.E. first opened an office in Bartlesville in 1905, secured a driller and started their first wildcat adventure. The brothers branched out into banking, but it was the use of mechanized vehicles in World War I that caused oil prices to skyrocket and convinced the Phillips brothers to consolidate their holdings. They formed Phillips Petroleum Company in 1917, a predecessor to ConocoPhillips, with its headquarters in Bartlesville.

By 1925, Phillips Petroleum's expanding operations spurred the need for a seven-story office building in Bartlesville. The company's growth was so rapid that an eighth floor and tower were soon added. In the years that followed, the Adams Building, Phillips Building, Information Center, Frank Phillips Tower Center (FPTC) and Plaza Office Building (POB) were added to the downtown campus.

To make way for the Plaza Office Building, in 1984 the original tower in the Frank Phillips Building was preserved while the remainder of the building was demolished and replaced with the FPTC, housing

a cafeteria and conference rooms. Adjoining it, the 15-story, 428,000-square-foot POB was built to office as many as 1,500 people. The building's first occupants began moving in early December 1986.

Top: Original Frank Phillips Building, circa 1928

Bottom: Frank Phillips Tower Center and Plaza Office Building today



Before



values to operations around the globe, all connected by a "thread of red."

Creating a brand and messaging is a good start, but the work to strengthen the brand must be carried out continuously. Employees are among the most influential members of the company's brand-building team, enhancing the company's reputation by upholding the SPIRIT Values. It's a responsibility they carry out with black, white and red pride. ■



Cindy Vance

It's a Fascinating Conversation by Joy Hall

Faces of ConocoPhillips

As a three-year-old, Cindy Vance was magnetically drawn to horses, and they've played an important role in her life ever since. In August, Vance, senior cost estimator, Projects, Supply Chain & Aviation (PSCA), and her horse, Fascinating Conversation, took first place in the World's Championship Horse Show in Division 1 of the Country Pleasure Driving Class. The event, held annually in conjunction with the Kentucky State Fair, is heralded as the world championship show for the American Saddlebred. This year, more than 2,000 horses competed for over \$1 million in awards during the week-long event.

Although Vance has spent 40 years off and on with horses, this is the first time she has owned a high-caliber animal capable of serious competition. "Not everyone is able to compete on a national level, so I am grateful for this opportunity" said Vance.

As a teen, Vance and her family were involved with horses, leading her to a full-ride scholarship to William Woods College. For several years after graduation, she worked as a trainer and riding instructor before deciding to make a career change. In her last semester at Pittsburg State University in Kansas, studying

construction engineering technology and construction management, Vance realized just how much she liked estimating. "I literally had an 'aha' moment when it occurred to me that people are actually paid to do something that I was truly enjoying," said Vance. "As an estimator, I'm tasked with accurately forecasting what a given project will cost. I thoroughly enjoy my career and love working for ConocoPhillips. Both provide immense professional satisfaction."

In any sport, excellence is achieved through diligent training and practice. "My horse, nicknamed Skipper, trains at Vantage Point Farm in Katy, Texas, according to a disciplined routine that is more regular and rigorous than my own," said Vance. "The trainers accommodate my work and travel schedules to prepare me for our competitions. I acquired Skipper in April 2012, but spent much of that year on the road providing

estimating support for a ConocoPhillips major capital project. My job comes first, so I was unable to show him last year. This year, I've been able to practice enough to develop a true partnership with him."

Vance will compete in the American Royal in Kansas City, considered the third leg of the "triple crown" shows for the American Saddlebred.



Cindy Vance and her horse Skipper take a victory lap after winning first prize in a competition.

"Horses are an outlet for me to clear the clutter out of my head and recharge my batteries," said Vance. "They provide me with a sense of personal satisfaction and joy. My horses are registered under the name Jubilee Farm, which is a name I selected in part to celebrate all aspects of my life."



Lisa Harrison

One family, six scholars by Sabrina Martinez

Faces of ConocoPhillips

Lisa Harrison and her husband William always stressed the importance of “doing your best” to their six sons. “William and I encouraged the boys to look at school as their job. We would go off to work, while each of them went off to school.” Ranging in age from 28 to 18, the boys clearly took their parents’ advice to heart, each earning a ConocoPhillips dependent scholarship that enabled all six to follow in their parents’ footsteps and attend Oklahoma State University.

The ConocoPhillips Dependent Scholarship Program was established to provide financial assistance for college to children of employees and retirees. Scholarship recipients are chosen based on academic record, demonstrated leadership, work experience, participation in school and community activities, honors and a statement of educational and career goals. The program is extremely competitive, awarding scholarships to only 25 percent of the applicant pool.

In a family of all boys, competition was expected, but Harrison never pressured them to follow in each others’ footsteps. Instead, each was encouraged to be an individual and follow his passion. “I told them

that doing their best was good enough. We celebrated their accomplishments separately. I wanted to make sure they were not known as the Harrison boys, but as individuals,” Lisa said.

And individuals they were! Although all achieved the rank of Eagle Scout, the highest in Boy Scouts, each had unique interests in music and academic studies. Brian, the oldest, played the trombone and studied history in college, while Andrew, the second oldest, played percussion and studied aerospace and mechanical engineering. David played the cello and studied cello performance, while Jonathan played the trumpet and studied physics. Sean played the viola and studied computer science, and the youngest, Kevin, played the violin and is studying architecture. The only time they play music together is at church when the entire family, including mom and dad, play the hand bells.

The Harrison family philosophy is to work hard and then play hard. The boys were taught to earn their place in life, because nothing comes for free. “We didn’t have the money to put all six of our children through college,” Harrison said. “Winning the dependent scholarships

meant they didn’t have to work as many part-time jobs to obtain their college degrees.”

Lisa, an Information Technology supervisor, has stayed with ConocoPhillips for 29 years because of the company’s commitment to its people. She points to programs like dependent scholarships, the company’s focus on safety and even the recent *Good for You!* health and wellness program as evidence of



how much the company cares about employees. “Programs like this show that ConocoPhillips cares about my family’s quality of life. When my kids were in school, they knew they not only had their parents’ backing, they also had ConocoPhillips’ backing. This kind of caring isn’t common at every company. That’s why I’ve always been proud to say I work for ConocoPhillips.”

Above: (left to right): Andrew, Sean, Brian, Kevin, David, Jonathan



Kevin R. Morris

Inspired by greatness, planning for success by Kathryn Donelson

Faces of ConocoPhillips

From running combat patrols in the Iraqi desert

to leading major capital projects across the globe, Kevin Morris is the epitome of cool under pressure. It's the kind of confidence that comes from years of hard work, focus and good planning.

Growing up, a love of reading led Morris to history, where a special interest in Alexander the Great took hold. Fascinated by how the fourth century-BCE Macedonian king led an inferior army to create the world's greatest empire, Morris pored over the details of his campaigns. He studied Alexander's strategy, keenly observing how his leadership and relationship-building skills proved invaluable in the adverse conditions of the ancient battlefield. This early fascination sparked a life-long passion for the military.

Morris laid the groundwork for his career early on. By enlisting as a private in the U.S. Army while still in high school, he qualified for the Reserve Officer Training Corps (ROTC) scholarship he used to attend Norwich University in Vermont – the first and only private U.S. military college.

"Coming from the Midwest, this environment exposed me to people with different attitudes and perspectives," Morris said.

Learning to appreciate a variety of cultures and backgrounds would prove key to Morris' success. A degree in mechanical engineering and environmental science further equipped the young cadet for what came next.

