

CONOCOPHILLIPS

spirit

First Quarter 2013

Malaysia Business Unit: Delivering strong organic growth

Eagle Ford team excels at stakeholder engagement

A vision for the future: LNG Technology and Licensing

ConocoPhillips Poland takes the lead in European shale gas exploration

Advancing our framework for safer operations

Our SPIRIT Values commit us to excellent performance in safety, health, environmental stewardship and sustainable development throughout our worldwide operations. This commitment is represented in our strong safety culture and is one of the ways we achieve our vision to be the exploration and production (E&P) company of choice for all stakeholders. Sustaining this safety culture takes continuous improvement and a strong governance model with well-established policies and procedures.

We recently have advanced the framework through which we safely manage our operations across the company. The newly revised Health, Safety & Environment (HSE) Management System Standard defines how our operations are managed and enables us to meet or exceed our safety commitment, as described in the HSE Policy.

What can you do?

- Learn more about the HSE Policy and the HSE Management System Standard on the HSE intranet site.
- Always take time to follow procedures.

**TARGET
ZERO** 
Injuries • Illnesses • Incidents

Sharing Insights



Don Walette
Executive Vice President
Commercial, Business
Development and
Corporate Planning

The first *spirit Magazine* of 2013, our first full year as an independent exploration and production company, depicts a busy and exciting time. In these pages you will see ample evidence that we are reaffirming our commitment to the SPIRIT Values and redefining the way we work through greater collaboration. Opportunities abound for ConocoPhillips in the U.S. and around the world. This issue features some of the people, projects and ideas that are shaping our future.

The Malaysia cover story, beginning on Page 10, focuses on one of the primary regions for organic growth in the company. ConocoPhillips' upstream involvement in Malaysia began in 2000 and consists of interests in deepwater blocks off the eastern Malaysian state of Sabah. There, the track record of our employees is helping to create a great reputation for ConocoPhillips. The companies we work with seek out our top-notch people for their advice and expertise. In an exciting example of community support and engagement, expatriate ConocoPhillips employees are mentoring the next generation of local

Malaysian university graduates to supplement our workforce.

The ready availability of U.S. shale gas and higher gas prices in Europe and Asia are a boon for the ConocoPhillips LNG Technology & Licensing group, whose profile begins on Page 28. The group is responsible for licensing our proprietary Optimized Cascade® Process and collaborates with Bechtel to design and build LNG facilities around the world. We've been involved in LNG processing for several decades and are now experiencing rapid growth, with no signs of slowing down.

A key component of our sustainable development initiative is effective stakeholder engagement. Nowhere is this more important than in the Eagle Ford, a liquids-rich shale trend in South Texas that represents one of the company's most promising opportunities. The Eagle Ford article (Page 34) illustrates the value of engaging members of the community and the impact stakeholder champions can have on our business. Our amazing team came out of the gate strong by treating landowners with care and respect and by engaging a representative with deep ties to the community.

As this article makes abundantly clear, we are deeply committed to being good stewards of the environment and operating in a way that contributes to the long-term wellbeing of the communities we serve. This focus on sustainable development helps us translate our core values into action by promoting economic growth, a healthy environment and vibrant communities. We believe that this approach to doing business will enable us to deliver long-term value and satisfaction to our shareholders and our stakeholders.

There's a lot to learn and even more to be proud of in this issue of *spirit Magazine*. I highly recommend that you take the time to read it all and don't hesitate to share it with your family and friends.



The LNG tanker Energy Advance departs Darwin with a cargo destined for Japan. LNG is transported via double-hulled tankers which are specially designed and insulated to prevent leakage or rupture. Once it reaches its destination, LNG is pumped from the storage tank and heated to convert it back into natural gas.

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photo by Patrick Currey

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eStream OnDemand featured videos

ConocoPhillips' intranet channel eStream OnDemand featured the following videos during the past three months:

Operations in Poland

ConocoPhillips is pursuing a shale gas exploration program in Poland, which is the first of its kind for the country. Sit in on a one-on-one conversation with Laurie St. Aubin, Poland country manager, as she discusses the experiences of setting up operations and an office in a new location. See related article in this issue on Page 42.

Leading Edge: Employee Assistance Programs with Dr. Paul Hodgins and Michael Hack

This edition of Leading Edge, the ConocoPhillips executive interview program, focuses on the company's people, health and well-being, and Employee Assistance Program services available to employees wherever ConocoPhillips operates.

It's What We Do: Cook Inlet with Charlie Roubidoux Part 1

Operations Support Manager Charlie Roubidoux leads a tour of the Cook Inlet operations he oversees for ConocoPhillips Alaska. In Part 1 of this two-part "It's What We Do" series video, Charlie walks around the Tyonek Platform in typical wet Alaska weather and explains how natural gas is extracted from the formation and transported via pipeline to the Kenai LNG plant. From active volcanos to extreme tidal changes, Cook Inlet's year-round extreme environment presents unique challenges and dramatic opportunities for success.

Leadership Competencies: An introduction

How do you define leadership, and what does effective leadership look like to you? In the new ConocoPhillips, impactful and powerful leadership at all levels is critical to achieving success. This video highlights various viewpoints on leadership – including those of employees and CEO Ryan Lance – and introduces the company's new leadership competencies. Adapted from the original leadership behaviors introduced in the "Defining the 'New' ConocoPhillips" booklet, these competencies set the new standard for leadership at ConocoPhillips.

Matt Fox introduces training for sustainable development

Exploration and Production (E&P) Executive Vice President Matt Fox encourages you to take a fun, informative break to learn how practicing sustainable development really is smart business.

Technology Awards enjoy banner year

The 2012 ConocoPhillips Technology Awards recognized the great successes we have made in technology innovation and rewarded employees whose commitment and creativity enable us to find and produce oil and natural gas safely, efficiently, economically and in an environmentally responsible way.

Leading Edge with Matt and AI on collaboration

Executive Vice Presidents Matt Fox (Exploration & Production) and AI Hirshberg (Technology & Projects) discuss what integration and collaboration mean to them and to the future of ConocoPhillips in this edition of Leading Edge.

Surmont Stories: A culture of safety

ConocoPhillips Canada has made tremendous progress over the past year at the Surmont 2 facility in Fort McMurray, Alberta, Canada. But none of the construction milestones could have been achieved without a tireless focus on safety. Take a look at the on-the-ground safety culture at Surmont 2 in this edition of Surmont Stories. From the folks on the ground in Fort McMurray to the managers in Calgary, safety isn't just a policy – it's a philosophy that keeps production up, projects on time and people going home to their families in one piece.

Leading Edge Earnings Edition with Chief Financial Officer Jeff Sheets

The Leading Edge Earnings Edition features Chief Financial Officer Jeff Sheets discussing the company's fourth quarter and full-year 2012 financial and operational results.

A day in the life of an Eagle Ford completions engineer

Join Janelle Nesvold, an early career completions engineer working on the Eagle Ford, as she walks you through what a typical day is like for her in the office at the Houston Westlake campus.

It's What We Do: Neville Amaria on the FSO Liberdade

Cargo Specialist Neville Amaria describes his work on the FSO Liberdade in the Timor Sea.

ConocoPhillips employees can watch, rate and comment on these videos as well as past video features at myestream.ConocoPhillips.net.

Many company videos also are available on the ConocoPhillips YouTube Channel.



A video introducing the company's Leadership Competencies program features employees from around the world. Learn more about this exciting program on Page 64 of this issue.

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Working on a startup operation with the potential to create an entirely new industry for a nation is inspiring the ConocoPhillips team in Poland.

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Call center representatives deliver a vast library of Human Resources knowledge to employees around the world.

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A compilation of news from around ConocoPhillips' world



On the Cover | photography by Garth Hannum

Seconded superstars Michael Heck and Terry Coble may wear the colors of MMHE (Malaysia Marine and Heavy Engineering), the contracting company fabricating the Gumusut Platform, but they are all ConocoPhillips at heart.



The Big Picture

Beam me up | Approaching Star Trek status, an operator sits at the controls of Precision Rig 567, drilling in the Bakken Formation near Williston, N.D. The Bakken area encompasses 11,000 square miles between western North Dakota and eastern Montana. The ConocoPhillips field office is in Sydney, Mont.

Photograph by Garth Hannum





The Big Picture

Living large | The Ekofisk 24L module being fabricated in Singapore boasts four-star accommodations, including 552 individual bedrooms. Once in operation, the platform's heliport will be the fourth busiest airport in Norway.

Photograph by Garth Hannum





The Big Picture

Horsepower | Wild mustangs keep a wary eye out in the sagebrush scruff. It's an added job perk when you catch a fleeting glimpse of these beauties among the aromatic junipers and pinyon pines in the rugged canyons and mesas of the San Juan Basin in northern New Mexico. In 1971, Congress acted to protect these noble animals whose lineage can be traced to early Spanish explorers from the 1600's:

"That Congress finds and declares that wild free-roaming horses and burros are living symbols of the historic and pioneer spirit of the West; that they contribute to the diversity of life forms within the Nation and enrich the lives of the American people."

Photograph by Patrick Currey



Going deep

ConocoPhillips finds its place in Malaysia

by Jim Spanos, interviews and photography by Garth Hannum

The root definition of the word *company* reads simply, *a number of individuals assembled or associated together*. A group of folks go out into the world with common goals or ideas, some sort of agreement, and try to get something done. This is also the definition of *collaboration*, so it's probably not a coincidence that making it a cornerstone of what the new ConocoPhillips stands for is a matter of huge importance to the company. Embracing it is certainly *not* a coincidence, but a matter of true necessity for ConocoPhillips Malaysia.

Mark Wheeler, president and country manager, ConocoPhillips Malaysia



“We have an assortment of operating models here,” said Mark Wheeler, president and country manager, ConocoPhillips Malaysia. “On all of these projects, we work very closely with the operator and the government, as well as with the ConocoPhillips team in Malaysia and beyond. The theme we like to emphasize is collaboration, and I think we’ve done a very good job of building a collaborative environment.”

THE SHAPE OF THINGS

“At the ConocoPhillips office in the Petronas Towers in Kuala Lumpur, we’re looking at

potential operatorship opportunities,” said Pat Dinan, general manager, Development, Kebabangan Petroleum Operating Company (KPOC). “That office also has oversight of our financial and technical interests in all of our nonoperated and joint-operating companies. Our other business involves the secondment of ConocoPhillips technical and business personnel into co-venturer organizations to participate in and execute projects.”

It sounds simple, but it isn’t.

There are four sanctioned deepwater projects going on. They include Gumusut Kakap, a very



Petronas Towers in Kuala Lumpur at dusk

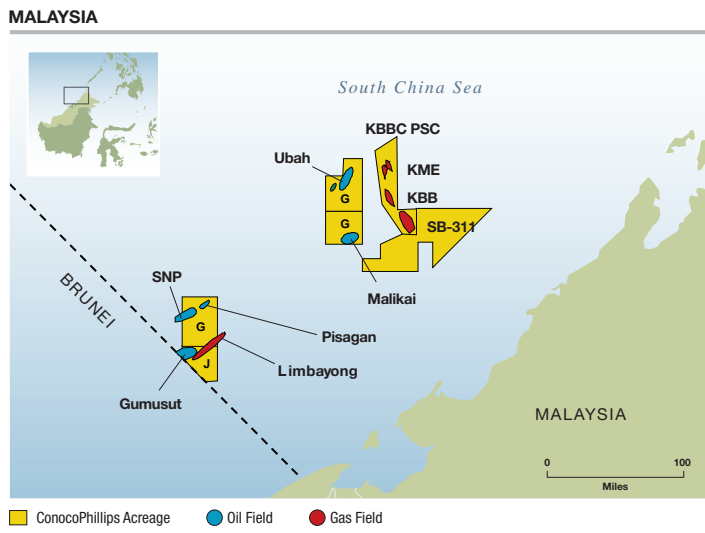


Above: John Smollen, manager, Capital Projects, ConocoPhillips Malaysia

Top: Pat Dinan, general manager, Development, Kebangsaan Petroleum Operating Company

large oil FPS (semi-submersible floating production system), and KBB, a platform supporting the Kebangsaan gas field development. Siakap North-Petai and Malikai are two more recently sanctioned projects. And there are prospects lining up behind them: Ubah; Limbayong; KME; Pisagan; and SB311 – all of which are in various stages of development. They’re each challenging in their own way: Gumusut, at 42,000 metric tons, is one of the biggest FPSs in the world and the first semi-submersible in Malaysia; KBB’s jacket is specially designed for withstanding earthquakes and high tides; and Malikai will be the first tension-leg platform (TLP) in Malaysia. What they have in common is that they’re all moderate to deepwater structures, and they’re all located off the Northwest coast of Sabah, a Malaysian state on the island of Borneo, part of East Malaysia.

Drilling has gone on in Malaysia for a long time (Shell has been there for 105 years), but most of



the activity has been on and around peninsular Malaysia, in what is called the Malay Basin. “Shell discovered the KBB field in the early 1980s and ConocoPhillips came into the picture in 2005,”

“Our co-venturers really value what we bring to the table.” – John Smollen



Dinan said. “We drilled a new appraisal well, and at that time, it was expected to be a small-to-medium oil field. In fact we found a large gas deposit. We then renegotiated the contract in late 2007 to address the gas ownership and the cluster of additional opportunities surrounding KBB. In the KBB field itself, there are two trillion cubic feet (TCF) of gas to be recovered, along with modest amounts of condensate and oil.”



Thus, in 2007, ConocoPhillips, Shell and Petronas Carigali joined forces, deciding to pool the resources of all three companies and form a joint-operating company, Keabangan Petroleum Operating Company (KPOC), geared toward developing the KBB field and exploring and appraising the structures in the vicinity of KBB.

After more than five years, KPOC has grown from ten people to about 350. Located in sites all

over Malaysia, fabrication yards and several engineering offices, personnel from ConocoPhillips, Shell and Petronas Carigali pool their various subject-matter experts (around 30 from each company) to create one strong, effective organization.

OUR TOP-NOTCH PEOPLE

“Our co-venturers, Shell, Murphy Oil and Petronas Carigali, really value what we bring to

Above: Workers are dwarfed by the massive 42,000 metric ton dead weight Gumusut Kakap FPS (floating production system).



Mike Heck, ConocoPhillips secondee and manager, Gumusut loadout and handover

the table,” said John Smollen, manager, Capital Projects, ConocoPhillips Malaysia.

“We work closely with the operator and with key contractors. At this time, we have some of our secondees placed directly into MMHE (Malaysia Marine and Heavy Engineering, the contractor fabricating the FPS),” Smollen said. “This provides for a collaborative approach to solving problems. Our secondees have been very successful. One was the Gumusut FPS Super Lift manager, where we just finished the second-largest super lift in the world 15 days ahead of schedule with zero incidents.”

Smollen is talking about Mike Heck, a ConocoPhillips employee who in March and April of 2012 managed the super lift of Gumusut’s topsides onto its hull. Heck was originally seconded from ConocoPhillips to Shell, which then seconded him to MMHE. His success with the super lift has led to Heck being named MMHE’s loadout and handover manager. He will supervise the loadout of the massive FPS onto a vessel called *The Blue Marlin*, en route to its destination offshore Sabah.

The track record of employees like Mike Heck and others is helping to create a successful



collaborative relationship between ConocoPhillips, Shell, Murphy Oil and Petronas Carigali, as well as boost ConocoPhillips’ technical reputation in Malaysia. “We also provided one of our senior construction managers, Terry Coble, to Shell and MMHE to help with the Gumusut project. His contributions to the project were significant and appreciated by all,” Smollen said. “We hope to have a similar impact and contribution on the upcoming Malikai project, where we are working closely with Shell to secure several key roles for our ConocoPhillips secondees.

**‘GO SAFE’ OR ‘GO HOME’
(AND WE’RE NOT GOING HOME)**

The enormous amount of activity in Malaysia demands the most stringent safety culture. The expertise of ConocoPhillips employees means nothing if there isn’t a reputation for safe

Ryan Lance speaks at a town hall meeting in Kuala Lumpur.





operations standing behind it. It's "go safe" or "go home."

"We're very proud of our safety record in Malaysia," Mark Wheeler said. "Since the business unit started seven years ago, we've had zero lost time incidents or recordables. This is an incredible

"We're very proud of our safety record in Malaysia."

– Mark Wheeler

achievement, especially because we're having a significant amount of exposure here. It's something that we all take very seriously. We talk to our contractors about it. We talk to our employees about it. We talk to their families about it."

With the collaboration of multiple companies on different projects, deciding what standards the projects will be held to requires a bit of thought. It's just another example of constructive collaboration in full effect.

"As it should be, our safety management system was one of the first standards that KPOC started to work on back in 2007 and 2008," Pat Dinan said. "We made a judgment not to take any of the shareholder systems. We actually took a global system administered by OGP, the Oil and

KBB Topsides: ConocoPhillips Health, Safety and Environment safety tours, along with other new safety initiatives, have produced an excellent safety record for the project; (above right) Workers search for parts sorted by numbers in a lay-down yard next to the topsides; (above left, from left) Raj Kumanan, Pat Dinan and George Manning survey the construction progress.





Raj Kumanan,
company site
representative, KBB
Topsides

Gas Producers Association, which was derived from North Sea practices and supported by Shell, ConocoPhillips and Petronas. It is an independent management system, but one that we are all happy with. It's working very well."

GETTING STAFFED UP

With all of the big projects and activity ramping up in Malaysia, the challenge is hiring the right people and enough of them.

"One area that is high on our list right now is recruitment of local Malaysian staff," Dinan said. "We have a number already engaged in the KBB project, and we've recently hired several more for the 100 percent ConocoPhillips office. We have ads in the paper right now looking for more people. So we're hopeful that ConocoPhillips is attractive to them. Certainly the opportunities are many. There are qualified people to draw from without a shadow of a doubt. The pool size is probably a little small at the moment for the amount of activity that's going on."

One of the things ConocoPhillips is doing to

increase that small pool size is supporting education by mentoring Malaysian university graduates within the KPOC organization.

"That's one of the main reasons to bring in expatriates," Dinan said. "They can both supplement our workforce and mentor young national graduates. One of the things that Dinan thinks won't be a challenge is getting those expats to move to Malaysia.

"There are definitely worse places in the world to be," Dinan said. "Certainly Malaysia is a very nice place to work. The people are very friendly. It's warm and Kuala Lumpur is a great city. The operating base for the KBB development will actually be in Sabah, in a city called Kota Kinabalu (Sabah's capital), a seaside holiday destination.

John Smollen agreed, "Living in Malaysia is the best of all worlds. It's a good place to bring a family on an international assignment. The year-round temperature is comfortable and Malaysia's infrastructure is well established. I've really enjoyed seeing our organization grow. So far we've been very successful in hiring national

Marcus Marianayagam,
construction
manager, in front of
the KBB jacket he
helped design





“Certainly Malaysia is a very nice place to work.”

– Pat Dinan

talent. The reason people want to come to work for ConocoPhillips is because they see us as an exciting growth company.”

CONOCOPHILLIPS’ FUTURE IN MALAYSIA

ConocoPhillips’ involvement in Malaysia is helping to unlock the country’s vast resources and serves as an example of true organic growth.

“I think in our corporate organization you’ll hear our leaders – our executive management – talking about Malaysia being one of the lynchpins of future growth,” Dinan said. “It’s one of the very important things to build on.”

With Gumusut and KBB getting ready to come on line and with ConocoPhillips’ diverse experience and growing reputation, the next logical step is operatorship.

Gumusut: (Above) A view of the center of the platform; Workers (top left) painting near the water line of the semi-submersible platform; The platform’s control room (top right) which is partially operational for commissioning purposes



Above: Workers complete installation of heavy equipment before commissioning the Gumusut Kakap Platform.

Below: A KPOC weekly safety and progress meeting

“ConocoPhillips will operate a new block, called SB311,” Mark Wheeler said. “This is really exciting because it’s right next to our KBB development which starts production in 2014. So if some of these prospects are successful, we would immediately just tie it back into our KBB

development. Commercially, it’s very attractive; geologically it’s quite attractive; and we’re going to be staffing up our office, so we’ve got a lot of excitement about this.”

In addition, the company has started an exploration organization in Kuala Lumpur, bringing in an exploration manager and a team to work with him, turning over rocks and trying to find new opportunities for ConocoPhillips to pursue.

“Six or seven years ago, ConocoPhillips really wasn’t known in Malaysia. We’ve made an effort to put the company more on the map,” Wheeler said. “We did it through building relationships, including a very strong relationship with PETRONAS, and I think a lot of that has to do with our executive management putting a lot of time and effort into building those relationships.

“We also put a lot of effort into building relationships in the community and with all our stakeholders. We’re much more a part of the community, and it’s going to pay big dividends for ConocoPhillips in the future.” ■





“We’ve made an effort to put the company more on the map.”

– Mark Wheeler



A city park in Kuala Lumpur across from the twin towers



A view of Petronas Tower 1 from the 55th level of Tower 2

Functional Excellence Team takes asset and operating integrity personally

by Lauren Blake

T

here was no memo or request sent from management. A sense of duty was their compass – empowering them to excellence.

In 2005, a small group of senior operations personnel and engineers recognized the need for more structured business processes to enhance focus on the integrity of ConocoPhillips assets and operations. Guided by Operations Excellence principles, the group formed into what is known as the Asset & Operating Integrity (A&OI) Functional Excellence Team (FET), made up of business unit representatives with experience in various types of operations. Their reasoning for chartering the group was simple. It was the right thing to do for the employees, contractors and shareholders of ConocoPhillips.

