

CONOCOPHILLIPS

spirit

Third Quarter 2014



A new vision for Talent Management & Learning





Opening worlds of opportunities in Asia Pacific



With continuing exploration, appraisal and development activities under way and planned in Australia, Bangladesh, Brunei, China, Indonesia, Malaysia and the Timor Sea, ConocoPhillips is dedicated to unlocking the vast potential of Asia Pacific and supplying the energy needed to drive the region's progress.



ConocoPhillips

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Sharing Insights

ConocoPhillips Global Security is a cohesive team of professionals with diverse experience and unique skillsets, who prove time and again how eminently qualified they are for their mission: to manage security risks and threats to the company's people, assets, operations, information and reputation. Like any first-rate security organization, the ConocoPhillips team takes pride in building and maintaining a strong network of relationships, values teamwork and prefers a low profile.

This issue of **spirit** Magazine blows their cover. Beginning on Page 20, a rare profile of the team reveals fundamental details about how they do business. Readers will learn that collaboration is their lifeblood, including working closely with company colleagues as well as with outside contractors, vendors, government agencies, law enforcement, private sector organizations and industry peers.

A timely case in point is Global Security's collaboration with Information Technology (IT) to stay on top of the challenging issue of cybersecurity. Advances in digital technology give Global Security tremendous new tools, but also increase the risk of unauthorized access to the company's proprietary information. The rising popularity of social media is one component of that double-edged sword; through it, we can learn much about how the world views our company and monitor emerging threats. But, the speed at which information is passed introduces new security risks, potentially compromising company programs and operations around the world.

I'm very proud of Global Security's many accomplishments. Over the past few years, they have ranged from carefully managing the evacuation of personnel from war-torn Libya, to simply and effectively devising ways to keep copper wire from being stolen at company worksites. But most important, the team has worked tirelessly to keep ConocoPhillips people safe and secure in an often dangerous world.

This issue also includes a timely cover story about ConocoPhillips' new vision and strategy for talent management and learning. Recognizing that we are in a battle for talent, the company is fostering a culture that attracts new recruits and increases existing employee satisfaction and retention at all levels. How we accomplish this is a story of new and innovative approaches to training, matching content and delivery to each individual's preferred style of learning.

As always, **spirit** Magazine strives to paint a timely and complete picture of ConocoPhillips today. I encourage you to read it all and share it with your family and friends.



Janet Kelly
Legal Senior Vice President, General
Counsel and Corporate Secretary

Editor's Notes: As a reminder, employees with company-issued iPhones and iPads can download the **spirit Magazine** app through the Worx Home app store. It is also working with Apple to soon make the magazine app available to everyone via the Apple App Store.

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On the Cover | The Talent Management & Learning team offers a range of training options to employees at all career stages. The newly opened Interim Learning Center provides dedicated space for classroom learning, and experiences such as field trips give employees an opportunity to apply that knowledge to their daily work. *Photography by Anisha Virani*



The Mark featured videos

ConocoPhillips featured the following videos on *The Mark* intranet site since the last issue of *spirit Magazine*.

Participate in the OneWiki Mission Possible employee challenge

The OneWiki Mission Possible challenged employees to complete four wiki tasks (missions).

Al Hirshberg shares why Supply Chain sustainability is smart business

Technology & Projects Executive Vice President Al Hirshberg invites you to learn how sustainable development extends into our supply chain and connects to the company's long-term performance.

Innovation Challenge attracts IT students to ConocoPhillips

One way ConocoPhillips attracts technically innovative students is by hosting an event that lets students experience the company firsthand.

Staying safe – behind the wheel or on foot

The second-quarter Houston campus safety video features parking area safety – for drivers and pedestrians.

Surmont Phase 2 update

When it's complete, Surmont 2 will be the largest single-phase SAGD expansion in the history of the oil sands.

A closer look at the 8 Life Saving Rules: Working at height in Alaska

Between Cook Inlet and the North Slope, employees and contractors in Alaska are committed to following the minimum requirements for working at height according to the Life Saving Rules.

Ram and Perry tour the Permian water reuse pilot project

On May 15, 2014, Chief Technology Officer Ram Shenoy and Global Production Excellence Vice President Perry Berkenpas toured the latest field pilots in the Permian Basin.

Houston Wilderness

ConocoPhillips is proud to support Houston Wilderness, a nonprofit committed to protecting, preserving and promoting the region's 10 diverse ecosystems.

Why you should join a network group – in three words

Members of the Bartlesville Patriot Employee Network and Hispanic Network describe what they get out of their network memberships – in just three words.

Are you ready for Lync 2013?

IT is upgrading everyone to the latest version of Microsoft Lync.

Learn about enhancements to *The Mark*

Following the launch of the redesigned employee intranet site, *The Mark*, employees provided feedback and suggestions to improve the site's functionality.

Meet *The Mark*'s new and improved search function

Finding exactly what you need on the intranet just got a lot easier. *The Mark*'s upgraded and expanded search engine will help you find the right information faster.

Leading Edge with Eric Paul

Talent Management & Learning Manager Eric Paul discusses the future of learning and development and talent management at ConocoPhillips.

CTO Ram Shenoy brings energy to Silicon Valley

Chief Technology Officer Ram Shenoy explains the oil and gas industry's technological advances and their impact to entrepreneurs and venture capitalists during TiEcon 2014.

Women of Surmont: Meet some of the rising stars in the oil sands

Four talented young women are making a difference in the Surmont oil sands facility in Canada.

Where's that drillship?

The *Maersk Valiant* is one of three drillships under contract with ConocoPhillips to execute its deepwater exploration program.

ConocoPhillips tours the Marine Well Containment Company

HSE Vice President Mike Ferrow, as well as representatives of Wells & Marine, Lower 48

and Projects, toured the Marine Well Containment Company at Kiewit Offshore Services shorebase in Ingleside, Texas.

New My IT Store and Service Desk ticketing system are now live

The My IT Store and Service Desk ticketing system is now operational.

Working in a new frontier: Development Supervisor

Trisha Dixon

Development Supervisor Trisha Dixon is bringing her talent and vision to bear in the Eagle Ford.

Ryan Lance addresses Resource Development Council for Alaska membership in Anchorage

Chairman and CEO Ryan Lance recently addressed the annual meeting of the Resource Development Council for Alaska, a group that promotes and supports responsible development of the state's resources.

Mid-Year Global Town Hall and webcast with Ryan Lance

Ryan Lance summarizes the second-quarter results during the Mid-Year Global Town Hall on July 31 in the Wellness Center gym at the Houston main campus.

8 Life Saving Rules: Driving safety

In Lower 48's Williston Basin, workers explain how Driving Safety, one of the 8 Life Saving Rules, is helping them focus on staying safe behind the wheel.

Junior Achievement partnership inspires learning, expands opportunities

In Houston, ConocoPhillips is partnering with Junior Achievement of Southeast Texas to make a difference in the lives of students.

It's time to talk about the cloud

There's a lot of talk about the cloud. What does it mean for ConocoPhillips?





The Big Picture

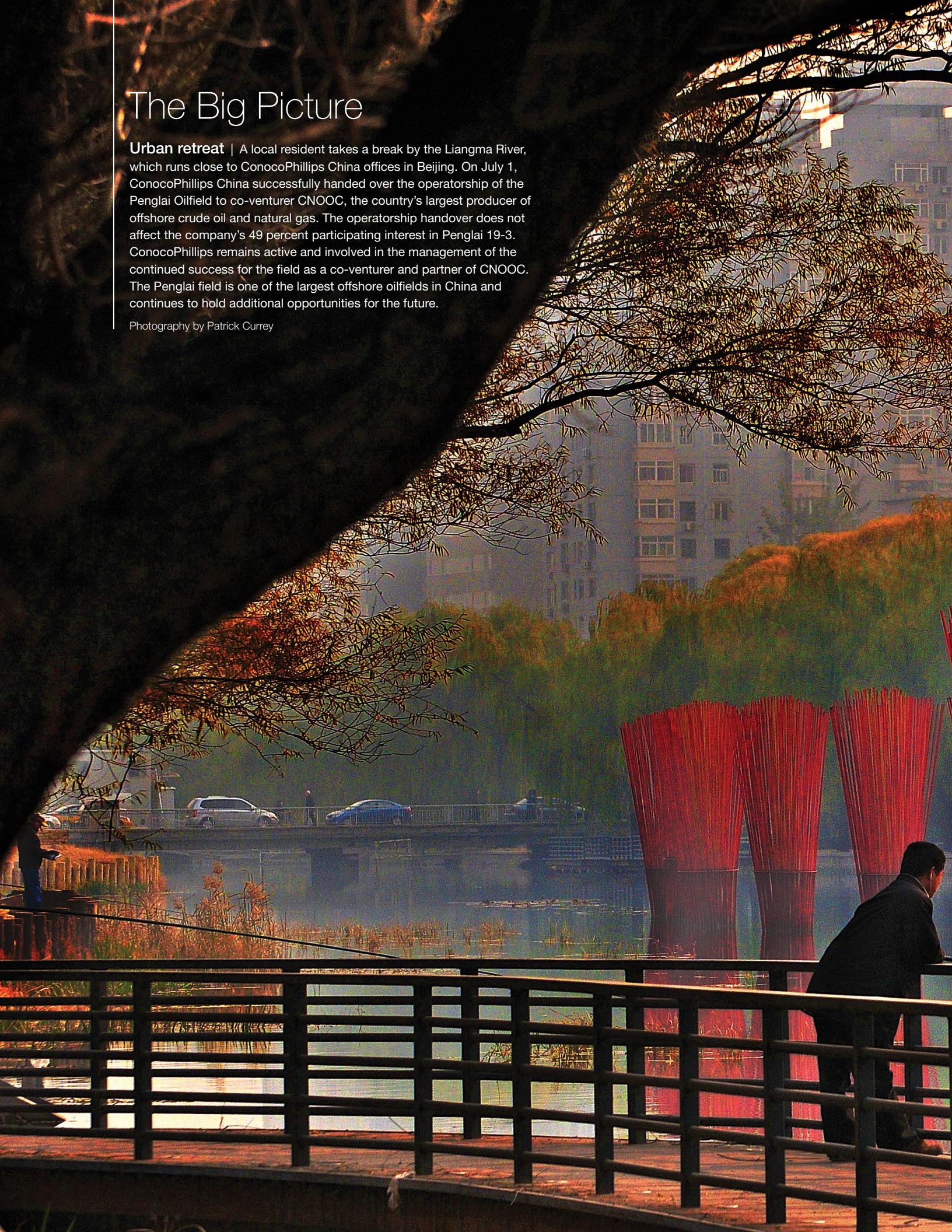
Sunny San Juan Under a sky of dazzling blue, framed by cedar and pinon trees, the San Juan 32-9 #297 and the San Juan 32-9 #34B operate on a dual-location well pad. Both wells reside in Area 4 of the San Juan Business Unit, about 9 miles north of Aztec, New Mexico. ConocoPhillips employs more than 700 people and operates more than 10,000 wells in the area. On average, there are 278 sunny days per year in New Mexico, with low humidity and an average July high of 89 degrees.

Photograph by Garth Hannum

The Big Picture

Urban retreat | A local resident takes a break by the Liangma River, which runs close to ConocoPhillips China offices in Beijing. On July 1, ConocoPhillips China successfully handed over the operatorship of the Penglai Oilfield to co-venturer CNOOC, the country's largest producer of offshore crude oil and natural gas. The operatorship handover does not affect the company's 49 percent participating interest in Penglai 19-3. ConocoPhillips remains active and involved in the management of the continued success for the field as a co-venturer and partner of CNOOC. The Penglai field is one of the largest offshore oilfields in China and continues to hold additional opportunities for the future.

Photography by Patrick Currey





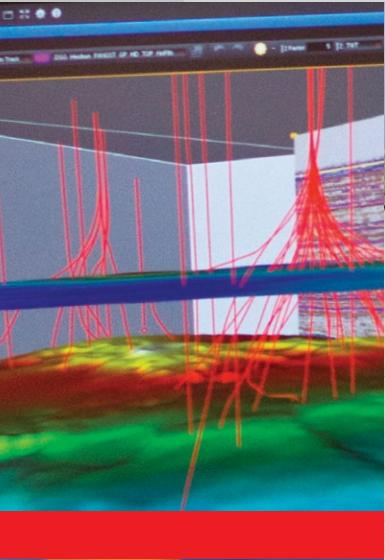


The Big Picture

Kenai LNG revival | The 138,000 cubic meter *LNG Excel* receives cargo from the 45-year-old Kenai LNG facility in Nikiski, Alaska in mid-July. Once on the verge of being mothballed, the facility recently underwent a revival. The Kenai LNG facility and marine terminal are located in the industrial area (see the Tesoro refinery in the background) on the shores of the environmentally pristine and productive Cook Inlet. Since 1969, the facility has operated in collaboration with aquaculturists who sustainably harvest five species of Pacific wild salmon.

Photograph by Enrico Sacchetti





Growing the company's business through talent management and learning

by Shylo Fontenot, photography by Anisha Virani

A talent war is raging in the oil and gas industry, and ConocoPhillips is on the offensive, implementing a strategy to develop, engage and retain its employees.

LEARNING & DEVELOPMENT

Learning is
accomplished in
the field and in
the classroom.





Above: Human Resources Vice President Sheila Feldman

Top: Students have plenty of opportunities to collaborate in the new Interim Learning Center.

Right: Talent Management & Learning Manager Eric Paul

Below: Global Competency Program Director Giles Adam

To tip the scales in its favor, ConocoPhillips' Talent Management & Learning (TM&L) organization is focused on five areas: competencies, leadership and professional development, technical learning, talent management solutions and effective use of its new learning center.

The goal is to foster a culture that supports

"Our vision is to prepare the world's best oil and gas talent to drive ConocoPhillips' growth."

– Eric Paul

workforce growth and reinforces the ConocoPhillips brand, increasing employee satisfaction and retention while keeping the company productive and competitive.

"Our vision is to prepare the world's best oil and gas talent to drive ConocoPhillips' growth,"

said Eric Paul, manager, Talent Management & Learning. "The progression to world-class is not going to happen overnight; we must continuously invest in solutions that will get us there."

Human Resources Vice President Sheila Feldman said talent development can differentiate ConocoPhillips from its competitors and help the



company attract and develop the best employees.

"While reserves and balance sheets give a company a competitive advantage, it's the culture





On-the-job training provides opportunities to reinforce classroom training.

and people that are the long-term differentiators. Investing in a strong talent management and learning organization will enable us to attract, develop and retain innovative, technologically savvy leaders and employees at all levels.”

CULTIVATING A COMPETENT WORKFORCE

“At ConocoPhillips, we define competency as ‘the ability to undertake responsibilities and to routinely perform activities to a recognized standard in a defined area,’” said Global Competency Program Director Giles Adam, who provides governance and consistency for competency management processes.

Competencies describe in clear and objective terms the recognized standards of what it looks like to do the job correctly. Comprised of knowledge, skill and behavior, competencies are divided into three types: leadership, technical and regulatory.

- Leadership competencies provide a common language for facilitating discussions about performance and development. Together, employees and supervisors select the critical few on which to focus for success.
- Technical competencies form the beginning and end of the development cycle and define requirements for a specific job and level. By identifying competency gaps, ConocoPhillips can guide employees to the right learning and measure the outcome.
- Regulatory compliance is required of certain positions. Specific competencies need to be demonstrated for critical aspects of the work the organization delivers technically and operationally. For example, the Wells Management Standard says personnel involved in the design, construction, maintenance or operation of wells

Below: (from left) Ashley Price, Heath Hobbs and Marie Clavaud attend one of the first classes in the Interim Learning Center.



must be competent to perform their tasks.

Competencies are also a key part of the Operational Excellence (OE) framework the organization uses as a systematic approach to continuous improvement. Human Performance is one of the eight OE systems. The Human Performance system describes practices that maximize individual contributions through clearly defined attributes, job performance profiles, roles, responsibilities, performance expectations and development plans that meet business needs and employee aspirations.

“By driving competency management across our assets we can enhance our operating integrity performance,” said OE Competency Assurance Specialist Alistair Cartwright. “This establishes a stronger culture of operating discipline, resulting in the elimination of operating integrity incidents and ensuring the ability to effectively manage process safety risk.”

Perry Berkenpas, vice president, Global Production Excellence, noted that “competency management is much more than online training or skills development. It is fundamental to ConocoPhillips’ success. Ensuring process safety requires a robust competency program to reinforce our critical operating practices.”



Above, from top: Global Production Excellence Vice President Perry Berkenpas and Alistair Cartwright, OE Competency Assurance Specialist



**Kim Arnold, manager,
Leadership & Profes-
sional Development**



**Ken Tubman, vice
president, Geoscience &
Reservoir Engineering**



**Adrian Angove-Rogers,
director, Engineering
Training**

In 2013, a talent management and learning competency framework was established through the relationships between TM&L, the functions and business units (BU). In addition, a Network of Excellence (NoE) was created to communicate governance, share best practices and coordinate knowledge-sharing efforts.

Additionally, Human Resources – in partnership with Information Technology and the BUs and functions – is implementing an online tool that integrates all talent management processes, including learning and competency management. Key features of this tool include integration of all talent management components, enhanced usability, simplicity and improved reporting capabilities.