In 2002, Morris received his commission as an officer in the U.S. Army. With his comrades in the 2nd Infantry Division, he served most of his active duty over two tours in Iraq and one in Korea.

During his first tour, in Iraq, Morris' exceptional diplomacy skills earned him responsibility for establishing and maintaining relationships with local tribal leaders. This experience led Morris to an expanded role during his second tour – one that would help transform a provincial Iraqi infantry division's security strategy and engagement with U.S. troops.

As assistant operations officer, Morris advised and trained Iraqi troops for combat missions, often as the only foreign soldier, with the goal of increasing security in the region. He and others in his command noted that an increase in Iraqi troop numbers had failed to result in significantly improved security and began devising a new strategy that would allow

the U.S. to hand over security responsibilities to the new Iraqi division with greater confidence. This process required gaining the respect of local stakeholders, extensive intelligence mapping and analysis and consensus-building between the Iraqis and U.S. forces. The months-long process culminated in a meeting with provincial operations officers, in which Morris and his Iraqi counterpart presented their proposed strategy. The plan was accepted and executed. "These Iraqi forces went from being a roadblock to the insurgents to a force that commanded attention during the fight for control," said Morris.

Below: Morris on patrol in a Humvee in Ar Ramadi, Al Anbar Province, Iraq, 2004.

Opposite page: Morris and family enjoy a beautiful fall day at Frogner Park in Oslo, Norway. Pictured are wife Jill, daughter Saige and son Jacob.



Kevin R. Morris (continued from previous page)

Faces of ConocoPhillips

Right: Morris spent much of his time as a Summit Engineer at the Lost Cabin Gas Plant, where he learned about the facility first-hand and designed and managed several capital projects.

Below: Morris in front of an Iraqi Combat Outpost in Baqubah, Diyala Province, Iraq, 2007.

For this, Morris was awarded the coveted Bronze Star Medal.

Morris credits his ability to adapt to different situations to his military service. "I also gained appreciation for the importance of a strong work ethic and a positive attitude to being a good team member and developing as a team – critical skills that are hard to teach," he added.

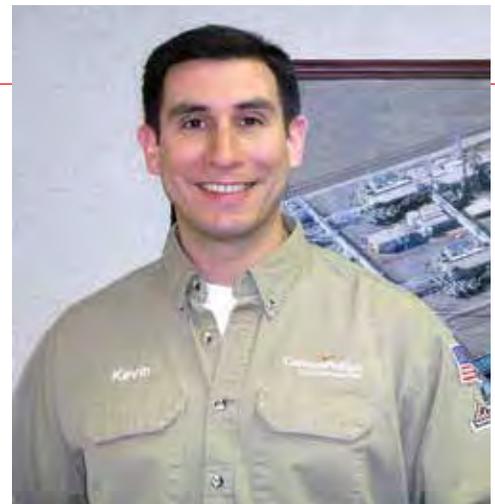
Resigning from the Army as a captain, Morris joined ConocoPhillips' Summit Engineer program in 2008, where he spent 15 months learning the "ConocoPhillips Way" of leading major capital projects.

Today, Morris and the Oslo-based engineering team for the Eldfisk 2/7S platform are focused on change management and successful completion of the project. Following this assignment, Morris looks forward to

continuing to gain experience in capital projects. Beyond that, he hopes to use his project experience and interest in finance, strategy and geopolitics to help ConocoPhillips meet its strategic goals by serving in Business Development or Strategic Planning.

For Morris, life outside of work is just as fulfilling. He, wife Jill and their two young children are making the most of their time in Norway. When he's not taking Norwegian language classes or reading about history, politics or finance, Morris enjoys the outdoors. Bicycling, hiking, skiing and camping are some family favorites. They also play tourist as time allows.

Morris' early love of math



and science, formal education, outstanding military career and participation in the lauded Summit program exemplify the value of well-laid plans. "As an officer in the Army, I understood that success is determined largely by good planning," Morris said. "The rest comes from good execution and responding to opportunities and challenges as they present themselves. It's especially under difficult circumstances that the plan shows its full importance to the mission."

So far, one would have to say, "mission accomplished."





In Fort Hood, Texas, boarding a bus bound for the airport, then on to Kuwait, 2006.

Intranet transition begins in January

The Mark will enable employees to experience connection, content and collaboration in a whole new way

Starting in January, the intranet will transition from *eStream* to *The Mark*. Designed specifically to address an individual's unique needs, it will enable employees to connect, discover and share the latest company news and events while fostering increased collaboration. The ongoing transition from *eStream* to *The Mark* will begin with the introduction of three new landing pages in Houston, Bartlesville, London and Aberdeen, with other locations and subpages coming online later in the year.

blue and global content in red, pop-ups, slider menus and hover-overs.

Cathy Cram, manager, Strategic Issues & Initiatives, explained the reasons for moving from *eStream* to *The Mark*. "We wanted to create a more intuitive intranet site that provides quicker and more complete access to global and local content based on user preferences rather than content ownership."

The Our Company page presents global and BU news, announcements and RSS feeds with news articles from

- Productivity Tools, with links to specific tools, software tips and tricks for getting work done faster and more effectively.
- IT Tech Bar, linking to an interactive service desk where employees can get immediate help with their IT issues.
- Resources provides quick access to key work-related tools such as documents, policies and templates.
- Easy access for employees to their Knowledge Sharing networks and OneWiki sites.

The My Life & Career page provides information to help employees enrich their careers and manage individual needs. It contains news, tools, resources, policies and processes plus training and development information. External links and employee networks are also displayed, along with links to Human Resources information and BU links to social and

"We wanted to create a more intuitive intranet site that provides quicker and more complete access to global and local content based on user preferences rather than content ownership." – Cathy Cram

community activities such as clubs, sports teams and networks.

Cram sees one of *The Mark's* unique functional features as something employees will find particularly useful. "*The Mark* enables employees to tailor intranet content to their own BU and language by setting their individual location default preferences," said Cram. "They can even display local weather on their home pages. And after their selections are made, they'll still be able to access other BU content by browsing. But every time they log back on, *The Mark* will launch their particular BU home page in their chosen language."

As *The Mark* continues to evolve in 2014, its advanced capabilities promise to provide employees with increasingly effective ways to communicate. ●



Cathy Cram, manager, Strategic Issues & Initiatives

The three new pages – Our Company, My Work & Collaboration and My Life & Career – were designed to enhance engagement while providing a more efficient and effective means of communication. Visitors will recognize links to familiar pages on *eStream*, which can still be accessed with a simple click.

Employees can quickly navigate through large amounts of aggregate information thanks to new design elements, including business unit (BU) content in

outside websites. In addition, the page provides access to information on strategic initiatives, performance metrics, calendar events and publications.

The My Work & Collaboration page provides resources and links to information to help employees do their jobs. including;

- Global and local news and announcements.
- Topic Central, with links to key global information.

Ryan Lance concludes fall speaking circuit in Washington

During a busy fall, Chairman and Chief Executive Officer (CEO) Ryan Lance delivered addresses at three key policy events, starting on Sept. 17 with the 6th Annual Montana Economic Development Summit in Butte. Ryan is a Montana native and graduate of Montana Tech.

Hosted by U.S. Senator Max Baucus, the event also featured prominent keynote speakers including: Eric Schmidt, executive chairman, Google; Elon Musk, CEO,



On Nov. 19, Lance delivered the opening address at the 2013 Deloitte Oil & Gas Conference in Houston. The annual conference brings together a broad cross section of energy industry leaders. Lance's remarks, "Capitalizing on the Energy Renaissance," offered suggestions on how the U.S. can maximize opportunities presented by the shale revolution. Topics covered by other speakers included the changing outlook for oilfield services; risk management strategies, U.S. inbound investments and government energy policy.