The A&OI FET is committed to eliminating all losses of containment and other integrity failures that could result in personnel injuries, environmental harm or financial losses.

The FET promotes improvements in asset integrity, the maintenance and upkeep of equipment, as well as operating integrity, how individuals operate the facilities and equipment.

Chartered to improve business unit performance, the team opens up the global conversation





Helena Processing Facility at Eagle Ford

around best practices and lessons and learned, and sponsors strategic improvement plans, recommended practices and structured processes that can be leveraged around the globe.

AN EMPOWERING DIFFERENCE

The company's guiding principles outlined in the ConocoPhillips Collaboration Playbook state that "empowerment requires accountability to own decisions and results." A great deal of ownership must be present in order for a group to be empowered to promote change.

The diverse A&OI FET took accountability for helping to improve the condition of ConocoPhillips facilities. "When I think about my role as an engineer, I recognize it is my responsibility when we aren't performing as well as we can," said former FET Lead Jan Arne Johansen. "When we saw the first self-assessment numbers on paper, we weren't pleased; we knew we needed to improve. The challenge was to turn our drive for improvement into tangible results."

Working with business units across the globe, the A&OI FET has been able to successfully reduce hydrocarbon releases by nearly 50 percent and has reduced unplanned downtime related to integrity failure by 25 percent.



Founding member and current A&OI FET Sponsor Bill Patterson speaks at a face-to-face meeting held in Calgary.



Britannia Platform
in the North Sea



Original FET member
and former FET
Leader Mark Leigh.

What made the difference between the success of this group and the varying success of others? The first defining factor was the level of accountability team members placed upon themselves. “This is not someone else’s problem – it’s ours,” said original member and former A&OI FET Lead Mark Leigh. “If we aren’t striving for excellence in how we operate and conduct our business, why are we here?”

The level of personal ownership differentiated the group. They were invested in the cause. It was personal.

They took their individual passion and formed it into a structured, organized group of like-minded individuals, finding power by owning the vision together.

“The original FET members are still heavily involved in our efforts,” said Jay Johnson, the current FET lead. “Once you have seen the value

and the impact of responsibly managing our business, you can’t go back. It becomes a part of your thought process.”

ACROSS THE TABLE

“During annual face-to-face meetings, the legacy of the group holds strong. Founding member Bill Patterson, who is the FET sponsor, has played a key role since day one.” Johnson said.

“One of the crucial pieces to maintaining the vision and energy of the FET is through the consistent face-to-face meetings. It gives us a chance to re-align, discuss successes and opportunities and for general team building.”

Previous and current FET members agree that sitting across the table from one another has helped them to accomplish their goals, all while building valuable, long-lasting friendships.

The team has been successful internally, and



Left: FET members discuss and collaborate at a face-to-face meeting in Bartlesville, Okla.

Below: Current FET Leader Jay Johnson

Bottom: Former FET Leader Jan Arne Johansen

they also have been able to convince others of the importance of asset and operating integrity through their relentless focus. “Educating people on the importance of asset and operating integrity and providing practical steps for implementation has given us ample success, which I am confident will continue to serve us well in the future,” Johnson said.

Even though the A&OI FET has seen enormous success, the people who make up the team are not done yet. “If there is still room for improvement, then we still have work to do. The attention given to our facilities can be a matter of life or death,” Leigh said.

Moving forward, the A&OI FET will be responding to the need for additional focus and attention on Process Safety. The FET will be working with the Operations Excellence Leadership Team (OELT), Global Production Excellence and HSE to ensure that asset integrity, operating integrity and design and engineering performance continue to improve.

Understanding our risks and protecting the public, workers and our assets is a top priority, and the team is working to ensure everyone at ConocoPhillips knows they have a role to play, from managers and supervisors all the way to the front line. ■



The Asset & Operating Integrity Functional Excellence Team enjoys an evening at an aquarium.



Bartlesville
IC building
makeover

The 5th floor

creates a
collaboration
showcase

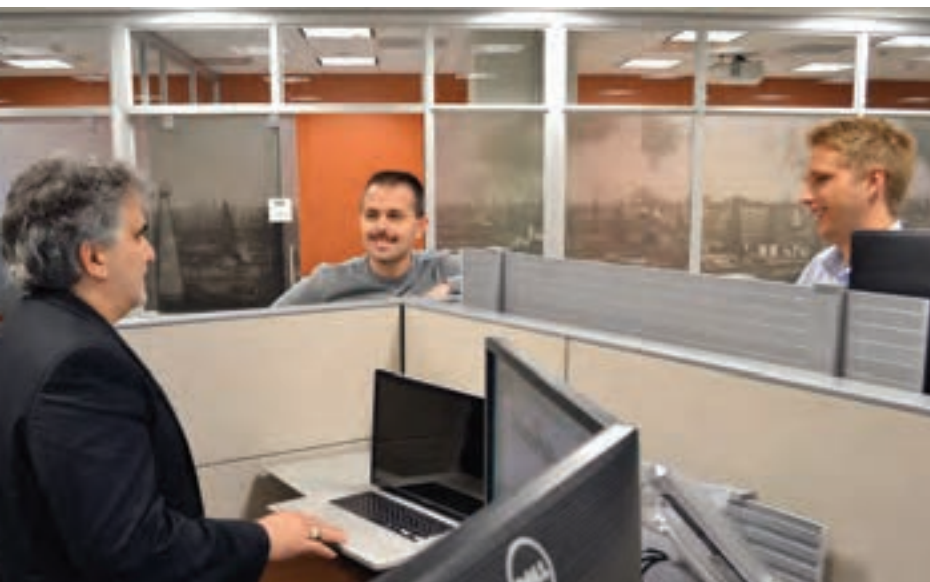
text and photography by David Austin

They say that necessity is the mother of invention.

Apparently, it can provide the genesis for stellar work environments as well. In the wake of the repositioning, ConocoPhillips owns three buildings on the Bartlesville, Okla., campus – the Plaza Office Building, the Frank Phillips Tower Center and the Information Center. The fifth floor of the

Information Center, or IC, features approximately 25,000 square feet of space, but it wasn't always utilized optimally. Large rooms for training and conferences took up much of the space, which still featured many of the earmarks of its 1970s-era design. Thanks to the large rooms, capacity on the floor allowed for roughly 65 employees.

Necessity entered the picture when it was determined that the fifth floor of the IC needed



Above (from left): Joe Moniz, Larry East and Zac Penix share insight in the workstation area. The low walls make it easy for work groups to collaborate. **Above right:** Rob Morrison (pictured far left), supervisor, Application Process, Controls and Tools, leads a meeting in a newly remodeled conference room.



to be twice as efficient. Capacity has more than doubled and the floor now offers a collaborative workspace for up to 170 employees.

“This was certainly a project that was created by a need for extra capacity,” said Mark Headley, manager, Real Estate & Facilities Services. “However, we set our goals far beyond that. We were determined to develop the most functional and collaborative work environment possible to



best support our employees in the performance of their jobs.”

What was created has become something of a showpiece on the Bartlesville campus. The floor is utilized by members of the Information Technology group Enterprise Applications, but it’s not unusual for visitors to drop in. People simply want to see the rebuilt space that has earned nothing but rave reviews since it was unveiled in early December.

“It’s amazing how nice it looks,” said Rob Morrison, supervisor, Application Process, Controls and

Above: (from left) Vasavi Reddy, Brittney Day and Sreedevi Noone convene in a collaboration room on the fifth floor of the Information Center (IC).

“As a teammate, I prefer the social connectedness that I get from an open work environment.”

– Jerry Moore

Tools, who works on the floor. “I’ve heard several people respond that they think this is a retention and recruiting tool. They can’t wait to bring people up here to show them this floor.”

What is initially striking about the floor is how open and inviting it is. Windows frame the floor and allow for natural lighting throughout. The workstations feature ergonomic chairs, which can be adjusted. The low walls around the workstations make it easy for colleagues to collaborate.

Jerry Moore, director, Web Application Services, is pleased with his new surroundings. After spend-

collaborative work space.”

In addition to having inviting windows, the perimeter of the fifth floor of the IC features several work and conference rooms. They offer different looks and features, depending on what needs to be accomplished in them. So, while some offer video boards and projectors, others provide conference phones and white boards.

The conference rooms feature glimpses of the company’s rich history. They are glassed in, and the outside panels surrounding the perimeter of the floor are covered with pictures of old rigs, derricks and landscapes.

The floor features two break areas at opposite ends big enough to accommodate nearly all of its residents. The break areas were designed almost like a friendly diner, with countertop, table and even booth seating.

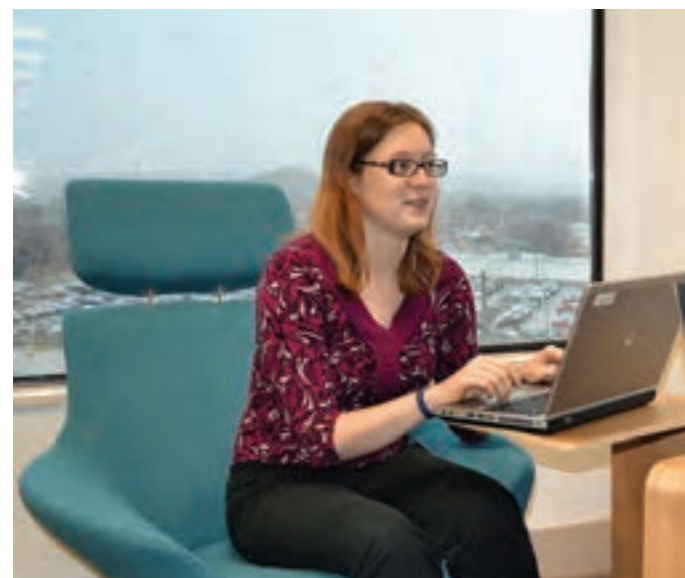
Interspersed throughout the floor are small collaborative areas. Some tables feature a dry erase surface for taking notes. Studies show that highly effective work often is done in relatively informal settings, and those featured on the fifth floor of



Above: (from left), Mitch Cooper, Justin Tam and Mike Marshall enjoy some time in one of the two fifth floor break areas.

ing most of his career in a private office, he moved into the fifth floor’s open work environment in early December. He finds it easy not just to collaborate, but to stay in tune with what is going on in his group.

“As a teammate, I prefer the social connectedness that I get from an open work environment,” said Moore. “The advantages that a private office offers you are outweighed by the sense of community that you receive from the new



Tiffany Dauber and Lance Johnson work in a collaboration area.



the IC were created with that thought in mind. The floor even offers a standing station atop a treadmill for those who might like to get some exercise while working.

For those who need more privacy, there are two smaller, closed-in rooms located among the workstations. Each features a table and two chairs, making them perfect for one-on-one conversations or a phone call.

“We wanted to maximize the capacity of the floor,” said Randy McDaniel, principal facilities architect. “We certainly needed to move a lot of people in. But above and beyond that, we wanted the floor to be attractive and ultimately a place where people wanted to come to work. We also wanted it to be a place that functions well for the people who work here.

“In addition, we wanted to make it a uniquely ConocoPhillips space.”

The Enterprise Applications business group, which calls the space home, requested that the company’s primary business be reflected in some of the design concepts. Thus, all of the artwork

and window film images on the floor are of upstream activities.

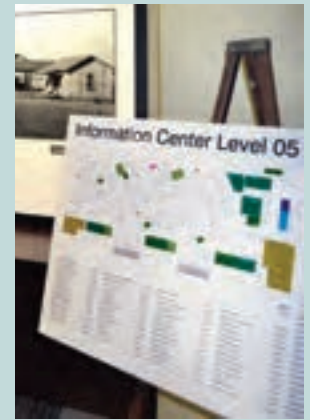
When the elevator doors open onto the fifth floor, there are two ways to walk – left or right. Most people choose to go right, as the floor seems to open up for them in that direction. There’s a video board offering company scenes and welcoming everyone to the newly redesigned floor. Just past an easel which displays the layout of the floor as well as an employee seating chart, is one of the break areas. Light pours in from a window on the left side, and just beyond the stools and countertop are a sink, a coffee pot, two stainless steel refrigerators and plenty of cabinet space.

From the break area, the floor opens into the welcoming, collaborative employee work area.

McDaniel smiles as he recalls the first time he led an IT management group up to the floor to tour the freshly-minted surroundings.

“The minute that the elevator doors opened and they saw the lobby area,” he said, “the first word I heard was, ‘Wow.’”

That seems very appropriate. ■



LNG Technology & Licensing

by Jan Hester



N

atural gas is hot. It now accounts for 22 percent of the world's energy consumption, and the International Energy Agency predicts that demand will increase 50 percent by 2035.

The industry has changed dramatically as well. Ten years ago companies were developing projects to produce liquefied natural gas (LNG) for importation into the U.S. and other countries. Now, with the advent of readily available shale gas, there is broad interest in producing LNG in the U.S. and exporting it to compete with plants elsewhere.

All this is music to the ears of Jim Rockwell, manager of LNG Technology & Licensing, and his team. "Business is booming, and we're busier now than we've ever been." During the recent economic collapse, the LNG business didn't slow

down like much of the oil industry did. Because designing and building an LNG plant requires a long lead time, companies moved forward with their commitment to develop projects with the assumption that demand would recover by the time the project was complete.

The ConocoPhillips LNG licensing team consists of 40 individuals housed in Bechtel's Houston offices. Through a long-term collaboration with Bechtel, the team licenses its Optimized Cascade® Process (OCP), assists in the design and engineering of proposed plants and provides customers with startup and ongoing operations support.

Collaboration, customer service and confidence in a bright future

OCP utilizes a unique, proprietary “two-trains-in-one” concept in which one train of liquefaction exchangers is served by two parallel turbine compressor sets on each refrigeration circuit. This enables the liquefaction plant to operate continuously, even if a turbine is shut down for planned or unplanned maintenance. If a compressor goes down on one of the refrigerant circuits, the plant is still capable of producing between 60 and 80 percent of design production rates.

The first OCP application was in the Kenai facility in Alaska, which was designed and engineered by Phillips Petroleum Co. and constructed by Bechtel. In the early 1990s, Phillips teamed up with Bechtel to design and build a gas liquefaction facility for Atlantic in Trinidad, and the relationship was launched. From the early 1990s until 2006, ConocoPhillips licensed nine LNG trains; it has licensed another 10 since 2006 with



Bechtel performing all of the construction work on those trains.

“Our collaboration with Bechtel is unique in the industry,” said Rockwell. “They’re excellent in EPC (engineering, procurement and construction) work, and we’re an operator with more than 40 years of LNG experience. We combine those two skill sets to provide owners with full life-cycle capability.”

No relationship is without its challenges, and the close collaboration with Bechtel sometimes creates a natural tension. “Our perspectives are necessarily different,” said Gary Haag, a lawyer and chemical engineer who has been involved in LNG licensing for more than 20 years. “Bechtel’s job is to get the facility built on time and on budget, while we view matters from an operator’s perspective. Every project that walks through the door is different and unique. Our job is to listen to the client and make sure the plant is designed to meet their needs. We view our relationship with the client as long term, from the initial conception through startup and years into plant operation.”

Customer service is critical to the success of any enterprise, and the ConocoPhillips team offers clients extensive operating experience and expertise for the life of the facility. In addition to business development, Curtis Wood and the other licensing directors serve as the primary interface with both

Travel, challenge and a soup-to-nuts experience

The LNG Technology & Licensing team is looking for a few good men and women.

“We have numerous overlapping projects, so we’re always on the lookout for talented process engineers and operations personnel,” said Ian Corbell, who currently serves as team lead for a plant startup in Angola. “Due to the nature of this job there’s a lot of variety. You work with owners and contractors, so

you get great experience establishing and maintaining customer relationships.”

“It’s a tremendous opportunity,” said Gary Haag. “I don’t know where else one could get the experience working in an EPC contractor’s office and have the opportunity to interface with contractors and customers in the way that we do. It’s a great place to learn, particularly if you enjoy the challenges

of being in the middle of multibillion-dollar deals!”

There’s also ample opportunity for career advancement, including eventually transferring to an equity asset. The international component is also attractive for those who like to travel.

For the record, the majority of work over the next several years is in Australia.



Bechtel and the customer as the project proceeds. “It’s like buying a car,” said Wood. “It gives owners a level of comfort to know that they not only get a great product, but that we’re around for the long haul to service the technology. We treat all licensees the same and share lessons learned across our customer base through regular contacts and biannual user conferences.”

Through the LNG Product Development Center (PDC), ConocoPhillips and Bechtel ensure continuous improvement of the OCP technology by conducting studies and implementing lessons learned. “Every year the advisory group recommends eight to 10 studies,” said Satish Gandhi, director of the center. “The PDC also supports the intellectual property group by actively developing IP on liquefaction and related technology.”

Protecting the company’s intellectual property is critical to maintaining a competitive edge.

“We aggressively file for patents,” said Haag.



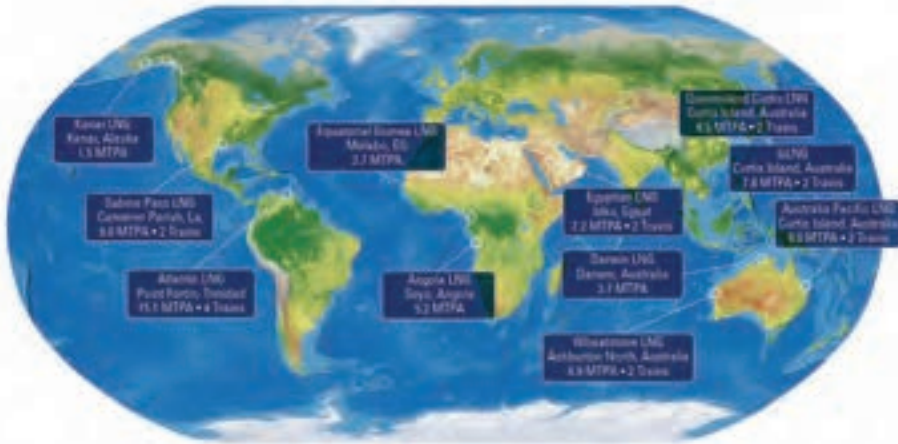
Mark Tompkins

“We currently have a portfolio of more than 500 patents and applications in more than 60 countries. We also have trade secrets, information that we don’t disclose to anybody with the possible exception of Bechtel. There is also proprietary know-how, operating knowledge that we disclose to clients under confidentiality agreements. Throughout the licensing process we maintain and require strict document control procedures that help preserve the confidentiality of our technology.”

The group also has brought their technology and expertise to equity projects such as Darwin and Australia Pacific LNG, which gives us an edge in successfully completing and operating these complex facilities. “LNG technology licensing is the company’s biggest success story in intellectual property,” said Mark Tompkins, technology program manager, Gas Technology & Legacy Assets.

Below: The LNG Technology & Licensing team displays model heat exchangers. Seated: Denyse Martin and Jim Rockwell. Standing, L-R: Eduardo Romero, Gary Haag, Wes Qualls, Curtis Wood and Satish Gandhi.
photo by Hall Puckett





“We would like to apply the OCP to additional legacy assets.”

The LNG group offers a unique work environment. During plant startup operations, personnel are onsite for up to nine months to ensure the facility is operating smoothly. Engineers are exposed to the entire process, from initial concept through startup and performance testing.

“We do hard-core process engineering on multibillion-dollar, world-scale projects,” said Wes Qualls, supervisor of LNG Licensing Process Engineering. “That’s why people want to work here. It’s a dynamic environment, and

ConocoPhillips-Bechtel LNG Collaboration timeline

1969

Phillips Petroleum Co. entered the LNG market, working with Bechtel to design and construct the Kenai facility in Alaska and to ship gas by tanker to Japan.

1989

The Kenai plant was expanded. Early 1990s Phillips and Bechtel developed their process for third-party licensing.

1996

Phillips and Bechtel won the Atlantic project (Trinidad and Tobago).

1998

The Phillips-Bechtel Alliance was created to formalize the relationship between the companies, with the intent of further developing and marketing their process.

1999

Startup: Atlantic LNG Train 1



Chris Conway

it's a great team. We're like a family. Because LNG has such potential, there's also a good shot that what you're working on will be built."

Chris Conway, vice president, Commercial, said, "Jim's team has a strong customer focus, unique technical capabilities and an effective working relationship with

Bechtel. This combination has been recognized and rewarded in the marketplace. The LNG licensing business has been a tremendous success and continues to grow." ■



Floating LNG

Imagine placing a 20-acre LNG plant on the deck of a ship the size of a small island.

Mike Culligan, a self-described business development guy with a technology bent, dedicates 80 percent of his time to floating LNG and 20 percent to other projects.

For more than 10 years ConocoPhillips has worked to develop cutting-edge floating LNG (FLNG) technology. FLNG is a huge FPSO (floating production, storage and offloading ship) with an onboard plant that collects natural gas, converts it to LNG and loads it onto tankers for distribution. The technology targets 2-5 trillion cubic feet (Tcf) gas fields that are far from shore, eliminating the need for a pipeline. The ConocoPhillips-Bechtel LNG Collaboration expects to have the design completed and technology ready by the end of 2013.

The floating LNG technology focuses on "marinizing" – modifying or converting for marine use, also known as the Optimized Cascade® Process. Current



design highlights include:

- The conversion of approximately 650 million standard cubic feet per day of natural gas into liquefied natural gas. Total capacity would be 3.9 million tonnes per annum.
- A hull that is 462 meters long (more than five football fields) and 72 meters wide.
- Accommodations for more than 250 people.
- A design to withstand a Category 5 hurricane/cyclone.