GROWTH THROUGH LEADERSHIP

“Good leadership impacts employee and corporate performance,” said Kim Arnold, manager, Leadership & Professional Development (L&PD). “Companies who outperform their competitors have deeper skills, a stronger learning culture and a deep investment in leadership. A continuous capability development approach makes leaders and professionals more innovative, responsive and agile as their markets change.”

“Investing in our next generation of leaders is one key to achieving long-term growth,” Arnold said. By having supervisors who excel at employee development, employees are more likely to stay in their jobs and remain committed to their company. It’s also a way to align leaders on the strategic direction and culture of our business.

“The changes and growth in our company demand rapid development of new leaders, but even senior leaders need to sharpen skills to achieve the higher level of collaboration required to meet our growth challenges.” said Ken Tubman, vice president, Geoscience & Reservoir Engineering.

In recent years, ConocoPhillips invested time



Corporate Analyst Kimberly Ekholm and Graduate Development Engineer Heather Battiste-Alleyne confer at the Interim Learning Center.

and resources in developing its leaders and building personal effectiveness skills for its employees. And to meet the demand for more leaders, TM&L is enhancing its corporate leadership and professional development function, focusing on three areas: continuity, capability and connection.

Continuity

With more workers nearing retirement, it is essential that ConocoPhillips has strong succession plans in place and is developing future leaders. It is also important for departing technical and other professional experts to share their knowledge with others.

Capability

The global L&PD team examines core leadership competencies and delivers programs that help employees strengthen them through formal learning, mentoring and coaching. They also look for opportunities to leverage learning activities across the company. The goal is to take the best from those programs and offer it to employees while replacing programs that are not focused on those core competencies.



Connection

"It's imperative we find creative ways to challenge and grow the leadership and professional capabilities of the entire employee base on a global scale," said Daniel Trotter, marine director. "That includes employees who work in the field, at a facility or at sea."

The global L&PD team is always looking for new ways to connect and collaborate, narrowing the gap with on-demand, virtual and classroom training. The result: a workforce with strong leaders who will positively impact the company's growth.

DEVELOPING AND EXPANDING TECHNICAL PROFESSIONALS' BOUNDARIES THROUGH TECHNICAL LEARNING

Technology, applications and processes are changing rapidly within petro-technical fields, requiring employees to be equipped with the latest information and resources in order to make smart decisions. The Technical Learning team works with the BUs and technology groups to provide employees with the educational resources they need to share best practices, devise solutions and apply their skills.

"As a company, we have unique methods and processes that we apply in all areas of expertise," said Adrian Angove-Rogers, director, Engineering Training. "We provide the opportunity to learn the ConocoPhillips way of doing things and help establish the company within its unique position while maximizing shareholder return. Many solutions to technical challenges can be found within the learning environment. Every day, our technical employees make decisions that affect our bottom line. By aligning with established competency maps and engaging with the business units and technology groups, as well as leveraging knowledge from various external training professionals and industry experts, we can ensure that our employees have the right skills and tools to

make the best decisions."

Geoscience Training Director Rich Aram noted that, while "universities teach many facets of the sciences, they generally do not teach the business side, integration and application of these concepts." The Talent Learning & Development (TL&D) group works with engineers and geoscientists to identify requirements and competency levels across early, mid and experienced career levels.

With the support of ConocoPhillips subject matter expert (SME) instructors and some external experts, the company is delivering more than 300 instructor-led course offerings per year – most are focused on the early career, which is applied within the Accelerate Program.

In addition, e-learning and virtual options are available to ensure more efficient use of an employee's time.

The team incorporates industry best practices into each course and in 2015 will focus additional resources and attention towards mid-career and

Left: Stakeholder Relations Director Louis Salazar confers with Kim Arnold during a recent leadership training session.

Far left: Fabian Duque-Botero explains to his team members how to proceed safely in their work environment.

Below: Teamwork is a key component of developing competencies within technical learning and development.



experienced level employees. The team also collaborates with many key stakeholders to ensure a consistent, thorough approach to learning across all technical disciplines.

The Geoscience New Hire and Engineering Academy are comprehensive learning programs for all technical new hires. "These collaborative efforts between the TL&D group and the technology groups offer a variety of blended learning options such as online training, classroom sessions, field trips and team building," Angove-Rogers said. "They also provide on-the-job activities for employees to complete in their respective BUs."

According to one student, "Engineering

Academy inspired everyone to go back to their jobs and work better, and I hope that ConocoPhillips can use that momentum to their advantage. There are a lot of extremely talented, motivated early career individuals at the company."

TALENT MANAGEMENT SOLUTIONS – CORE PROCESSES THAT DRIVE DEVELOPMENT

The TM&L team is responsible for developing, refining and operationalizing the core talent management processes for ConocoPhillips, including performance management, succession planning, career development and the employee engagement survey.

"Each of these processes is foundational to talent development, whether it is managing our performance to achieve ConocoPhillips' goals, ensuring we have enough talent for our leadership positions, having processes in place to develop each of our careers or gathering feedback on how the company is doing through the survey," Paul said.

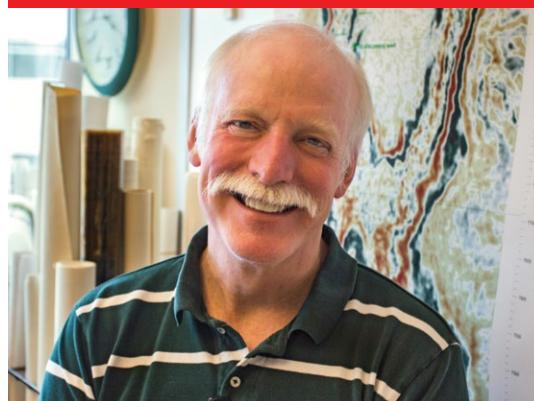
Performance management at ConocoPhillips is accomplished in four phases: aligning business goals with employee goals and development needs; employees completing their goals; supervisors and employees measuring results and tracking



Top: Integrating real work into the learning experiences helps increase knowledge retention.

Right: Geoscience Training Director Rich Aram

Far right: Using iPads in the classroom allows students to take advantage of tools they use in everyday life.





Left: Geoscientists in the company's new-hire program participate in a field trip to the Eagle Ford.

Below left: Interim Learning Center Director Dianne Underwood

performance; and supervisors aligning rewards to performance. The process is supported by an online performance management tool.

To maintain continuity of operations at the senior leadership level, ConocoPhillips conducts a robust succession planning process. This process begins in early August, via Talent Management Teams, to ensure functional employees are developed and provided with the experiences and skills

developing their careers.

TM&L created an employee engagement survey to assess employee engagement and other key success drivers for ConocoPhillips' performance. This survey targets all employees globally, with more than 60 questions in categories from change management to leadership to rewards and recognition. The company is designing an interim "pulse survey" using a subset of questions from



they require to advance their careers. It culminates with an Executive Leadership Team review in March and a board of directors review in May. Human Resources leaders, BUs and functional leaders work closely together during this process.

TM&L developed processes and learning content focused on individual career development at ConocoPhillips, including career maps, career-related training, the IDP and career-focused pages on *The Mark*. Additional processes and tools are regularly identified to assist employees in

"We are committed to developing our employees and leaders and our Interim Learning Center is a place where that happens."

– Dianne Underwood

the larger census. Action plans will be developed and created to close any gaps.

INTERIM LEARNING CENTER OPENS WITH A STRONG FOCUS ON THE LEARNER

"As we look to the future of learning and development at ConocoPhillips, a lot of attention is being paid to the learner experience," said Dianne Underwood, director of the new Interim Learning Center, which opened in Houston in late July. The center can accommodate a variety of learning

approaches, including action-based learning. It has flexible, informal spaces which work well for technology and group work. The center has seven classrooms, nine breakout rooms, dining and networking areas and a business center.

"Completion of the Interim Learning Center represents an important milestone in ConocoPhillips' journey to build a culture of learning and development that helps fuel our growth," said Paul. "We are committed to developing our employees and leaders, and our Interim Learning Center is a place where that happens."

The center enables different modes of learning and promotes networking and collaboration. Additionally, the facility is an ideal platform to experiment with various classroom configurations, learning techniques and technologies. For example, instructors are exploring the use of tablets, virtual learning and simpler setup requirements for technical software training.

The intent is to ultimately provide a permanent ConocoPhillips learning facility, and options are being evaluated as part of the Houston master campus transformation effort. In the meantime, operation of the Interim Learning Center will provide valuable data and insights that will help define needs, improve program design and shape the company's overall learning culture.

"Leadership commitment exists at ConocoPhillips," Underwood said. "And there are so many opportunities to elevate the learner experience, improve our return on learning spend and impact

the business through learning. We're really just scratching the surface today."

What does it take to create a positive learning experience? At the most basic level, Underwood said it's making the experience easy and enjoyable – similar to booking a vacation. "We all want the reservation process to be simple, the staff to be friendly and helpful, and the quality of the facility and its amenities to meet or exceed our expectations," she said. "Translate that to a learning experience, and it's all about easy enrollment, friendly and responsive operations staff, a comfortable

Right: Classrooms offer a number of different layout options to ensure the best learning experience.



space for learning and good food."

A positive learning experience is about matching content and delivery to the individual's preferred style of learning, Underwood said. Studies show that adults respond best to "learning by doing." Lecturing is still valid, but teacher-centered learning is becoming a thing of the past.

"The importance of collaboration is emphasized a lot at ConocoPhillips, and it's definitely a concept that applies to adult learning," Underwood said. "When learners interact with peers and



Left: Chairman & CEO Ryan Lance cuts the ribbon to officially open the Interim Learning Center. Joining him (from left) are Adrian Angove-Rogers, Dianne Underwood, Sheila Feldman and Eric Paul.

Below: The lobby of the interim learning center brings branding elements to life.

Bottom: Collaboration is a key component to the learning experience. From dining to break-outs, the new learning center offers plenty of opportunities.

facilitators, they gain a deeper understanding of the material, which increases knowledge retention and on-the-job application.”

Standing at the entrance to the Interim Learning Center on a hot summer afternoon, Eric Paul reflected on how far the company has come in the battle for talent. “It truly is an exciting time to be involved in talent management and learning at ConocoPhillips,” he said. “With the company poised to grow, our job is to make sure we have the right people with the right skills in place. Although we are just one piece of the team effort, TM&L is proud of its role and has focused its resources to enable that growth. More exciting things are coming from our team. As they say in advertising, watch this space.” ■



GLOBAL SECURITY



Carrying the massive Ekofisk accommodation module, the Osprey arrives safely in the North Sea. For its long journey from Singapore through pirate-infested waters off the Horn of Africa, barbed wire (top left) and other materials help secure the ship from intruders.



Global Security

by Ray Scippa and Jan Hester, photography by Patrick Currey and Hall Puckett



Experienced team provides stability in a changing world

On a warm summer evening in July 2013, the 20,000-ton semi-submersible heavy transport vessel Osprey made its way past the Somali coast, its powerful diesel engines churning through the equatorial night. The Osprey was carrying a massive cargo to the Ekofisk offshore platform — a 1,000-bed module with 552 individual cabins, office space, hospital, recreational and telecommunications facilities and heliport. When installed it would be the largest accommodation facility in the Norwegian North Sea. From the construction yard in Singapore through the Straits of Malacca to its destination, the ship traversed pirate-infested waters, and the Osprey, with its low free boards, slow speed and high value cargo, was an ideal target.

Right: Office Manager Gina Wyszynski provides daily support to Global Security's experienced staff.



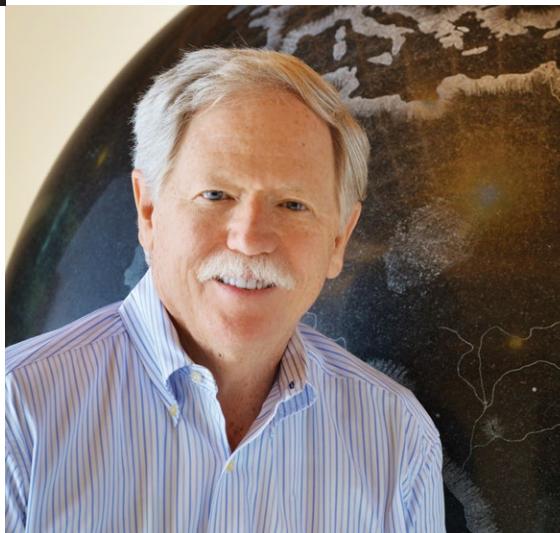
Above: U.K., Europe and Africa Security Director Jamie Jemmeson

Right: Chief Security Officer Jim Snyder

The move was conducted by a highly qualified third party. But because any delay in delivery would have far reaching consequences for ConocoPhillips, every aspect of the vessel's anti-piracy security plan was thoroughly vetted, assessed and approved by Global Security and Global Marine.

"Our security measures included a detailed risk assessment based on route, time of sailing, expected weather and previous recorded attacks," said Jamie Jemmeson, Global Security Regional Security Director for the U.K., Europe and Africa. "The ship was physically hardened with barbed wire and other materials to make boarding by pirates more difficult. We ensured that the crew was thoroughly trained on how to respond in the event of a piracy attack. Redundant communications were put in place and the progress of the vessel was continuously tracked in the ConocoPhillips London office and in Global Security's Houston operations center. Close liaison was maintained with the European Union's Maritime Security Centre – Horn of Africa, whose mission is to protect cargos transiting the high piracy areas off the east coast of Africa. Finally, we employed a well-trained, heavily armed response team that fully understood the implications arising from the inappropriate use of their weapons."

On two occasions, lookouts observed suspicious vessels approach and then turn away.



No one will ever know whether these were raiding parties deterred by the Osprey's formidable protective measures or simply vessels that decided to abruptly change course.

It is a simple, but sometimes frustrating aspect of the work performed by the Global Security team that they will never be certain whether an action they took prevented an incident or nothing was going to happen anyway.

This is one dramatic example of the behind-the-scenes, collaborative work performed by Global Security. "If we're doing our job right," said Chief Security Officer Jim Snyder, "we're not very visible."

Indeed, until today, little has been said or written about Snyder's team, yet their protective presence is felt by employees around the world. Former Staff Videographer Garth Hannum, whose work took him to every remote company operation, said, "Wherever I was in the world, ConocoPhillips had a good system in place. I knew people were looking out for my safety."

SMALL TEAM, WIDE RANGE OF RESPONSIBILITIES

The ConocoPhillips Global Security team does more with less. The entire group has fewer than 30 members, including Snyder, whose career includes stints with the U.S. Secret Service, the U.S. Department of Justice, Mobil and Apple, where Steve Jobs hired him to be worldwide security director. At ConocoPhillips, his tightly knit team has a surprising range of

“Most important, our mission is to ensure the security of the people of ConocoPhillips in a very uncertain world so that individuals ... can go about their business with confidence that the company has the resources to get them out of harm’s way if things go bad.” – Jim Snyder

responsibilities, from conducting due diligence assessments of joint venture partners and strategic suppliers to running the 24/7 security operations center for global emergency response. Global Security also ensures company compliance with the U.S. Department of Homeland Security (DHS) guidelines, as well a plethora of country-by-country laws and regulations.

“Most important, our mission is to ensure the security of the people of ConocoPhillips in a very uncertain world so that individuals like Garth can go about their business with confidence that the company has the resources to get them out of harm’s way if things go bad,” Snyder said.

LIBYA 2011

The first signs of unrest were observed in the eastern city of Benghazi, north of ConocoPhillips’ operations in the Waha Field. It seemed far removed from the business offices in the capital city of Tripoli, hundreds of miles to the west. Nevertheless, Global Security consulted with the U.S. State Department and the U.K. Foreign and Commonwealth Office. Both

By that evening, it was clear that the unrest was spreading rapidly, so Global Security began reducing expatriate staff to business critical only. Most non-essential personnel departed Libya via regular commercial flights on Monday, Feb. 21, and reservations were made for remaining staff to depart later in the week. But widespread battles broke out in the western part of Libya, and commercial flights from Tripoli were abruptly canceled on Tuesday, Feb. 22.

“Assistance from the U.S. and the U.K. governments had figured prominently in our emergency evacuation planning,” Snyder said. “But it quickly became apparent that no western government was in position to help our remaining personnel.”

The team evaluated each of its evacuation options, including a five-hour journey over extremely rough terrain to Tunisia that could expose travelers to encounters with armed marauders. Exceptionally stormy weather made a sea evacuation problematic.

The best option was evacuation by air. Utilizing its extensive network, the team located an air charter operator from the United Arab Emirates whose plane could be in Tripoli in four hours. While optimistic, Snyder harbored concerns that the plane could actually land in the city. Despite a dusk-to-dawn curfew and intense fighting in various sections of Tripoli, local national staff, who Snyder calls “unsung heroes,” transported the ConocoPhillips expatriates to the airport.

While the plane was en route, the team spread word to governmental organizations and



Physical & Technical Security Director Luis Morales visits operations in the Algerian desert.



expressed the opinion that the unrest was unlikely to spread to the capital.

Following a week in Houston, Country President Don Robertson returned to Tripoli on Sunday, Feb. 20, expecting a normal workweek.

Left: Audit Operations & Special Projects Director Bill Edelman

Above left: Console Operator Rusty Harvey is part of a 24/7 team that supports Global Security by keeping the Houston control center operating 365 days a year.