On Nov. 20, Lance delivered the opening keynote address at the 28th Annual Briefing of the Overseas Security Advisory Council (OSAC) in Washington, D.C. U.S. Secretary of State John Kerry also delivered a keynote address at the event, which was attended by more than 1,400 security professionals, government officials and other interested parties.

Established in 1985, OSAC is a public-private partnership created to

promote security cooperation between American private sector interests worldwide and the U.S. Department of State.

The annual OSAC meeting brings together experienced security personnel from the private and public sectors.

Lance shared his view that hydraulic fracturing, horizontal drilling, oil sands, deepwater exploration in the Gulf of Mexico and other initiatives are reducing U.S. imports of oil and gas. John Hamre, president, Center for Strategic and International Studies, served as moderator and observed that the U.S. energy revolution has changed the international geopolitical scene.

ConocoPhillips Chief Security Officer Jim Snyder joined Assistant Secretary of State for Diplomatic Security Gregory Starr in opening the event with "The State of OSAC: Views from the OSAC Council Co-Chairs." In addition

to co-chairing OSAC, Snyder serves on the FBI's Domestic Security Alliance Council.

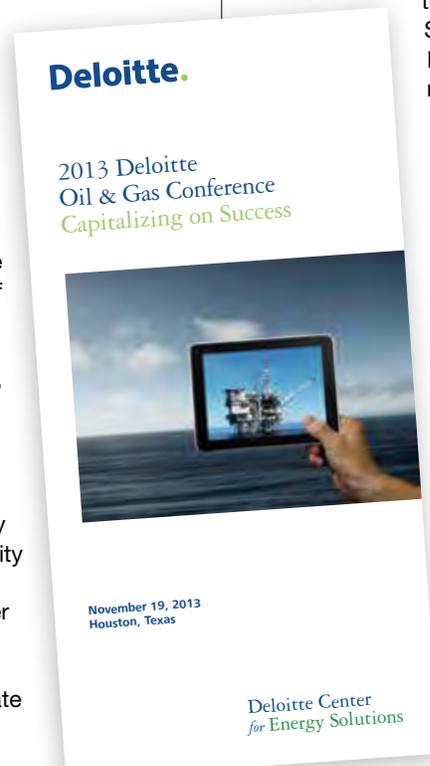
A panel discussion moderated by "CBS News" correspondent Margaret Brennan featured survivors of the terrorist attack against the In Amenas gas facility in Algeria. Another, moderated by CBS "60 Minutes" correspondent Lesley Stahl, was comprised of former hostages from the 1979 U.S. Embassy takeover in Teheran, Iran, as well the CIA operative portrayed by Ben Affleck in the movie "Argo." ●



Jim Snyder



Tesla Motors; Sheryl Sandberg, chief operating officer, Facebook; Jim McNery, CEO, Boeing; Meg Whitman, president and CEO, HP; and Ambassador Jon Huntsman, former U.S. envoy to China and Singapore and governor of Utah.



Producing our Future: 2013 Supply Chain Conference

When you envision a room decorated with film reels, directors' chairs, movie posters, a red carpet and even a concession stand, you might think of an awards ceremony such as the Oscars or perhaps a movie theater. However, these visual cues set the stage, quite literally, for the 2013 Supply Chain Conference. The conference, held in October in Houston, brought together more than 100 ConocoPhillips Supply Chain professionals from around the globe.

This year's conference theme, "Producing Our Future," inspired the movie-themed décor and built on the previous conference theme of starting with "why." It was designed to remind the team to understand the purpose of everything they do. Similar to producing a movie, in Supply Chain everyone has a role to play in shaping the function to be world class.

"We want to continue adding significant

value to ConocoPhillips in a strategic, collaborative and innovative way," said Luc Messier, senior vice president, Projects-Supply Chain-Aviation. "The conference was a great forum that allowed us to connect and discuss, together, how we will best support our company."

During the three-day conference, Supply Chain professionals discussed their past and current performance, received candid feedback from internal clients and suppliers and participated in breakout sessions and networking activities.

The conference kicked off with an address by Simon Sinek, author of "Start With Why," and keynote speaker from last year's conference. Sinek reinforced the importance of trust, being a good listener and demonstrating a great example of leadership for others to follow.

One of the participants described his key takeaways. "I left the conference understanding the importance of trust in developing our teams, as well as the value of internal and external collaboration," said Paul Rooney, contracts and

procurement supervisor, East Australia Business Unit.

A wide range of speakers, including Joe Sandor, professor of supply chain management, Michigan State University, and members of ConocoPhillips Executive Leadership Team, shared their insights on the Supply Chain organization and how the function can continue to deliver value to the company through its expertise.

Conference participants provided almost 1,000 comments for the Supply Chain Leadership Team to use in developing its strategy on a page (SOAP). The document serves as a snapshot to help leaders hone in on key focus areas and align them with company goals and strategy.

After the conference ended, the Supply Chain Leadership Team and its direct reports came together for another full-day session on setting strategy and developing the SOAP.

To close out conference activities – roll the final credits, as they say in the movie world – the group is set to deliver on its commitments and to not only produce its future but create a lasting legacy. ●

2013 Supply Chain Conference participants gather for a group photo.



Skyonic Corporation breaks ground on nation's first commercial-scale carbon capture and mineralization plant

Skyonic Corporation, one of ConocoPhillips' investments through Technology Ventures, broke ground on Sept. 30 on its Capitol SkyMine facility in San Antonio, Texas. The company develops technology that turns carbon emissions from power plants and factories into substances like baking soda. The plant will capture carbon emissions, acid gases and heavy metals and will be the largest commercial carbon capture plant in the U.S. Once it becomes fully operational in 2014, the facility is expected to capture 300,000 tons of carbon dioxide (CO₂) annually – 75,000 tons direct-capture and an additional 225,000 tons offset. ●



Artist's rendering of the completed Skyonic facility

2013 Environment & Sustainable Development workshop

“We’re touching lives everywhere we operate.” That’s what Don Wallete, executive vice president, Commercial, Business Development & Corporate Planning, told approximately 140 ConocoPhillips professionals attending



the Environment & Sustainable Development (E&SD) workshop held in late October in Houston. The comment aptly summed up many of the E&SD efforts discussed, planned and under way around the globe.

These efforts include reducing energy use, improving biodiversity data management, managing greenhouse gas emissions and engaging with communities. The four-day event featured plenary and



Panel discussion participants take questions from the audience (from left): Bill Bullock, vice president, Corporate Planning & Development; Don Wallete; Matt Fox, executive vice president, Exploration & Production; and Ellen DeSanctis, vice president, Investor Relations & Communications.

interactive breakout sessions on environmental strategy, sustainable development action plans and local business unit challenges and successes. The message

from leadership was clear: Our long-term success as a company demands strong environmental, social and economic performance. ●

ConocoPhillips honors leaders in Supplier Diversity/Supplier Development

Now in its seventh year, the Supplier Diversity/Supplier Development Leadership Awards acknowledge outstanding individuals, teams and business units (BU) that demonstrate leadership and innovation in supplier diversity and supplier development.

“A robust supply base in every region where ConocoPhillips conducts

business is important, and these awards emphasize local supplier outreach and capacity building, which provide value for the company, the supplier and the community,” said Ginny Hart, manager, Supply Chain Sustainability.