Floating LNG technology development priorities include:

- Developing and testing heat exchangers and cold box design for a marine environment.
- Proving the safety of the Optimized Cascade® Process for FLNG applications.
- Comparing the ConocoPhillips FLNG design to other leading options to determine competitiveness.

2002

When Conoco and Phillips merged, the name of the LNG relationship changed from the "Phillips-Bechtel Alliance" to the "ConocoPhillips-Bechtel LNG Collaboration."

Startup: Atlantic LNG Train 2

2003

Startup: Atlantic LNG Train 3

2005

Startup: Atlantic LNG Train 4

Startup: Egyptian LNG Trains 1 and 2

Startup: Darwin LNG

2007

Startup: Equatorial Guinea LNG

Status of projects currently under way:

- Angola LNG – Commissioning and startup.
- GLNG (Australia) – Detailed engineering, procurement and construction.
- Queensland Curtis LNG (Australia) – Detailed EPC.
- Australia Pacific LNG – Detailed EPC.
- Wheatstone LNG (Australia) – Detailed EPC.
- Sabine Pass liquefaction (Louisiana) – Detailed EPC.

EAGLE FORD

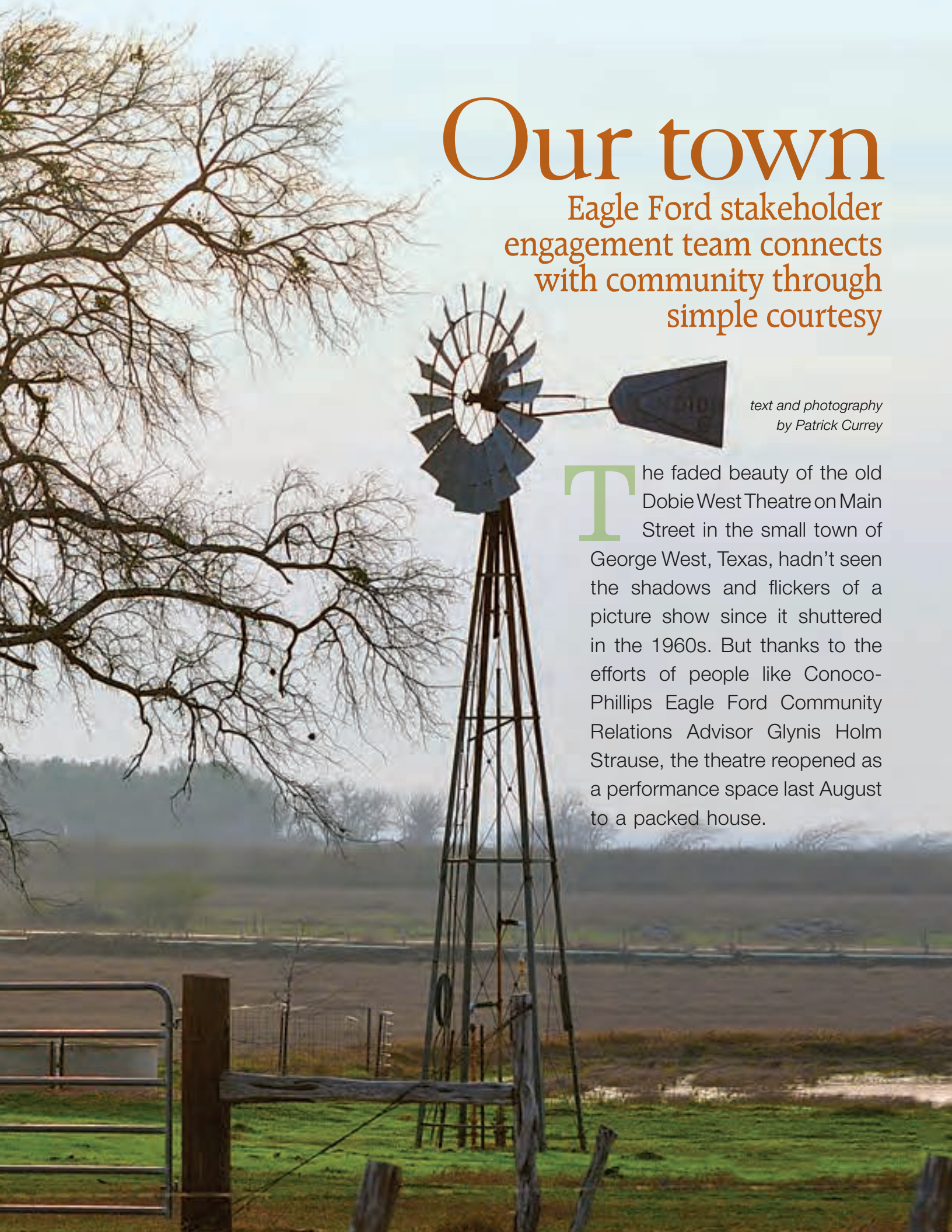


Our town

Eagle Ford stakeholder engagement team connects with community through simple courtesy

*text and photography
by Patrick Currey*

The faded beauty of the old Dobie West Theatre on Main Street in the small town of George West, Texas, hadn't seen the shadows and flickers of a picture show since it shuttered in the 1960s. But thanks to the efforts of people like Conoco-Phillips Eagle Ford Community Relations Advisor Glynis Holm Strause, the theatre reopened as a performance space last August to a packed house.





The rousing production of Thornton Wilder’s Pulitzer Prize-winning drama, “Our Town,” wasn’t an accident. As Holm Strause put it, “We could rewrite the play using local names and places. We wouldn’t have to change the story at all. It’s about people living, dying, having babies, getting married – life in small towns like George West.”

For the Eagle Ford stakeholder engagement team, reviving the theater was one small but satisfying step in the process of understanding community needs and being responsive in a way that supports the ultimate goal of being the preferred energy company in the Eagle Ford.

FROM THE BEGINNING

“It has been fun to be a part of the Eagle Ford from the very beginning,” said Stakeholder Relations Manager Dana Sigalos. “I’ve been with ConocoPhillips a long time and had always worked in areas that had been producing for many, many years.”

Now she gets the opportunity to start at the beginning. “A stakeholder is anyone who impacts or is impacted by our operations, which is to say,

pretty much everybody. We’re about listening and transparently getting the word out. We come to the community as a stranger, and become a partner. When we leave, we want to leave something that’s sustainable.”

The Eagle Ford Shale may be the most significant economic development in the history of Texas. Sources describe it as “one of the largest oil and gas developments in the world.” Industry-wide expenditures to develop the field may reach \$30 billion in 2013, following a \$25 billion impact on the south Texas economy in 2012. Since then, nearly 40,000 jobs have been created. To call it a boom might be a grand understatement. This may be an economic tectonic shift, with a play that could have the staying power to benefit the local economy for 30 to 40 years.

If you sit down in a coffee shop in George West, within the first two minutes you’ll hear about the drought, cattle prices (which happen to be pretty good right now), the price of feed and the Eagle Ford Shale.

Live Oak County Judge Jim Huff recalls, “In the mid-80s the uranium mine shut down. Everybody

Below: Glynis Holm Strause (left), community relations advisor, Eagle Ford Shale, and Jim Huff, Live Oak County judge





Mary Ann Pawlik,
executive
director, Dobie
West Theatre

got a pink slip, and the county was in bad shape. Many of our graduates moved away because job prospects were so bleak.

“I remember the first time I heard of Eagle Ford. A friend of mine who’s in the business said, ‘Just wait. There’s something coming that is going to be really big.’ We’re excited. We’ve seen booms and busts. Like the bumper sticker in town says, ‘Oh Lord, give me just one more. I promise not to waste it.’”

Area residents have never experienced a play of this magnitude, but they are not completely new to the business. “It isn’t our first rodeo. It’s not the first time we’ve seen a rig or an 18-wheeler hauling off salt water.”

TWO DEGREES OF SEPARATION

What started as a team of two in Houston – Sigalos and Stakeholder Relations Specialist Harmony Jurkash – expanded to include Holm Strause in 2012. When Judge Huff heard that ConocoPhillips hired Holm Strause, he said, “I thought ConocoPhillips truly knew what they were doing. She has a reputation for being upfront, plainspoken and leaving no stone unturned. She’s a great

communicator and a tireless worker. Holm Strause is one of ConocoPhillips’ best unkept secrets in the Eagle Ford community.”

Holm Strause came from Coastal Bend College in Beeville, where she’d spent a career in academia and claims to have enjoyed a one-day retirement before joining the stakeholder engagement team. “I figure I’ve taught more than 6,000 students in the Eagle Ford area. My family is from Karnes County, and I’ve worked in Bee County most of my adult life.”

“When it comes to the Eagle Ford, there aren’t six degrees of separation with Glynis. There are two,” said Sigalos, who understands the value of having a team member who is part of the community and understands local issues. “It would have taken someone from outside the area a lot longer to grasp the local context and build the kind of trust with the local community that Glynis brings.”

Economic development on the Eagle Ford scale puts tremendous pressure on infrastructure, from roads and schools to housing. Volunteer firefighters are of critical concern and a good example of where the public and private sectors collaborate to solve growth issues. Charles Malik has been

ConocoPhillips Lower 48 Stakeholder Relations Team

Dana Sigalos
Manager

Harmony Jurkash
Specialist

Glynis Holm Strause
Advisor



Above: Jeannette Knezek, vice president, Yoakum National Bank

Right: Charles Malik, fire chief, Karnes City

Top: Dana Sigalos, manager, Stakeholder Engagement



with the Karnes City Fire Department for 35 years, serving as fire chief for nearly 22. Like many of his neighbors in the fiercely self-sufficient towns of South Texas, he wears many hats, owning the local auto parts store as well. Chief Malik is responsible for fire response in a 250-square-mile area and for rescue for the entire county. "It used to be that two cars at a stop sign qualified as a traffic jam in Karnes City." Now they are literally at the epicenter of the Eagle Ford action.

"Although the Eagle Ford has been good for the community, it has been a double-edged sword. In the past people could get off work to help fight a fire. Now that so many people have gone to work in the oil field, our volunteer pool has gotten a lot tighter. Water is a real concern not only because of the drought, but, let's face it, there aren't any fire hydrants in the county. Right now we have a plan to acquire a much-needed 3,000-gallon tanker."

Last year nearly half of ConocoPhillips' philanthropic giving in the Eagle Ford went to volunteer fire departments. "We focus on safety because we know we're having an impact in your city and county," Sigalos told Chief Malik in a recent fire station meeting. "We like to put our money where it's most needed."

SIMPLE COURTESY

In South Texas farming and ranching country, you find people with a deep and abiding connection to the land. Jeanie Knezek is vice president of Yoakum Bank and show lead for the Future Farmers of America Yoakum Project. "What we appreciate most from ConocoPhillips is simply the courtesy that we get. We're plain people, and we don't ask for a lot, but we love that land. Come in, be safe with it, be environmentally appreciative of what's there, and everybody benefits."

2013 marks the 25th anniversary of George West Storyfest, an event ConocoPhillips has supported for the past two years. "The mission of Storyfest



Above: Storyfest Executive Director Mary Margaret Campbell (left), and ConocoPhillips Stakeholder Relations Specialist Harmony Jurkash

is to promote and preserve the art and tradition of storytelling,” said Executive Director Mary Margaret Campbell. The organization sends storytellers into local schools, now 14 campuses in five different counties, at no charge. The annual event attracts roughly 8,000 people, more than three times the town’s population.

Two years ago Storyfest started a Friday night event called “Dobie’s Dichos.” Dichos in Spanish means “wise words.” The event celebrates the contributions to literature and the preservation of folklore by native son, folklorist and author J. Frank Dobie. “We felt like we weren’t celebrating one of the most famous persons from Live Oak County. We start on Friday night, and it’s BYOLC – bring your own lawn chair. We want that rural feel to it. We serve chili, *pan de campo*, or camp bread, and listen to the writings of J. Frank Dobie with a crackling fire under the sprawling star-studded canopy of the vast Texas sky. Storyfest aficionados wouldn’t miss it for anything.”

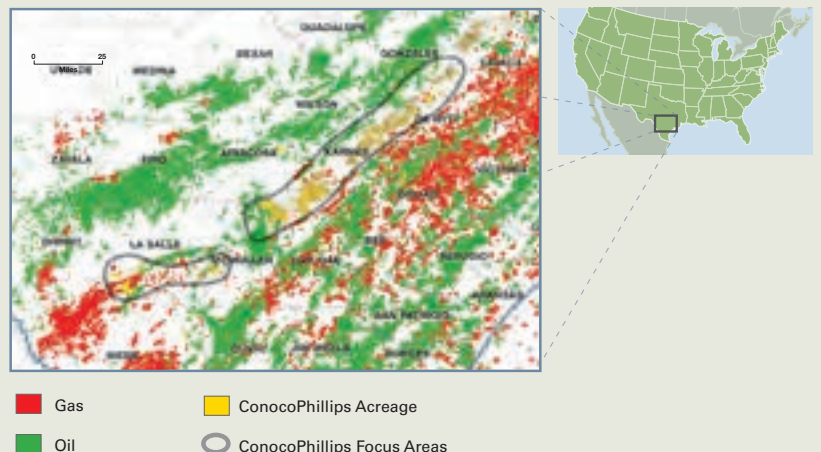
TEXAS TALES

Longtime cattleman Bill Soyars started interviewing old-time farmers and ranchers, collecting some 300 interviews in the last several years. He has ranched all over the Eagle Ford and ran as

many as 4,000 head of cattle at one time. “Most of these folks are the most honest people you would ever meet in your life. We traded for years on big-time contracts, maybe several thousand head of cattle, with nothing more than a handshake. If they told you they were going to do something, they did. Their word was their bond.”

It was a stroke of luck that brought Soyars and Sigalos together. Soyars’ grandfather’s house burned down in the early 1930s and with it the family records. “ConocoPhillips called about a year and a half ago and told me I was heir to a

Eagle Ford





Above: Bill Soyars, cattleman and founder, “Old Timer’s Radio Hour”

Top: Larry Holm, local land owner and rancher

Right: Geronimo, the loyal Texas Longhorn, on display in the Karnes County Courthouse

mineral lease. It was a wonderful surprise. I feel awfully blessed when something just falls down from the sky like that.”

From that first stakeholder meet and greet, a radio program was born. In August 2012, ConocoPhillips began sponsoring an hour-long Sunday radio broadcast based on Soyars’ interviews – Old Timer’s Radio Hour – on KLUP in San Antonio. Soyars takes listeners on a tour of South Texas history and into the living rooms of retired ranchers, business owners and assorted old timers.

“When I started these interviews, I thought I knew a lot about these people and their lives,” Soyars said. “But every individual revealed interesting new experiences that help define this place. I’m grateful to ConocoPhillips for stepping up to make that possible.”

DEVOTION TO THE LAND

The common thread through all these personal stories and local lore is a stubborn loyalty to the land. At the front of the county courthouse is a climate-controlled room with a large plate glass window that houses a stuffed Texas Longhorn named Geronimo. Legend has it that after his last cattle drive north, old George West hung up his spurs and left his lead steer to pasture in the lush

prairies around Omaha. A year later Geronimo showed up at his doorstep.

Loyalty, it seems, is highly prized in these parts, a lesson not lost on the ConocoPhillips stakeholder engagement team.

Judge Huff summed it up. “Today things are 180 degrees from the way they were. There is so much information coming from ConocoPhillips and the entire industry. Any question can be answered in no time. I feel truly blessed to be living during this time of transformation in South Texas, because that’s what it really is. I don’t know of another time that has given us the opportunity to manage our resources and the positive changes they’re bringing to our town, our region and the entire state of Texas. It’s amazing.” ■



Eagle Ford: A case for sustainable development

For ConocoPhillips, sustainable development means conducting business in a way that promotes economic growth, a healthy environment and vibrant communities. A key component of this is the Global Onshore Well Management Principles, four guidelines that describe the company's commitment to operations excellence and sustainable development performance.

Protecting and respecting people

To stay on top of important local issues and engage stakeholders, ConocoPhillips hosts regular community meetings and informal discussions with members of the community. The company launched the Eagle Ford Operators Task Force to tackle concerns such as emergency response, traffic safety and roadside trash removal. Several practical solutions have been implemented. For example, heavy vehicles were instructed to enter and exit one work site making only right turns to improve safety and prevent congestion caused by left turns on a busy highway.

Other ways ConocoPhillips has minimized community impact include using nonpotable water to dampen roads and reduce dust, installing temporary sound barriers to reduce noise levels and directing light downward as a courtesy to nearby residents and businesses.

Preserving and conserving water

ConocoPhillips is committed to protecting sources of drinking water through proper site selection, well design and construction and operating procedures. Wells feature multiple layers of steel and cement designed to protect sources of

drinking water throughout the life of the well. Groundwater is protected by vertical distances and layers of impermeable rock that separate oil and gas formations from aquifers by thousands of feet.

Where practical, the company seeks water sources that are not used by members of the community and works with government agencies to identify appropriate supplies for well operations. ConocoPhillips has reduced water use by 45 percent, and 25 percent of water used for hydraulic fracturing at Eagle Ford is brackish.

Managing land footprint

Horizontal drilling helps reduce land disturbance because multiple wells can be drilled from one pad. Grouping several wells on a single pad provides more efficient access to the reservoir rock with less surface disruption and reduces the number of individual well sites, pipelines, access roads and other surface facilities.

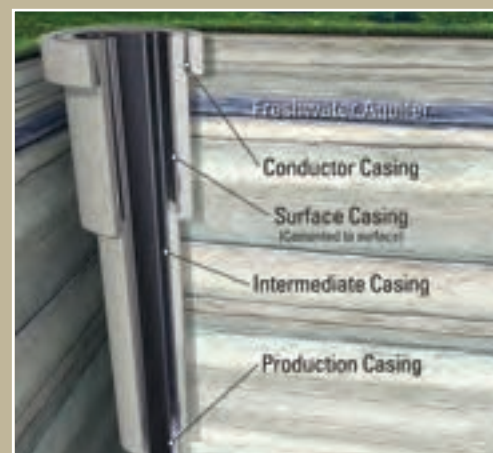
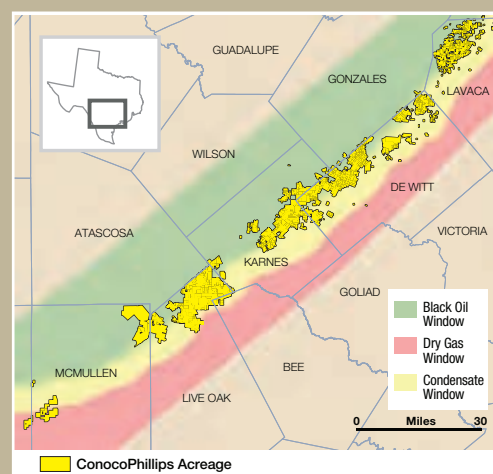
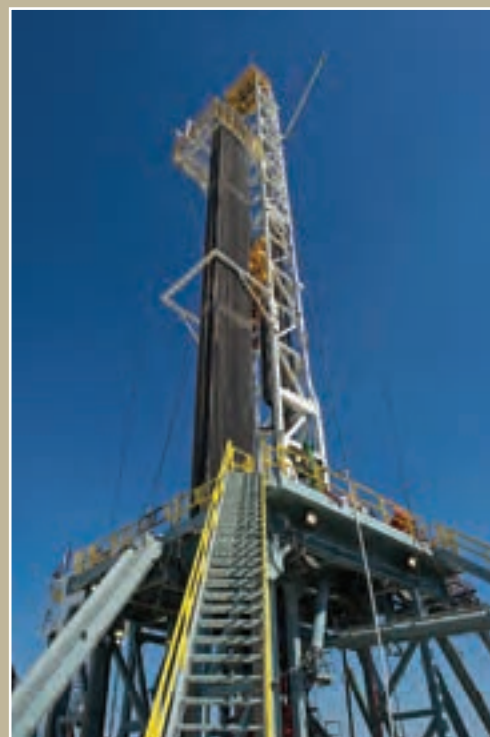
The ConocoPhillips Eagle Ford team is working to minimize waste and use closed-loop drilling to reduce drilling pad size, while also recycling more water and drilling mud.

Safeguarding air

The company has implemented a number of air quality protection measures, including the use of no-bleed or low-bleed controllers to reduce methane emissions. Flare minimization provides both economic and environmental benefits. ConocoPhillips utilizes line heaters to separate gas from water and other well contents. This sends more product to market, and less is vented or flared.

The company advocates for strategic installation of pipeline infrastructure, which offers clean air advantages by reducing the venting of gas and the trucking of liquids. The company also seeks out contractors with expertise that supports the goal of improving environmental performance.

The ConocoPhillips Eagle Ford Team sets a standard for leadership in sustainable shale play development that may be applicable to other shale trends worldwide.



ConocoPhillips starts from scratch in Poland

One of the world's oldest countries ...

by John McLemore

W

ritten records of Poland date back to the 1300s. The territory became recognized as the Kingdom of Poland in 1526.

WHAT'S NEW?

So, what's new in Poland? Exploration for shale gas.