Top: (from left)
Security Specialist Lauren Vela and Threat Analyst Iona Segaram

Below: Security Coordinator Leroy Scott (right) and Console Operator Brandon Evans scan site security monitors.

private sector companies that 150 seats were available. ExxonMobil requested seats but later released them because intense fighting made it too dangerous for staff to leave their residential compound. Staff from the British Embassy, several other companies and various non-governmental organizations boarded the aircraft with Robertson and the other ConocoPhillips personnel.

The situation was chaotic. Visual confirmation of departure finally came from Charlie Parton, a U.K. Embassy security operative, who earlier had helped his wife board the plane, but then stayed behind to assist other U.K. citizens still in Libya.

The evacuation organized by U.S. government officials, an eight-hour voyage by ferry to Malta, would eventually depart Tripoli two days later.

"It was gratifying to accomplish our mission so efficiently," Snyder said. "But I'm most proud of the after-action assessment we performed and the progress we've made to fill capacity gaps. The Libya Business Unit (BU) has procured a rigid inflatable boat. It also has one of the largest fleets of armored vehicles in Tripoli. We've concluded a mutual assistance agreement with an off-shore producer that has a fleet of helicopters and marine vessels to service its

off-shore operations. So, we are increasing land, air and sea evacuation options, but most important, we are working with others to leverage our collective strengths with one goal in mind – the safety of our personnel."

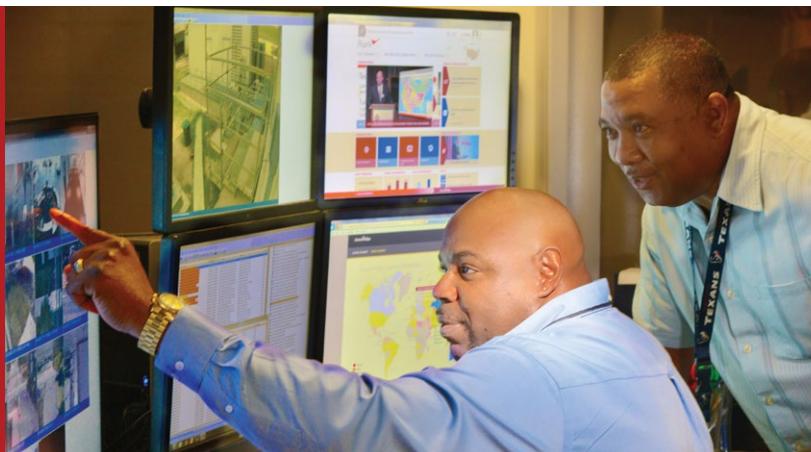
THE ROSTER

Global Security operates out of a suite of offices in the center of the Houston headquarters campus. Most of Snyder's direct reports and their teams occupy offices that look out over blue waterways.

Former U.S. Marine Luis Morales, director, Physical & Technical Security, takes his job as seriously as he takes his commitment to Brazilian Jiu-Jitsu, where he is a national competitor.

Morales' team, including Project Manager Guillermo "Willie" Pacheco and Coordinator Leroy Scott, has global responsibility for facility access controls, cameras and intrusion detection systems and asset tracking devices. They work with business units to secure everything from small offices to production facilities. As an extension of the team, 24/7 console operators keep the security operations center in Houston functioning 365 days a year. In addition to being the communications hub for emergency response, they use closed circuit television and a variety of high-tech systems to monitor the security of headquarters and other ConocoPhillips locations around the world.

Down the hall, Bill Edelman, director, Audit Operations & Special Projects, and Yura Natanegara, security specialist, perform risk assessments for key global operations and office locations. They manage security audit and compliance functions, helping BUs comply with national and international regulatory requirements. They also coordinate participation in the DHS Customs Trade Partnership Against Terrorism program that evaluates supply chain



Working with ConocoPhillips Travel, Global Security quickly confirmed that no ConocoPhillips employees were traveling on the ill-fated Malaysia Airlines flight shot down over the Ukraine in July.



protections and the effectiveness of corporate security programs. Following several days of careful evaluation by DHS auditors, ConocoPhillips received their highest possible rating, which is awarded to fewer than four percent of the more than 10,000 companies inspected by DHS.

"We also manage the K-9 contraband search program," Edelman added, describing how contracted teams of specially trained dogs and handlers help ensure that ConocoPhillips work sites remain free of contraband, including alcohol, narcotics and firearms that could endanger workers.

Edelman, a 30-year employee, started as a geophysicist and during his career worked as an environmental supervisor and health, safety and environment (HSE) manager for the Marine Tanker group. Natanegara joined his team two years ago from Jakarta, where he served as a security specialist. The son of a ConocoPhillips geoscientist and exploration manager from Indonesia, Natanegara was born in Ponca City and received his degree in security management from the University of Oklahoma.

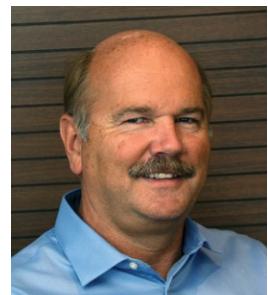
Security Programs Director William Buckner's team consists of Applications Analyst Selma

Delgado, Security Specialists Lauren Vela and Melissa Sawyer, and Global Threat Analyst Iona Segaram. They manage travel security, the Global Security website, security regulations and policy, the workplace violence program, the information protection program, personnel protection and special projects.

Travelers to specially designated locations are required to register their trips with Global Security so that they can be enrolled in warning and warden programs, receive emergency contact numbers and other information applicable to their destinations, and most important, can be located in the event of an emergency.

Buckner, a former U.S. Air Force captain and Secret Service agent, points to several instances in which Global Security worked with Corporate Travel to ensure the safety of employees on the road. Following the 2013 Boston Marathon bombing, Global Security reviewed travel records to determine which ConocoPhillips employees were in the Boston area and then contacted each of them to determine if they needed assistance. Working with ConocoPhillips Travel, Global Security quickly confirmed that no ConocoPhillips employees were traveling on the ill-fated Malaysia Airlines flight shot down over the

From left to right: Bill Edelman, Iona Segaram, William Buckner, Gina Wyszynski, Brandon Evans, Melissa Sawyer, Jim Snyder, Willie Pacheco, Lauren Vela, James Searcy, Luis Morales, Rusty Harvey and Leroy Scott



Canada Regional Security Director Roger Monette



Above: Security Specialist Yura Natanebara

Top right: Security Programs Director William Buckner

Below: Risk Analysis Director Molly Schwarz (left) and Risk Specialist Eytan Moked

Ukraine in July. Civil unrest, natural disasters and other disruptive events can quickly affect conditions, and the travel registration program helps ensure that company travelers are not put at risk.

For the Security Programs staff, collaboration is a daily affair. Delgado, a former newspaper editor who received a journalism scholarship from the Houston Chronicle, developed and maintains the travel registration program and the Global Security website, including the worldwide threat rating map. Vela, who holds a Juris Doctorate, works with the Crisis Management Threat Assessment Team, which is comprised of representatives from Human Resources, the Employee Assistance Program and Legal.

Sawyer, who has an intelligence background supporting national and corporate security operations with the U.S. Army Reserves, Northrop Grumman and ExxonMobil, works on a cross-functional workgroup that includes Global Information Protection & Assurance and the Global Compliance & Ethics Office among others, to protect company proprietary information.

Prior to taking on responsibility for ConocoPhillips global threat analysis program,

Iona Segaram received several awards and commendations from the Central Intelligence Agency (CIA) for her work in some of its most challenging overseas posts. "Serving both as a CIA field operative and a headquarters analyst provided a unique perspective of how local incidents could profoundly impact a global organization," Segaram said. "What at first might appear to be an innocuous incident can quickly spiral out of control with disastrous consequences. So we are continuously monitoring world events to reduce the associated risk to our co-workers and to the company."

Risk Analysis Director Molly Schwarz and Risk Specialist Eytan Moked carry out due diligence investigations of ConocoPhillips' global business relationships around the world, including investigations of potential co-ventures, acquisitions and divestitures, equity investments, contractors and government intermediaries in high-risk locations.

Schwarz started her career working as an intelligence analyst with the Financial Crimes Enforcement Network. "That's where I developed the fundamental skills for research analysis: knowing where to get information and how to evaluate it." Joining ConocoPhillips in 2005, she established the company's current due diligence program. "This type of work helps ConocoPhillips maintain its reputation and ensures that we're in compliance with all of the laws and regulations where we operate.

"The process starts with an extensive questionnaire and continues with public source information: research of the media, Internet, litigation records and regulatory filings," Schwarz said. "In-country investigations are also conducted, when necessary, to develop additional background and reputation information."

"It is amazing how much information is available online, even from countries where a large portion of the population still does not



“We’re constantly engaging with local law enforcement, embassy officials and other security personnel, so we have a good understanding of the risks in a given area. I enjoy looking after our people and think they appreciate the work that we do.” – John Urby

have regular access to the Internet,” said Moked, a former archaeology student, who holds a master’s degree in library science.

U.S. & Latin America Regional Security Director John Urby works out of the Houston headquarters. His counterparts work from regional offices around the world. A former chief of police in Midland, Texas, Urby supports the Global Security team by conducting investigations, security assessments and contraband searches, even helping resolve cases involving angry landowners.

Urby is also involved in new country entry. When the company is considering establishing operations in a new country, Global Security enters first to conduct a risk assessment. It arranges secure transportation and accommodations and provides logistical assistance to the personnel from other functional units performing their assessments who arrive later.

For example, in Bogota, Colombia, where street crime is common, local transportation security protocols are in place. First-time visitors and even longer-term residents may not fully understand the security environment, so Urby is ever vigilant about their security. “We’re constantly engaging with local law enforcement, embassy officials and other security personnel, so we have a good understanding of the risks in a given area. I enjoy looking after our people and think they appreciate the work that we do.”

DIVERSE REGIONAL STAFF SHARES A COMMON GOAL

Around the world, regional security directors from varied backgrounds confront specific regional issues, but their primary shared goal is to ensure ConocoPhillips people stay safe from harm.

Alaska Security Manager Joe Masters has a huge geographic area of responsibility that includes the company’s Anchorage Towers offices

(Alaska’s tallest building), operations at Cook Inlet, Kuparuk and Alpine, and close coordination with BU interests at Prudhoe Bay and the Alyeska Trans Alaska Pipeline System. Masters joined the company in 2013 after retiring as Commissioner of Alaska’s Department of Public Safety, where he served under two governors.

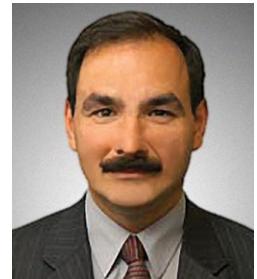
“The state has some of the coldest places on the planet, and is one-fifth the size of the entire United States, presenting vast logistical challenges,” Masters said.

Masters anticipates additional challenges as the company embarks, with BP, ExxonMobil and the state of Alaska, on an LNG export joint capital megaproject that includes a North Slope gasification plant, pipeline and transportation center. Also on the horizon are potential expanded Arctic operations that present unique security issues.

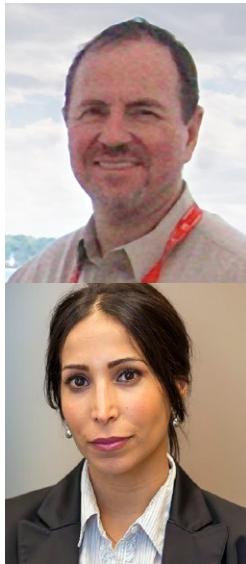
Because Indonesia is comprised of more than 17,000 islands spread across three time zones, Jakarta-based Audit Ethics Security Sr. Manager Djindar Rohani also has a large territory to cover. “Our cultural diversity, with more than 300 ethnic groups and 500 languages and dialects spoken, can be overwhelming, so we rely upon Global Security’s travel registration system to alert us to travelers coming to Indonesia. Visitors, especially those on their first trip to Indonesia, appreciate the fact that the company has a group, led by Security Operations Manager Surya Suhendra, committed to their well-being.”

Similarly, in China, Ethics & Security Manager Effie Li provides a keen security perspective on a variety of challenging situations confronting the China BU. “What I like most about my job is the diversity of responsibilities. One day I may be conducting a risk assessment of company provided housing, while the next I may be coordinating a due diligence assessment of a major business partner.”

London-based Jamie Jemmeson, who joined the company in 2008, covers Europe, Russia and



Above (from top): Alaska Security Manager Joe Masters; Indonesia Audit Ethics Security Sr. Manager Djindar Rohani; China Ethics & Security Manager Effie Li; Security Operations Manager Surya Suhendra



Above (from top): Asia Pacific & Middle East Security Director Roger Hill and Qatar & Middle East Security Manager Rula Manasra.

Below (from left): Security Specialist Melissa Sawyer and Project Manager Guillermo "Willie" Pacheco

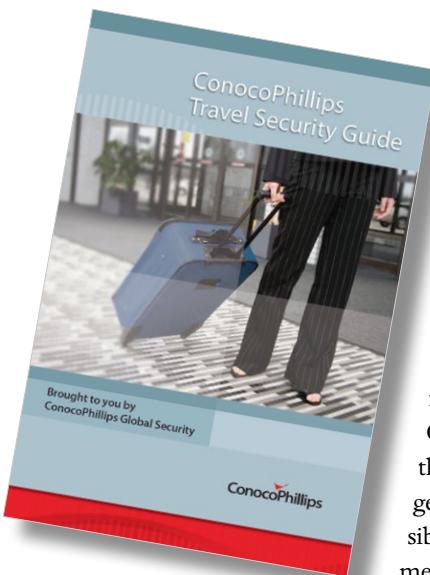
Africa. After 24 years in the British Royal Marines, he retired in 1997. Before coming to ConocoPhillips, he served as deputy head of security and head of business continuity for the Olympic Delivery Authority, preparing for the 2012 Summer Olympics in London.

Jemmeson describes his responsibilities as “ever changing and varied,” from understanding the threat posed by insurgency groups active in his area of responsibility to evacuation planning.

Roger Hill, security director, Asia Pacific & Middle East, has a unique background. Hill served in the Australian Army for 25 years and as chief weapons inspector of the last mission conducted by the United Nations Special Commission on Iraq. Based in Singapore, he has been with ConocoPhillips for nine years.

“The Asia Pacific/Middle East region is one of the most diverse areas in the world,” Hill said. “Daily issues range from a demonstration in Indonesia, to evacuation planning for Bangladesh, to risk assessments on piracy. Helping secure the business and enhance shareholder value is what makes us tick.”

Regional Security Director Roger Monette has a lot of territory to cover – all of Canada. A



The company's Travel Security Guide is available online and provides helpful information on ways to increase safety and security while traveling, from the preparation stages through the end of the journey.

former member of the Royal Canadian Mounted Police and the Canadian Security Intelligence Service, Monette is responsible for the security of 2,076 staff members in Calgary, as well as 18 field offices.

“With 5,500 people, the Surmont construction camp would be the 86th largest town in Alberta,” Monette said. “So it probably comes as no surprise that Canada Regional Security Coordinators Steve Choma and Grant Miller perform many of the same functions as a local police department.”

Publicity-seeking environmental activists are a major concern to Monette. “To publicize their views, protesters often perform stunts that not only endanger themselves, but workers in the vicinity. We've worked with the police to develop training programs and response protocols that allow activists to express their views in a manner that won't jeopardize their safety or the safety of others.”

Doha-based Rula Manasra joined ConocoPhillips in 2013 as Qatar & Middle East security manager after working for the company as a security contractor.

“We have a small security department in Qatar, but we don't let size define our impact,” said Manasra, whose fluency in Arabic and





The travel risk intelligence system (TRIS) includes a live map of where ConocoPhillips employees are at any given time. TRIS allows Global Security to locate and assist employees during emergency situations using real-time intelligence on employee locations and reservations.

English is a critical asset. "We work to raise employee awareness, monitor incidents and provide guidance. We also work with our counterparts in other BUs to share best practices."

Manasra noted that the greatest challenge in the region is a scarcity of reliable, timely information due to a lack of transparency and reporting in the Middle East. "We continuously work to overcome this challenge by building relationships and networks to facilitate information sharing. Earlier this year, I was elected chairperson for the U.S. Department of State's Overseas Security Advisory Council (OSAC) in Qatar. It is through such networks that we are able to establish valuable information sources in the region."

LIBYA 2014

Fighting has erupted among the militias that united to overthrow Muammar Gaddafi in 2011, and Libya's elected government has been powerless to assert control over the well-armed factions. In July 2013, one group seized control of the Es Sider terminal in order to press its demands for regional autonomy. The terminal, which was operated by a consortium that includes ConocoPhillips, was filled to capacity, but the occupying force would not permit any of the five million barrels in storage to be exported.

In August 2013, a Liberian flagged tanker approached the port, but was forced to depart by Libyan naval gunboats. In January 2014, a second tanker approached and was again turned away by Libyan naval forces. The force controlling the terminal remained undeterred in their efforts to sell Es Sider's crude, flouting the authority of the Libyan National Oil Company (NOC). A lifting of the ban in defiance of the NOC would not only be contrary to the rule of law – it would significantly destabilize an already fragile nation. Of more immediate concern was the potential for an environmental catastrophe if the loading

from Es Sider's offshore buoy was not performed by qualified technicians or if the Libyan military attempted to forcibly intervene.