This coveted recognition was presented to recipients at an awards luncheon in Houston hosted by the

Supplier Diversity and Supply Chain Sustainability teams, with congratulatory remarks from Luc Messier, senior vice president, Project-Supply Chain-Aviation and a keynote address from Craig B. Clayton, Sr., consultant, University of Houston’s International Institute for Diversity & Cross Cultural Management. ●



Above: Individual award winner Mike Washington (left) with Luc Messier, senior vice president, Projects-Supply Chain-Aviation



Left: (from left) Ginny Hart, manager, Supply Chain Sustainability; Dian Pri-mawaty, supervisor, Market Intelligence and Vendor Mgmt, ConocoPhillips Indonesia; and Tami Hunter, lead, Supplier Diversity



Below: (left to right) Ginny Hart, manager, Supply Chain Sustainability; Nage Moummar, manager, Supply Chain Australia BU East; Joe Hinojosa, manager, Procurement; and Tami Hunter, lead, Supplier Diversity.



Left: Cross-functional team members pose with Luc Messier, senior vice president, Projects-Supply Chain-Aviation: (from left) Kirk Johnson, manager, Eagle Ford Projects; Joey Pierce, director, Gulf Coast BU Supply Chain; Randy Black, manager, Eagle Ford Operations; Shawn Green, director, Eagle Ford Supply Chain; and Messier.

2013 Winners

Individual Award

Michael Washington

Integrated performance analyst, Global Wells and Marine Wells Excellence

Mike was recognized for helping the Supplier Diversity team build on its current program processes. He also assisted in the design and delivery of a supplier development workshop with the Oklahoma Minority Supplier Development Council and participated in local and national supplier diversity activities.

Team Awards

Jakarta Procurement Team

ConocoPhillips Indonesia (COPI)

Dian Primawaty, Teddy Simatupang, Resipa Elfira, Fenny Tandra and Mariska Putri

The team successfully developed and implemented a vendor-fostering program for local small businesses. This program identified 65 initial suppliers with poor performance ratings to participate in a six-module education program. As a result, the program reduced the number of non-performing suppliers by 40 percent.

Gulf Coast Business Unit

Cross-Functional Team

Joey Pierce, Shawn Green, Kirk Johnson, Randy Black and Chris Chamblee

The team, comprised of Conventional Operations, Eagle Ford Operations and Projects & Supply Chain, was recognized for including diverse suppliers in the Lower 48 supply chain and increasing diverse supplier expenditures by 10 percent over the previous year. One of their accomplishments included increasing the scope of business with Arguindegui Oil Company, which originally distributed fuels, lubricants and chemicals. The supplier now offers a wider range of services supporting oil and gas drilling, hydraulic fracturing, natural gas processing and fuel construction. The business scope was expanded to include diesel fuel for rigs, lubricants and methanol, resulting in a \$15 million increase in expenditures with Arguindegui.

Business Unit Award

Australia Pacific LNG (APLNG)

Joe Hinojosa, Tom Curtis, Tim McGrath, Robert Gibb, Greg Crockett, Bob Sevitz, John Davies and Nage Moummar

The APLNG team developed and implemented a local content strategy and policy on major developments and operations. They held 41 supplier forums to raise awareness of the company's procurement process and expectations of supply chain partners. The team maximized opportunities for local businesses through the Building Regional Capability program and created a website to promote local content. More than 1,900 suppliers registered to receive information about APLNG opportunities. As a result, there was \$8 billion in spend created local content and their project created over 100,000 jobs in 2012.



Bottom, left to right: Alex Henning, Dan Boyd, Bryan Wertz, Abdullah Alkhalidi (Saudi Aramco), Nazrin Zainal (Petronas); Middle, left to right: Leonard Chandra, Joey Bacala, Kayla Billadeau, Kristoffer Shelley, Mike Gilyard, Sheila Bailey, Steve Siceluff; Top, left to right: Nathan Shanor, Jonathan Murray, Musreen Mustafa (Petronas), Kristine Knatten, Baraa Shlebek (Waha Oil Co.)

Take a peek at the Summit Program

The Summit Program is an accelerated development program for new engineering and construction management graduates in the Projects organization. The 12-month curriculum features an intensive summer training program followed by a 9-month assignment on a capital project team. The summer training includes an overview of the energy industry and ConocoPhillips operations worldwide, followed by a deep dive into “The ConocoPhillips Way” of leading major capital projects around the globe. The training equips participants with the knowledge, tools and processes necessary to become a contributing member of a project team.

Participants also have the opportunity to develop networks with peers and technical experts, build teamwork skills critical to project team success and benefit from mentoring relationships. After the initial 12-month program,

Summit engineers will have the opportunity to work on projects within a business unit, rotate through additional technical assignments in operations or begin work on a project team, depending on their experience and interests.

Since its beginning in 2008, the Summit Program has graduated 99 early-career participants. Over the years, international participants were added, and in 2010, the program was opened up to our joint venture partners. In addition to U.S. new hires, international participants have come from project groups in Norway, the U.K., Indonesia, Malaysia, Australia, Canada and Qatar. Joint venture participants have joined from Petronas, Saudi Aramco, Qatar Petroleum and Waha Oil Company. Today, Summit Program graduates are contributing to our major projects and operations in seven countries around the world. ●

2013 Projects Learning Conference

Catching up with friends and colleagues is something most of us enjoy, and the 2013 Projects Learning Conference (PLC) gave the Projects community the chance to do just that, with the scenic Woodlands Resort & Conference Center as their backdrop. Approximately 300 ConocoPhillips professionals involved in major capital projects globally participated in the three-day event in early September.

Playing on the Beatles song “Come Together” as its theme, the conference focused on reconnecting the Projects community to celebrate successes, learn from each other, strengthen relationships, prepare for the future and have some fun. Sessions featured executives and project

leaders who addressed corporate strategy, the capital projects outlook, people and culture and lessons learned from key execution-phase projects. Breakout meetings and a first-of-its-kind un-poster session offered opportunities for teams and individuals to showcase their work and share their knowledge. Conference participants also contributed to the Projects 2014 and beyond strategy throughout the event.

With a music-inspired theme, it's no surprise that the conference included a variety of performances and activities. On the opening evening, Maestro Boris Brott and the Mercury orchestra wowed the audience with a performance that illustrated the importance of teamwork,

collaboration and leadership. Attendees eventually became part of the performance as Maestro Brott led the instrument-equipped audience in a spirited rendition of Beethoven's 9th Symphony. On day two, a unique and engaging team-building session helped participants find their inner rock stars and experience firsthand the connection between songwriting and capital project delivery.

The 2013 PLC reconnected the Projects community and increased the transfer of key lessons and knowledge. But more important, the event showed participants that a continued focus on working together, learning together and playing together will enable the team to deliver success together. ●



Clockwise from top left: The Mercury orchestra performs Beethoven's 9th Symphony; the Un-Poster Session, a casual knowledge-sharing event, featuring 46 presentations; Brian Smith, recipient of the 'Most Unsuspecting Talent' award; using the FEL process, Song Division musicians assist participants with composing the conference theme song.

Engineering duo wins prestigious awards

Dr. Kenji Furui, geomechanics engineer, Norway Business Unit, and his mentor, Dr. Giin-Fa Fuh, engineering fellow, Wells, were presented with Cedric K. Ferguson awards for best paper by the Society of Petroleum Engineers (SPE) at its 2013 Annual Technical Conference & Exhibition in New Orleans, La. Furui received the Cedric K. Ferguson Medal, which recognizes members younger than 36. Fuh was awarded the Cedric K. Ferguson Certificate, established for co-authors older than 36. Established in 1954, the awards recognize significant contributions to the permanent technical literature of the profession.