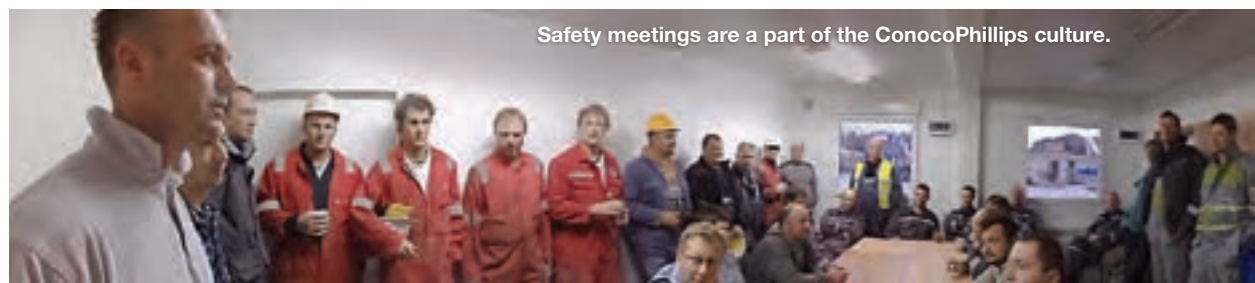
Despite an early history of oil production, Poland has never produced large volumes of hydrocarbons. Today, it relies almost totally on Russia for the gas and oil that it consumes.

The company began investing in Poland shale gas exploration in 2009 after signing an agreement with 3Legs Resources that called for ConocoPhillips to fund certain seismic and drilling activities. In return, ConocoPhillips received an option to acquire 70 percent ownership and operatorship of joint operating company, Lane Energy Poland.



Above: Tim Harding, manager, Health, Safety and Environment (HSE)

Top: Laurie St. Aubin, country manager, ConocoPhillips Poland



Safety meetings are a part of the ConocoPhillips culture.

A few years ago, shale gas exploration began in Poland, and ConocoPhillips was there with the first wave of explorers.

"ConocoPhillips is exploring half a million acres in northern Poland, and we could not be more excited about the opportunity," said Laurie St. Aubin, country manager, ConocoPhillips Poland. "We just completed Strzeszewo-1, our first well as operator. We have a very busy 2013 ahead with two to three new wells to be drilled, testing of our existing wells and a seismic survey soon to start."

In September 2012, ConocoPhillips formally exercised that option and became operator.

Donnie Sperry, drilling manager, ConocoPhillips Poland, says the company is taking care to be as unobtrusive to the local communities as possible.

"Using topsoil, we have constructed barriers around the worksite to lessen the amount of noise the community may be subjected to," said Sperry. "We are using the most technologically advanced equipment and implementing industry best practices."



Rig on Strzeszewo
LE-1 well

ConocoPhillips is also bringing its safety culture to Poland operations.

“We are working hard to implement a robust safety culture,” said Tim Harding, manager, Health, Safety and Environment (HSE). “Every worker hired and every contractor we have engaged has been introduced into the ConocoPhillips safety culture, step by step.”

Sperry added, “In addition to regularly scheduled safety meetings, we introduced the ‘stop card’ concept, which has been well received. The Stop Card Program authorizes any worker to shut down the operation at any time if they feel that something is unsafe.”

St. Aubin, who started the office in August 2011, recognized the team for its impact. “Having experts like Tim and Donnie on the team ensures that ConocoPhillips’ commitment to sound drilling

practices is being carried out,” she said. St. Aubin arrived in Poland by herself. With no template to follow, she has relied heavily on collaboration to transition to operatorship in a new country.

“I’ve reached out daily to numerous employees and business units around the globe with wide-ranging expertise,” St. Aubin said. “For example, the Corporate Communications team provided assistance with public affairs and media relations as well as charitable contributions guidance. Business units in Canada, Lower 48 and Peru offered stakeholder engagement insight. Also, the Government Affairs and Sustainable Development departments provided valuable and timely information. Being able to draw upon that wealth of experience within the company has been instrumental in getting us where we are today in Poland,” said St. Aubin.

Did you know?

You probably know that the U.S. oil industry began in 1859 in Pennsylvania with Edwin Drake drilling near Titusville. But did you know that oil exploration and production in Poland is even older? Yes, by the early 1850s, oil wells were being drilled in southern Poland in the Carpathian Mountains.

“It is not often you get to work on what may become an entirely new industry for a nation.”

– Laurie St. Aubin

WHERE WE ARE TODAY...

To date, ConocoPhillips has drilled exploration wells in three areas, including the first horizontal shale gas exploration wells in Poland (or all of Europe for that matter). The Łebień-2H (pronounced “weh-bee-in”) well has a horizontal leg that is 3,000 feet long. It was completed in

2011 with a 13-stage hydraulic fracture treatment program. During late 2012, the Łebień well was tested and became the first shale gas well in Poland to flow natural gas unassisted by artificial lift. It also became one of just a handful of shale gas wells outside North America to flow gas from shales. Exploration for shale gas outside the U.S. is in its infancy, and ConocoPhillips Poland is on the leading edge.

While the 550,000 standard cubic feet per day of gas achieved from the Łebień-2H well is below a commercial threshold, there is considerable optimization and experimentation with completion techniques yet to be done. In addition, 500,000 acres is a huge land position, especially since only a couple of wells have been drilled to date. One key aspect of the company’s program will be to find the best part of the acreage.

Employees who worked the Eagle Ford during its initial stages will recall that it took several steps, trying different intervals and completion techniques, to advance to commercial development.

Sandip Bordoloi, subsurface team leader in Houston, sees a great deal of progress being made in Poland, but he points out that significant work remains before it can be determined if this will be a viable endeavor. “I am excited about the 2013-2014 program,” he said. “The three wells and seismic program we have planned will advance our knowledge base considerably as we progress our appraisal efforts toward a decision point for ConocoPhillips.”

Even with a support system of 16,900 employees worldwide, starting a venture in a new country is demanding work.

“At one point early on, I took a sheet of paper and jotted down all of the business functions I could think of that it takes to start a new venture. I came up with 31 different disciplines,” said St. Aubin, who has worked in three different countries for ConocoPhillips.

The basic organization required to operate in a foreign country is now in place in Warsaw. Staff spread around the globe shares a dynamic enthusiasm for the project.

The fact that this is a startup operation with all the uncertainties associated with exploration has in no way discouraged the team. In fact, everyone has embraced the possibility of making a difference for ConocoPhillips and for Poland. “It is not often you get to work on what may



Did you know?

Poland was the birthplace of:

Marie Curie – Pioneering physicist and chemist, who became the first woman to win a Nobel Prize and remains the only person to win Nobel Prizes in multiple sciences.

Pope John Paul II

– The first non-Italian pope in 450 years and the longest serving pontiff of the 20th century.



Frederic Chopin

– World-renowned musical composer who began playing piano in his Warsaw church at age four and who, by the age of eight, had performed at the presidential palace.

Nicolaus Copernicus – Renaissance astronomer and mathematician born in what is now Poland.





Left: Sandip Bordoloi, subsurface team leader in Houston

become an entirely new industry for a nation,” said St. Aubin.

“Working on a startup operation with all its inherent uncertainties is exactly what inspired me to take a role as a geologist in Poland,” said Charlie Kennedy, Subsurface Europe Shale. “What a great opportunity to cut new ground, make amazing impacts, solve problems, utilize proven methods and create best practices!”

Andres Rojas, Poland Project reservoir engineer, said, “I’d encourage the ConocoPhillips community to not be afraid of new and great challenges, especially those that may change the fate of a lot of people or an entire country. Working hard toward solving difficult problems will not only bring tremendous satisfaction, but also make us better people and professionals.”

Like much of the world, Poland is dependent upon coal for the majority of its energy needs and relies on other countries to supply oil and natural gas to meet its demand. If shale gas exploration is successful, the country could realize energy

independence like never before.

But, like much of the world, Poland has been bombarded by misleading and often incorrect information about shale gas and the process of hydraulic fracturing.

To combat this misinformation and ease stakeholder concerns, St. Aubin and her team have been reaching out to local communities through town hall meetings to explain the truth about shale gas and how it is produced.

“Even though I have been involved in startups for ConocoPhillips in Qatar, Nigeria, Venezuela and now Poland, the volume of work on stakeholder engagement has been my biggest surprise, and it is a huge challenge,” said Tim Harding. “The shale gas industry worldwide is facing a similar challenge of demonstrating these operations can be done in a safe and environmentally sound manner. This work has afforded us the opportunity to engage with local community members. It is very satisfying when our efforts result in a change of attitude on shale gas activities.”



Above: Pamela Bou-Matar, office manager

Top: Donnie Sperry, drilling manager, ConocoPhillips Poland

Left: Field operations personnel, Drilling, GGRE, Procurement, Finance and HSE staff members all met each other during a 2013 planning workshop held in Warsaw late last year.





Top: (From left) Conductor and rig base construction, inside rig base form prior to pouring cement, workers setting up logging tools, workers rigging up coiled tubing unit

Right: The first sustained shale gas flare in Poland was seen on the Łebień-2H during a flow test.

Below: Workers rig up a coiled tubing unit in preparation to flow test a well.



CORPORATE COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

“As the time was drawing near for me to make my first town hall presentation to the local community, I drew on our company’s vast wealth of expertise,” said St. Aubin. “I asked our Corporate Communications team to set up a two-day training exercise on public speaking. It was time well spent for me and my team, and it has helped us have more impactful meetings with our stakeholders.”

In addition to the public speaking training, Laurie and the first employee she hired in Poland, local law student Pamela Bou-Matar, have been training with a university professor on the finer points of translating.

“Just because someone can speak two languages does not mean they can be an effective translator,” said Bou-Matar, who is fluent in Polish, French, Arabic and English. “There is an art to translating. You cannot expect to have someone talk for five

“It is very satisfying when our efforts result in a change of attitude on shale gas activities.” – *Tim Harding*

minutes and then have another person remember every word they said and repeat it verbatim.”

St. Aubin now has an in-country staff of 15, consisting primarily of local contractors with expertise in drilling, HSE, finance, procurement and stakeholder engagement. The subsurface technical team resides in Houston. The U.K. and Norway offices provide significant support for accounting, procurement, European Union level stakeholder engagement, commercial business, security and medical operations. In addition,



substantial support for human resources, legal and business operations and project development is sourced from the Houston office.

Those few expats in Poland are taking intensive Polish lessons.

“The language is one of the more challenging aspects of Polish life and not easy to learn,” said St. Aubin. “But as there are few signs in English around Warsaw and the language is not widely spoken outside of key tourist areas, some knowledge of the Polish language certainly enriches the experience of living here.”

For some, the opportunity to work in Poland has been especially unique. Kasper Kowalewski, a drilling engineer on loan from the Alaska business unit, has been working the past two years in Poland. He was born and lived as a young boy very near the area ConocoPhillips is now drilling. Initially he joined the project as an early career engineer, working with Doug Canter and Steve Butler to oversee the activities of the prior operator. Now he is a

drilling engineer, temporarily assigned to the Warsaw office.

“It’s inspiring to witness the economic and technological growth that has taken place in Poland in the past 10 years,” said Kowalewski. “The skies are filled with new construction, and the countryside is increasingly decorated with new roadways matching the transportation range of its European counterparts. Hopefully, ConocoPhillips can aid in additional growth in the upcoming decade by introducing shale gas production to the Polish market.”

The Poland team has embraced the possibility of making a difference for ConocoPhillips and for Poland. There’s no greater motivation than having a hand in finding a new source of energy for an entire nation, a resource with the potential to provide a new and better way of life for so many. ■

Did you know?

Old Town Warsaw is a UNESCO World Heritage site.

Poland’s capital city of Warsaw was the only major city in Europe methodically laid to waste during World War II. More than half its population was killed and 85 percent of the city was razed. Amazingly, the city was rebuilt brick by brick over a 20-year period using old photographs and paintings to ensure it looked the same as before. Today Warsaw is a modern marvel truly deserving of its UNESCO World Heritage site status.



HR Connections: Bridging

by *Natasha Mitchell*

S

ince 2005, HR Connections, the call center component of HR Shared Services, has set the precedent in sharing knowledge, service and resolution within ConocoPhillips. For many employees worldwide, it is the first point of contact for receiving information and guidance regarding human resources policies, programs and practices, such as updating employee data, recruitment and training.

For example, in Bartlesville, Okla., there are five U.S. customer service representatives answering 2,000 calls and more than 1,000 online queries every month. There are also six team members who

manage content for more than 3,000 Web pages, handle millions of personnel and medical records, administer the tuition reimbursement program, schedule occupational health exams, and more.



the 'know-do' gap

"HR Connections bridges the 'know-do' gap," said Damon Isaacs, director, HR Customer Services in Bartlesville. "We see knowledge as an asset within the HR value chain. Within HR at ConocoPhillips, we have a lot of bright and knowledgeable people who carry with them a vast library of knowledge. Our goal is to gather it for delivery to our employees around the world. Our HR knowledge base is growing every day. Employees can get it by searching the online data base, submitting an online ticket, calling our toll-free number, and, as



of March 2013, having a live chat with one of our customer service reps."

In 2012, HR Connections partnered with the HR Hotline in Indonesia to provide employees access to an effective ticketing tool and an automated customer survey at no cost to the company.

"Partnerships like this one (and the one already established with Norway HR Connections) allow our teams to share knowledge, best practices and tools," Isaacs said. "There are many site-specific things that cannot be shared, but there are many



Back row (from left): Sonia Bordelon, Linda Standeford, Suzanne Prevost, Natasha Mitchell (Internal Communications), Damon Isaacs, Lindsey Pickering, Cynthia Cranor, Niki Fielder and Suzanne Timmons. **Seated (clockwise):** Lisa Delaloye, Janet Dolsky, Karen Sivils and Carol Weaver. **Not pictured:** Sue Ballard.

“HR Connections aligns well with the new culture at ConocoPhillips. We are value-based, performance and

Right: (From left) Yani Rahmawati, associate HR Business Partner, ConocoPhillips Indonesia; Damon Isaacs, HR Customer Services director; and Yusnita (Ita) Sari, coordinator, National HR Services, ConocoPhillips Indonesia

Below: Guro Hovig, HR Connections team lead at ConocoPhillips Norway, awaits a call.

other areas where we can collaborate and sharpen our customer skills.”

This is certainly true for HR ConocoPhillips Indonesia staff members, who use several tools to leverage HR-related knowledge and to offer services and resolutions to employees and managers.

“For specific inquiries related to HR administrative and personnel matters, we have our local HR call center and HR ticketing system (the same system used in corporate),” said Yusnita Sari, coordinator, National HR Services, ConocoPhillips Indonesia. “The employee could also seek the information available in our ConocoPhillips Indonesia HR intranet site.

“Each year, we conduct ConocoPhillips Indonesia Career Day to communicate HR metrics and development programs to all employees and managers. This year’s Career Day topic was development. We had a presentation and clinics for employees with questions about their career and development plans.

“The other event we conduct with employees and managers is People Partner Forum with specific topics. We also have an HR Know campaign,

promoting HR policies through media, such as the intranet’s *In the Spotlight* and distributing posters throughout the office building.”

Norway HR Connections offers services to employees not only onshore and offshore in Norway, but also in the U.K.

“With two countries, there are two sets of rules and regulations,” said Guro Hovig, HR Connections team lead, ConocoPhillips Norway. “I spend time meeting with HR

departments in Norway and the U.K. to make sure I have all the information I need to address issues. We just had a big recruitment campaign here in Norway for 10 offshore positions, and, with HR Connections listed as the contact, we helped



many of the applicants. We assist HR departments wherever they need help so that they can do the strategic work they need to do.”

Hovig also trains 10 analysts from the IT ServiceDesk, who help take HR Connections calls.

As ConocoPhillips forges ahead as an independent E&P company, culture remains an important attribute for HR Connections to showcase.

“HR Connections aligns well with the new culture at ConocoPhillips,” Isaacs said. “We are value-based, performance and results driven, and collaborative. On average, we resolve 99.7 percent of all queries; 75 percent of all our calls are answered on the first ring; and 95 percent of our callers never have to wait more than 30 seconds

results driven, and collaborative.” – Damon Isaacs

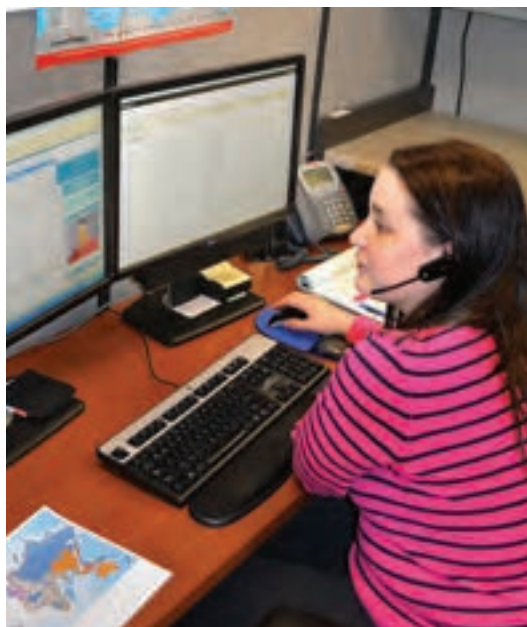
in queue. HR Connections considers itself to be more than a call center, but a resolution center – a place where ConocoPhillips employees are connected to HR knowledge.”

“Being a global team contributes to great work,” Hovig said. “When people call in or send a ticket, we give a good answer, show that we are efficient and contribute to making their day more effective.

“So just by doing and being, HR Connections fits into the culture. It’s inspiring, fun and a new way of thinking. If you are at home, offshore or across the world, you can reach us and get answers to your questions. By being innovative, we are inspired to think anew and be a team instead of thinking individually.”

Isaacs, who joined ConocoPhillips in April 2012, enjoyed meeting the HR Connections teams from Calgary, Stavanger, Aberdeen and London during the course of his first year.

“We have many talented people doing good things for this company,” he said. “While in Stavanger, Norway, I heard a lot about integration



Left: Bartlesville HR Connections Customer Center Representative Niki Fielder answers a call.

Below: Attendees at the HR town hall in Indonesia

and knowledge management. It is true; there is wisdom in a crowd. Our company’s collaboration playbook says it best: ‘Leverage functional excellence and global talent.’” ■





Joanna Desjardins,
reservoir engineer,
Western Canada Asset
Optimization Team
photo by Kari Harrison

Joanna Desjardins

For the love of learning by Jennifer Werbicki

Faces of ConocoPhillips

In January of this year, many ConocoPhillips Canada staff members were proud to pick up their local paper and see a familiar face. Joanna Desjardins, a reservoir engineer for the Western Canada Asset Optimization Team, was named one of the 20 Most Compelling Calgaryans of 2012, an annual feature in the *Calgary Herald*. In a city of more than one million people, that's impressive.

"I'm feeling really humbled by this whole experience," said Joanna. "I have so many great role models who I would have recommended to receive this award."

Many of those role models are colleagues at ConocoPhillips.

Joanna began her career in 2005 as an intern at Burlington Resources. A recent graduate from the University of Calgary Schulich School of Engineering, she was eager to learn as much as possible. "I had so many opportunities to learn about different properties, build relationships and gain leadership skills," said Joanna. "Learning about new aspects of our company continues to keep me so excited about what I do now."

This passion for learning has led to a rather packed schedule.

Not only is Joanna actively seeking out new skills and

knowledge, she recently completed her Master of Business Administration through the University of Calgary Haskayne School of Business. In her spare time, she's helping youth to discover that same passion for learning.

Thanks to encouragement from a friend, Joanna joined the World Petroleum Council (WPC) in 2010. "It was a perfect opportunity to combine my international interests with my curiosity about the global energy industry," Joanna said.

In 2012, she became the chairwoman for the WPC's fourth Youth Forum, which she attributes to project management and leadership skills she gained at ConocoPhillips. Working with a team of like-minded individuals – hardworking, passionate and outgoing volunteers, all with full-time jobs in the energy sector – she's leading the charge to bring future leaders of the global petroleum industry to Calgary in October.

"The Youth Forum provides an environment for people of all ages to discuss issues in the global energy industry that are relevant to young professionals, age 20 to 35," said Joanna. "I'm extremely proud to be a part of bringing this to Canada, as well

as encouraging important conversations and knowledge sharing about our industry."

The Youth Forum is expected to have more than 1,500 attendees, providing opportunities for the province of Alberta and the energy industry as a whole.

Overall, it makes for a busy day, but



when it's something you love to do, Joanna says, it hardly feels like work. "Taking a little time to work with others to create something for your community is so beneficial. And when personal interest turns to something you're recognized for, it's particularly rewarding."

Above: Joanna speaks at the 2011 World Petroleum Congress in Doha, Qatar.

Top: Joanna poses with a hawk during the Congress.

In the News

2013 SPIRIT Awards continue time-honored tradition

ConocoPhillips is now a new independent exploration and production company, but it has retained a few great traditions from its early beginnings like the SPIRIT of Performance Awards. Over the years, hundreds of project teams and thousands of individuals have been honored at the annual awards event for going above and beyond, and the company continued that tradition this year. In February, 26 teams and several individual honorees gathered in Houston for an evening of recognition and celebration.

“Throughout 2012, we took steps to define our new company and our culture. We recognized the need for seamless integration and functional excellence, and we strove to collaborate and work

across business units, functions and staffs in ways we’ve never done before,” said Ryan Lance, chairman and chief executive officer. “We learned about what it means to be leaders, how to empower others and why unleashing the potential of our people is critical to our success.

As we look ahead, we should never forget the past and what made our company successful, which brings us back to this great tradition – the SPIRIT of Performance Awards.”

Honorees ranged from teams that played vital roles during the company’s repositioning to those that put safety at the forefront by achieving record-breaking safety performance.

Two years ago, ConocoPhillips introduced a new Lifesaver SPIRIT



Award. This year the Lifesaver category was expanded to recognize those who identified a process safety hazard and directly intervened in a situation that had the potential to be life threatening.