By the end of January, ConocoPhillips fully briefed senior U.S. diplomats and ranking officers from the U.S. Africa Command, Special Operations Command and the Defense Intelligence Agency about the potential adverse consequences of an unauthorized shipment.

In early March 2014, ConocoPhillips alerted these same officials that a North Korean flagged tanker, the *Morning Glory*, had begun loading from Es Sider. "Because events were unfolding in almost the exact manner that we had predicted, State Department officials, military command staff and their operational planners continued to engage us throughout the crisis," Snyder said.

After taking on approximately 234,000 barrels and evading Libyan naval vessels, the *Morning Glory* headed to the coast of Cyprus in preparation for a ship-to-ship cargo transfer. During the early morning hours of March 17, a team of Navy SEALs, acting under orders from President Obama, seized control of the *Morning Glory* and maintained control of the vessel until the crude was returned to the Libyan government.

"ConocoPhillips had limited ability to directly resolve the *Morning Glory* issue. Only a military force like the SEALs could retake control of the tanker," Snyder said. "But the multidisciplinary team involving Government Affairs, HSE, Global Marine, Insurance, Commercial, Investor Relations, Communications, Legal, the Libya BU, Global Security and others worked together to monitor the situation, develop various response plans and exert influence where we could. Leveraging the knowledge and expertise of a wide variety of functions is typical of the collaborative way in which the company responds to such situations."



Above (from top):
Canada Regional Security Coordinators Steve Choma and Grant Miller and U.S. & Latin America Regional Security Director John Urby

“These are powerful tools that rapidly intersect people, ideas and information. From a security perspective, these intersects can introduce or result in serious security risks to our workforce and to our business.”

– Melissa Sawyer



**Applications Analyst
Selma Delgado**

TECHNOLOGY BRINGS BENEFITS AND CHALLENGES

Snyder recalls that prior to joining Conoco-Phillips he traveled to Paris with Steve Jobs for a Macworld conference. “I remember standing on the balcony of our hotel and scanning the Paris skyline using my Mac laptop and a connected device that Apple’s engineers were developing. It was really cool that my kids back home in California could see live images of the Eiffel Tower. In a few short years, we’ve gone from the rudimentary beginnings of webcams to the point that even during the height of the Libyan revolution our security operations center in Houston was able to continuously see what was happening to our offices in Tripoli. The technology explosion has brought many benefits, but the pace of change has also created many challenges, especially with regard to safeguarding confidential information and personal privacy.”

Global Security is responding to these new threats in the same way it addresses so many others – through collaboration with other subject matter experts in the company.

For Buckner, ConocoPhillips’ size and

**ConocoPhillips
Australia and Timor
Leste Security
Manager Shane
Toppin**



collaborative culture provide a competitive advantage. “We have a lot of resources for collaboration, such as the IT group that offers the most up-to-date cyber security protection. Working closely with them is critically important.”

Together with Communications’ Digital & Social Media team and other functional stakeholders, Sawyer has worked to clarify corporate security expectations around digital and social media. These efforts are aimed at protecting against risks, such as malicious outsiders observing company security measures through unauthorized photography at global operations sites, and accidental disclosure of proprietary information through exchanges on professional social media networks.

“These are powerful tools that rapidly intersect people, ideas and information,” Sawyer said, adding that “from a security perspective, these intersects can introduce or result in serious security risks to our workforce and to our business.”

CORPORATE AND EXTERNAL COLLABORATION

Snyder calls collaboration the lifeblood of an effective security program. Global Security interacts with virtually every ConocoPhillips function and with a diverse mix of external stakeholders on issues ranging from sustainable development to security in high risk locations. OSAC is one such external stakeholder. Shane Toppin, security manager for ConocoPhillips Australia and Timor Leste, is working with the State Department to establish a local OSAC council in Brisbane.

“OSAC brings together tens of thousands of private and public sector security professionals from more than 5,000 organizations, including governments, educational institutions, faith-based groups, non-governmental organizations and



Chairman & CEO Ryan Lance (left) and Chief Security Officer Jim Snyder (right) meet with U.S. Secretary of State John Kerry during OSAC's 28th Annual Briefing at the State Department in Washington, D.C.

companies to share intelligence and information," Toppin said. "With its global reach and local presence, OSAC is the single most important means by which I'm able to anticipate and manage issues that might affect our personnel and operations."

Snyder, who co-chairs OSAC along with the Principal Deputy Assistant Secretary of State for Diplomatic Security, agrees. "OSAC provides vital 'ground truth.' However, as the *Morning Glory* tanker incident demonstrates, it is also an effective way to educate key government leaders about incidents affecting U.S. business operations in remote locations around the world."

ConocoPhillips Chairman and CEO Ryan Lance and Secretary of State John Kerry delivered keynote addresses to more than 1,400 delegates attending OSAC's 28th Annual Briefing at the State Department in Washington, D.C. Both Lance and Kerry underscored the importance of collaboration in an increasingly dangerous world.

SECURITY IS A PERSONAL RESPONSIBILITY

On Snyder's office walls hangs an eclectic mix of memorabilia ranging from photographs with presidents to a citation by Rotary International conferring its annual service to humanity award.

"There are three things we ask of our colleagues to help us keep them safe," he said. "First, everyone should realize that security is a personal responsibility; you have to take ownership of your own safety. Trust your instincts. If a situation doesn't feel right, avoid it. Second, Global Security personnel are

continuously assessing security conditions around the world and adjusting protocols in response. In some countries, this may mean that employees need to be escorted by security personnel, while in others theft of confidential company information may be the biggest security threat. Learn what the challenges are where you work through Global Security's online publications and one-on-one consultations. Finally, if you encounter a situation that you can't resolve, call the ConocoPhillips 24/7 Security Operations Center at +1-281-293-3333. Our global presence means that there is virtually no place on earth where we can't provide assistance." ■

Console Operators Sonny Pena and Dave Davis (seated) work the control center night shift.



A Polar Adventure

text and photography by Enrico Sacchetti

The Polar Tanker team tests the foam monitor during a fire and boat drill.

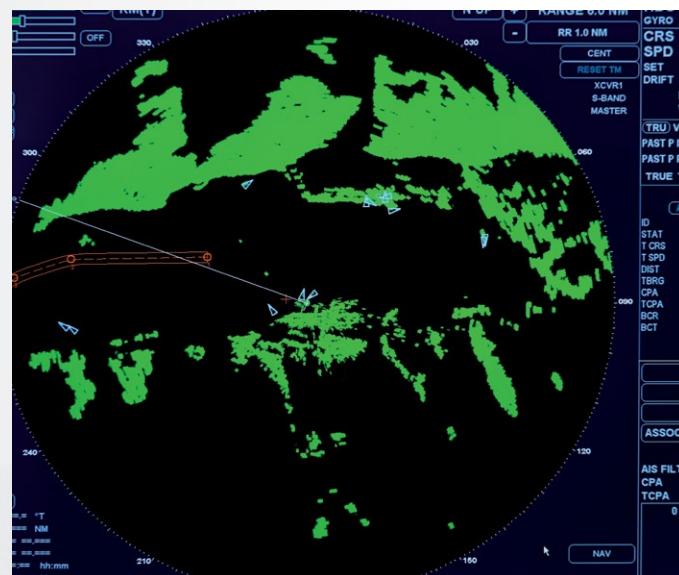


My first sight of the *Polar Adventure* was from onboard the pilot boat as the giant tanker approached the Valdez Marine Terminal in Alaska's Prince William Sound. The *Polar Adventure*, built in 2004, is one of five identical Endeavour-class double-hulled petroleum tankers owned and operated by ConocoPhillips.

As the pilot boat reached the starboard side of the *Adventure*, at a speed of 10 knots, Capt. Ward and I climbed up the few meters of dangling rope ladder to a steep gangway leading up to the main deck and eventually to the ship's bridge.

After a brief introduction to Captain Cooper and First Mate Adam Kimball, followed by a discussion of my reporting assignment and shot requirements, I was escorted to my accommodations on Level D, two floors below the bridge. The room was large and comfortable with a bathroom, satellite television, DVD player and stereo.

Day Two started with sunshine, but quickly changed to the usual gray, overcast skies of Prince William Sound. The *Polar Adventure* was loaded with its precious crude petroleum cargo, an operation that took approximately 12 hours. We set sail south for Port Angeles, Washington, via the Gulf of Alaska.



Left: Third Assistant Engineer Michael Korom monitors the ship's engines from the port side machinery control room (MCR).





The light might have been poor, especially for my photographic purposes, but the scenery was spectacular, especially the snow-covered Chugach Mountains.

On Day Three, we continued heading south-southeast, maintaining a distance of approximately 200 miles from the western coast of North America. The monotony of open ocean sailing started to sink in. There were no ships or land on the horizon to be seen, only open water! So I dedicated my time to photographing the crew conducting their various never-ending duties: navigation, lookout, maintenance, training drills, cooking and cleaning.

The crew also has several recreational options

available. The ship has a large TV/game room with an array of board games and a dart board. There are also well-stocked DVD and book collections to help pass the downtime, and a full, albeit small, gym. A free satellite telephone helps the crew keep in touch with friends and family.

As one would expect, meal times were one of the highlights of the day, transitioning from work to well-deserved rest time. Chief Steward Chris Baker prepared nutritious and healthy meals for the 26-strong crew. We dined on grilled fish almost every night, and he made every effort to accommodate individual dietary requirements.

Until that evening, the sailing had been smooth; however, after dinner, the ship started to sway back and forth. I made a quick visual check from my room's porthole to see what was causing the motion, but the sea looked calm to my untrained eyes. Curious, I went up to the bridge, where the captain informed me that we were experiencing light easterly swells. He further explained that because oil tankers do not have stabilizers, like cruise ships, the *Adventure* was susceptible to these swells. He assured that these conditions are quite tame and such a normal occurrence that the crew hardly even notices the swaying. I was amazed how such a huge ship, over 272 meters long, could be easily tossed by these relatively small motions.

Day Four: The morning brought not only the cessation of the swells, but also a spectacular sunrise. As the morning progressed, sunshine bathed the *Polar Adventure*. If it were not for the fact of being onboard an oil tanker, one could imagine sunbathing on its main deck. Taking advantage of the beautiful light, I made my way out on deck to photograph various parts of the ship, including the secluded bow. The sunset was just as mesmerizing as the sunrise had been.

Above: Sunset in Port Angeles, Washington

Below, from left: Chief Mate Adam Kimball, Third Mate Dale Shults, Deck Cadet Ian Larcom and Second Mate Sandy Reilly





Above, from left:
Southwest Alaska
pilot Capt. Ron Ward,
Capt. Eric Cooper,
Able Seaman Rick
Coram, Deck Cadet Ian
Larcom and Chief Mate
Adam Kimball on the
ship's bridge

Left: Cargo loading arms at the terminal connected to the ship's cargo manifold

Below: The *Polar Adventure*, anchored in Port Angeles, Washington, awaits a discharge berth in Puget Sound.



Day Five: I awoke to the welcome sight of land, the Canadian coast! Unfortunately, the weather was hazy, but one could still make out the beautiful coastline of the Pacific Northwest. We eventually sailed into Port Angeles on the northern edge of Washington's Olympic Peninsula.

My five days aboard the *Polar Adventure*, from Valdez, Alaska, to Port Angeles, Washington, were a wonderful and unique experience that I would do again in a minute. On the fascinating journey I learned about the mechanics and logistics of transporting petroleum, while contemplating the solitude and vastness of a tiny part of the earth's oceans – which make 70 percent of the planet's surface! ■



RED HILLS WATER PILOT



Water Solutions Staff
Process Engineer Ramesh
Sharma looks out from a row
of frac tanks used to store
treated produced water.

Red Hills rising

Permian Basin water reuse project surpasses expectations

by Jan Hester, photograph by Patrick Currey and Hall Puckett

In arid West Texas and Southeastern New Mexico, water is scarce. Rain is rare, so aquifers do not get recharged. The Permian Basin faces severe fresh water shortages, negatively impacting costs for the company's assets in the region. Amid the searing heat and persistent wind of the Red Hills, New Mexico unconventional drilling site, a band of intrepid ConocoPhillips scientists and engineers designed a water management solution that will save the company money while minimizing its impact on limited water resources.

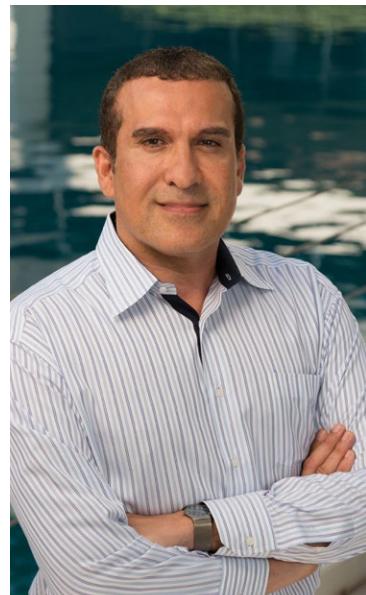
THE ISSUE

Finding good-quality source water is critical for efficient hydrocarbon production. In the Permian Basin, water wells deliver insufficient amounts of low quality water. But the good news is that Permian formations typically produce at a high "water cut" – up to 90 percent of the water used in completions is returned to the surface during production. By comparison, in the Eagle Ford, produced water volumes are minimal, with only about 10 percent of the frack fluid flowing back from the well.

"We have a short supply and, in fact, we pipe water in from Texas to meet our demand," said Kristie McLin, water management project lead for the Permian Unconventional Completions group. "Also, there is not enough disposal capacity, either at our own sites or through a third party. The abundance of produced water

and limited disposal options make the region a perfect fit for water treatment and reuse."

Rob Clark, completions manager, Gulf Coast Business Unit (GCBU), has been involved in water reuse since mid-2011. "From early analyses, we knew that the limited amount of water available was of very low quality for fracking,"



Above: Samer Adham, manager, Water Solutions

Left: Rob Clark, completions manager, Gulf Coast Business Unit

“The abundance of produced water and limited disposal options make the region a perfect fit for water treatment and reuse.”

– Kristie McLin

said Clark. “We knew that what source water we could get would not sustain a long-term, large-scale project. Recycling produced water would be key to the long-term sustainability of the play.”

In late 2011, the Mid Continent Business Unit (MCBU) team recycled and treated approximately 60,000 barrels of produced water and used that “engineered frack water” in operations. This

Right: Kristie McLin, water management project lead, Permian Unconventional Completions group

Below: At Red Hills, a team member checks the frac tanks used for adding oxidizing chemicals to the produced water.



success set the stage for what was to come.

Enter Water Solutions Staff Process Engineer Ramesh Sharma, who approached the MCBU about expanding the water reuse project. In 2013 Sharma and the Water Solutions team partnered with Austin Shields and the MCBU team to launch a two-well water reuse field pilot in the Permian Basin at University Andrews. “To start, we chose vertical wells in a conventional reservoir because they have a simpler completion and involve lower risk,” said Sharma, who has served as project manager of the three field pilots to date. “We developed a fit-for-purpose treatment process that matched the recycled water to the reservoir for the greatest compatibility with the frack fluid.”

Based on the University Andrews success, in 2014 the MCBU Water Management team, including Project Lead Lauren Sloan and Supervisor Ben Warden, used 100 percent recycled produced water for the entire 13-well completions program at Clyde Cowden. It was a success, minimizing truck traffic and reducing fresh water usage by 65,000 barrels. Having cut their teeth on conventional vertical wells, the team was ready to branch out.



THE PROJECT

Since hydraulic fracturing requires more water than conventional operations, the ultimate goal was to reuse produced water for horizontal unconventional completions. Handling the amount of water associated with such a large project required new approaches.

"When the amount of water handled tops 200,000 barrels for a single well, a range of issues is introduced, including safety, storage and transportation," commented Jason Freeman, water management supervisor for the Permian Unconventional Completions group. "To deal with the volumes of water produced as the project grows in scope, we would have had to put salt water disposal units in each section, so we needed another option."

To move forward required unprecedented collaboration among the BUs, functions and vendors. "We had to ignore titles and really tear down walls between the different groups," noted Freeman. "Upper management fully supported this project because at ConocoPhillips we care about our most precious resource – water."

Water Solutions Manager Samer Adham and his team in Houston, Bartlesville and Doha were tasked with designing a water treatment plan for the project. "We learned that fracking with salt water doesn't negatively impact the formation, so we didn't have to desalinate the water," said Adham. "But we did need to remove specific constituents, starting with hydrogen sulfide (H_2S). Later on in the project we started treating to remove iron."

McLin notes that using produced water reduces the complexity of frack fluid chemistry. "When we use groundwater sources for completions we have to assess the scaling potential and compatibility with water in reservoir," observed McLin. "We might have to add scale inhibitors. Also, because fresh water impacts clays very negatively,



Ramesh Sharma measures treated water pH and alkalinity.



From left: Ramesh Sharma, Jason Freeman and contractors David Williamson, John Perkins and Joey Cabezuela overlook the treatment clarifier.



Above: A specially designed frack tank features chambers for oxidizing iron to remove it from the treated water.

we might have to adjust it to avoid damage to the formation. But when you're reusing water that's been there millions of years, the rock is used to that water."