Fuh and Furui are coauthors of the winning paper, "Casing- and Screen-Failure Analysis in Highly Compacting Sandstone Fields." Their paper, chosen entirely on technical merits, was published in the June 2012 issue of the SPE Drilling & Completion Journal.

"We are proud of this accomplishment," said Fuh. "The paper provided insightful analysis of well and screen failure cases for our Magnolia Field. The findings and recommendations continue to impact our well completion and design techniques at many of our field developments around the world."

SPE President Egbert Imomoh said that it was an honor to recognize Fuh and Furui for their commitment and dedication to the oil and gas industry, especially since winners are nominated and selected by their peers for their achievement and contributions.

Both Fuh and Furui are two-time ConocoPhillips Technology Award winners. Fuh won in 2008 for the wellbore strengthening technique that he and his colleagues invented to prevent or minimize lost circulation, especially in the depleted formations while drilling. In 2011, he was recognized for his contributions to advanced Sand3D/Pipe3D technology for sanding prediction and optimum well completion analysis, including casing/liner and/or sand screen stability evaluation due to reservoir compaction or other mechanisms.

Furui received the Outstanding Young Scientist Award in 2009 and Technology Achievement Award in 2011. He is a subject-matter expert in various technical areas, including rock mechanics, sand control, subsidence analysis, borehole and casing stability analysis, well stimulation, well completion performance evaluation and intelligent well technology.

Both Giin-Fa and Kenji are true pioneers whose commitments to technological advancements are setting a new standard of excellence in ConocoPhillips. ●



Above (top): SPE President Egbert Imomoh (left) presents the Cedric K. Ferguson Medal to Kenji Furui; (bottom): Imomoh presents the Cedric K. Ferguson Certificate to Giin-Fa Fuh.

Five things you might like to know about OneWiki

Just when you think you know all the wonderful things OneWiki has to offer, you discover there's much more! You might already know that OneWiki allows users to search and browse for knowledge content. But here are five things you might NOT know about ConocoPhillips' internal Web-based encyclopedia.

All ConocoPhillips employees can read, edit and create pages in OneWiki, but there are a few guidelines.

We call it the "OneWiki Way." These procedures were implemented to ensure that all OneWiki content is relevant, valuable and organized in a way that it is conveniently searchable across all portals and pages. To learn more, view the OneWiki Way article or

complete the OneWiki training in Learning Express.

More than 15,000 ConocoPhillips employees and contractors have visited OneWiki.

Since the 2012 repositioning, OneWiki has had a 400 percent increase in registered users and a 233 percent increase in active users. These numbers tell us that OneWiki is becoming a leading source for quick solutions and valuable knowledge.

OneWiki has more than 7,000 "rich content" pages.

Each article goes through three stages before it is posted: stub, article and WIKID article. "Rich content" pages are considered accurate, with fully explained and complete reference material, as opposed to stubs pages with minimal content that lack complete coverage. OneWiki has a 20 percent rich content page to total page ratio. The world's largest wiki, Wikipedia, has only 14 percent.

"Make Your Mark" at ConocoPhillips with OneWiki.

Contributing to OneWiki provides employees with the opportunity to show what they have learned, and that they want to add additional value to the company. In addition, One Wiki allows you to connect and collaborate with peers around the globe, forming relationships you may not have had the opportunity to make otherwise. New in 2013, to ensure that your "mark" is known, OneWiki contributors will be recognized and honored as part of the Knowledge Sharing Archimedes awards.

You do not have to be an expert wiki editor to contribute to OneWiki.

The Knowledge Sharing OneWiki Team is here to help with all your OneWiki needs. The team offers individual and group training, Wikithons and technical writing support.

To learn more, contact the Knowledge Sharing OneWiki Team. ●

Going social

ConocoPhillips is currently undergoing a digital transformation and expanding its social media presence. Earlier this year, employees were introduced to Social Media Guidelines that provide clarity on when, where and how they can add their voices to social media conversations. The guidelines are now available in eight languages.

The company has a strong presence on Facebook, Twitter and LinkedIn. In addition to communicating industry issues, social media is proving to be a useful tool for recruiting. ConocoPhillips was recently recognized as one of the world's most attractive employers by LinkedIn and appears on their 100 InDemand rankings for 2013.

"I hope employees are proud that we've been recognized as one of the most attractive employers in the world," said Kate Hoback, senior advisor, Global

Staffing, who helped to develop the online recruiting tools. "We've worked hard to build a strong talent brand and look forward to continuing to show what makes ConocoPhillips exceptional."

On Oct. 15, ConocoPhillips posted a photograph on social channels of Sheila Feldman, vice president, Human Resources, holding a sign with a hand-written "thank you" to all summer interns. The response was very positive from employees and online followers.

"Sheila's post really resonated with our followers," said Sara Orsi, senior analyst, Social & Digital Media.

Employees are encouraged to follow ConocoPhillips on Facebook, Twitter and LinkedIn. "Social media is a great way to learn about the company and energy industry as a whole," said Orsi. She also noted that employees still need approval before creating online presences for the company. ●



Sheila Feldman

ConocoPhillips hosts World Petroleum Council Youth Forum

On Oct. 22, industry leaders and bright young professionals from around the world arrived in Calgary, Alberta, for the 4th World Petroleum Council (WPC) Youth Forum, hosted by title sponsor ConocoPhillips. More

design "unconventional solutions for an unconventional world" served as a guiding theme for the many influential presenters. ConocoPhillips was in the spotlight each day, with 15 featured speakers and moderators discussing

the "Fueling the Future" opening plenary the following day.

"The world needs energy," said Fox. "In order for oil and gas companies to function, we need bright people who are solutions oriented. This is an opportunity for people from around the world to share ideas about key issues and ways we can work together to address them."

ConocoPhillips Canada President Ken Lueers participated in the forum's closing plenary, which featured some of the industry's foremost thought leaders. The panel's unique format allowed delegates to ask questions and interact in an open dialogue with the speakers.

"We're looking to harness all of this youthful energy," said Lueers. "This forum offers a great opportunity for young people to become inspired, motivated and accelerate their careers."

The 4th WPC Youth Forum provided young delegates with a global perspective on industry best practices, technology, corporate social responsibility and ideas for developing solutions to current and future challenges. ConocoPhillips is proud to have played an integral role in advancing education, inspiration and innovation among the industry's future leaders. ●



From left: Matt Fox, executive vice president, Exploration & Production, and Ken Lueers, president, ConocoPhillips Canada



than 1,500 delegates from 65 countries attended the four-day event, the first held in the Western Hemisphere.

The forum's vision of engaging young people in the oil and gas industry to

topics ranging from sustainable development to technological innovation.

Executive Vice President Exploration & Production Matt Fox welcomed attendees at the opening ceremony and addressed

Community Investment

Helping those in harm's way

The ConocoPhillips Patriot Employee Network (PEN) in Houston recently sponsored a care package drive at the main campus and Westlake locations in partnership with Operation Lone Star, a Texas nonprofit organization supporting members of the U.S. Armed Forces, their families and friends. Donations were boxed and shipped by Operation Lone Star to currently deployed servicemen and women.

"One of PEN's goals is to engage employees and their families in supporting our troops," said Donna Forristal, executive assistant, Commercial, and PEN co-chair. "This was our first care package drive, and we were pleased at the generosity and compassion of our employees. Their response to the drive was truly gratifying."