“This award recognizes extraordinary efforts taken by an individual or group of individuals who acted with responsibility and bravery to save lives,” said Mike Ferrow, vice president, Health, Safety and Environment. “The honorees exemplify the commitment to safety and a willingness to go above and beyond the call of duty. They used quick thinking, initiative and leadership skills to save a life.” ●



Above left: Reservoir Engineering Supervisor Shuxing Dong accepts the SPIRIT Award for the Road to Recovery China Business Unit Team. Above right: ConocoPhillips Health, Safety and Environment Vice President Mike Ferrow (left) presents Lifesaver Awards to (from left) Ekofisk SAR Helicopter Team representative Naaden Dyrstad, ConocoPhillips Alaska Senior Geologist Anna Belanger, Staff Associate Charlene Winston, ConocoPhillips Norway HES Coordinator Arne Linge Trygstad and HSE Technician Corey Johnston, who represented the Lost Cabin ER Team.



Chairman and CEO Ryan Lance with 2013 Individual Lifetime Achievement Award winner Charlie Hooper.

Hooper receives Lifetime Achievement Award

There's a Chinese proverb that says, "If you want happiness for a lifetime, help somebody." Judging by Charlie Hooper's list of accomplishments, he has earned a lifetime – and then some – of happiness.

Hooper, emergency response loss prevention specialist, received the company's Lifetime Achievement Award. During the past 40 years, he has served as a member of the Corporate Incident Response Team and as a Strike Team leader for the ConocoPhillips IMAT (Incident Management Assist Team) group. Over the years, Hooper has responded to numerous incidents on behalf of the company.

"Few words are more powerful than 'giving back,'" said Lance as he presented the award to Hooper. "They're a commitment that positively changes lives and a promise to leave things better than you found them. Charlie has exemplified these two simple yet powerful words in his acts and deeds for more than four decades."

Hooper's commitment extends much further than ConocoPhillips. In 1995 he responded to the Oklahoma City bombing. In the wake of the Sept. 11, 2001 terrorist attacks, he spent three weeks volunteering at Ground Zero in New York City. And in 2011, Hooper and

his team were deployed to help fight the devastating wildfires in Magnolia, Texas.

He served as a member of the Katy Volunteer Fire Department, where he was named Firefighter of the Year in 1985 and presented with the fire chief's Distinguished Service Award. When the group became the City of Katy Fire Department, Hooper served first as assistant fire chief and then as fire chief. During his tenure, he was named Citizen of the Year by the City of Katy.

For more than 30 years, Hooper has served as an instructor for fire schools in New York, Nevada and Texas. He also has taught Incident Command Systems, High Angle Rescue and Vehicle Extrication.

He has created Medical Response Teams in such far-flung locations as Mexico, Venezuela and Peru and assisted teams in Russia, Houston, Bartlesville and Ponca City, Okla., and Farmington, N.M. While deployed overseas, Hooper and his team often spent weekends teaching first aid and CPR to teachers of ConocoPhillips employees' children.

"Of all my accomplishments, the SPIRIT Award is tops for me," said Hooper as he accepted the award. "Over the years I've watched my colleagues come up here to accept this award with their amazing stories. I never thought my story measured up. So, thank you again, for giving me the honor of a lifetime." ●

2013 SPIRIT Award Winners

Safety

- Integrated Safe Systems of Work Team.
- Logistics and Journey Management Team.
- Incident-Free Culture Team.
- Ekofisk Accommodation Platform in Singapore Team.
- Corrosion Control in Closed Water Systems Global Team.

People

- Investment in People Team.

Integrity

- Dodd-Frank Implementation Team.

Responsibility

- Sustainable Development Performance and Perception Team.
- Road to Recovery China Business Unit Team.

Innovation

- Corral Creek-Bakken Unit Team.
- Alaska Kuparuk CTD Team.
- Indonesia Commercial Team.
- Ekofisk Life of Field Seismic Team.
- Spark Development Team.
- Dunes Sagebrush Lizard Team.

Teamwork

- Unconventional Reservoir Excellence Leadership Team.
- Shale Play Oil Offtake Team.
- N-Block Caspian Business Unit Team.
- Day One Communications Team.

Business Excellence

- CD-5 Opens Door for NRPA Development Team.
- Judy Operations and Brownfield Team.
- Oil Sands Operations Team.
- APLNG Project Finance Team.
- Project Vortex Team.
- Finance and Legal Repositioning Team.
- Supply Chain and IT Company Repositioning Team.

Lifesaver Award

- Ekofisk SAR Helicopter Team.
- Anna Belanger.
- Charlene Winston.
- Arne Linge Trygstad.
- Lost Cabin ER Team.

Process Safe Guard Award

- David Hudson.
- Kerrie Lee Scott.

Individual Lifetime Achievement Award

- Charlie Hooper.

Global Aviation Services mentorship program takes flight

Brett Goodreau took the first flight of his young life on Jan. 21.

Along with Aaron Armendarez, a fellow member of a first-year mentorship program held by ConocoPhillips Global Aviation Services (GAS), the 14-year-old traveled both legs of the OK-TX Air Shuttle morning flight between Bartlesville, Okla., and Houston. The boys rotated their respective vantage points on the flight: Goodreau spent the first leg in the cabin along with the regular passengers and switched places with Armendarez for the return trip to Bartlesville, flying in the cockpit's jump seat, right next to the pilot and the co-pilot.

"Being up in the air wasn't as scary as I thought it would be," said Goodreau. "It was fun watching the pilots as they worked, and I enjoyed being able to look out over the land as we flew. I would really like to do it again."

The GAS mentorship program will almost certainly take flight again. All told, 11 youngsters, ranging from ages 14 to 19, took part in the program, which was hosted at the Bartlesville Municipal

Airport. It consisted of six classes that focused on different facets of the aviation industry. GAS coordinated with the Boy Scouts of America to make the mentorship program possible.

"Everything came out very positive," said Olive Zanakis, flight attendant, OK-TX Air Shuttle, who came up with the original idea for the GAS mentorship program and served as its coordinator, along with flight attendant Casey Williams. "We would love to have this program again. We've received a lot of

"We would love to have this program again. We've received a lot of feedback, and it has all been very good."

— Olive Zanakis

feedback, and it has all been very good."

The idea for the mentorship program was born out of a bit of frustration. GAS team members at the Bartlesville Municipal Airport wanted to take part in an annual United Way Day of Caring project, but their respective roles made it difficult to get away from the airport and into the community. So they decided to invite

community members to come see them.

Zanakis reached out to the Bartlesville Regional United Way to let them know that GAS would welcome mentoring opportunities. She soon learned that the local Boy Scouts chapter featured an Exploring for Life program through which youngsters could earn their aviation badges. So, working with the Boy Scouts, Zanakis created a fledgling program.

Work began in April, and it quickly became apparent that the program would soar to impressive heights. Every youngster who applied was accepted, and evening classes were developed. The classes typically spanned three hours and featured a complimentary dinner. Members of the GAS family taught the classes, which ranged from interview skills and business etiquette to piloting and airport operations.

"This has really been a great opportunity for these kids," said Rayko Martin, Goodreau's mother. "In addition to what they have learned about the aviation industry, this program has helped to instill in them a sense that if you set a goal and work hard toward it, you can achieve anything."

A driving force behind the development of the GAS mentorship program was a desire to enlighten young people about



Above: The first-year ConocoPhillips GAS mentorship program in Bartlesville, Okla., concluded with the Boy Scout participants earning their aviation badges as well as an invitation to fly aboard the OK-TX Air Shuttle. **Right:** During the mentorship program, Andrew Sterk familiarizes himself with the Embraer 135 aircraft as Casey Williams, flight attendant, looks on.





Above: Amy Nordic, lead flight attendant, OK-TX Air Shuttle, guides a “Flight Attendant” class as part of a first-year mentorship program led by ConocoPhillips Global Aviation Services in Bartlesville, Okla.

the field of aviation and its extensive opportunities. That kind of information isn’t always readily available, and thus people who might have the potential to excel in the field are never steered toward it. Thanks to the GAS mentorship program, the young participants received an in-depth view of the industry from the ground up.

Seemingly everyone involved with GAS at the Bartlesville Municipal Airport took the time to share their insight with participants in the mentorship program, often stopping by to talk during breaks in the classes. Marvin Janda, captain, even donated model planes. The program concluded with participants earning their aviation badges as well as an invitation to fly aboard the OK-TX Air Shuttle.

Zanakis distributed surveys soliciting feedback at the end of the program. Much to her delight, all of the reviews were glowing. One request did stand out though. “The only thing they really wanted to do but couldn’t was to fly the plane themselves,” laughed Zanakis. ●

The mentorship program featured six classes led by ConocoPhillips employees. Classes typically spanned three hours and featured a complimentary dinner. Classes included:

- **Piloting**, led by Chris Ellrich, shuttle captain.
- **Airport Operations**, taught by Rick Boswell, manager, Bartlesville Municipal Airport, Mike Richardson, assistant manager, Bartlesville Municipal Airport, and Michael Goode, Airport Operational Services lead tech.
- **Safety and Ground Support**, hosted by Richardson and Jeff Fellows, shuttle captain, Standardization and Training.

- **Interview Skills and Business Etiquette**, hosted by Lois Jones-Green, senior Human Resources business partner, and Richardson.
- **Flight Attendant**, taught by Amy Nordic, lead flight attendant, OK-TX Air Shuttle, and Tara Pinney, flight attendant.
- **Maintenance**, led by Scott Peterson, chief technician, Shuttle Maintenance, and Ed Beers, aircraft maintenance technician, Shuttle Maintenance.

Stone, Zanakis, Williams and Dawn Hall, shuttle coordinator, wrote the guidelines and procedures for the program. ●



Clockwise from top left: With the blast of air horns, Houston Mayor Anise Parker, Chairman and CEO Ryan Lance and Internal Communications Director Ray Scippa signal the start of the 2013 Rodeo Run; Many Rodeo Run participants competed in a costume contest before the event; ConocoPhillips volunteers hand out donuts at the post-race party; Runners begin the 10K race.

ConocoPhillips Rodeo Run raises \$400,000 for scholarships

For the past 26 years, the ConocoPhillips Rodeo Run has helped make college dreams a reality for Texas students. The tradition continued this year, as nearly 15,000 runners and walkers – many dressed in western wear – took to the streets of Houston for the annual event that raises money for the Houston Livestock Show and Rodeo Educational Fund.

“We’re proud to continue a tradition in which thousands of runners, walkers and volunteers come together to help send deserving Texas students to college,” said Sheila Feldman, vice president, Human Resources, and ConocoPhillips Rodeo Run chairperson.

The family-friendly event kicks off the Houston Livestock Show and Rodeo Parade in downtown Houston. In addition to featuring a 10K race and 5K fun run and walk, the Rodeo Run invites participants to get in the rodeo spirit by dressing up in their favorite western wear and competing in a costume contest. At the end of the course, all participants are

treated to a Texas-sized post-race party, complete with face painting for kids and live country music.

“By bringing together so many participants to exercise and have fun for this important cause, the ConocoPhillips Rodeo Run reminds us how fortunate we are to be able to give back to this great community,” Feldman said.

Financial contributions from ConocoPhillips and other event sponsors, along with operational support from nearly 1,500 volunteers, enable the company to contribute all entry fees to college scholarships. In all, ConocoPhillips has donated approximately \$3.7 million to the fund over the years.

“The Rodeo Run has become a staple in the Houston community,” said Ed Burke, manager, Brand & Community Relations. “We owe the continued success of this event to our employees, retirees and contractors. They manage 100 percent of the Rodeo Run – from planning the course to signing up runners before the event and handing out water along the route – and they do it all in the spirit of giving back to our community.” ●



Above: Face painting was just one of the many activities at the Texas-sized post-race party; Top: Human Resources Vice President Sheila Feldman congratulates the Female 10K Race winner Mary Davies.



Houston tradition.

Texas-sized pride.

At ConocoPhillips, we're committed to setting the standard for excellence in all that we do. That's why we're proud to support the Houston Livestock Show and Rodeo™ through the ConocoPhillips Rodeo Run. A Houston tradition spanning more than a quarter of a century, the Rodeo Run helps make college dreams a reality for Texas high school students. Thanks to all the volunteers and participants who helped make this year's event a success. For ConocoPhillips, it's a source of pride rivaled in size only by the state of Texas.

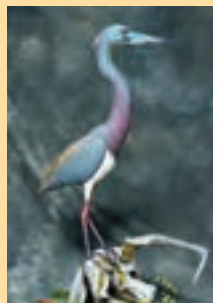

ConocoPhillips

www.conocophillips.com

Avian flock welcomes colorful new member

ConocoPhillips' Houston campus is pleased to introduce a new resident: a life-size tri-colored heron. The recent addition to the "Wood on the Wing" collection of carved wildfowl is the work of Gary Eigenberger, winner of the 2012 "Best in Gulf South" prize at the annual Louisiana Wildfowl Carvers Festival.

"The tri-colored heron is one of my favorites," said Eigenberger. "They have such beautiful lines and a rich combination of colors. To showcase the bird's



beauty, I presented it in an elegant upright posture typical of long-legged water birds."

If you look closely you'll also notice a small amphibian hiding under a lily pad. "I wanted to portray the leopard

frog just peaking up out of the water for a breath of air and let viewers use their imagination to decide whether the heron discovers it or not," Eigenberger added.

With a love of nature and the outdoors, Eigenberger started sculpting animals in clay at an early age. At age 14, he started carving birds out of wood using only a pocketknife. He has been featured in many national wildlife art and collecting magazines and won numerous "Best in Show" awards at international competitions. His carvings are found in prestigious private, corporate and museum collections.

Campus residents and visitors can marvel at a wide array of carved wildfowl along the main walkway. These decorative carvings are a uniquely American artistic tradition that blossomed during the mid-19th century. In addition to the birds themselves, all natural elements in the "Wood on the Wing" displays are made entirely from wood.

The annual competition is hosted by the Louisiana Wildfowl Carvers & Collectors Guild, a nonprofit organization dedicated to the preservation of Louisiana wetlands and the tradition of decoy carving.

Since 1979, ConocoPhillips has sponsored the woodcarving award as a way of encouraging the art form and increasing an appreciation of birds as critical players in the health of the environment. ●

Workshop digs deep into geomechanics

Geomechanics – the study of earth materials' response to stress states in the earth, whether natural or manmade – is quickly becoming one of the most critical subsurface technical areas for the petroleum industry. However, geomechanics is not a discipline that can be collected within a single management function, as it connects geology, geophysics, reservoir engineering, drilling and completions. This dilemma poses a bit of a challenge for collaboration. But thanks to recent workshops, ConocoPhillips employees in these fields are now working more closely than ever.

Geomechanical analysts within ConocoPhillips are spread among as many as 15 functional groups in Technology & Projects and global business units. Historically, each of these individual groups has performed geomechanics with excellence, but without the benefit of fully integrated knowledge sharing and technical coordination. To remedy this problem, the geomechanics community conducted two specialty workshops, the first in 2009 and the second in late 2012.

Both workshops were organized by Peter Hennings, manager, Structure and Geomechanics, and conducted jointly by Geosciences & Reservoir Engineering and Wells & Marine from Technology & Projects. In 2012, 50 participants representing seven global business units and 10 technology groups took part in the four-day workshop. The ultimate goal? Share detailed information on focused topics to advance the company's ability to exploit geomechanically complex assets and ensure operations are managed according to the highest possible geomechanical standards.

Deliberate focus during these workshops has led to closer collaboration among the geomechanics resources within the company over the past three years. This resulted in the development of 15 integrated technical themes, such as pore-pressure prediction and estimation of effective stress, reservoir containment analysis and stimulation optimization. A formal geomechanics steering committee and a geomechanical community of practice will soon launch to ensure that the momentum gained during the workshops continues. ●



Above: Ray Reid teaches a 30-minute geomechanics "how-to" module to more than 75 Houston attendees and more than 30 online participants.

Right: Dr. Mark Zoback of Stanford University (right) joined the workshop as keynote speaker. He joins Ali Tura, Edvard Omdal, Dave Kronman and Jim Sylte in a breakout session.



Auction raises funds for autistic children

Last fall, ConocoPhillips China held its Mid-Autumn Festival Party & Charity Auction in Beijing and Tanggu. Celebrated on the 15th day of the eighth month on the lunar calendar, when the moon is the roundest and largest of the year, the traditional Chinese festival symbolizes a day of gathering and giving thanks. ConocoPhillips China employees marked the day by holding a charity auction to benefit the Xiangyu Home for Autistic Children, a nonprofit organization in Tanggu.

Li Guojuan, founder of the Xiangyu Home and mother to an autistic child, established the home using all of her savings to help other underprivileged families facing the same situation.

"It really takes great efforts to take care of autistic children," said Xiao Zhou, a ConocoPhillips China volunteer who visited the home last fall. "The care is

almost one-on-one, which means one teacher takes care of one child specifically due to the nature of autism."

Fourteen children live in the home, which is staffed by 20 teachers. Twenty additional children sit on a waiting list due to insufficient space. The facility charges basic nursery fees, but it's not nearly enough to cover the daily necessities or pay and train the teachers. "All the teachers need specialized training, which is a big cost for this small organization," Zhou said.

The ConocoPhillips auction helped offset the cost. Each department set up booths and sold everything from homemade chocolate to skateboard courses. Employees donated hundreds of items to the silent auction, including home electronics, information technology services, homemade dishes, toys and more. Their efforts paid off. The event raised more than \$8,600, which the company matched, bringing the grand total to \$17,000. ●



Above: Donna Xue (left) and "fairy maiden," played by Helena Jia; Top: Alice Gao, an employee's daughter, takes a break from playing.

Travel group assists families in need

Though gift exchanges are fun, travel consultant Tia Edwards knew that she really didn't need anything during the holidays. She suspected that many others in her Bartlesville, Okla.-based Real Estate & Facilities Services (REFS) Travel group felt the same way.

So, as the holiday season neared, she touched base with Randy LaBouve, supervisor, Travel & Operations, to see if the group might be able to use the money that they would typically spend on each other to help local families in need. LaBouve eagerly embraced the idea, which soon became a full-fledged movement supported by ConocoPhillips employees from several other groups, including Event and Food Service Operations, Wellness, Document Imaging, Fleet and Mail Services and Warehouse.

On Dec. 21, Edwards and her husband delivered food and holiday gifts to two families, which between them include five adults and seven children. Among the donated items were plenty of toys for the kids as well as seasonal essentials such as coats, hats and gloves. In addition, there was a wide array of food, including local deer meat, salmon and jams donated from the Alaska Travel office.

"It's a great feeling to give back to people who may be a little down on their luck at the moment and offer them some light at the end of the tunnel," said Edwards.

The Travel group began their good works by donating a Thanksgiving meal to one of the families, and then decided to "adopt" it throughout the holiday season. Soon, the group took in another

family. As gifts were purchased, travel consultant Crystal Ralph-Haughn helped coordinate everything. By running inventory, she ensured that all of the essential gifts were purchased. Ultimately, the group bought more than 80 presents for the families, which they wrapped themselves.

Those in Travel want to continue assisting needy families in the area and have already put plans in place to do so. In addition to doing away with gift exchanges so that the money can be better used, they designated one day a week where employees bring their lunches to work. That way, the money they would have used to eat out can be put into a fund to help others.

While group members hope to continue assisting local families around the holidays, they would like to help at other times during a given year as resources allow.

"When we initially brought up some of these ideas every person in the group supported them," said LaBouve.

As Edwards and her husband carried donated items into the home of the first family, they received an unexpected gift that they were thrilled to share with all of those who were part of the giving effort. The little girl looked up at them and whispered, 'you guys are awesome.' ●



The ConocoPhillips Travel group based in Bartlesville, Okla., brightened the holiday season for two local families by donating presents.

Collaborative culture – smart integration

In November, the Knowledge Sharing team hosted its Network Leadership Summit to connect leaders of 100-plus knowledge sharing Networks of Excellence. The summit theme, “Collaborative Culture – Smart Integration,” reflects the company’s commitment to teamwork, a core value that is integral to the company’s success.

“For many years, knowledge sharing has connected people through business-focused, functionally-oriented networks,” said Dan Ranta, director, Knowledge Sharing. “The summit offers an opportunity for us to learn about the company’s direction and determine how we will continue making a positive impact.”

An executive panel kicked off the event with insights on the company’s culture and future. The panel consisted of Perry Berkenpas, vice president, Global Production Excellence; Ellen DeSanctis, vice president, Investor Relations & Communications; and Ram Shenoy, chief technology officer, Technology & Projects. Each offered their perspective on how knowledge sharing will play a vital role in moving the company forward.

“I really enjoyed the senior management speaker panel,” commented one participant. “They inspired me to learn more about the new culture and direction of ConocoPhillips.”

Ken Lueers, president, ConocoPhillips Canada, shared his business unit’s experience adopting a more collaborative and engaging culture. Wayne Howard, director, Non-Conventional Resource Excellence, spoke on the creation of the company’s largest network, Unconventional Reservoirs Excellence.

Early career professionals shared their unique perspectives on knowledge sharing, collaboration and technology. As panelist Iain Sutherland, production optimization engineer, Global Production Excellence, noted, “Younger professionals turn to our company’s networks to learn and understand the industry.”

Whether participants tuned in from their desks or in person in Houston, the summit provided fresh ideas, thoughtful feedback and real actionable plans. Participants left prepared to move knowledge into action within the company’s networks and teams. ●



Above: Representatives from five Asia Pacific assets share their experiences around integrated planning. Top: Attendees of the recent Singapore Planning & Scheduling workshop for Integrated Planning

Integration and collaboration in action

Company holds Integrated Planning and Scheduling Workshop

Last November, ConocoPhillips Planning & Scheduling specialists from across the Asia Pacific region gathered in Singapore for a four-day workshop aimed at driving improved integrated planning capability across the region. ConocoPhillips-operated assets, China, Indonesia and Australia, along with the company’s joint venture assets, KPOC Malaysia and APLNG East Australia, were represented. The specialists were supported by Tim Croucher, manager, Asia Pacific Operations Excellence; Mariann Andreassen, Planning & Scheduling Functional Excellence Team lead, and Gisle Karlsen, Integrated Planning Network of Excellence lead.