Freeman admits he didn't fully know what he was getting into. "I didn't think it would be this complicated until I actually started writing the procedures," he noted. "This is not yet a developed process. We're currently using 100 frack tanks to store clean brine in one location. That has never been done before on this scale."

THE OUTCOME

MCBU and Water Solutions stated a shared goal: to use 250,000 barrels of non-fresh or recycled produced water in 2014. With three successful completions at Red Hills combined with the success at Clyde Cowden, the team will soon exceed that milestone and recycle more than 300,000 barrels.

McLin noted that the impact of using the produced water has not yet been quantified. "Although we don't have production results at this time, we flowed wells back and saw oil very quickly, which is a good sign and not the norm."

So what's next for the MCBU water team? "We've proven the treatment technology and that we can complete wells with treated produced

water," said McLin. "The next step is to begin installing infrastructure for safely storing and transporting the produced water."

Clark notes that storage is the lowest common denominator. "We need to replace the stopgap frack tanks with more optimal, value-driven options. If we could safely store up to one million barrels, we could use recycled water for the full field."

THE WAY FORWARD

The Clyde Cowden and Red Hills projects represent the first successful large scale produced water reuse in the company's Lower 48 operations. Expanded use of this technology, combined with other responsible water management practices, will play a vital role in future development.

The Water Solutions group is prepared to support future projects. "As new challenges arise, we will continue to address them with commercial technologies that we can tweak to fit our needs," said Adham. "When there's a new challenge, we'll evaluate and qualify feasible technologies and then hand them over to the BU. We're always looking at what's next so that we stay ahead of the curve. Next year we will tackle other contaminants, including the calcium and magnesium

"We had to ignore titles and really tear down walls between the different groups."

– Jason Freeman



that cause water hardness and could contribute to scaling.”

Adham also emphasizes the value of collaboration. “The MCBU opened the door for us. This would not have happened if we had been working alone.”

Clark emphasizes the project’s value to the company. “It’s a great example of ConocoPhillips’ water sustainability efforts. Using recycled produced water is good for the local stakeholders, the company reputation and the environment – and it’s cheaper than what we’re currently doing. We want our legacy to be that we left shallow water resources in the ground.” ■



Above: Jason Freeman, water management supervisor, Permian Unconventional Completions group

Above left: Oxidizing chemicals in delivery tanks

Left: Connecting pipe used to provide level control in storage frack tanks

WHAT'S COOKING?

What's



Cooking?

Dishing up the Far East

by Gus Morgan

We continue our culinary journey, highlighting the cooking talents of ConocoPhillips colleagues in Australia, Indonesia, Malaysia and China.

Cooking and mentoring in Australia

Suzanne Schulte, *Community Relations Advisor, Australia Pacific LNG Downstream Project*

For Australian Suzanne Schulte, cooking means more than just creating good food – it's also therapeutic.

"If I've had a stressful week or need to think about things," Suzanne said, "I will cook or bake something."

Suzanne comes from a family of home cooks and bakers of German heritage, where the family came together at mealtimes to share, celebrate and commiserate.

She started cooking for her family when she was 10. Since then, her love of cooking and baking has grown, and she is always looking for something new and interesting to try.

"All the women in my family are amazing cooks," she said. "My mother, grandmothers and a great aunt nurtured my love of cooking. My dad taught me how to grill and prides himself that his two daughters left home knowing how to not burn steak!"

Suzanne recently encountered a new challenge and is now working to accommodate allergies to cow's milk and egg whites, which can make baking difficult.

MENTORING AN AMERICAN COLLEAGUE

Suzanne has been sharing her cooking knowledge with Kayla Billadeau, a field engineer for APLNG. The two met during Kayla's first week in Australia. Within a month, she attended several get-togethers hosted by Suzanne that always included amazing food.

"Kayla would always compliment me on my cooking," Suzanne said, "and ask how things were made." So, Suzanne offered to teach Kayla some basics.

"She taught me everything from how to use a knife safely to how to tell when the meat is done," said Kayla.

Kayla Billadeau (at left) and Suzanne Schulte rolling Anzac biscuits, a sweet biscuit popular in Australia.

Below right: Buttery almond cake with Anzac biscuits in the background.

Bottom right: Lamingtons, tiny sponge cakes dipped in chocolate and rolled in coconut, are a popular Australian dessert.



CUISINE FROM DOWN UNDER

Embracing the local culture, Kayla is adding Australian dishes to her repertoire.

"Every dish is new and exciting for me," Kayla said. "I'm trying to incorporate dishes such as meat pies and Anzac biscuits. One favorite I'm working on mastering is lamb, something not very common in the U.S. but very prevalent in Australia. I've also attempted more Asian dishes, such as stir fry."

"Everyone has to start somewhere. It helps if you have someone like Suz who can help you, but there's plenty of online advice and recipes. There will be lots of mishaps at the start, but it's important to just try your best and practice."

If you are in the Gladstone area, Suzanne recommends these establishments:

Steak: CBD Restaurant at Rydges

Coffee/café: Blend Café Tannum Sands

Pub: Yacht Club

Fine dining: Tables on Flinders

Bistro dining: RockSalt

Best Thai takeaway: Phim Phan Thai



Serving up encouragement in Beijing

Shirley Yang, *Investment Appraisal Manager, ConocoPhillips China Inc.*

If you are considering cooking more but have limited skills, Beijing resident Shirley Yang has some advice and encouragement for you.

"Cooking is fun," she said, "and with all the information you can get from books and online, it is easy to improve your skills in no time. Just practice and improvise."

Shirley, who started teaching herself how to cook in middle school, is enamored with food. "I just love to eat tasty stuff," she said.

Shirley's favorite cuisines are Asian: Chinese, Thai, Vietnamese, Korean and Japanese. "Most European cuisines have more meat, butter and cheese than I would like," she said. "I prefer Asian food because there are a lot more veggies and fruits."



But Shirley keeps her options open when it comes to creating new dishes, and if she sees something that looks good to eat, she will ask questions and search for recipes.

INGENIOUS INGREDIENTS

Shirley likes to use salmon and tilapia in her cooking, and some of her favorite dishes include stir fried vegetables, sushi, Korean and Thai soups, bean custard with spicy sauce and rice paper veggie wraps.

Most of Shirley's daily dishes include vegetables, such as eggplant, winter squash, Chinese cabbage, garlic stem and spinach. She also incorporates tofu or eggs into her dishes and occasionally uses pork, beef or chicken.

"I like variety," she said, "and I change the dishes quite often."

PORK TURNS TO CHARCOAL

"A few years ago while roasting pork, I left the kitchen and forgot about it until my daughter started yelling, 'What is that smell?' I ran back to the kitchen and saw heavy smoke coming out of my roasting pot. Needless to say, the meat turned to charcoal, and it took me forever to clean the pot."



Above: Shirley uses chop sticks to put buns into the steamer.

Below left: Shirley forms her steamed buns, which are filled with ground pork, green onion and seasonings.

Ivy's recipe for success: Cook with feeling and passion

Ivy Chan, Manager, Operations Accounting, ConocoPhillips Malaysia

Your latest dish didn't turn out so well, so you're thinking of giving up cooking for good.

Dash that thought and take Ivy Chan's inspirational words to heart: "Anyone can be a great cook," she said, "if they are willing to explore and have patience."

Ivy, who bakes every weekend for her family, said an illiterate grandmother's recipe may be better than that of a renowned TV chef.

"Cook with feeling and passion," she said, "and think about the person you are cooking for. That is what makes each dish unique and different."

BIRTHDAY CAKE MISTAKE

Below (from left):
Ivy Chan prepares yam cake, scores potato pie and pipes filling into Hokkaido cupcakes.

Baking is one of Ivy's favorite things, but she's made her share of mistakes. Her biggest disaster occurred when she was baking a birthday cake for her son. When she removed the base cake from the mold, the middle part of the

cake fell off, leaving a big well in the middle. Ivy had to start from scratch and re-bake the cake. However, all was not lost, as her husband stepped in to devour the "disaster cake."

When Ivy was young, she helped her mother in the kitchen, mainly with preparation and cleaning. All the while, she learned by observing her mother's culinary skills. When Ivy was in high school, she started cooking dinner for her family.

After Ivy married and had a properly equipped kitchen, she began cooking for her own family. "My kids love home-cooked food," she said, "and I want healthy meals for my family. I am not a good cook, but I am willing to learn from others – normally via cookbooks or the Internet."

The best part about cooking with family, Ivy said, is that it creates lasting memories.

"Wherever my children will be in future," she said, "near or far, whenever they have their favorite dish, they will think about me and remember how we used to cook together."





Tini (center) and her husband love to cook for family and friends.

Oh, the pastabilities in Indonesia

Sri "Tini" Sugiartini, *Procurement Analyst, Supply Chain Management, ConocoPhillips Indonesia*

If you peek inside Sri "Tini" Sugiartini's kitchen, you're likely to find her cooking Italian staples such as lasagna, spaghetti and fettuccine and integrating a touch of Indonesian flair into her creations.

"Italian is my favorite cuisine," said Tini. "It is easy to cook and the taste is good."

COOKING ROOTS

Her enthusiasm for cooking began when she was working in a project camp.

"We had a camp restaurant," Tini said, "and I first learned to cook from an English chef who resided there."

Since then, Tini has elevated her culinary skills through practice and experimentation, pushing herself to try different dishes.

"After I got married," she said, "I got more motivated because my husband loves to cook, too."

But improving her cooking skills has not gone without incident. Last year, Tini said a gas leak caused a bad kitchen fire while she was making lasagna.

"We got it under control because my husband was there, and he did not panic," she said. "It was one day before Idul Fitri, and I did not get to bake my lasagna for the celebration."

On a lighter note, Tini said she was cooking with her husband when they learned that a pinch of salt can go a long way – they didn't realize each had added salt to the dish they were preparing.

"The dish was very salty at the end," Tini said.

WORDS OF ADVICE

For aspiring cooks, Tini recommends keeping things simple.

"Don't make cooking a burden," she said. "Make something for your family and friends and serve them in interesting ways. Your loved ones will likely say your cooking is good."

Tini doesn't dine out often, preferring to cook at home. But she recommends a restaurant near her house called Ujung Pandang Restaurant that serves fresh seafood. ■

John Stalder

A commitment to helping people

by Jan Hester

Faces of ConocoPhillips

John Stalder has a way with technology, and over a 45-year career has developed a reputation for deftly incorporating innovation into his work.

When he retires at the end of August, he plans to use those skills to pursue his passion for humanitarian causes.

T.J. Wheeler has worked with John since 2000. "John excels at

thinking outside the box when it comes to solving problems. For example, he came up with the idea of adapting flow control devices used in the Middle East to Canada's oil sands. As a result of his innovation, testing demonstrated that oil rates could be increased by 50 percent during early production at Surmont I."

John's most recent contributions are in the heavy oil arena, where he is instrumental in developing recovery processes and alternative well architectures that improve recovery. "He's known for pushing the technology envelope while creating fit-for-purpose solutions that are straightforward for the business units to implement," added T.J.

John grew up in Linch,

Wyoming near Conoco's Sussex field. "Early on I had an appreciation for the company's safety, ethics and integrity. I have many people to thank, including the gentleman who offered me a summer job through a conversation with my mother." In 1967 he started as a summer employee while studying petroleum engineering at the Colorado School of Mines.

One of John's career highlights was the Petrozuata project. "I worked on the project for 10 years, three living in Venezuela. It was a big project, and it felt really good to get it up and running in good shape. Although we eventually pulled out of the country, we did some amazing work."

His Venezuela experience made him a perfect fit for Nigeria heavy oil evaluation, as well as oil sands, and he eventually moved to Canada to support the Surmont project. "We came up with some innovative ideas to improve the steam assisted gravity drainage (SAGD) process. The exciting part of my career has been changing technology in ways that enable us to access reserves that would have been undevelopable otherwise."

John also saw an opportunity to apply multilateral horizontal wells (known as "fishbones"), which became one of his

significant contributions to the Petrozuata project and to Surmont operations.

"We took what we learned from cold heavy oil and applied it to a hot steam environment in oil sands."

After retirement, John looks forward to pursuing his passion for helping people in need. He and his wife, Ruth Ann, have been involved in humanitarian efforts for several years. "While we were in Venezuela, a severe storm killed 30,000 people. We volunteered in a food kitchen for one week, feeding 1,000 people daily."

In Canada, the pair joined a disaster relief team that aided victims of Hurricane Katrina in Louisiana and severe floods in Alberta. In the wake of the devastating 2010 earthquake, John traveled with the team to Haiti. "We partnered with a local charity to build temporary housing. We want to do more of that."

Before he officially retires, John is heading for Honduras to help build additional classroom space at a church school. "We can contribute to children's education by providing rooms where they can learn."

"I will leave the U.S. as a gainfully employed engineer, retire while I'm away and return as senior citizen on Medicare."



Above: John (front row left) and his fellow team members relax after a day of relief work in Haiti following the 2010 earthquake that devastated the island nation.

Opposite page: Following a 45-year career, John Stalder looks forward to pursuing his passion for humanitarian causes.





Liz Matheson

Just take that first step by Sandra Duncan

For Liz Matheson, time hasn't stood still in her 27 years with ConocoPhillips. Working as a drilling superintendent for the Transocean Prospect rig in offshore United Kingdom is a far cry from her early days in the Aberdeen drilling department, where in the early 1990s she found herself working as the administrative assistant to Glenn Schaaf, now vice president, Wells & Marine.

"I quickly realized that Liz provided more than just administrative support," Schaaf said. "She was likely the most important member of the drilling team and may have had more influence than the drilling manager. She was on top of everything, from permitting to the drilling schedule. She read the daily drilling reports and often pointed out issues before they were identified by the superintendents and drilling engineers."

Liz was clearly a quick study. "I was fascinated by drilling and wanted to know more and get involved in planning and designing wells," she said. "I asked the engineers questions all the time and followed what was happening offshore."

She grew up in the Scottish Highlands, where her family owned a small grocery and

bakery. "I started working there when I was at school – stocking shelves, serving customers and later in the bake-house with my father," she said. "It was hard work, but I think having that in my background gives me stamina and determination."

Liz studied history at university in Aberdeen, but her interest in drilling inspired her to head in a different direction. After eight years of studying part-time while working as a drilling technical assistant, Liz earned her engineering degree. "When I started, I wasn't sure how far I would get," she said, "but midway through I knew I would finish because I could see possibilities opening up for me."

She started her engineering career supporting projects in the Southern North Sea. "The first well I planned and supported was the Viscount discovery in 2001," she said. "I was later the lead engineer for the Viscount development."

After an eight-year secondment to Britannia, a joint venture with Chevron, as a drilling engineer, operations drilling engineer and drilling superintendent, Liz returned to ConocoPhillips as a staff environmental engineer on the U.K. Health, Safety & Environment (HSE) team. "This was

in the aftermath of Macondo," Liz said, "and I was responsible for ensuring the business was fully cognizant of and remained in compliance with revised regulation requirements."

Liz spent 18 months in HSE but was keen to return to Well Operations. With the Transocean Prospect now on contract, she starts her days early, reading the morning reports and making a call to the rig. The team is drilling the Brodgar H3 subsea well in the Central North Sea. Once operations have been completed, there's another subsea well on the program at Enochdhu and two subsea abandonments at Britannia.

Glenn is proud of Liz's rise in the company. "Her progression from admin to technician, engineer and now superintendent is a testament to hard work and a desire to continuously learn," he said.

Liz holds a special appreciation for the individuals who helped her career development. "I admire that they had faith in me to deliver and kept giving me jobs with more and more responsibility," she said. "In my case, it's true what they say: you don't have to see the whole staircase, just take that first step."

Faces of ConocoPhillips



Above: As drilling superintendent, Liz stays in close contact with the crew of the Transocean Prospect in the Central North Sea.

Opposite page: During her 27-year career, Liz Matheson has made a meteoric rise from administrative assistant to her current role as a drilling superintendent.



Devon Orgeron

Finding passion where you least expect it by Christina Kuhl

As a communications

major at Louisiana State University, working on a major oil and gas capital project in Batam, Indonesia was never part of Devon Orgeron's post-graduation plans.

Devon joined the ConocoPhillips Project Services group in 2011, providing administrative support to Project Controls. From the start, management took note of her ambition and strong coordination abilities.

"I approach work with the attitude of 'whatever you want, give it to me and I'll figure it out.' I really enjoy leading the effort to get things done."

As Devon began taking on more responsibility, she realized she wanted to become a planner/scheduler for major capital projects.

Once she updated her Individual Development Plan and communicated her career goals to her manager, the ball started rolling. Her manager asked if she would be interested in applying for the APLNG Project Services Coordinator position at the Batam Module Yard, which required a move to Indonesia.

"My first reaction was, 'Is this really happening?' I've always wanted to work on an international assignment, but I

didn't know what to expect. My manager assured me this was an incredible developmental opportunity, so I applied. After being selected for the position, everything happened very quickly, and I was on my way about a month later."

She's been on the project since February and credits the team with making her assignment a great experience, both professionally and personally.

"I'm learning a great deal. Everyone on the team is extremely helpful, and I've worked with each of them to learn as much as I can and get the most out of this opportunity. Being so far from home can be difficult, but everything I've heard about expat communities becoming your family is true," she said.