Thanks to the large volume of donations by ConocoPhillips employees, 100 boxes filled with magazines, snacks, blankets, socks, movies, batteries and more were sent to troops in Afghanistan and aboard the USS Boxer. Gifts of cash from employees covered the shipping costs. Each box was accompanied by a personalized card written by children who attended

a Bring the Future to Work event. At that annual event, children visited the PEN table to learn more about the military's efforts around the globe, wrote special letters of gratitude to the troops and were given a patriotic gift to help them remember the troops overseas.

"Operation Lone Star extends heartfelt appreciation to ConocoPhillips for participating in our recent care package drive and providing so many resources to our men and women in the Armed Forces," said Sandy Alexander, secretary and treasurer, Operation Lone Star. "It emphasizes the true meaning of patriotism when a large corporation and small non-profit can join together to support our country and the heroes who defend it."

Attesting to employees' generosity, the donated items exceeded the space available. The remaining items will be shipped to deployed troops in Operation Lone Star's annual Christmas packages. ●



Apri at his rubber tree nursery

ConocoPhillips Indonesia supports economic growth in Sukamaju village

ConocoPhillips Indonesia's (COPI) rubber plantation program, called "Harapan Maju" (Progressive Hope), is one manifestation of the company's support for economic development in the community. This program was developed by COPI's Sumatra Onshore Operations from 2002 through 2011, in collaboration with the Sembawa Research Institute.

Based in Sukamaju village, the program serves as one of the nurseries centers for supplying rubber tree seedlings. These seedlings had previously been available only through certain suppliers located outside of the village.

In addition to breeding rubber trees, which has been underway since 2008, the nursery also fosters another kind of growth in surrounding communities. One example of this is a student named Apri, who was a protégé of sorts at Harapan Maju.

Apri is a young man from the village who completed his education at SMKN Babat Supat sub-district, majoring in agriculture. He is now developing his own business breeding rubber trees.

Starting from 40,000 seedlings, Apri recently sold more than 60,000 seedlings to rubber farmers in the surrounding villages, including the Jambi region. With an estimated production of 15,000 seedlings per year, Apri's business continues to grow.

COPI looks forward to the program fostering more entrepreneurial young people like Apri who are able to create businesses and jobs and, in turn, help improve the economic situation for their families and the surrounding community. ●

Community Investment

U.S. employee giving programs

Doubling up on doing good

Employee giving programs are a long-standing tradition at ConocoPhillips. They reflect the company's SPIRIT Values and set it apart as "best in class" in the energy industry. Through matching gift and volunteer grant programs, employees, directors, director retirees and retirees are given the opportunity to maximize the time and dollars they dedicate to charitable organizations in their communities.

ConocoPhillips recognizes that employees are the best liaisons with the communities in which the company operates. Offering these programs within our overall benefit package provides a competitive advantage for employee recruitment and retention.

investing in people. Since starting with the company in June, I have already had numerous opportunities to invest my time and resources to help local nonprofits. I truly appreciate that ConocoPhillips will commit resources to help the agencies that make my community a better place."

A 2012 employee survey revealed that close to 90 percent of respondents considered the ConocoPhillips charitable contributions and volunteer efforts a positive personal experience.

These programs also foster employee engagement, which helps the company retain its valued employees. "Employees feel good knowing that the company recognizes and supports their priorities and passions," said Barbara Sheedlo, manager, Talent Planning & Acquisition. "Plus, the company is doubling the impact of those donations and volunteer hours, and these charities can really use the help."

longevity, higher functional ability or lower rates of depression."

David Nix, workplace solutions advisor, Human Resources, reaffirms that finding. "In talking with employees, we find that the most satisfied and fulfilled tend to be engaged in some form of altruism that gives them a greater perspective on what is really important in life."

Here's how the programs work: In the Matching Gift Program, the company will match donations dollar for dollar up to \$15,000 annually for employees and directors to an eligible 501(c)(3) organization, which can include educational, environmental, arts and humanities, health and social services organizations and others that qualify under the guidelines of the program. Retirees and retired directors are also included in the program, and ConocoPhillips will match dollar for dollar up to \$7,500 annually to an eligible 501(c)(3) organization.

"The matching gift program doubles the impact of my giving to my favorite schools, charities and causes," said ConocoPhillips retiree Sandy Singleton. "Some of the smaller or newer organizations had never received any matching

"These programs are another prime example of ConocoPhillips living its SPIRIT Values by helping and investing in people." – Samantha Primm

gifts before, and now they include that information in their mailings and websites and have greatly increased their funding as a result. I'm very grateful to ConocoPhillips for making this valuable program available to employees and retirees."

The Volunteer Grant Program allows employees and retirees to volunteer for two \$500 individual grants per calendar year. Each grant requires 20 hours of service. The team grant requires that a team of four or more employees and or retirees volunteer for a total of 40 hours on a specific project, and \$1,000 will be awarded to the organization. An organization can receive up to \$6,000 per calendar year from the company.

Jackie Bunce, communications analyst, Investor Relations & Communications



Karen Leinen, senior analyst, Bartlesville Community Relations (left), and Sara Wise, senior designer, Creative Services, volunteered for the Mary Martha Outreach organization, waxing and cleaning all of the buffalos located in downtown Bartlesville.

"As an employee of ConocoPhillips, I care not only about the financial performance of the company but also about the type of corporate citizen we are," said Samantha Primm, accounting/finance analyst. "These programs are another prime example of ConocoPhillips living its SPIRIT Values by helping and

There is also a direct correlation between volunteering and good health. The Corporation for National and Community Service conducted a study and discovered that "when individuals volunteer, they not only help their community but also experience better health in later years, whether in terms of greater

(IR&C), has utilized the volunteer grant program for the Blue Star Mother organization. “During our Red, White and Blue Stars concert fundraiser we were able to contribute an additional \$3,000 as a team grant to the local chapter. Because of the volunteer grant program, we helped raise almost half of their annual budget.”

In the first three quarters of 2013, ConocoPhillips has matched \$4.5 million with 2,480 employees and retirees, donating gifts to 1,779 organizations.

Volunteer grants have totaled \$0.6 million to 364 organizations for more than 20,000 volunteer hours from employees and retirees.

“Our employees believe in the value of giving back,” said Ellen DeSanctis, vice president, IR&C. “These programs offer a structured framework for our employees to support the causes and communities near and dear to them, as well as a vehicle for our company to make a positive impact locally. They’re a source of pride

and one of the many reasons ConocoPhillips stands out from the crowd.”

To apply for matching gifts or volunteer grants or for additional program guidelines, visit [eStream>Library>Employee Programs](#) and choose either Matching Gift Program or Volunteer Grant Program. You can also go to [Quick Picks>Community Investment](#) and choose the program. Retirees can submit an application by linking to [www.cybergrants.com/ConocoPhillips/donor](#). ●

Charitable contribution supports low-income students in East Malaysia

ConocoPhillips Malaysia contributed \$50,000 to MyKasih Foundation’s Love My School program to support 220 low-income primary school students in the states of Sabah and Sarawak. The two states are located on the island of Borneo and are Malaysia’s oil and gas hubs. ConocoPhillips is currently developing a number of fields offshore Sabah and will shortly commence exploration activities off the coast of Sarawak.

“We are committed to building strong relationship with our communities and stakeholders,” said Mark Wheeler, president, ConocoPhillips Malaysia. “I am moved by the MyKasih Foundation’s humanitarian effort to help low-income families. It’s a great program, and we are proud to be a part of it.”