“There is no doubt that a number of the ConocoPhillips assets in Asia Pacific demonstrate leading-edge practices in their local planning and scheduling processes,” said Croucher. “However, it is also clear that some of the key barriers to achieving functionally integrated planning

processes are also shared across those same assets. The workshop helped us identify common barriers and provided the opportunity to develop a more effective process to address them by employing regional and global expertise.”

In addition to providing focused training around the Operations Excellence Planning & Scheduling system, the workshop allowed employees to share best practices and common challenges. As a result, employees developed a detailed roadmap to an integrated planning process for each Asia Pacific asset.

“The development and implementation of effective, functionally-integrated planning processes is one of a few remaining challenges to achieving a managed level of Operations Excellence across the company,” said Croucher. “The Singapore workshop has helped the ConocoPhillips Asia Pacific assets take a big step in the right direction in addressing that challenge.” ●

ConocoPhillips hosts first Wikithon event

Have you heard of a Wikithon? Similar to a hackathon, where computer programmers collaborate on software projects, a Wikithon offers an environment for employees to connect face to face and virtually to contribute valuable content to the ConocoPhillips internal encyclopedia, OneWiki.

Subsurface Excellence introduced the concept of a Wikithon as a way to engage and increase the level of collaboration among wiki contributors. Employees recently participated in the two-day open house through fun, social interaction and hands-on training. Since OneWiki's inception in 2010, the site has grown to more than 11,000 users and more than 6,000 content pages. ConocoPhillips employees, contractors and interns continue to create, edit and serve as moderators of content.

"The wiki adds value by being an easy place for ConocoPhillips employees to put relevant information about their area of expertise, known best practices and gained knowledge," said Tim Cornelson, director, Communication and Integration, Geosciences & Reservoir Engineering Technology. "This makes it easy for other employees to add information and update wiki content to ensure the information is always the best knowledge we have on a topic, findable by anybody in the company, anyplace in the world."



(From left to right) *Melanie Coyan, geologist; Matt Francis, geologist; Evan Bianco, geophysicist, Agile geoscience; Phillip Nguyen, geosciences technician.*

The Wikithon introduced employees across the company to the benefits of collaborative sharing on OneWiki. To further spur connectivity, employees bonded with other wiki users to share their tips and tricks.

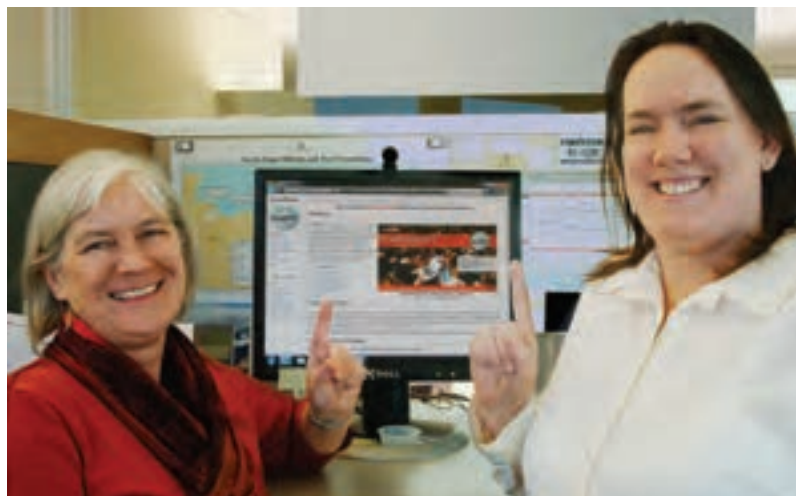
"Contributing to OneWiki is important because it preserves our corporate memory, one area that sets ConocoPhillips apart and distinguishes us from other companies," said Juli Hennings, manager, Geoscience Excellence. "It's very important for us to capture problems from our knowledge-sharing Ask & Discuss forums and global conferences,

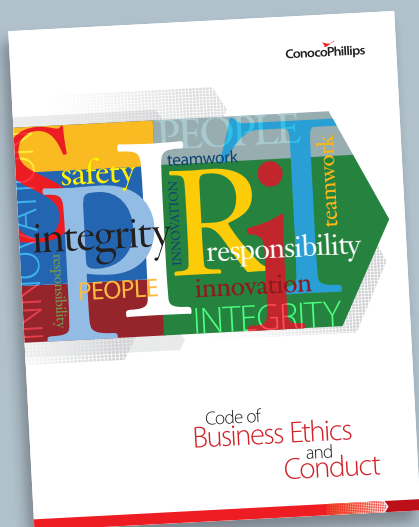
so this content can be added and searched for future generations."

While this was the first Wikithon, it has prompted employees across the business to host smaller events to increase teamwork and add their knowledge content to the wiki.

"Wikithon events allow us to connect employees globally. This is part of our bigger knowledge-sharing effort to help employees in the company share what they know and to build trusted relationships across business units and functions," said Dan Ranta, director, Knowledge Sharing. ●

Clockwise from right: *Patrick Gould, OneWiki program manager, assists Wikithon participant Megan Evans, staff process engineer; Evan Bianco, geophysicist, Agile Geoscience (left), assists Wikithon participant Uwe Doring, senior principal consultant, Management Systems; Dede Schwartz, supervisor, Geodata Management; and Caryn Tillman, operations analyst, participate virtually from Anchorage.*





Coming soon: a new Code of Business Ethics and Conduct for the 'New' ConocoPhillips!

Global Compliance & Ethics is proud to announce the development of a new Code of Business Ethics and Conduct. Highlights include:

- New look and feel.
- Added emphasis on SPIRIT Values.
- More concise and reader-friendly.
- More global content.
- New images.
- Updated Ethics HelpLine access.
- New topics, including expectations for supervisors, social media and money laundering.
- Quick links to company policies.
- New content and learning aids.
- Translated in multiple languages.
- Enhanced relevance for ConocoPhillips as an independent E&P company.

The new code will launch on April 1. A Web-based Code of Business Ethics and Conduct training course will help employees understand the new code. Throughout the course, various situations and scenarios will explain the company's policies and relevant laws so that employees have the right information and knowledge needed to make ethical business decisions. This new course will be available via Learning Express on April 2. ●

ConocoPhillips takes a new look at leadership

Ask great leaders what makes them successful, and they'll talk about their teams. Do the same with great teams, and they'll credit their leaders.

Leadership isn't an approach or an outcome. It's an opportunity to bring out

ConocoPhillips' leadership competencies set expectations for how everyone, regardless of level or position, should strive to contribute and act with one another.

The competencies also are helping to define the way in which leadership is viewed. And that's leading to new conversations about leadership across the company.

"I was surprised to see that much of



the very best in everyone at every level of the organization.

"ConocoPhillips is making developing great leaders a priority," said Sheila Feldman, vice president of Human Resources. "As we strive to set a new standard of excellence for an independent ConocoPhillips, we want to make leadership real, relevant and actionable for every employee."

The company recently introduced new leadership competencies. From the North Slope of Alaska to the North Sea and all ConocoPhillips locations in between, all employees will be asked to familiarize themselves with these concepts and begin to use them in various ways.

The introduction of the competencies includes a unique desk display and a video on what leadership means at ConocoPhillips as told from the perspectives of the people who experience it every day – our employees around the world.

"Leadership is such an important part of our business at ConocoPhillips, and I think the video did a great job of portraying this," said Peter Adams, supervisor, Global Completion Engineering. "Our group enjoyed preparing for the video and helping convey these messages in a way that was fresh and upbeat."

the way we work and the standards we set for ourselves – like accountability, building relationships and collaboration – are included in the leadership competencies," said Holly Strople, account

"As we strive to set a new standard of excellence for an independent ConocoPhillips, we want to make leadership real, relevant and actionable for every employee."

– Sheila Feldman

manager, Creative Services. "I hadn't thought of these concepts in terms of leadership before. This has given us a new way to view how we set goals and approach our work – both as individuals and as a team."

Feldman added, "Employees will play a big role in breathing life into these concepts as they become further integrated into our people-related processes at ConocoPhillips, such as performance management, training and career development." ●

Who do you consider a great leader and why?



Richard Branson,
Founder and chairman of Virgin Group

He will not take no for an answer in his determination to find a way. Even though he seems fearless, he learns from his mistakes and shares his success.

Haavard Kaldestad,
Projects, Supply Chain, Aviation



Marissa Mayer,
President and CEO of Yahoo and prior Google executive

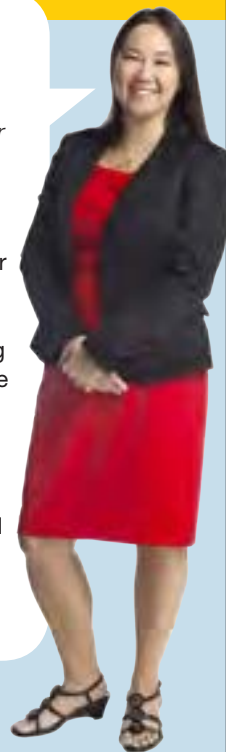
She has a deep understanding of the challenges facing the industry and vision to work the issues and mitigate them. She is passionate, productive and one of the few women who has it all (family and career) at the highest level.

Azeb Wossen, *Projects, Supply Chain, Aviation*

Margaret Thatcher,
former and longest-serving prime minister of the U.K.

She had the intellect and conviction to do what none before her for decades had the courage to do. She challenged prevailing consensus and drove a reluctant political party and country in a new direction. She had strong beliefs, foresight and determination.

Karen Blackburn, *E&P Americas, Gulf Coast Business Unit*



Steve Jobs, *co-founder, chairman and CEO of Apple Inc.*

He understood what passion and innovation was all about. He was a forward thinker and a big thinker. He let his ideas lead him to make revolutionary advances in technology that have changed the way we live today.

Ty Johnson,
Community Relations



Nelson Mandela,
South African anti-apartheid activist and former president of South Africa

He showed the courage, commitment and resilience to fight for his beliefs despite severe personal setbacks. He showed it is possible to forgive and to work with the opposition in the interests of the greater good.

Barry Allan, *Corporate Planning & Strategy*

News Briefs

ConocoPhillips announces agreement to sell Cedar Creek Anticline properties for \$1.05 billion

ConocoPhillips has entered into an agreement with Denbury Resources Inc.'s principal operating subsidiary to sell ConocoPhillips properties in the Cedar Creek Anticline, comprising approximately 86,000 net acres in southwestern North Dakota and eastern Montana. The company's 2012 net production from these properties averaged 13,000 barrels of oil equivalent per day through November. The sale does not include any ConocoPhillips assets in the Bakken Formation, where ConocoPhillips owns 626,000 net acres, consisting of 207,000 net lease acres and 419,000 net mineral acres.

"This disposition represents further optimization of our portfolio. The transaction will allow us to focus our investments in North Dakota and Montana on our significant Bakken unconventional position," said Don Wallete, executive vice president, Commercial, Business Development & Corporate Planning. "We are pleased that Denbury Resources Inc. recognizes the value of these properties."

Qatargas 3 signs long-term agreement with PTT of Thailand

Qatar Liquefied Natural Gas Limited (3) (Qatargas 3) recently signed a long-term sales and purchase agreement with PTT Public Company Limited of Thailand to deliver two million tonnes per annum (MTPA) of LNG over a period of 20 years beginning in 2015. The agreement was signed by Dr. Mohammed Bin Saleh Al-Sada, minister of energy and industry and chairman of the board of Qatargas, and Mr. Pailin Chuchottaworn, CEO and president of PTT.

Operated by Qatargas, the Qatargas 3 joint venture comprises one LNG mega-train with a capacity of 7.8 million MTPA. ConocoPhillips owns a 30 percent share, along with Qatar Petroleum (68.5 percent) and Mitsui & Co. Ltd. (1.5 percent).

"This is a tremendous occasion for us as this is the first long-term agreement for Qatargas in Southeast Asia and our

first long-term contract with PTT," said Gary Sykes, president, ConocoPhillips Qatar. "It also furthers our goal of diverting our Qatargas 3 volumes into valuable long-term markets."

Qatargas 3 is optimistic about the future of business in Southeast Asia. According to the U.S. Energy Information Administration, Asia is expected to account for 48 percent of the world's population growth, 52 percent of global gross domestic product growth and 64 percent of growth in primary energy consumption.

Ed Stokes elected Offshore Technology Conference board chairman

Ed Stokes, project coordination manager, Offshore, Brass LNG Project, was elected as the next chairman of the Offshore Technology Conference (OTC) Board of Directors. He has contributed to OTC's growth and success for 17 years and will take the reins for two years following the 2013 conference. He currently serves as vice chairman, representing the Society of Naval Architects and Marine Engineers. Stokes is the third ConocoPhillips employee to serve as OTC chairman throughout OTC's 44-year existence. Dennis Gregg and Roger Abel held the position during the 1990s.



International tribunal rules Ecuador's taking of ConocoPhillips investment unlawful

ConocoPhillips' wholly owned subsidiary, Burlington Resources Inc., has received a favorable decision in the international arbitration filed against Ecuador. The tribunal, constituted under the International Centre for the Settlement of Investment Disputes, ruled that Ecuador unlawfully expropriated the company's significant oil investments in Blocks 7 and 21, in

violation of the U.S.-Ecuador Bilateral Investment Treaty.

The tribunal also found that Burlington's investment, expropriated by Ecuador, included the contractual right to be indemnified for the effects of the Windfall Profits Tax (Law 42).

"This decision sends a message that contracts must be honored and governments cannot expropriate investments without compensation," said Janet Kelly, senior vice president, Legal and General Counsel. "The ruling confirms that Ecuador's actions were not in accordance with international law."

While this ruling is an essential step in the process, the tribunal has not yet issued a decision on damages. An additional arbitration phase will take place to determine the amount of compensation owed to Burlington for Ecuador's actions.

ConocoPhillips Canada wins Top 60 Employer Award

ConocoPhillips Canada has won an Alberta's Top 60 Employer Award, part of the annual Canada's Top 100 Employers competition, now in its 15th year. Winning companies are selected by an independent judging panel to determine which employers lead their industries in offering exceptional workplaces for their employees. A special feature about the awards was scheduled to be published in the *Calgary Herald* newspaper.

ConocoPhillips Norway wins Golden Crown

ConocoPhillips Norway has been awarded the 2013 Gullkronen (Golden Crown) in the best operator category by oil and gas consulting firm Rystad Energy. This prestigious award, now in its fifth year, recognizes excellent performance and results in Norwegian energy activities. "Receiving the Golden Crown is a great recognition of the entire Norwegian organization and the solid work being done to ensure that the Greater Ekofisk Area continues to play a key role in the Norwegian oil industry for years to come," said Brage Sandstad, manager, ConocoPhillips Norway Operations. ●

Andrew Lundquist named senior vice president, Government Affairs

Andrew Lundquist has been named to the company's Executive Leadership Team as senior vice president, Government Affairs. In this capacity, Lundquist will have responsibility for the company's state, federal and international policy and government affairs activities. Lundquist succeeds Red Cavaney, who retired at the end of 2012.



"Andrew knows our industry. He knows our company and is a proven leader in managing government affairs," said Ryan Lance, chairman and chief executive officer. "His reputation and leadership will

reinforce our company's commitment to strong relations with local and national governments around the world."

Lundquist has more than 25 years of experience in the government affairs field. He was previously managing partner of BlueWater Strategies LLC, a Washington, D.C.-based consulting firm that he founded in 2002. In this role, he provided business and government relations advice and managed major projects for U.S. and international corporations. Lundquist previously served as a director for Pioneer Natural Resources Company from 2004 to 2013, for Coeur d'Alene Mines Corporation from 2005 to 2013 and for Evergreen Resources, Inc. from 2002 to 2004.

Prior to joining the private sector, Lundquist served at the White House in several leadership roles. During 2001,

he was the director of the White House National Energy Policy Development Group, which directed the cabinet-level task force that produced the president's National Energy Policy, and was advisor to the president and vice president on energy issues.

Lundquist previously spent 14 years on Capitol Hill, the last three of which were as majority staff director of the U.S. Senate Committee on Energy and Natural Resources. He also has served as chief of staff for Sen. Frank Murkowski of Alaska, counsel for the Senate Energy Committee and senior legislative assistant for Sen. Ted Stevens of Alaska.

Lundquist holds a bachelor's degree in finance from the University of Alaska and a Juris Doctor from Catholic University Columbus School of Law. ●



ConocoPhillips rings the bell Chairman and CEO Ryan Lance and members of the executive leadership team ring the New York Stock Exchange closing bell on Feb. 27. The event was part of ConocoPhillips first analyst meeting as an independent E&P company hosted in New York on Feb. 28. During the Analyst Day presentation entitled "A New Class of E&P Investment," Lance, Chief Financial Officer Jeff Sheets, Exploration & Production Executive Vice President Matt Fox and Technology & Projects Executive Vice President Al Hirshberg outlined the company's goal to consistently deliver strong, predictable returns to shareholders.

On Assignment



Jim Spanos (*Going deep: ConocoPhillips finds its place in Malaysia, Page 10*) returns with his first cover feature for *spirit Magazine* since the second quarter 2009. In his current role as creative director of ConocoPhillips Video Services, Jim is responsible for setting the “look” of ConocoPhillips on video, as well as creating films for internal communications, special events such as the SPIRIT awards and executive retirements. His 2012 music video for the San Juan business unit was nominated for a SPIRIT of Performance award. An accomplished screenwriter-director, Jim’s films have been shown at numerous film festivals, the Houston Museum of Fine Arts and the Director’s Guild of America Theater in Los Angeles as part of the Texas Filmmakers Showcase.



Garth Hannum (*Going deep: ConocoPhillips finds its place in Malaysia, Page 10*) has been photographer and senior videographer for ConocoPhillips for the past 28 years. Starting his career at the Billings Refinery and moving on to the Exploration Research Division in Ponca City, he relocated to Houston in 2001. Garth has covered ConocoPhillips operations in more than 30 countries around the world, gathering still images and video for company publications.



Patrick Currey (*Our town: Eagle Ford stakeholder engagement team connects with community through simple courtesy, Page 34*) is a freelance writer and photographer whose work has graced the pages of *spirit Magazine* since the first issue in 2007. Patrick has covered operations all over the world, producing numerous cover photos, feature stories and Faces of ConocoPhillips profiles. He also produces short videos for *eStream on Demand*, including the recent highly acclaimed two-part It’s What We Do profile of ConocoPhillips Alaska Operations Support Manager Charlie Roubidoux. Patrick considers it a great honor to meet, photograph and tell the stories of the hard-working men and women of ConocoPhillips.



John McLemore (*ConocoPhillips starts from scratch in Poland, Page 42*) joined ConocoPhillips in 2001 and now serves as external communications senior advisor with responsibility for Asia and the Middle East. In his current role, John provides media relations, community relations and emergency response communications support to business units around the globe. A former award-winning television reporter, John has built a well-deserved reputation during his ConocoPhillips career for his commitment to building collaborative relationships and delivering the company’s key messages internally and externally in a timely and concise fashion.



Jennifer Werbicki (*Joanna Desjardins: For the love of learning, Page 52.*) joined ConocoPhillips Canada in July 2011 as a communications advisor. As one of the main contributors and editors for Canada’s intranet (*ehStream*) and weekly newsletter (*Communication Pipeline*), she keeps Canadian staff tuned in to the company’s milestones, successes and announcements. She also coordinates Canada-wide events and provides strategic communication support for various groups including the Canadian Arctic, Health and Wellness and Health, Safety and Environment operations. Jennifer graduated from the University of Calgary with a Bachelor of Arts degree in Communications Studies. Outside of work, she has a passion for travel, a love for trying new things and enjoys the outdoors.

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Learn more on [eStream](#) > [QuickPicks](#) > [Good for You!](#)



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spirit

First Quarter 2013

Malaysia Business Unit: Delivering strong organic growth

Eagle Ford team excels at stakeholder engagement

A vision for the future: LNG Technology and Licensing

ConocoPhillips Poland takes the lead in European shale gas exploration

Advancing our framework for safer operations

Our SPIRIT Values commit us to excellent performance in safety, health, environmental stewardship and sustainable development throughout our worldwide operations. This commitment is represented in our strong safety culture and is one of the ways we achieve our vision to be the exploration and production (E&P) company of choice for all stakeholders. Sustaining this safety culture takes continuous improvement and a strong governance model with well-established policies and procedures.

We recently have advanced the framework through which we safely manage our operations across the company. The newly revised Health, Safety & Environment (HSE) Management System Standard defines how our operations are managed and enables us to meet or exceed our safety commitment, as described in the HSE Policy.

What can you do?

- Learn more about the HSE Policy and the HSE Management System Standard on the HSE intranet site.
- Always take time to follow procedures.

**TARGET
ZERO**
Injuries • Illnesses • Incidents

Sharing Insights



Don Walette
Executive Vice President
Commercial, Business
Development and
Corporate Planning

The first *spirit Magazine* of 2013, our first full year as an independent exploration and production company, depicts a busy and exciting time. In these pages you will see ample evidence that we are reaffirming our commitment to the SPIRIT Values and redefining the way we work through greater collaboration. Opportunities abound for ConocoPhillips in the U.S. and around the world. This issue features some of the people, projects and ideas that are shaping our future.