"We have six-day work weeks. You work 10 hours a day with the team, sometimes meet up with them and their families for dinner, go home and go to sleep, and then wake up and do it all over again. I've really enjoyed getting to know everyone and sharing this experience with them."

When she has time off, Devon takes advantage of her proximity to the rest of Asia Pacific. But despite the endless opportunities for exotic travel, there are still some things she misses

from home.

"The food! The first thing I want to eat when I go home is Mexican. Believe it or not, it's hard to find good Mexican food in Asia," she joked.

Looking back on her short career at ConocoPhillips, Devon attributes a lot of her success to her background in communications – an uncommon degree in an organization dominated by engineers.

"People who study communications tend to have different personalities from those who study math and science," she says. "Approaching issues from a different perspective has really helped me. Having a good balance of social and technical skills has really paid off."

Even with her drive and unique perspective, Devon is still surprised by where her career has taken her.

"I never thought I'd work in oil and gas, or for a company in Houston," she says. "But this couldn't have happened more perfectly. I'm so lucky to have found an organization where I can combine my communication skills with a passion for planning and coordination."

Faces of ConocoPhillips



Above: When she has a day off, Devon takes in the local sights.

Opposite page: Devon takes full advantage of her international opportunity in the Batam Module Yard.

In the News

Sustainable Development focuses on four action plans

ConocoPhillips is committed to operating in ways that promote and sustain economic growth, a healthy environment and vibrant communities. Sustainable development requires meeting the energy needs of current and future generations responsibly while mitigating risk for the company, communities and key stakeholders. ConocoPhillips achieves these goals through tailored action plans focused on climate change, water, biodiversity and stakeholder issues.

"The objective of the climate change and other action plans is to prepare the company to succeed in a world challenged by complex environmental, social and economic issues and increasing stakeholder expectations," said Don Wallette, executive vice president,



Don Wallette

"The objective of the climate change and other action plans is to prepare the company to succeed in a world challenged by complex environmental, social and economic issues and increasing stakeholder expectations."

— Don Wallette

Commercial, Business Development & Corporate Planning and Executive Leadership Team champion for Sustainable Development. "We are integrating action on sustainability into our daily work to capture opportunities and reduce risks."

Recognizing that fossil fuels will play

an important role in meeting the world's future energy needs, the company is taking action on climate change while providing for adequate, affordable sup-

mechanisms, including targets, to drive performance," said Malcolm Fawcett, director, Climate Change.

Sustainable Development Manager

Climate Change Action Plan (2014+)

Proactive management of climate change business risks and opportunities

Understanding Footprint

- Improve GHG data
- Improve recording of emission reduction projects
- Provide consistent Life Cycle Analysis

Managing Operations & Projects

- Integrate GHG technology strategy
- Evaluate target and incentive options
- Prioritize emission reductions
- Recommend offset policy

Managing Risk & Opportunity Exposure

- Integrate resiliency planning
- Review non-operated GHG plans
- Implement revised business unit GHG plans
- Address stakeholder questions and concerns

Engaging Externally

- Develop methane and shale development communications
- Monitor global legislation and regulation development

Building Capacity: Resource, Share Knowledge, Develop Skills

plies of energy through diligent effort and innovation. ConocoPhillips delivered greenhouse gas (GHG) emission reductions in the range of 2.5 to 5 percent against business-as-usual (BAU) during the last five years and is on track to deliver a similar percentage of reductions in 2014. The company set an overall company GHG emission reduction target of 3 to 5 percent against BAU for 2015.

"Some of the key actions from our latest Climate Change Action Plan include understanding our footprint and globally prioritizing and implementing GHG emission reduction projects. We're focusing on flare reduction, methane emission reduction and energy efficiency, as well as evaluating

Sabrina Watkins notes that all employees have a role to play in achieving the company's sustainability goals. "Ideally we are all aware of the company's commitments and look for smart business oppor-

tunities to create value while reducing our environmental and social 'footprint.' The SD function works to drive internal performance frameworks and share our results with stakeholders in the SD Report.

"Each business unit is accountable for managing sustainable development risk and opportunity. Corporate governance for sustainability actions takes a functional excellence approach, which fosters alignment throughout the company and builds capability within business units," Watkins added. ●



Sabrina Watkins



Malcolm Fawcett

Visit ConocoPhillips.com/Sustainable-Development to learn more about the four Action Plans: Water, Climate Change and Greenhouse Gas Emissions, Biodiversity and Stakeholder Issues. For more information on how the plans impact ConocoPhillips' operations and what you can do, search for "Smart Business" videos.

Cash in with U.S. employee referral program

by Natasha Mitchell

Did you know that ConocoPhillips' U.S. Employee Referral Program rewards full-time and part-time employees for referring successfully hired candidates?

For full-time exempt positions, employees can receive a \$3,000 reward. For full-time non-exempt positions, they can get paid \$1,500. If this sounds good, keep reading.

The U.S. program is the latest edition to the company's employee referral program, joining Canada, Australia, China, Indonesia and the U.K. More than 3,000 candidate referrals were made to U.S. business units since the program began in November 2013.

Eric Thompson, an IT Business Intelligence NoE training lead, said the U.S. referral program is a welcome addition.

"When I got here, the referral program was not in place," Thompson said. "Because of the great working environment here, I had started referring people before this program launched. I think it's something employees should do anyway, but now we get the benefit of getting a bonus for it. That's awesome. Who wouldn't want to work with friends and get a bonus for referring them?"

Barb Sheedlo, Talent Planning & Acquisition manager, said employee referral programs enable the company to



Eric Thompson

rely on employee networks and contacts to provide a regular and reliable stream of qualified candidates. Through referrals, ConocoPhillips has access to the best hires, she said, as well as help in reducing recruiting costs and time spent sourcing candidates.

"Our employees have always been

great ambassadors for ConocoPhillips, and we have experienced a good percentage of candidates who tell us that they were referred into the company," she said. "However, we have not been able to systematically identify these referrals (or who referred them) in the past until we put the

"Our employees have always been great ambassadors for ConocoPhillips, and we have experienced a good percentage of candidates who tell us that they were referred into the company." — Barb Sheedlo

programs and tracking systems in place in the business units."

In the U.S., full-time and part-time employees are encouraged to refer qualified candidates. Referrals for university recruitment (internships and new hires) are excluded from the program. If a referred candidate is hired into a full-time externally posted position using the referral



Krystin Robinson

system, the employee will be provided a monetary reward. Employees SGL 21 or higher, members of Talent Acquisition, the direct hiring manager and anyone involved in the selection process are not eligible for a monetary reward.

"External research consistently shows that employee referral programs deliver higher quality candidates over time and increased retention of these new hires," Sheedlo said. "A 2012 external study demonstrated that employee referrals have a two times higher retention rate after two years as compared to candidates who applied through online job boards. Many of our industry peers also utilize the employee referral programs and have paid referral bonuses as we do."

Employee referrals are important to

have in a competitive oil and gas industry, especially in areas such as offshore and onshore operations, geosciences, engineering and drilling and completion. Krystin Robinson, a geologist, started with the company in January after attending a company recruiting event at a restaurant in Plano, Texas. Because of her specialized background and network, she referred a candidate for an open position.

"I was here [ConocoPhillips] for about

a month when the Eagle Ford Operations Geology team told me that they were looking for a candidate to fill a new operations geologist position," she said. "I knew a gentleman who was perfect for that position."

A supervisor instructed Robinson on how to sign up her referral candidate online. The candidate interviewed for the position and joined the company in April.

Both Thompson and Robinson acknowledged that it's great to know about ConocoPhillips and the oil and gas business in order to attract a potential referral to the company. It's also a plus to build an internal network and experience growth through career development.

"A lot of the opportunities I've had were referrals," Thompson said, "So, everywhere I went, I've also taken on the mindset to think about the following: Who do I think would be a good fit for the company, and ultimately how are they going to be able to fit into the company's goals and add value to the culture?"

For more information on the company's employee referral programs, visit *The Mark* and search for "employee referral." ●

What is the referral reward amount?

If a referral for an externally posted full-time experienced position is successfully hired, the company will reward the following amounts to the referring employee:

- **\$3,000 for full-time exempt hires.**
- **\$1,500 for full-time non-exempt hires.**

APLNG pipeline project's innovative 'Game On' program wins award

By Christina Kuhl

RLG International recently recognized the Australia Pacific LNG (APLNG) pipeline project with its "Best of the Best" award. A worldwide organization of performance improvement specialists, RLG gives this award to projects it has partnered with that exemplify their mission of "delivering results through people."

In 2012, the pipeline component of the APLNG project was experiencing incidents in safety, environmental quality and production, eroding overall project performance. The leadership team worked hard developing changes to its plans and brought RLG on board to assist in implementing actions and programs to

address these issues.

With three companies working on the site – ConocoPhillips joint venture partner Origin Energy and contractors MCJV and Nacap – complexities around differing guidelines and procedures arose. Enter "Game On," a safety awareness program aligning all employees working on the pipeline project.

Further to the Game On program was the implementation of key performance indicators across every level of the project, which tied them to the four focus areas of improvement: safety, quality, environmental performance and productivity.

In order to be successful, front-line supervisors would have to motivate their employees to take ownership of project goals. RLG trainers coached on-site managers on having successful, data-driven performance discussions with their teams that would lead to operational improvements.

"Game On and the daily pre-start meetings are about getting people to have a conversation," said John Swanson, deputy manager for the APLNG pipeline project and ConocoPhillips secondee to Origin Energy. "Once they start talking about safety and the other performance indicators at the beginning of each day, the program starts building its own momentum."

To further motivate the work crews to improve their performance, the element

Polar Tankers celebrates maritime award

In June the U.S. Coast Guard recognized ConocoPhillips subsidiary Polar Tankers with the Rear Admiral William M. Benkert Osprey Award for Environmental Excellence. The premier environmental award in the U.S. maritime industry, the Osprey is presented only when the Coast Guard wishes to recognize extraordinary achievements.

Joined by a group from Houston, Washington-based Polar Tanker employees recently had an opportunity to celebrate in style. Technology & Projects Executive Vice President Al Hirshberg led a group of Executive Leadership Team representatives for a round of festivities that included an afternoon ship tour and town hall meeting aboard the Polar Enterprise in Anacortes, Washington. A dinner celebration followed that evening in Bellingham with additional Polar Tankers staff.

Named after the father of the U.S. Coast Guard's marine environmental protection program, the Benkert awards



Above: Representatives from the Polar Endeavor accept a ship version of the Benkert Osprey award, the U.S. Coast Guard's highest environmental excellence award. From left: Chief Engineer Mike McDonnell, Captain Janet DeCastro, Technology & Projects Executive Vice President Al Hirshberg, Master Kevin Garnier, Oilers Angelo Fisher and Ed Boyd.

Left: Coast Guard Vice Admiral Peter Neffenger presented the Osprey award to ConocoPhillips Global Marine Manager John Dabbar.

recognize outstanding achievements that go beyond regulatory compliance. Applicants are evaluated on their environmental objectives and policies, pollution prevention and safety quality management, environmental outreach efforts, participation in partnerships with environmental organizations and government agencies, and performance measures and results.

Hirshberg acknowledged the significance of the Osprey award, noting that the Polar Tankers team must continue to

deliver safety and environmental excellence every day as it transports crude oil from Alaska's North Slope to the U.S. West Coast.

"Congratulations to everyone at Polar Tankers," Hirshberg said. "This is a tremendous, well-deserved honor and milestone, but it's not the finish line. Your important work begins again with every day of every voyage, so please continue to maintain your great traditions of outstanding focus and teamwork." ●

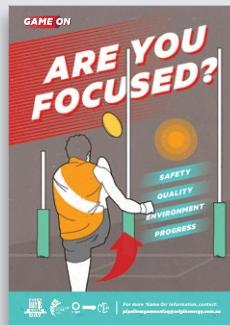
of competition was introduced. Teams entered their daily reports into a Game On app that would analyze the data and generate a leaderboard. The scores were prominently displayed at each camp and

the main office, and awards were given to teams with the highest scores and those that demonstrated the most improvement.

Since the implementation of Game On, the project has gained significant ground in all four focus areas and generated more than \$30 million in

performance improvements.

"The Game On program created a culture where work groups are solution-oriented and empowered to solve their own problems," said Swanson. "By investing in our teams and putting a structure in place that encourages strategic conversations about our performance and how we can actively take steps to improve, we've really seen a difference. I'm proud to see our accomplishments being recognized." ●



Far left: The APLNG pipeline project work crew conducts its daily pre-start meeting.

Left: The "Game On" campaign used creative posters to reinforce the project's commitment to the four focus areas of safety, quality, environment and progress.

Kinetic Energy = Energy in Action! ... sort of

by Amy Munson

In physics, the kinetic energy of an object is the energy that it possesses due to its motion. ConocoPhillips is once again encouraging its employees – and now their family members and contractors – to get moving. The next health and fitness promotion, called *Energy in Action!*, takes place Sept. 1 – Oct. 27.

Employees, family members and contractors enter their activities on the *Good for You!* website, helping everyone to be active, feel good and have fun.

Three cash prizes will be awarded each week, with grand prize drawings at the conclusion of the event. (Only employees are eligible for prizes.)

Based on employee input, the site improved by:

- Offering three additional languages – Norwegian, Bahasa Indonesia and Mandarin Chinese.
- Expanding accessibility outside of ConocoPhillips so contractors and families can participate too!
- Allowing users to easily enter steps from your pedometer.
- Syncing exercise with your FitBit.
- Better connecting you with others who have similar activity interests – exercising with company keeps your motivation up.

- Not limiting how big a team can be.

Popular features that remain include:

- The ability to join as an individual or as part of a team.
- A leaderboard that tracks progress by individual, team and country.
- Easier ability to challenge others.

Kinetic energy is energy in motion, and that's what the second *Energy in Action!* event will bring to ConocoPhillips.

2013 Energy in Action! Fun Facts:

- Four thousand employees participated in more than 200 different activities.
- Among the 325 teams that were formed, fun team names included Beached Belugas, What the Health?, Mmmm Pancakes and Weapons of Mass Reduction.
- If you combined all the walking, running and biking distances completed during



Jakarta got moving – quickly! – in support of Energy in Action! with a Sept. 1 launch date event. Contractor Megawaty Parhusip times Geotechnician Tata Wardhani as she participates in a lunchtime fitness promotion.

the campaign, you could travel round-trip from Houston, Texas to Perth, Australia more than nine times. ●

Rescue at sea: Environmental survey crew frees three turtles tangled in abandoned net

by Gus Morgan

A ConocoPhillips environmental survey team recently saved three sea turtles entangled in an abandoned fishing net while working in the Bonaparte Basin off the north coast of Australia.

The team was traveling aboard the 25-meter research vessel Warrego while executing an environmental project plan in the Barossa Field, located 186 miles northeast of Darwin, when the vessel master spotted a shipping hazard: an old abandoned fishing net. A closer look revealed something more; a large olive ridley sea turtle was tangled in the net.

Net surprise

After a risk assessment, the team decided to recover the net and attempt to free the turtle. Using the deck winch, the team brought the net on board in

Positive impact

"Our team is charged with obtaining development permits and improving our understanding of the environmental conditions in the area," said Jack

Basin Barossa Field, which straddles the border between Western Australia and the Northern Territory and is one of Australia's most significant gas provinces.

"Abandoned nets can pose real hazards to wildlife and to navigation. Our team went out of their way to recover the net and to save the wildlife. It was the right thing to do. At ConocoPhillips, we want to understand the environment and to protect our natural resources. This is a great example of our SPIRIT Values at work." – Jack Williams

Williams, senior environmental scientist.

"The team took that extra step to save the turtles and made an immediate positive impact. This is a great example of living the SPIRIT Values."

Evaluating the environment

The environmental approvals process for any field development concept requires a robust understanding of the existing state of key environmental factors. Through



In addition to entangling propellers and causing costly damage to marine vessels, old fishing nets pose a threat to marine life such as fish, marine mammals and sea turtles.



several sections. Upon further inspection, they also discovered two juvenile hawksbill turtles ensnared in the net. The team was able to free and release all three turtles. They also hauled aboard 750 kilograms (1,653.5 pounds) of old fishing net and other debris that posed a navigational hazard.

About the appraisal drilling campaign

Having received regulatory approval to drill, evaluate and flow test up to three hydrocarbon appraisal wells, ConocoPhillips, along with partners Santos Offshore Pty Ltd and SK E&S Australia Pty Ltd, recently initiated an appraisal drilling campaign in the Bonaparte

a series of studies and surveys, a team assesses and monitors the baseline state of environmental factors, such as water quality, sediment, metocean (water temperature, salinity, currents, etc.) and benthic habitat (the ocean floor where animals and plants live) within the Barossa Field and across the wider area. The goal of the environmental studies,



The olive ridley sea turtle, also known as the Pacific ridley sea turtle, is a medium-sized species found in tropical waters, primarily in the Pacific and Indian Oceans. Olive ridley turtles weigh between 75 and 100 pounds and reach 2 to 2½ feet in length. They are named for their pale green shell.

which are conducted in four phases, is to get approval for all the permitting needed to develop the Barossa Field. At this time, the team is working on Phase 1.