MyKasih Foundation is a charity



Students learn to use the MyKasih/ConocoPhillips smart cards.

dedicated to helping low-income Malaysians by providing food aid and education. Students in the MyKasih Love My School receive smartcards with a monthly

allowance to use for purchasing school books and stationery items from the school bookstore, as well as food from the school canteen. ●



Joined at the check presentation ceremony by students and teachers of St. Paul Kolopis National School are (back row, from left): Maureen Wheeler; Mark Wheeler, president, ConocoPhillips Malaysia; Jean Ngau; and Dr. B.K. Ngau, chairman and co-founder, MyKasih Foundation.

2013 Technology Awards recipients recognized

The ConocoPhillips Technology Awards recognize individuals and teams who have made significant contributions to the company's technological capability, enhancing our ability to find and produce oil and natural gas safely, efficiently, economically and in an environmentally responsible way.

The 2013 awards were presented on Nov. 14 at a ceremony in Houston. Chief Technology Officer Ram Shenoy hosted more than 130 attendees for the dinner and presentation. Awards in nine categories were presented to four individuals, six teams and one contractor company. Emcees for the evening included Al Hirshberg, executive vice president, Technology & Projects; Matt Fox, executive vice president, Exploration & Production; and Don Walette, executive vice president, Commercial, Business Development & Corporate Planning.

Individual awards

The **Outstanding Early Career Technologist Award** recognizes a young technical professional at an early stage in his or her career who has demonstrated a superior ability to develop innovative technology.

Vishal Bang, reservoir engineer, Geosciences & Reservoir Engineering

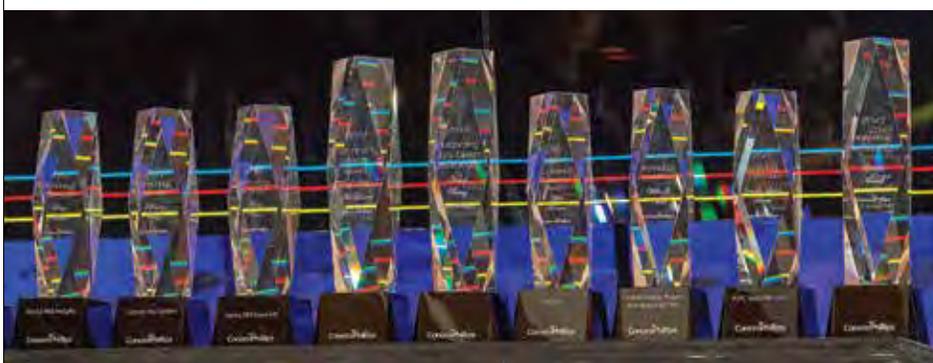
The **Outstanding Mentor Award** recognizes individuals who have demonstrated a superior ability to recognize and nurture talent, to expand the potential of young technical professionals and

businesses and have inspired others within the company and in the industry.

Khalid Soofi, geoscience fellow, Geosciences & Reservoir Engineering

Team awards

The **Technology Champion Award** recognizes an individual or business unit team, outside of the technology organizations, that promotes the use of technology in business decisions, operations and/or ongoing development projects resulting in a measurable positive impact on the company's business results. The



Chief Technology Officer Ram Shenoy (on left, fifth from front) joins 2013 Technology Awards winners.

to foster an environment of creativity and enthusiasm for technological growth and innovation.

T.A. (Mac) McGilvery, geological advisor, Geosciences & Reservoir Engineering

The **Pioneering Technology Award** recognizes an individual who demonstrates outstanding innovation in any technical field in an area of interest to ConocoPhillips. This award recognizes outstanding innovators who have advanced the state of technology in a given field by a single inspired major breakthrough.

Garret Madell, wells technical coordinator, Canada

The **Lifetime Achievement Award** recognizes individuals in engineering and science whose pioneering spirit, demonstrated inventiveness and sustained commitment have made a lasting impact on technology within ConocoPhillips and the industry. Throughout their careers, the achievements and contributions of these outstanding individuals have improved scientific knowledge and technology that are important to ConocoPhillips, have advanced the company's commercial

award also can be given to an individual or team that advocates and supports the development and application of new technology to meet business needs uniquely and advance business results significantly.

Alaska Well Integrity Alaska

Team members: Jerry Dethlefs, M.J. Loveland, Martin Walters, Brent Rogers, Kelly Lyons and Pery Klein

The **Technology Excellence Award** recognizes an individual or team that has taken an innovative idea and implemented it in a business unit, resulting in either a measurable technology improvement with a significant impact on the company's business or an outstanding achievement of technological significance. Examples of projects eligible for this award would be those taking an economic risk to try a new technology or piloting a new technology.

Jasmine OBN Seismic U.K., Canada, Geosciences & Reservoir Engineering, Exploration

Team members: Mark Robert Brown, Andy Cole, Frank Janiszewski, Chuck Mosher, Shan Shan and Duncan Thom

Carbon Rod System Norway

Team members: Mehmet Fidan, Tony Ryan and Henning Boge

The **Technology Integration Award** recognizes a small team responsible for developing a technical solution that has been applied across multiple business units. This award spotlights a specific event or series of events where technology (processes, techniques, lessons learned and so on) was shared and/or transferred to another project or ongoing operation, resulting in a significant improvement on the project's or operation's outcome.

Norpipe Export in Jasmine U.K., Norway, Alaska, Global Production Excellence

Team members: Kerstin Rosie, Neil Watson, Chris Curson, Clive Wilson, Atle Andreassen, Christin Svensen, Sally A. Thomas and Probjot Singh

The **Technology Collaboration Award** recognizes a team that exhibits effective multidiscipline collaboration across company organizations through the development and application of technology.

PWC Seawater Lines Alaska, Norway, Global Production Excellence

Team members: Raymundo Case L., Dale R. McIntyre, Mohsen Achour, Jennifer Busch Harris, Probjot Singh, Kelly Puzak, Randy Barnes and Frode Bredal

University Andrews Produced Water Reuse Project Team Lower 48, Global Production Excellence, Wells, Geosciences & Reservoir Engineering

Team members: Austin Shields, Ramesh Sharma, Joe Davila, Willie G. Mesa, Kevin Bjornen, Gary Jenneman, Fred Barrandey and Kristie McLin

The **Contractor Technology Excellence Award** recognizes a contractor company, vendor company or service company that implemented an innovative idea in a ConocoPhillips business, resulting in either a measurable technology improvement that has a significant impact on the company's business or an outstanding achievement of technological significance.

Kakivik Asset Management

News Briefs

Ram Shenoy appointed to Department of Energy advisory board

ConocoPhillips Chief Technology Officer Ram Shenoy was recently appointed to the Secretary of Energy Advisory Board (SEAB). The board provides advice and guidance to Energy Secretary Ernest Moniz on basic and applied research and development activities, economic and national security policy, educational issues and other issues that impact the department's mission and operations.

"Being asked to serve on the board is an honor, given that energy forms a major part of the U.S. economy," said Shenoy. "It is especially noteworthy that ConocoPhillips has been asked to represent the oil and gas industry. It reflects a regard for our company's past track record in technology, safety and environment."

Since joining ConocoPhillips in 2012, Shenoy has emphasized his commitment to accessing the best technology available, whether internally or externally developed, and moving that technology quickly into the field.

Jasmine Field reaches a key milestone

ConocoPhillips recently announced first gas production from its Jasmine field in the United Kingdom, Central North Sea. Discovered in 2006, Jasmine is one of the U.K.'s largest discoveries in the last 10 years.