The Malaysia cover story, beginning on Page 10, focuses on one of the primary regions for organic growth in the company. ConocoPhillips' upstream involvement in Malaysia began in 2000 and consists of interests in deepwater blocks off the eastern Malaysian state of Sabah. There, the track record of our employees is helping to create a great reputation for ConocoPhillips. The companies we work with seek out our top-notch people for their advice and expertise. In an exciting example of community support and engagement, expatriate ConocoPhillips employees are mentoring the next generation of local

Malaysian university graduates to supplement our workforce.

The ready availability of U.S. shale gas and higher gas prices in Europe and Asia are a boon for the ConocoPhillips LNG Technology & Licensing group, whose profile begins on Page 28. The group is responsible for licensing our proprietary Optimized Cascade® Process and collaborates with Bechtel to design and build LNG facilities around the world. We've been involved in LNG processing for several decades and are now experiencing rapid growth, with no signs of slowing down.

A key component of our sustainable development initiative is effective stakeholder engagement. Nowhere is this more important than in the Eagle Ford, a liquids-rich shale trend in South Texas that represents one of the company's most promising opportunities. The Eagle Ford article (Page 34) illustrates the value of engaging members of the community and the impact stakeholder champions can have on our business. Our amazing team came out of the gate strong by treating landowners with care and respect and by engaging a representative with deep ties to the community.

As this article makes abundantly clear, we are deeply committed to being good stewards of the environment and operating in a way that contributes to the long-term wellbeing of the communities we serve. This focus on sustainable development helps us translate our core values into action by promoting economic growth, a healthy environment and vibrant communities. We believe that this approach to doing business will enable us to deliver long-term value and satisfaction to our shareholders and our stakeholders.

There's a lot to learn and even more to be proud of in this issue of *spirit Magazine*. I highly recommend that you take the time to read it all and don't hesitate to share it with your family and friends.



The LNG tanker Energy Advance departs Darwin with a cargo destined for Japan. LNG is transported via double-hulled tankers which are specially designed and insulated to prevent leakage or rupture. Once it reaches its destination, LNG is pumped from the storage tank and heated to convert it back into natural gas.

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photo by Patrick Currey

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eStream OnDemand featured videos

ConocoPhillips' intranet channel eStream OnDemand featured the following videos during the past three months:

Operations in Poland

ConocoPhillips is pursuing a shale gas exploration program in Poland, which is the first of its kind for the country. Sit in on a one-on-one conversation with Laurie St. Aubin, Poland country manager, as she discusses the experiences of setting up operations and an office in a new location. See related article in this issue on Page 42.

Leading Edge: Employee Assistance Programs with Dr. Paul Hodgins and Michael Hack

This edition of Leading Edge, the ConocoPhillips executive interview program, focuses on the company's people, health and well-being, and Employee Assistance Program services available to employees wherever ConocoPhillips operates.

It's What We Do: Cook Inlet with Charlie Roubidoux Part 1

Operations Support Manager Charlie Roubidoux leads a tour of the Cook Inlet operations he oversees for ConocoPhillips Alaska. In Part 1 of this two-part "It's What We Do" series video, Charlie walks around the Tyonek Platform in typical wet Alaska weather and explains how natural gas is extracted from the formation and transported via pipeline to the Kenai LNG plant. From active volcanos to extreme tidal changes, Cook Inlet's year-round extreme environment presents unique challenges and dramatic opportunities for success.

Leadership Competencies: An introduction

How do you define leadership, and what does effective leadership look like to you? In the new ConocoPhillips, impactful and powerful leadership at all levels is critical to achieving success. This video highlights various viewpoints on leadership – including those of employees and CEO Ryan Lance – and introduces the company's new leadership competencies. Adapted from the original leadership behaviors introduced in the "Defining the 'New' ConocoPhillips" booklet, these competencies set the new standard for leadership at ConocoPhillips.

Matt Fox introduces training for sustainable development

Exploration and Production (E&P) Executive Vice President Matt Fox encourages you to take a fun, informative break to learn how practicing sustainable development really is smart business.

Technology Awards enjoy banner year

The 2012 ConocoPhillips Technology Awards recognized the great successes we have made in technology innovation and rewarded employees whose commitment and creativity enable us to find and produce oil and natural gas safely, efficiently, economically and in an environmentally responsible way.

Leading Edge with Matt and AI on collaboration

Executive Vice Presidents Matt Fox (Exploration & Production) and AI Hirshberg (Technology & Projects) discuss what integration and collaboration mean to them and to the future of ConocoPhillips in this edition of Leading Edge.

Surmont Stories: A culture of safety

ConocoPhillips Canada has made tremendous progress over the past year at the Surmont 2 facility in Fort McMurray, Alberta, Canada. But none of the construction milestones could have been achieved without a tireless focus on safety. Take a look at the on-the-ground safety culture at Surmont 2 in this edition of Surmont Stories. From the folks on the ground in Fort McMurray to the managers in Calgary, safety isn't just a policy – it's a philosophy that keeps production up, projects on time and people going home to their families in one piece.

Leading Edge Earnings Edition with Chief Financial Officer Jeff Sheets

The Leading Edge Earnings Edition features Chief Financial Officer Jeff Sheets discussing the company's fourth quarter and full-year 2012 financial and operational results.

A day in the life of an Eagle Ford completions engineer

Join Janelle Nesvold, an early career completions engineer working on the Eagle Ford, as she walks you through what a typical day is like for her in the office at the Houston Westlake campus.

It's What We Do: Neville Amaria on the FSO Liberdade

Cargo Specialist Neville Amaria describes his work on the FSO Liberdade in the Timor Sea.

ConocoPhillips employees can watch, rate and comment on these videos as well as past video features at myestream.ConocoPhillips.net.

Many company videos also are available on the ConocoPhillips YouTube Channel.



A video introducing the company's Leadership Competencies program features employees from around the world. Learn more about this exciting program on Page 64 of this issue.

42 Fresh start in Poland | John McLemore

Working on a startup operation with the potential to create an entirely new industry for a nation is inspiring the ConocoPhillips team in Poland.

48 HR Connections: First point of contact

Call center representatives deliver a vast library of Human Resources knowledge to employees around the world.

52 Faces of ConocoPhillips

Joanna Desjardins: For the love of learning

54 In the News

A compilation of news from around ConocoPhillips' world



On the Cover | photography by Garth Hannum

Seconded superstars Michael Heck and Terry Coble may wear the colors of MMHE (Malaysia Marine and Heavy Engineering), the contracting company fabricating the Gumusut Platform, but they are all ConocoPhillips at heart.



The Big Picture

Beam me up | Approaching Star Trek status, an operator sits at the controls of Precision Rig 567, drilling in the Bakken Formation near Williston, N.D. The Bakken area encompasses 11,000 square miles between western North Dakota and eastern Montana. The ConocoPhillips field office is in Sydney, Mont.

Photograph by Garth Hannum





The Big Picture

Living large | The Ekofisk 24L module being fabricated in Singapore boasts four-star accommodations, including 552 individual bedrooms. Once in operation, the platform's heliport will be the fourth busiest airport in Norway.

Photograph by Garth Hannum





The Big Picture

Horsepower | Wild mustangs keep a wary eye out in the sagebrush scruff. It's an added job perk when you catch a fleeting glimpse of these beauties among the aromatic junipers and pinyon pines in the rugged canyons and mesas of the San Juan Basin in northern New Mexico. In 1971, Congress acted to protect these noble animals whose lineage can be traced to early Spanish explorers from the 1600's:

"That Congress finds and declares that wild free-roaming horses and burros are living symbols of the historic and pioneer spirit of the West; that they contribute to the diversity of life forms within the Nation and enrich the lives of the American people."

Photograph by Patrick Currey



Going deep

ConocoPhillips finds its place in Malaysia

by Jim Spanos, interviews and photography by Garth Hannum

The root definition of the word *company* reads simply, *a number of individuals assembled or associated together*. A group of folks go out into the world with common goals or ideas, some sort of agreement, and try to get something done. This is also the definition of *collaboration*, so it's probably not a coincidence that making it a cornerstone of what the new ConocoPhillips stands for is a matter of huge importance to the company. Embracing it is certainly *not* a coincidence, but a matter of true necessity for ConocoPhillips Malaysia.

Mark Wheeler, president and country manager, ConocoPhillips Malaysia



“We have an assortment of operating models here,” said Mark Wheeler, president and country manager, ConocoPhillips Malaysia. “On all of these projects, we work very closely with the operator and the government, as well as with the ConocoPhillips team in Malaysia and beyond. The theme we like to emphasize is collaboration, and I think we’ve done a very good job of building a collaborative environment.”

THE SHAPE OF THINGS

“At the ConocoPhillips office in the Petronas Towers in Kuala Lumpur, we’re looking at

potential operatorship opportunities,” said Pat Dinan, general manager, Development, Kebabangan Petroleum Operating Company (KPOC). “That office also has oversight of our financial and technical interests in all of our nonoperated and joint-operating companies. Our other business involves the secondment of ConocoPhillips technical and business personnel into co-venturer organizations to participate in and execute projects.”

It sounds simple, but it isn’t.

There are four sanctioned deepwater projects going on. They include Gumusut Kakap, a very



Petronas Towers in Kuala Lumpur at dusk

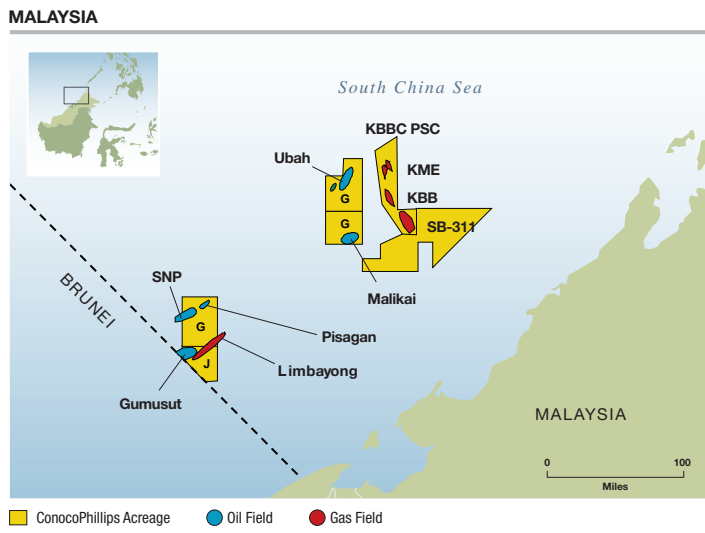


Above: John Smollen, manager, Capital Projects, ConocoPhillips Malaysia

Top: Pat Dinan, general manager, Development, Kebangsaan Petroleum Operating Company

large oil FPS (semi-submersible floating production system), and KBB, a platform supporting the Kebangsaan gas field development. Siakap North-Petai and Malikai are two more recently sanctioned projects. And there are prospects lining up behind them: Ubah; Limbayong; KME; Pisagan; and SB311 – all of which are in various stages of development. They’re each challenging in their own way: Gumusut, at 42,000 metric tons, is one of the biggest FPSs in the world and the first semi-submersible in Malaysia; KBB’s jacket is specially designed for withstanding earthquakes and high tides; and Malikai will be the first tension-leg platform (TLP) in Malaysia. What they have in common is that they’re all moderate to deepwater structures, and they’re all located off the Northwest coast of Sabah, a Malaysian state on the island of Borneo, part of East Malaysia.

Drilling has gone on in Malaysia for a long time (Shell has been there for 105 years), but most of



the activity has been on and around peninsular Malaysia, in what is called the Malay Basin. “Shell discovered the KBB field in the early 1980s and ConocoPhillips came into the picture in 2005,”

“Our co-venturers really value what we bring to the table.” – John Smollen



Dinan said. “We drilled a new appraisal well, and at that time, it was expected to be a small-to-medium oil field. In fact we found a large gas deposit. We then renegotiated the contract in late 2007 to address the gas ownership and the cluster of additional opportunities surrounding KBB. In the KBB field itself, there are two trillion cubic feet (TCF) of gas to be recovered, along with modest amounts of condensate and oil.”



Thus, in 2007, ConocoPhillips, Shell and Petronas Carigali joined forces, deciding to pool the resources of all three companies and form a joint-operating company, Keabangan Petroleum Operating Company (KPOC), geared toward developing the KBB field and exploring and appraising the structures in the vicinity of KBB.

After more than five years, KPOC has grown from ten people to about 350. Located in sites all

over Malaysia, fabrication yards and several engineering offices, personnel from ConocoPhillips, Shell and Petronas Carigali pool their various subject-matter experts (around 30 from each company) to create one strong, effective organization.

OUR TOP-NOTCH PEOPLE

“Our co-venturers, Shell, Murphy Oil and Petronas Carigali, really value what we bring to

Above: Workers are dwarfed by the massive 42,000 metric ton dead weight Gumusut Kakap FPS (floating production system).



Mike Heck, ConocoPhillips secondee and manager, Gumusut loadout and handover

the table,” said John Smollen, manager, Capital Projects, ConocoPhillips Malaysia.

“We work closely with the operator and with key contractors. At this time, we have some of our secondees placed directly into MMHE (Malaysia Marine and Heavy Engineering, the contractor fabricating the FPS),” Smollen said. “This provides for a collaborative approach to solving problems. Our secondees have been very successful. One was the Gumusut FPS Super Lift manager, where we just finished the second-largest super lift in the world 15 days ahead of schedule with zero incidents.”

Smollen is talking about Mike Heck, a ConocoPhillips employee who in March and April of 2012 managed the super lift of Gumusut’s topsides onto its hull. Heck was originally seconded from ConocoPhillips to Shell, which then seconded him to MMHE. His success with the super lift has led to Heck being named MMHE’s loadout and handover manager. He will supervise the loadout of the massive FPS onto a vessel called *The Blue Marlin*, en route to its destination offshore Sabah.

The track record of employees like Mike Heck and others is helping to create a successful



collaborative relationship between ConocoPhillips, Shell, Murphy Oil and Petronas Carigali, as well as boost ConocoPhillips’ technical reputation in Malaysia. “We also provided one of our senior construction managers, Terry Coble, to Shell and MMHE to help with the Gumusut project. His contributions to the project were significant and appreciated by all,” Smollen said. “We hope to have a similar impact and contribution on the upcoming Malikai project, where we are working closely with Shell to secure several key roles for our ConocoPhillips secondees.

**‘GO SAFE’ OR ‘GO HOME’
(AND WE’RE NOT GOING HOME)**

The enormous amount of activity in Malaysia demands the most stringent safety culture. The expertise of ConocoPhillips employees means nothing if there isn’t a reputation for safe

Ryan Lance speaks at a town hall meeting in Kuala Lumpur.





operations standing behind it. It's "go safe" or "go home."

"We're very proud of our safety record in Malaysia," Mark Wheeler said. "Since the business unit started seven years ago, we've had zero lost time incidents or recordables. This is an incredible

"We're very proud of our safety record in Malaysia."

– Mark Wheeler

achievement, especially because we're having a significant amount of exposure here. It's something that we all take very seriously. We talk to our contractors about it. We talk to our employees about it. We talk to their families about it."

With the collaboration of multiple companies on different projects, deciding what standards the projects will be held to requires a bit of thought. It's just another example of constructive collaboration in full effect.

"As it should be, our safety management system was one of the first standards that KPOC started to work on back in 2007 and 2008," Pat Dinan said. "We made a judgment not to take any of the shareholder systems. We actually took a global system administered by OGP, the Oil and

KBB Topsides: ConocoPhillips Health, Safety and Environment safety tours, along with other new safety initiatives, have produced an excellent safety record for the project; (above right) Workers search for parts sorted by numbers in a lay-down yard next to the topsides; (above left, from left) Raj Kumanan, Pat Dinan and George Manning survey the construction progress.





Raj Kumanan,
company site
representative, KBB
Topsides

Gas Producers Association, which was derived from North Sea practices and supported by Shell, ConocoPhillips and Petronas. It is an independent management system, but one that we are all happy with. It's working very well."

GETTING STAFFED UP

With all of the big projects and activity ramping up in Malaysia, the challenge is hiring the right people and enough of them.

"One area that is high on our list right now is recruitment of local Malaysian staff," Dinan said. "We have a number already engaged in the KBB project, and we've recently hired several more for the 100 percent ConocoPhillips office. We have ads in the paper right now looking for more people. So we're hopeful that ConocoPhillips is attractive to them. Certainly the opportunities are many. There are qualified people to draw from without a shadow of a doubt. The pool size is probably a little small at the moment for the amount of activity that's going on."

One of the things ConocoPhillips is doing to

increase that small pool size is supporting education by mentoring Malaysian university graduates within the KPOC organization.

"That's one of the main reasons to bring in expatriates," Dinan said. "They can both supplement our workforce and mentor young national graduates. One of the things that Dinan thinks won't be a challenge is getting those expats to move to Malaysia.

"There are definitely worse places in the world to be," Dinan said. "Certainly Malaysia is a very nice place to work. The people are very friendly. It's warm and Kuala Lumpur is a great city. The operating base for the KBB development will actually be in Sabah, in a city called Kota Kinabalu (Sabah's capital), a seaside holiday destination.

John Smollen agreed, "Living in Malaysia is the best of all worlds. It's a good place to bring a family on an international assignment. The year-round temperature is comfortable and Malaysia's infrastructure is well established. I've really enjoyed seeing our organization grow. So far we've been very successful in hiring national

**Marcus
Marianayagam,**
construction
manager, in front of
the KBB jacket he
helped design





“Certainly Malaysia is a very nice place to work.”

– Pat Dinan

talent. The reason people want to come to work for ConocoPhillips is because they see us as an exciting growth company.”

CONOCOPHILLIPS’ FUTURE IN MALAYSIA

ConocoPhillips’ involvement in Malaysia is helping to unlock the country’s vast resources and serves as an example of true organic growth.

“I think in our corporate organization you’ll hear our leaders – our executive management – talking about Malaysia being one of the lynchpins of future growth,” Dinan said. “It’s one of the very important things to build on.”

With Gumusut and KBB getting ready to come on line and with ConocoPhillips’ diverse experience and growing reputation, the next logical step is operatorship.

Gumusut: (Above) A view of the center of the platform; Workers (top left) painting near the water line of the semi-submersible platform; The platform’s control room (top right) which is partially operational for commissioning purposes



Above: Workers complete installation of heavy equipment before commissioning the Gumusut Kakap Platform.

Below: A KPOC weekly safety and progress meeting

“ConocoPhillips will operate a new block, called SB311,” Mark Wheeler said. “This is really exciting because it’s right next to our KBB development which starts production in 2014. So if some of these prospects are successful, we would immediately just tie it back into our KBB

development. Commercially, it’s very attractive; geologically it’s quite attractive; and we’re going to be staffing up our office, so we’ve got a lot of excitement about this.”

In addition, the company has started an exploration organization in Kuala Lumpur, bringing in an exploration manager and a team to work with him, turning over rocks and trying to find new opportunities for ConocoPhillips to pursue.

“Six or seven years ago, ConocoPhillips really wasn’t known in Malaysia. We’ve made an effort to put the company more on the map,” Wheeler said. “We did it through building relationships, including a very strong relationship with PETRONAS, and I think a lot of that has to do with our executive management putting a lot of time and effort into building those relationships.

“We also put a lot of effort into building relationships in the community and with all our stakeholders. We’re much more a part of the community, and it’s going to pay big dividends for ConocoPhillips in the future.” ■





“We’ve made an effort to put the company more on the map.”

– Mark Wheeler



A city park in Kuala Lumpur across from the twin towers



A view of Petronas Tower 1 from the 55th level of Tower 2

Functional Excellence Team

takes asset and operating integrity personally

by Lauren Blake

T

here was no memo or request sent from management. A sense of duty was their compass – empowering them to excellence.

In 2005, a small group of senior operations personnel and engineers recognized the need for more structured business processes to enhance focus on the integrity of ConocoPhillips assets and operations. Guided by Operations Excellence principles, the group formed into what is known as the Asset & Operating Integrity (A&OI) Functional Excellence Team (FET), made up of business unit representatives with experience in various types of operations. Their reasoning for chartering the group was simple. It was the right thing to do for the employees, contractors and shareholders of ConocoPhillips.

The A&OI FET is committed to eliminating all losses of containment and other integrity failures that could result in personnel injuries, environmental harm or financial losses.

The FET promotes improvements in asset integrity, the maintenance and upkeep of equipment, as well as operating integrity, how individuals operate the facilities and equipment.

Chartered to improve business unit performance, the team opens up the global conversation





Helena Processing Facility at Eagle Ford

around best practices and lessons and learned, and sponsors strategic improvement plans, recommended practices and structured processes that can be leveraged around the globe.

AN EMPOWERING DIFFERENCE

The company's guiding principles outlined in the ConocoPhillips Collaboration Playbook state that "empowerment requires accountability to own decisions and results." A great deal of ownership must be present in order for a group to be empowered to promote change.

The diverse A&OI FET took accountability for helping to improve the condition of ConocoPhillips facilities. "When I think about my role as an engineer, I recognize it is my responsibility when we aren't performing as well as we can," said former FET Lead Jan Arne Johansen. "When we saw the first self-assessment numbers on paper, we weren't pleased; we knew we needed to improve. The challenge was to turn our drive for improvement into tangible results."

Working with business units across the globe, the A&OI FET has been able to successfully reduce hydrocarbon releases by nearly 50 percent and has reduced unplanned downtime related to integrity failure by 25 percent.



Founding member and current A&OI FET Sponsor Bill Patterson speaks at a face-to-face meeting held in Calgary.



Britannia Platform
in the North Sea



Original FET member
and former FET
Leader Mark Leigh.