- **Phase 1** – Studies and baseline data collection near the in-field development area (Barossa Field).
- **Phase 2** – Studies, including modeling studies, and baseline data collection across the wider area, including nearby shoals, to provide regional context for impact assessment.
- **Phase 3** – Studies and baseline data collection along potential pipeline corridor route(s).
- **Phase 4** – Specialist studies and terrestrial surveys. ●



The hawksbill sea turtle uses its jaws and raptor-like beak for crushing, biting and tearing sponges, its favorite food. The hawksbill is found worldwide and includes Atlantic and Indo-Pacific subspecies. Part of its life is in the open ocean, but it prefers dwelling in lagoons and coral reefs. Olive ridley and hawksbill sea turtles are protected by international treaties and agreements as well as national laws.



About the Warrego

Operated by Gun Marine Services, the Warrego is being used by a Conoco-Phillips environmental survey team in the Barossa Field.

- Size: 25-meter utility vessel.
- Purpose: Designed to support a variety of offshore oil and gas operations.
- Operational limits: 200 nautical miles offshore.

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Cultivating a reservoir of new talent: interns bring energy

by Gus Morgan

The ConocoPhillips U.S. Summer Internship Program cultivates an innovative crop of new workers for the company, creating a sustainable pipeline of fresh talent to fuel the company's growth.

The intern program gives America's brightest college students the opportunity to experience the company's SPIRIT Values-based culture, build relationships in the organization and contribute to business projects.

"You are stunningly smart," said Ellen DeSanctis, vice president of Investor Relations & Communications, speaking to this year's interns during a farewell luncheon on Aug. 7. "You are our future."

Four of this year's 337 interns – Sara Heskin, James Murray, Randee Morales and Mitch Andreas – discussed how the program helped them develop personally and professionally.

Sara Heskin

Colorado School of Mines

"ConocoPhillips is a fantastic company to work for," said Sara Heskin, a 21-year-old petroleum engineering senior at the Colorado School of Mines, who just wrapped up her third internship with the company. "They provide so many opportunities," she said, "from technical training to personal development. It's been a constant learning experience and has reinforced my pursuit of starting my career as a driller."



Sara Heskin

Heskin's mentor, Senior Drilling Engineer Natalie England, said she quickly assimilated into the Eagle Ford drilling team, completing two projects that contributed to the team's goal of saving time while drilling.

"Sara provided a new perspective to both projects and not only completed her project goals," England said, "but



ConocoPhillips interns sort and pack products at the Houston Food Bank.

implemented new processes in the office and across the rig fleet. She's brought fresh ideas and new concepts to current projects in the Eagle Ford."

James Murray

Texas Tech University

James Murray, 21, a Texas Tech University senior studying energy commerce, spent his summer working with the Lower 48 Land organization.

"I absolutely recommend the intern program," Murray said. "It is one of the most respected and sought-after internships in the industry. When ConocoPhillips gives you an opportunity, you don't turn it down."

Associate Landman Ashley McInnes,

better monitor and protect our acreage base going forward," McInnes said. "The main benefit is our improved ability to proactively prevent loss."



James Murray

Murray also participated in a variety of activities, such as helping at the Houston Food Bank, organizing a flag football fundraiser for the company's Black Employee Network and socializing with members of the Houston Association of Professional Landmen.

"It's all about broadening your hori-

"ConocoPhillips is a fantastic company to work for"

—Sara Heskin

Murray's mentor along with Supply Chain Coordinator Adam Perry, said his contributions were valuable to the team, and he came up with an innovative new process that could be used by Land & Production Engineering to monitor the status of critical wells in the Panhandle asset. "He was able to modify an existing process and expand upon it to establish a semi-automated system that will enable us to

izons, meeting new people and embracing ConocoPhillips' culture," Murray said. "I love it here, and I have truly enjoyed coming into work each day."

Randee Morales

Oklahoma State University

Bartlesville finance intern Randee Morales, a 21-year-old Oklahoma State University senior, was involved with several projects,

such as calculating imbalances, reviewing gas rates and assisting in current month bookings and closings.

Morales said the intern program's networking opportunities were especially beneficial, citing an example of a dinner gathering for finance interns at the home of Jeff Sheets, executive vice president of Finance and chief financial officer.

"Events like that reflect the culture of ConocoPhillips and its leadership team by demonstrating the importance of SPIRIT Values for people at all levels of the company, including interns," she said.

Morales's mentor, Non Op Imbalance Analyst Latrice Williams, understands the value of the internship program, as she was a finance intern for the company in 2010.

"This is one of the best ways for students to gain an understanding of what ConocoPhillips is all about," Latrice said. "Not only do the interns get the



Randee Morales

opportunity to learn about the operational side of ConocoPhillips, they also get to a chance to build networking relationships with several of our upper-level management."

Mitch Andreas **Arizona State University**

Supply chain intern Mitch Andreas, a 21-year-old senior at Arizona State University majoring in finance and supply chain management, was tasked with evaluating the implementation of the Bakken district tool program, which looked at different ways of purchasing equipment and charging it to wells.

"ConocoPhillips really did live up to what it promised," Andreas said. "I had an excellent experience with my manager, colleagues and other interns. I made the right decision by interning with ConocoPhillips."

Andreas, whose mentor was Supply



Mitch Andreas

Chain Coordinator Kelsey Durall, said the highlight of his internship was being sent to North Dakota for business purposes.

"As an intern," Andreas said, "I didn't expect to be sent on a business trip. It definitely speaks to the company culture." ●

DID YOU KNOW?

ConocoPhillips hires the majority of its entry-level full-time employees from its intern pool, and it's an excellent way for interns and the company to test-drive the employment relationship. Each year, students undertake challenging projects that boost their knowledge in their fields of study, ConocoPhillips and the petroleum industry.

2013-2014 intern recruiting metrics:

- 337 interns from 71 schools representing 16 functions within ConocoPhillips.
- Acceptance rate of 88 percent for interns offered full-time positions.

Interns seize 'amazing opportunity' to hone presentation skills

Interns love offers, and they got a gem from ConocoPhillips in late July: professional presentation coaching.

Sponsored by Investor Relations & Communications (IR&C), the company held six workshops over two days, just in time for the interns to polish the delivery of the presentations they were about to make at the end of their summer-long projects.

"I attended one of the sessions, and it was incredibly beneficial," said Hannah Madden, production engineer, Gulf Coast Business Unit. "I think it was an amazing opportunity for us, and I will definitely use the tools given to me not only in my final presentation, but also further on in my college and professional career."

The training taught interns how to connect with an audience, deliver a key message, share their work stories, provide a strong closing and answer

questions. The interns also learned how to improve the visual, vocal and language components of their delivery, as well as how to use PowerPoint effectively.

"Watching the students engage in the sessions, and reading the positive evaluations, I'm sure that these interns appreciated the workshops," said Ellen DeSanctis, vice president, IR&C. "I'm proud of them for taking advantage of this great professional development program."

The training is offered as part of the company's professional communications curriculum called PREP training (Poised, Responsive, Effective and Prepared),



which features courses on external engagement, presentations, media relations, crisis communications and executive coaching. To enroll in a PREP course, send a note specifying the course you would like to attend to Candy.A.Leigh@conocophillips.com. ●

In the News

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Military veterans take on active duty in the Lower 48

After serving 23 years in the U.S. Navy, Ben Gardner started a new career in a familiar environment where safety is the top priority. The former chief petty officer, who worked as an electronics technician on nuclear submarines, joined ConocoPhillips last year as a training coordinator at the Lost Cabin Gas Plant in Lysite, Wyoming.

"The materials and pipes are a bit different, but the same principles apply for safety procedures around chemicals and high-pressure systems," he said.

Gardner soon became training coordinator for the Rockies Business Unit and then accepted his current assignment as the Lower 48 learning and competency advisor for gas plants and process safety management as part of the new Lower 48 Training organization.

In addition to having skills and experience, Gardner applies military core principles and SPIRIT Values to his work.

"The job can't be done without safety, teamwork and integrity. And taking care of people is as important here as it is in the military," he said.

As for responsibility, Gardner recalled, "In the Navy, I knew the buck always stopped with me. If one of my guys made a mistake, I took the brunt of it, but it was okay. We would figure out the problem, get to the root cause, correct it and move on."

Character and maturity are key

attributes that military veterans like Gardner can bring to the Lower 48, according to Lower 48 Career Development Manager Robert Coffman.

"A lot of them have project experience and a high sense of teamwork as a result of experience in the

Right: Derek Smith and Henry Bernard, multi-skilled operators at the Lower 48's Goldsmith asset in the Permian Basin, were featured in the July issue of *Permian Basin Energy* magazine.



Right: Benjamin Gardner, Lower 48 learning and competency advisor for gas plants and process safety management.



Left: Robert Coffman, manager, Lower 48 career development.



U.S. Army veterans Henry Bernard and Derek Smith say their jobs as multi-skilled operators involve the same types of maintenance, monitoring and reporting responsibilities they had while on active duty in Iraq.

"My military training and discipline are important in this job," Bernard said.

"I think the rules and values make the culture at ConocoPhillips similar to what I experienced in the military," said Smith.

Oil and gas experience will continue to be a requirement for positions such as staff-level engineers, geologists and geoscientists. But for jobs that require less industry experience, military candidates can be considered, according to Daniel Tyrone, a Lower 48 recruiter.

"We're looking at veterans' leadership competencies and soft skills that can be adapted to meet some job requirements," Tyrone said.

Veterans can gain oil and gas experience through programs such as WFIT, the well site foreman intern training program offered by Sigma Engineering in Houston.

WFIT trainees often work as rig site contractors for ConocoPhillips and other operators before they become direct-hire employees.

Since 2007, ConocoPhillips has hired 55 WFIT trainees, including 42 military veterans, according to Tyrone. ●

military's regimented environment that's heavily focused on competency and skills training," Coffman said.

In the sandy, desert-like terrain of the Goldsmith asset in the Permian Basin,

development leader in every basin where the company operates. He encouraged employees to think about the things they are doing "day in and day out" and how those activities support the company as a whole.

Hrap detailed the Lower 48 portfolio, discussing the growth in the Eagle Ford and Bakken over the past few years, and highlighted the strong potential for other plays now in appraisal, including the Permian unconventional and the Niobrara in Colorado.

Emphasizing the importance of applying technology, Hrap said the company is benefiting from learning curves developed in other long-term legacy

assets such as Ekofisk in Norway and the growing unconventional portfolio. "We have the knowledge, technology, applications and energy to apply to these plays, find sweet spots and allow us to grow them," he said.

Hrap holds three to four town halls yearly to answer questions and provide updates for Lower 48 employees on operations, finances and safety.

"I believe employees throughout the company are better equipped if they understand the focus of our business and where our growth is occurring," he said.

Approximately 475 attended the town hall at the Hilton Garden Inn ballroom, with another 350 joining online. ●

Hrap: 'Reinvented' Lower 48 delivering significant growth

by Janice Leonard and Jim Lowry

During a recent town hall in Bartlesville, Lower 48 President Don Hrap outlined how the development of the North American oil and gas market has resulted in a "reinvented" Lower 48 Business Unit (BU) that is delivering significant organic growth.

Speaking to global shared services employees, Hrap said the goal is for the Lower 48 – the company's largest BU – to be a resource



Don Hrap

development leader in every basin where the company operates. He encouraged employees to think about the things they are doing "day in and day out" and how those activities support the company as a whole.

Hrap detailed the Lower 48 portfolio, discussing the growth in the Eagle Ford and Bakken over the past few years, and highlighted the strong potential for other plays now in appraisal, including the Permian unconventional and the Niobrara in Colorado.

Emphasizing the importance of applying technology, Hrap said the company is benefiting from learning curves developed in other long-term legacy

ConocoPhillips 8 Life Saving Rules reach infield support vessels at Bayu Undan

by David Stephen Power

Four flights, a helicopter ride, a personnel transfer by crane and Toro are the transportation modes used to deliver the ConocoPhillips 8 Life Saving Rules to the master and crew of the field support vessels *Brani* and *Forti* at Bayu Undan. The mammoth journey from Houston is considered one of the longest trips to reach an offshore field location that is possibly the most isolated in the Conoco-Phillips portfolio. Yet for those who work at Bayu Undan, the Life Saving rules have been part of the Conoco-Phillips operating

culture since production commenced over a decade ago and are always demonstrated as an individual, personal commitment every day prior to work commencing.

Captain Rahul Pandit from the Integrated Operations Support center in Perth, Western Australia, was able to join colleagues from Global Marine in Houston as part of the Marine Risk Mitigation Project and deliver on a personal commitment to convey the Life Saving Rules message. The master and crew were assembled on the bridge of both vessels as Captain Pandit walked through



each of the rules associated with the offshore workplace, home and office environments.

Global Marine continuously emphasizes the importance of the Life Saving Rules to service vessel providers, who typically perform longer periods in the marine environment where the stresses of meeting cargo delivery schedules, adverse weather and isolation may lead

to unsafe behaviors and cultures. The Marine Risk Mitigation Project focuses on targeting all elements of contractor safety performance, reliability and management.

The Life Saving Rules are leveraged as an example of the many tools that can stress the ConocoPhillips contractor expectations. Service vessel providers' management systems are assessed to determine whether the company's personal safety messages equivalent to the Life Saving Rules are being implemented, monitored and adhered to as a stand-alone element.

Wherever possible, ConocoPhillips and Global Marine work with marine service providers to ensure that all personnel are equipped and trained to execute the work safely as part of the company's world class operations. ●

Following family footsteps, leaving his own

by Edmond Bollo

Danny Jones, senior analyst, Information Technology, recently celebrated his 35th anniversary with the company. Well known for his expertise in applications testing, particularly the test automation of ConocoPhillips' SAP FIT cycle, Jones is a third generation employee. His father retired after 44 years, following his grandfather's tenure of 36 years.

Danny began his career in 1979 as a laborer in the Ponca City refinery. In 1990 he got his first exposure to computers in the Lubes department, just one of twelve positions Danny has held throughout his storied career, including building foreman,

scheduling supervisor and applications senior analyst.

With a commitment to continuous improvement, Danny always delivers high-quality service. This passion comes to life in the annual Christmas display at his home in Bartlesville, Oklahoma, where he treats the community with 40,000 lights reflecting the spirit of the season and his passionate approach to life. ●



Waterway projects aim to help stem marsh erosion

Recent construction along the St. Louis Canal in southern Louisiana is expected to improve the flow of freshwater to surrounding marshes, including a portion of the coastal wetlands acreage owned by the Louisiana Land and Exploration Company (LL&E), a wholly owned subsidiary of ConocoPhillips.

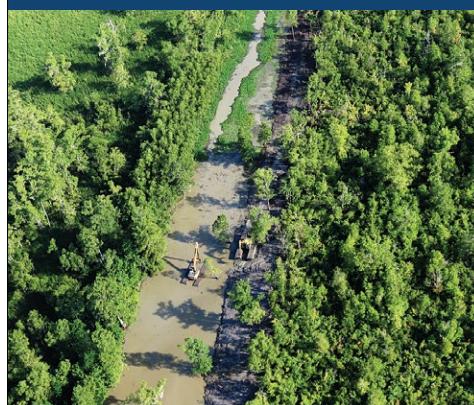
The canal enhancement project involved replacing some damaged culverts that were causing excess salt water to build up, spill into and erode sensitive freshwater marshes.

ConocoPhillips contributed \$35,000 to Ducks Unlimited for management of the canal project. Additional funding was provided by Louisiana's Coastal Protection Restoration Authority and other industry organizations.

Just west of the canal, ConocoPhillips also supports the Bayou Carencro project, which will help channel more freshwater from the Atchafalaya River into marshes.

As Louisiana's largest private wetlands owner, LL&E holds approximately 636,000 acres in the Coastal Wetlands, spanning the area from the Atchafalaya to the Mississippi River and from New Orleans to the Gulf of Mexico. The region is an economic resource for the company through land leases, royalties and future oil and gas production potential.

Through its commitment to the coastal wetlands, the company supports projects focused on hurricane protection, coastal restoration, wetland mitigation and other conservation measures. ●



A northward view of the St. Louis Canal freshwater enhancement project.

In the News

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12th Annual Asia Pacific Showcase celebrates diversity

The 12th Annual Asia Pacific Showcase, hosted by the Asian American Network, was held Wednesday, June 25 at the Houston main complex. The showcase featured cultural displays from countries including Australia, Nepal, China, the Philippines, India and Indonesia. Guests had the opportunity to sample authentic finger foods from each country, learn about cultural practices and traditions, and experience interactive exhibits. The event concluded with a presentation from guest speaker Hal Fiske, Senior Counsel. Hal shared his perspective on living and working in China and Vietnam, as well as the financial and cultural impact operations in the region have had on ConocoPhillips. ●



What's brewing in Bartlesville

Starbucks fans, take notice. The Coffee Bar at the Station, which opened Aug. 4 on the downtown campus in Bartlesville, features an array of Starbucks coffee and two certified baristas.

While coffee is the main attraction, you can also purchase a variety of food and beverages, such as sandwiches, salads, fruit, yogurt, smoothies and fountain drinks. The coffee bar, which is open throughout the workday, is part of the Station, a collaborative area on the south side of Bartlesville's Café on the Plaza.

The coffee bar is a Real Estate & Facilities Services (REFS) project.