"The startup of Jasmine represents another important milestone for ConocoPhillips and builds upon the recent successful startup of Ekofisk South in Norway and the Christina Lake Phase E oil sands project in Canada," said Matt Fox, executive vice president, Exploration & Production. "Jasmine is one of several major growth projects that will contribute to ConocoPhillips' 3 to 5 percent production growth rate through 2017."

The facility has the gross capacity

to produce 140,000 barrels of oil equivalent per day (BOED). In 2014, ConocoPhillips expects net production to be approximately 40,000 BOED. The triple-jacket development comprises a 24-slot wellhead platform with a bridge-linked accommodation and utilities platform, a six-mile, 16-inch multiphase pipeline bundle and a riser and processing platform bridge linked to the existing Judy platform. The field is a high-pressure, high-temperature, gas-condensate reservoir located approximately six miles (nine kilometers) west of the Judy platform.

ConocoPhillips ranked No. 2 in 2013 Information Week 500

On Sept. 9, Information Week Magazine ranked ConocoPhillips second on its annual list of the top 500 companies that best utilize the latest advances in information technologies globally. "The award represents the hard work and dedication of our 1,200 IT professionals around the world," said Mike Pfister, chief information officer. "The IT organization has moved beyond being just a support group for the company. It's become as integrated as the functions that provide other technologies at the core of oil and gas exploration."

This is demonstrated by the many solutions on which the IT team has collaborated with the business in support of the company's organic growth plans. The annual ranking is based upon deployment successes, including LivePlan, which offers tools for improved planning and scenario management, and the Plunger Lift Optimization Tool (PLOT), which helps optimize production as well as monitor surface and downhole equipment conditions. "Both PLOT and LivePlan are great examples of the company's willingness to invest in key information technologies that enable us to achieve smart growth and superior returns," added Pfister. ●

On Assignment



Kjetil Alsvik (*The Big Picture, Page 4*) is a freelance photographer based in Stavanger, Norway. He graduated as a press photographer from Norway's institute of journalism and photography in 1987. Kjetil runs his own photographic studio and has specialized in photos for the oil industry. In addition to work for ConocoPhillips and other operators on the Norwegian Continental Shelf, he has been on assignments around the world, including the United Kingdom, China, Algeria and Azerbaijan.

Tom Lambert (*T&P, Page 22*) is an independent writer and communications consultant with 30 years of experience in corporate communications, advertising and industry publications. He also worked as a television news photographer and field producer in New York, Washington D.C., Europe, Africa and Central Asia. Tom has worked for Gray Tool Company, Federated Department Stores, Crum & Forester, American Express, Continental Airlines, NASA, Chevron, BNSF, WalMart, Halliburton, Baker Hughes, Schlumberger, Chemical Week, CBS, NBC, ABC, TROS, BBC, NHK, TF1, ESPN and MTV. He holds bachelor's degrees from the University of New Orleans in documentary film and education.



Sabrina Martinez (*IT, Page 31 and FACES, Page 50*) is IT Communications advisor. She joined ConocoPhillips in October 2006 as the Senior Global Workforce Planning advisor. Prior to that, she held a number of Human Resources roles for ExxonMobil Corporation. Martinez commits her time volunteering in education, the arts, services for the blind and the United Way.

She holds a Bachelor of Science degree in engineering from Swarthmore College and an MBA from the University of Michigan Ross School of Business.

David Horensky (*Bohai Bay, Page 34*) is subsurface manager for the China business unit. He has worked for the company for 32 years, and is a reservoir engineer by training, having received a BS in Petroleum Engineering from Marietta College, Ohio. Over his career, David has held a variety of reservoir engineering, exploration, development and asset roles in the Gulf of Mexico, Norway, Indonesia and China.



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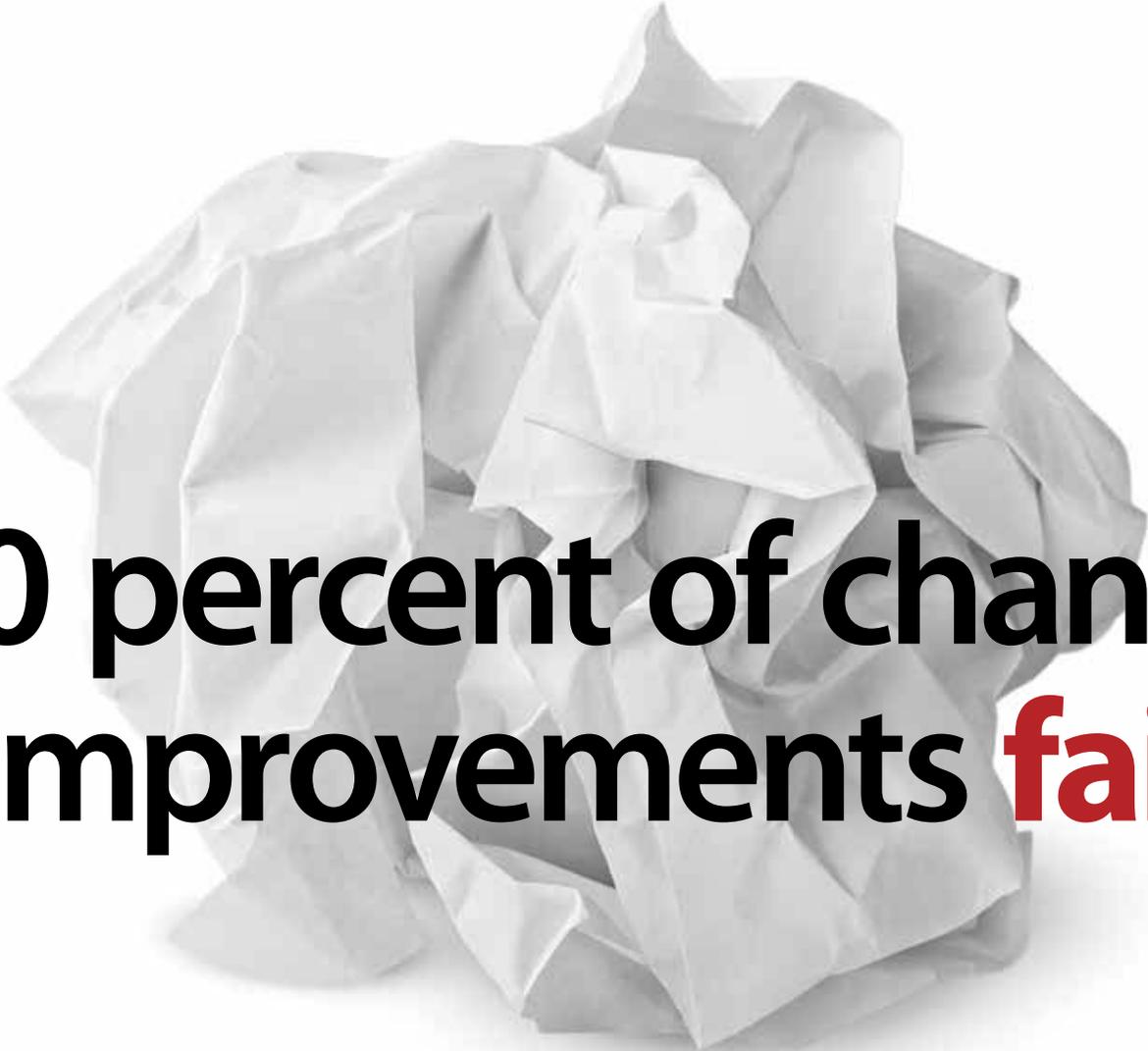
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2014



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