Taking part in a ribbon-cutting ceremony for the Coffee Bar at the Station were REFS members Steve Munkirs, interior space designer; Autumn Dalton, interior space designer; Mark Headley, manager, REFS; Tony Behar, manager, Strategy & Portfolio Management; and Jeannette Peabody, director, Bartlesville Strategy, Design & Move Services. Also participating was Sodexo's Jon Beckloff, general manager, ConocoPhillips' Café on the Plaza in Bartlesville. ●



Wood on the Wing welcomes new member

The Houston campus carved wildfowl collection recently welcomed a life-size replica of two great crested flycatchers. The piece was created by Josh Guge, winner of the 2013 Best in Gulf South prize at the annual Louisiana Wildfowl Carvers Festival.

"Butterfly Catchers" depicts two flycatchers fighting over a butterfly. The birds were carved from tupelo wood, accompanied by copper flowers and brass branches on a basswood base. The entire sculpture was airbrushed

and hand painted.

At the age of 13, Guge began his career by selling his sculptures to art galleries and was soon winning competitions around the U.S. He

owns a wood sculpting business, Fins in Wood, and teaches children and adults in his home studio, surrounding communities and around the country.

Since 1979, Conoco-Phillips has sponsored the woodcarving award to raise the profile of birds as critical players in the health of the environment. ●





Enterprise Wiki Summit attendees discuss ideas during the Knowledge Café activity.



GOOOAAAAL: Hispanic Network scores big for Casa de Esperanza

ConocoPhillips Staff Geologist Jose Delgado (center) presents a \$4,175 check on behalf of ConocoPhillips' Hispanic Network to the Houston Casa de Esperanza de los Niños (House of Hope for the Children). Accepting are Kathleen Foster, director and founder (left) and Glenda Kirshbaum, director of community development (right). This summer, more than 125 ConocoPhillips employees and their families raised money during the Hispanic Network's 2014 World Cup Fundraiser. This fun event allowed soccer fans to root for their favorite teams and guess the outcome of the 2014 World Cup in Brazil. Two ConocoPhillips volunteer grants were also applied to the individual donations. This is the Hispanic Network's largest donation since the group started the World Cup fundraisers in 2010. Winners of the office pool were Horacio Flores, first place; Gabriel Borges, second place; and Donna Harshman, third place. ●

Wiki summit focuses on corporate knowledge sharing

by Clair Condit

ConocoPhillips hosted its first Enterprise Wiki Summit June 4 in Houston, providing a forum on how to create successful wikis in a corporate environment.

The summit, which brought together more than 40 attendees from some of the most influential organizations in knowledge management, targeted oil and gas companies and trade groups, as well as other entities that practice knowledge management, such as the National Aeronautics and Space Administration.

"We wanted to create a summit that would support our goals to grow OneWiki and facilitate learning among external attendees about the processes and behaviors that are necessary for success in corporate wiki environments," said Evita Hollis, OneWiki specialist, Knowledge Sharing.

Speakers from the Wikimedia Foundation – the nonprofit organization that hosts Wikipedia – defined the roles of wiki users within a community and discussed the future of social wikis.

Attendees also heard presentations from the American Productivity & Quality Center, Anadarko Petroleum, Schlumberger, the Society for Petroleum Engineers and the American Association of Petroleum Geologists.

The event featured a collaborative Knowledge Café, allowing participants to share ideas and discuss initiatives such as roles in a company, governance and risk, wiki critical success factors and the impact of external wikis on corporations.

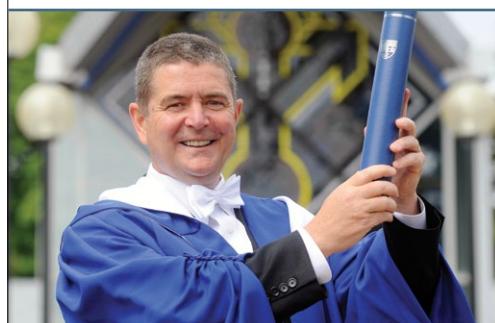
"I've been to a lot of conferences and meetings, but none have been as focused as this group at using wikis to solve problems," said Philippe Beaudette, Wikimedia Foundation's director of community advocacy,

"but none have been as focused as this group at using wikis to solve problems."

– Philippe Beaudette

Over the past decade, the Wikimedia Foundation has hosted conferences for those who use wiki technology, but those events were not related to the use of wikis in a corporate setting.

Plans are underway for a second summit. The goal is to have organizations take turns hosting future summits on a quarterly or yearly basis. ●



Matt Fox awarded Honorary Doctorate

Exploration & Production Executive Vice President Matt Fox was recently awarded an honorary Doctorate of Engineering from Heriot Watt University in Edinburgh in recognition of his leadership and outstanding service to the oil and gas industry.

In the News

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This IS a drill

How would Surmont personnel respond if bitumen and steam leaked from a wellpad? What if the release went on to contaminate a nearby stream? How would the company manage the community reaction and media firestorm that would follow?

While this scenario is improbable, ConocoPhillips Canada (CPC) is better prepared today than ever before, thanks to a recent communications-focused emergency response exercise.

The August exercise brought together an international team of communications and stakeholder engagement professionals from HSE, Legal and Reception, as well as external emergency response and social media experts. The half-day drill tested the team's ability to respond to both traditional and social media as well as key stakeholders in a rapidly escalating incident. The team responded to phone calls and emails from dis-

traught community members – played by an outside agency, managed the social media backlash via mock Facebook and Twitter accounts, conducted on-camera media interviews and engaged in employee communications.

"We regularly participate in operational emergency response drills, but nothing quite like this one," said Rob Evans, director of communications for CPC and media spokesperson for the exercise. "We put a lot of pressure on our team, surprising them with a serious and escalating situation and then asking them to respond using a new online system to track inquiries, all while responding live to posts on mock social media sites. We also had a television reporter show up



Left: The Houston-based functional support team, from left: Karen Beadle, director, Stakeholder & Social Issues; Daren Beudo, director, External Communications & Media Relations; Emma Duffin, analyst, Financial & Investor Communications; Bill Stephens, senior advisor, External Communications & Crisis Response; and Thad Friedman, director, Bartlesville Community Relations.



Rob Evans, director of communications, CPC served as media spokesperson for the exercise.

Right: Kristen Ashcroft, manager, external communications, CPC and Jennifer Werbicki, communications advisor, CPC respond to media inquiries

unexpectedly at Reception, a flurry of anxious phone calls coming into the call center and rumors and false information to combat. And through it all the team kept calm and performed wonderfully."

On top of challenging CPC's communications readiness, the Canadian Stakeholder Engagement team put their new emergency response standard operating procedures to the test.

"This exercise was helpful in developing a baseline from which we can improve," said Doug Reti, CPC's Aboriginal economic development coordinator. "It was an opportunity to work together in a low-risk environment where we could test our plans and also understand how we work with our colleagues and other departments when under a bit of pressure."

Above: Flipper, a mock Twitter account, provided the team with realtime inputs from concerned community members.

Members from the Houston Investor Relations & Communications team also participated remotely in the drill, offering assistance with overall strategy, employee communications and social media.

"We can't underestimate the importance of communication during a crisis," said Evans. "Even if we do everything right from an operational standpoint, if we fail to communicate effectively our reputation and relationships with our stakeholders may be irreparably damaged. This can impact things like our social license to operate – and not just in Canada." ●

Supply Chain energizes its NoE with the SPIRIT of Teamwork

For the past decade, the award-winning Knowledge Sharing program at ConocoPhillips has been a driving force for helping business units and functions connect their people. More than 125 Networks of Excellence (NoEs) unite employees through online collaboration to create innovative solutions, best practices, lessons learned, cost savings and health, safety and environment (HSE) benefits.

Similar to a community of people seeking ways to strengthen connec-



Juli Hennings

tions, the Supply Chain NoE leadership team took a step forward by combining their current roster of networks into one Supply Chain NoE with the goal of reenergizing the site. Having won a Network of the Year Archimedes Award in 2013, the Supply Chain NoE may have been inclined to maintain the status quo. Instead, they decided on a different path – to take the NoE apart and review all of its pieces, making improvements everywhere they could.

Throughout the process, the NoE leadership team felt it was as important to get buy-in from employees as it was to have executive sponsorship. Surveys of Supply Chain employees and face-to-face discussions revealed that it was not easy to locate and trust the quality of content located across multiple Supply Chain NoEs and other collaboration sites. When employees asked for a more intuitive site with filtering capabilities and quality-assured content, the NoE leadership team became determined to create

a site where employees would be able to find what they were looking for in a way that made sense to them.

"The goal of our NoE is not to replace personal relationships. It's to help facilitate communication and knowledge sharing where no current personal relationships exist in order to get people the output they require to be successful," said Jason Howard, senior supply chain specialist and leader of the Supply Chain NoE.

While new tools adorn the new site, including a subject matter expert list and designation of quality-controlled documents, the redesign of the NoE went beyond just having an attractive homepage. It was a means to an end, allowing the NoE to provide the content people need in a format that was easy to use.

The tools support Supply Chain's ability to drive sustainable organizational change and help move the function from individual to network-based knowledge. This effort also captures knowledge for the long-term success of the company.

"From a global perspective, this is a good example of a NoE leadership team taking ownership of their community and understanding that there is not a one-size-fits-all approach for every NoE. Each has different people, different content and different needs. When you listen to your employees, you discover what uniquely works in your community," said Knowledge Sharing Manager Juli Hennings.

Since the beginning of 2014, the Supply Chain NoE more than doubled the number of quality-assured pieces of content available and increased the active usage of the NoE by 29 percent over their 2013 baseline. The Supply Chain NoE leaders view this improvement as only the beginning of their path to fully realizing their aspirations.

This example from Supply Chain is one of many success stories that are a daily result of collaboration in over 125 NoEs at ConocoPhillips. All employees are encouraged to discover the benefits that joining a NoE can bring. To browse the list of NoEs, visit the My Work & Collaboration page on *The Mark*, select Knowledge Sharing and click on All Networks. ●



spirit Magazine team wins publication awards

Editor Ray Scippa and the *spirit Magazine* team were recognized by the Houston Press Club for two recent issues of the magazine and one cover article. The Lone Star Awards are presented annually for achievements throughout the state of Texas in the field of communications.



Ray Scippa



Jan Hester



Michelle Gunnnett

In the "Public Relations Publication" category, the ConocoPhillips team of Ray Scippa, Jan Hester and Michelle Gunnnett took both first and second place. First prize went to the fourth quarter 2013 "Water" issue. The judges commented, "Beautiful layout, love the double page spreads, excellent content." Second prize was for the second quarter 2013 "Health and Wellness Issue," deemed by the judges as "another very nice issue."

Jan Hester, Garth Hannum and staff won third place in the category of "Public Relations Feature Article" for the "Water" cover story. The judges noted, "Beautiful layout – you made this topic interesting!" ●

spirit

On Assignment

Shylo Fontenot (*Learning & Development, Page 10*) is a communications specialist supporting Talent Management & Learning. Prior to ConocoPhillips, she held communications roles with ExxonMobil Corporation and Chevron Corporation. She is excited to support Talent Management & Learning as the organization begins transforming the learning culture at ConocoPhillips. Shylo holds a bachelor's degree in international relations from Louisiana State University.



Anisha Virani (*Learning & Development, Page 10*) is a learning technologies specialist in the Talent Management & Learning organization.

She is responsible for testing and introducing new technologies that will push global learning to the next level. She also supports the organization by providing photography and filming training videos. She discovered her passion for video at a young age and looks forward to broadening her skills and taking on the impossible. Anisha earned a bachelor's degree in media production from the University of Houston, where she helped shoot and edit various creative and entertainment videos.



Jan Hester (*Red Hills Water Project, Page 38*) joined ConocoPhillips two and a half years ago as an internal communications consultant. For this issue's feature story on water reuse in the Permian Basin, she traveled with a photographer to the Red Hills area of eastern New Mexico to tour the project site. She currently serves as assistant editor of *spirit Magazine* and is a regular contributor. Jan is an experienced communicator with a background that includes public relations, community outreach and media relations. She enjoys reading, cooking for friends, great food, microbrews and hanging out with her cats.



Gus Morgan (*What's Cooking, Page 42*) joined the Internal Communications team as a consultant in July. He has more than 18 years of experience in communications, including 13 years as an editor for the Houston Chronicle. Prior to joining ConocoPhillips, he served as a communications consultant for Shell Oil Company and BG Group. Gus earned a bachelor's degree in journalism from Texas A&M University and master's degree in journalism from the University of Memphis.



ConocoPhillips

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

Lily Kaligis

*Supervisor,
Logistic Freight Forwarding
ConocoPhillips Indonesia*

"The 8 Life Saving Rules help me to be a visible leader in the workplace. My team and I believe that proper lifting preparation, regular training and consistent application of the Life Saving Rules and Safe Work Cycle in our daily activities are helping us manage lifting and rigging activities safely – and are protecting our lives."



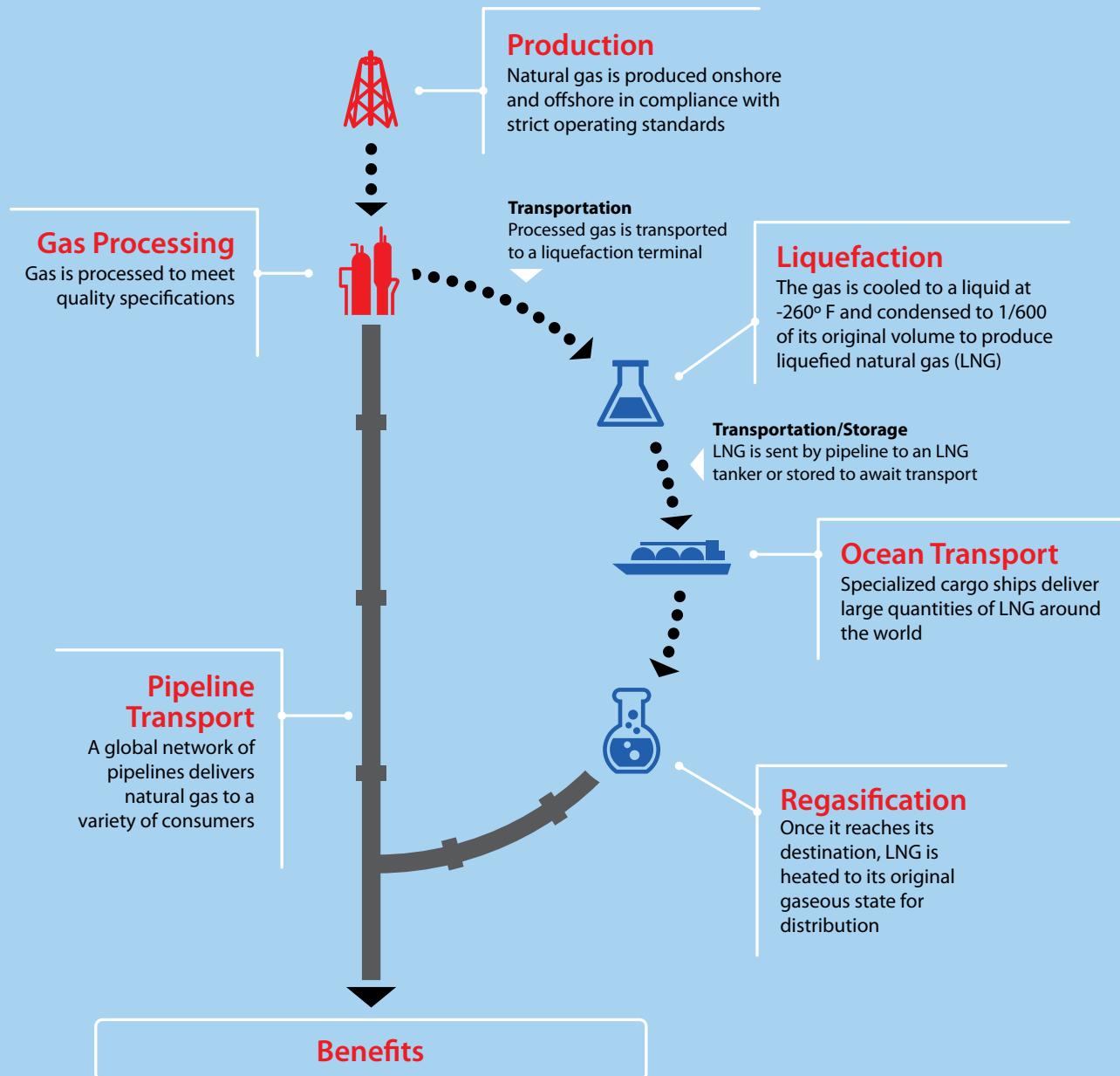
The workforce in Indonesia understands the power of the Life Saving Rules in influencing the local safety culture. Safety leaders are visible in the workplace and they encourage open, two-way communication with others. The Life Saving Rules are just one way that ConocoPhillips Indonesia keeps the conversation going. Now we're talking!

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Life Saving *Rules*

Bringing natural gas to market: by land and sea



Reliable electric power production with reduced greenhouse gas and other emissions as compared to coal



Vehicles using natural gas with up to 20% less greenhouse gas emissions compared to gasoline and diesel



Cleaner burning, efficient energy for residential and industrial heating