What made the difference between the success of this group and the varying success of others? The first defining factor was the level of accountability team members placed upon themselves. “This is not someone else’s problem – it’s ours,” said original member and former A&OI FET Lead Mark Leigh. “If we aren’t striving for excellence in how we operate and conduct our business, why are we here?”

The level of personal ownership differentiated the group. They were invested in the cause. It was personal.

They took their individual passion and formed it into a structured, organized group of like-minded individuals, finding power by owning the vision together.

“The original FET members are still heavily involved in our efforts,” said Jay Johnson, the current FET lead. “Once you have seen the value

and the impact of responsibly managing our business, you can’t go back. It becomes a part of your thought process.”

ACROSS THE TABLE

“During annual face-to-face meetings, the legacy of the group holds strong. Founding member Bill Patterson, who is the FET sponsor, has played a key role since day one.” Johnson said.

“One of the crucial pieces to maintaining the vision and energy of the FET is through the consistent face-to-face meetings. It gives us a chance to re-align, discuss successes and opportunities and for general team building.”

Previous and current FET members agree that sitting across the table from one another has helped them to accomplish their goals, all while building valuable, long-lasting friendships.

The team has been successful internally, and



Left: FET members discuss and collaborate at a face-to-face meeting in Bartlesville, Okla.

Below: Current FET Leader Jay Johnson

Bottom: Former FET Leader Jan Arne Johansen

they also have been able to convince others of the importance of asset and operating integrity through their relentless focus. “Educating people on the importance of asset and operating integrity and providing practical steps for implementation has given us ample success, which I am confident will continue to serve us well in the future,” Johnson said.

Even though the A&OI FET has seen enormous success, the people who make up the team are not done yet. “If there is still room for improvement, then we still have work to do. The attention given to our facilities can be a matter of life or death,” Leigh said.

Moving forward, the A&OI FET will be responding to the need for additional focus and attention on Process Safety. The FET will be working with the Operations Excellence Leadership Team (OELT), Global Production Excellence and HSE to ensure that asset integrity, operating integrity and design and engineering performance continue to improve.

Understanding our risks and protecting the public, workers and our assets is a top priority, and the team is working to ensure everyone at ConocoPhillips knows they have a role to play, from managers and supervisors all the way to the front line. ■



The Asset & Operating Integrity Functional Excellence Team enjoys an evening at an aquarium.



Bartlesville
IC building
makeover

The 5th floor

creates a
collaboration
showcase

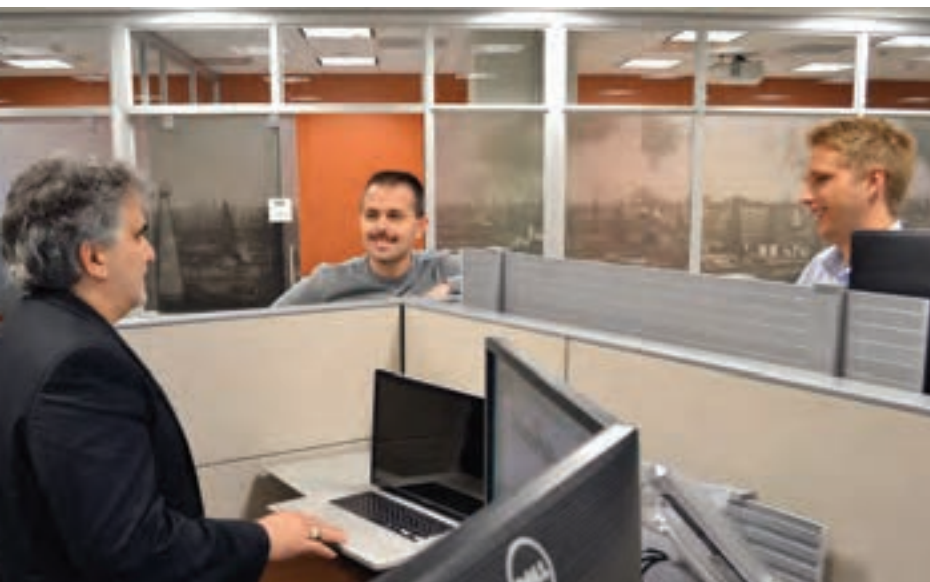
text and photography by David Austin

They say that necessity is the mother of invention.

Apparently, it can provide the genesis for stellar work environments as well. In the wake of the repositioning, ConocoPhillips owns three buildings on the Bartlesville, Okla., campus – the Plaza Office Building, the Frank Phillips Tower Center and the Information Center. The fifth floor of the

Information Center, or IC, features approximately 25,000 square feet of space, but it wasn't always utilized optimally. Large rooms for training and conferences took up much of the space, which still featured many of the earmarks of its 1970s-era design. Thanks to the large rooms, capacity on the floor allowed for roughly 65 employees.

Necessity entered the picture when it was determined that the fifth floor of the IC needed



Above (from left): Joe Moniz, Larry East and Zac Penix share insight in the workstation area. The low walls make it easy for work groups to collaborate. **Above right:** Rob Morrison (pictured far left), supervisor, Application Process, Controls and Tools, leads a meeting in a newly remodeled conference room.



to be twice as efficient. Capacity has more than doubled and the floor now offers a collaborative workspace for up to 170 employees.

“This was certainly a project that was created by a need for extra capacity,” said Mark Headley, manager, Real Estate & Facilities Services. “However, we set our goals far beyond that. We were determined to develop the most functional and collaborative work environment possible to



best support our employees in the performance of their jobs.”

What was created has become something of a showpiece on the Bartlesville campus. The floor is utilized by members of the Information Technology group Enterprise Applications, but it’s not unusual for visitors to drop in. People simply want to see the rebuilt space that has earned nothing but rave reviews since it was unveiled in early December.

“It’s amazing how nice it looks,” said Rob Morrison, supervisor, Application Process, Controls and

Above: (from left) Vasavi Reddy, Brittney Day and Sreedevi Noone convene in a collaboration room on the fifth floor of the Information Center (IC).

“As a teammate, I prefer the social connectedness that I get from an open work environment.”

– Jerry Moore

Tools, who works on the floor. “I’ve heard several people respond that they think this is a retention and recruiting tool. They can’t wait to bring people up here to show them this floor.”

What is initially striking about the floor is how open and inviting it is. Windows frame the floor and allow for natural lighting throughout. The workstations feature ergonomic chairs, which can be adjusted. The low walls around the workstations make it easy for colleagues to collaborate.

Jerry Moore, director, Web Application Services, is pleased with his new surroundings. After spend-

collaborative work space.”

In addition to having inviting windows, the perimeter of the fifth floor of the IC features several work and conference rooms. They offer different looks and features, depending on what needs to be accomplished in them. So, while some offer video boards and projectors, others provide conference phones and white boards.

The conference rooms feature glimpses of the company’s rich history. They are glassed in, and the outside panels surrounding the perimeter of the floor are covered with pictures of old rigs, derricks and landscapes.

The floor features two break areas at opposite ends big enough to accommodate nearly all of its residents. The break areas were designed almost like a friendly diner, with countertop, table and even booth seating.

Interspersed throughout the floor are small collaborative areas. Some tables feature a dry erase surface for taking notes. Studies show that highly effective work often is done in relatively informal settings, and those featured on the fifth floor of



Above: (from left), Mitch Cooper, Justin Tam and Mike Marshall enjoy some time in one of the two fifth floor break areas.

ing most of his career in a private office, he moved into the fifth floor’s open work environment in early December. He finds it easy not just to collaborate, but to stay in tune with what is going on in his group.

“As a teammate, I prefer the social connectedness that I get from an open work environment,” said Moore. “The advantages that a private office offers you are outweighed by the sense of community that you receive from the new



Tiffany Dauber and Lance Johnson work in a collaboration area.



the IC were created with that thought in mind. The floor even offers a standing station atop a treadmill for those who might like to get some exercise while working.

For those who need more privacy, there are two smaller, closed-in rooms located among the workstations. Each features a table and two chairs, making them perfect for one-on-one conversations or a phone call.

“We wanted to maximize the capacity of the floor,” said Randy McDaniel, principal facilities architect. “We certainly needed to move a lot of people in. But above and beyond that, we wanted the floor to be attractive and ultimately a place where people wanted to come to work. We also wanted it to be a place that functions well for the people who work here.

“In addition, we wanted to make it a uniquely ConocoPhillips space.”

The Enterprise Applications business group, which calls the space home, requested that the company’s primary business be reflected in some of the design concepts. Thus, all of the artwork

and window film images on the floor are of upstream activities.

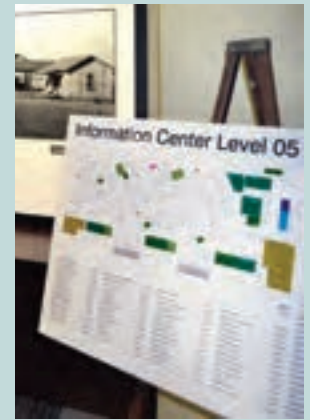
When the elevator doors open onto the fifth floor, there are two ways to walk – left or right. Most people choose to go right, as the floor seems to open up for them in that direction. There’s a video board offering company scenes and welcoming everyone to the newly redesigned floor. Just past an easel which displays the layout of the floor as well as an employee seating chart, is one of the break areas. Light pours in from a window on the left side, and just beyond the stools and countertop are a sink, a coffee pot, two stainless steel refrigerators and plenty of cabinet space.

From the break area, the floor opens into the welcoming, collaborative employee work area.

McDaniel smiles as he recalls the first time he led an IT management group up to the floor to tour the freshly-minted surroundings.

“The minute that the elevator doors opened and they saw the lobby area,” he said, “the first word I heard was, ‘Wow.’”

That seems very appropriate. ■



LNG Technology & Licensing

by Jan Hester



N

atural gas is hot. It now accounts for 22 percent of the world's energy consumption, and the International Energy Agency predicts that demand will increase 50 percent by 2035.

The industry has changed dramatically as well. Ten years ago companies were developing projects to produce liquefied natural gas (LNG) for importation into the U.S. and other countries. Now, with the advent of readily available shale gas, there is broad interest in producing LNG in the U.S. and exporting it to compete with plants elsewhere.

All this is music to the ears of Jim Rockwell, manager of LNG Technology & Licensing, and his team. "Business is booming, and we're busier now than we've ever been." During the recent economic collapse, the LNG business didn't slow

down like much of the oil industry did. Because designing and building an LNG plant requires a long lead time, companies moved forward with their commitment to develop projects with the assumption that demand would recover by the time the project was complete.

The ConocoPhillips LNG licensing team consists of 40 individuals housed in Bechtel's Houston offices. Through a long-term collaboration with Bechtel, the team licenses its Optimized Cascade® Process (OCP), assists in the design and engineering of proposed plants and provides customers with startup and ongoing operations support.

Collaboration, customer service and confidence in a bright future

OCP utilizes a unique, proprietary “two-trains-in-one” concept in which one train of liquefaction exchangers is served by two parallel turbine compressor sets on each refrigeration circuit. This enables the liquefaction plant to operate continuously, even if a turbine is shut down for planned or unplanned maintenance. If a compressor goes down on one of the refrigerant circuits, the plant is still capable of producing between 60 and 80 percent of design production rates.

The first OCP application was in the Kenai facility in Alaska, which was designed and engineered by Phillips Petroleum Co. and constructed by Bechtel. In the early 1990s, Phillips teamed up with Bechtel to design and build a gas liquefaction facility for Atlantic in Trinidad, and the relationship was launched. From the early 1990s until 2006, ConocoPhillips licensed nine LNG trains; it has licensed another 10 since 2006 with



Bechtel performing all of the construction work on those trains.

“Our collaboration with Bechtel is unique in the industry,” said Rockwell. “They’re excellent in EPC (engineering, procurement and construction) work, and we’re an operator with more than 40 years of LNG experience. We combine those two skill sets to provide owners with full life-cycle capability.”

No relationship is without its challenges, and the close collaboration with Bechtel sometimes creates a natural tension. “Our perspectives are necessarily different,” said Gary Haag, a lawyer and chemical engineer who has been involved in LNG licensing for more than 20 years. “Bechtel’s job is to get the facility built on time and on budget, while we view matters from an operator’s perspective. Every project that walks through the door is different and unique. Our job is to listen to the client and make sure the plant is designed to meet their needs. We view our relationship with the client as long term, from the initial conception through startup and years into plant operation.”

Customer service is critical to the success of any enterprise, and the ConocoPhillips team offers clients extensive operating experience and expertise for the life of the facility. In addition to business development, Curtis Wood and the other licensing directors serve as the primary interface with both

Travel, challenge and a soup-to-nuts experience

The LNG Technology & Licensing team is looking for a few good men and women.

“We have numerous overlapping projects, so we’re always on the lookout for talented process engineers and operations personnel,” said Ian Corbell, who currently serves as team lead for a plant startup in Angola. “Due to the nature of this job there’s a lot of variety. You work with owners and contractors, so

you get great experience establishing and maintaining customer relationships.”

“It’s a tremendous opportunity,” said Gary Haag. “I don’t know where else one could get the experience working in an EPC contractor’s office and have the opportunity to interface with contractors and customers in the way that we do. It’s a great place to learn, particularly if you enjoy the challenges

of being in the middle of multibillion-dollar deals!”

There’s also ample opportunity for career advancement, including eventually transferring to an equity asset. The international component is also attractive for those who like to travel.

For the record, the majority of work over the next several years is in Australia.



Bechtel and the customer as the project proceeds. “It’s like buying a car,” said Wood. “It gives owners a level of comfort to know that they not only get a great product, but that we’re around for the long haul to service the technology. We treat all licensees the same and share lessons learned across our customer base through regular contacts and biannual user conferences.”

Through the LNG Product Development Center (PDC), ConocoPhillips and Bechtel ensure continuous improvement of the OCP technology by conducting studies and implementing lessons learned. “Every year the advisory group recommends eight to 10 studies,” said Satish Gandhi, director of the center. “The PDC also supports the intellectual property group by actively developing IP on liquefaction and related technology.”

Protecting the company’s intellectual property is critical to maintaining a competitive edge.

“We aggressively file for patents,” said Haag.



Mark Tompkins

“We currently have a portfolio of more than 500 patents and applications in more than 60 countries. We also have trade secrets, information that we don’t disclose to anybody with the possible exception of Bechtel. There is also proprietary know-how, operating knowledge that we disclose to clients under confidentiality agreements. Throughout the licensing process we maintain and require strict document control procedures that help preserve the confidentiality of our technology.”

The group also has brought their technology and expertise to equity projects such as Darwin and Australia Pacific LNG, which gives us an edge in successfully completing and operating these complex facilities. “LNG technology licensing is the company’s biggest success story in intellectual property,” said Mark Tompkins, technology program manager, Gas Technology & Legacy Assets.

Below: The LNG Technology & Licensing team displays model heat exchangers. Seated: Denyse Martin and Jim Rockwell. Standing, L-R: Eduardo Romero, Gary Haag, Wes Qualls, Curtis Wood and Satish Gandhi.
photo by Hall Puckett





Chris Conway

it's a great team. We're like a family. Because LNG has such potential, there's also a good shot that what you're working on will be built."

Chris Conway, vice president, Commercial, said, "Jim's team has a strong customer focus, unique technical capabilities and an effective working relationship with

Bechtel. This combination has been recognized and rewarded in the marketplace. The LNG licensing business has been a tremendous success and continues to grow." ■



Floating LNG

Imagine placing a 20-acre LNG plant on the deck of a ship the size of a small island.

Mike Culligan, a self-described business development guy with a technology bent, dedicates 80 percent of his time to floating LNG and 20 percent to other projects.

For more than 10 years ConocoPhillips has worked to develop cutting-edge floating LNG (FLNG) technology. FLNG is a huge FPSO (floating production, storage and offloading ship) with an onboard plant that collects natural gas, converts it to LNG and loads it onto tankers for distribution. The technology targets 2-5 trillion cubic feet (Tcf) gas fields that are far from shore, eliminating the need for a pipeline. The ConocoPhillips-Bechtel LNG Collaboration expects to have the design completed and technology ready by the end of 2013.

The floating LNG technology focuses on "marinizing" – modifying or converting for marine use, also known as the Optimized Cascade® Process. Current



design highlights include:

- The conversion of approximately 650 million standard cubic feet per day of natural gas into liquefied natural gas. Total capacity would be 3.9 million tonnes per annum.
- A hull that is 462 meters long (more than five football fields) and 72 meters wide.
- Accommodations for more than 250 people.
- A design to withstand a Category 5 hurricane/cyclone.

Floating LNG technology development priorities include:

- Developing and testing heat exchangers and cold box design for a marine environment.
- Proving the safety of the Optimized Cascade® Process for FLNG applications.
- Comparing the ConocoPhillips FLNG design to other leading options to determine competitiveness.

2002

When Conoco and Phillips merged, the name of the LNG relationship changed from the "Phillips-Bechtel Alliance" to the "ConocoPhillips-Bechtel LNG Collaboration."

Startup: Atlantic LNG Train 2

2003

Startup: Atlantic LNG Train 3

2005

Startup: Atlantic LNG Train 4

Startup: Egyptian LNG Trains 1 and 2

Startup: Darwin LNG

2007

Startup: Equatorial Guinea LNG

Status of projects currently under way:

- Angola LNG – Commissioning and startup.
- GLNG (Australia) – Detailed engineering, procurement and construction.
- Queensland Curtis LNG (Australia) – Detailed EPC.
- Australia Pacific LNG – Detailed EPC.
- Wheatstone LNG (Australia) – Detailed EPC.
- Sabine Pass liquefaction (Louisiana) – Detailed EPC.

EAGLE FORD

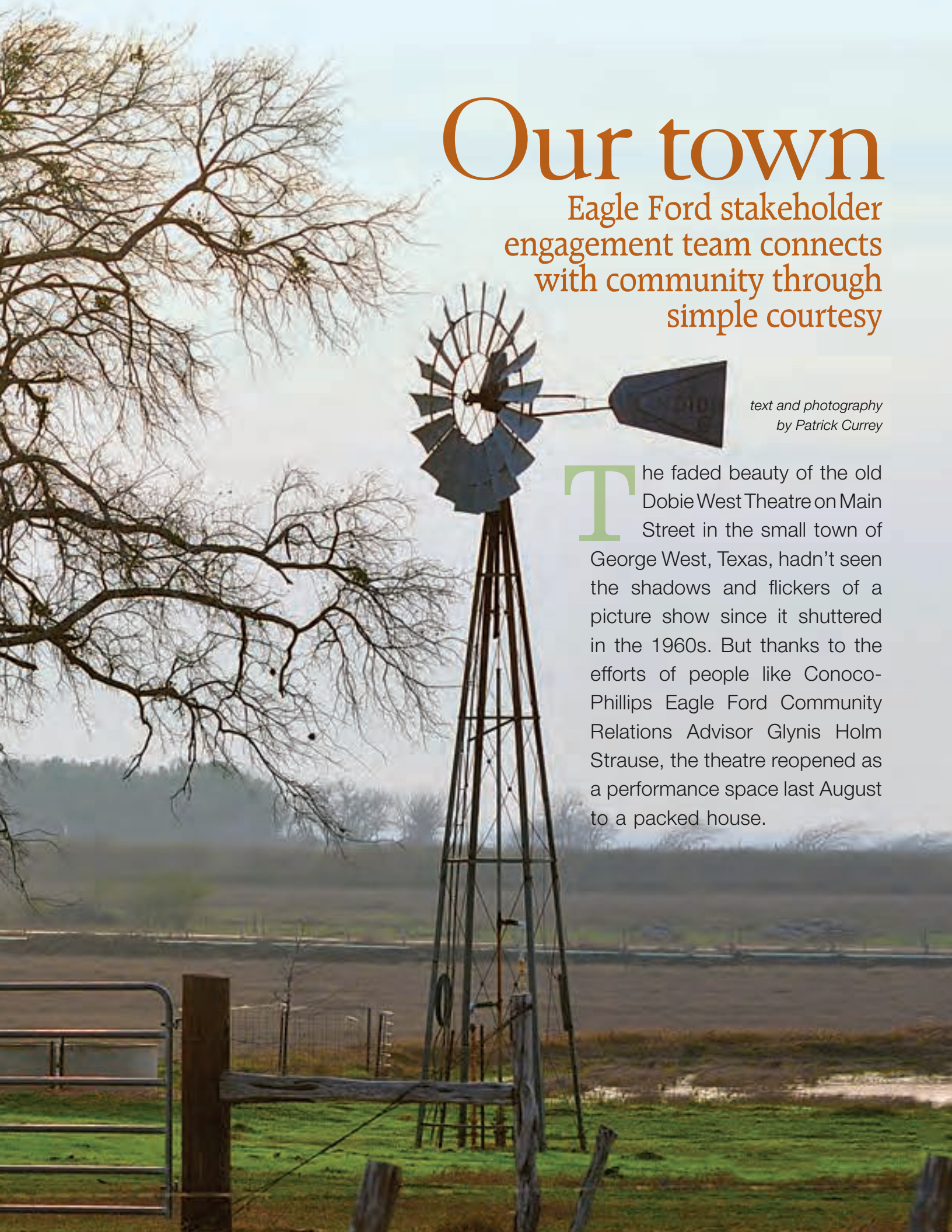


Our town

Eagle Ford stakeholder engagement team connects with community through simple courtesy

*text and photography
by Patrick Currey*

The faded beauty of the old Dobie West Theatre on Main Street in the small town of George West, Texas, hadn't seen the shadows and flickers of a picture show since it shuttered in the 1960s. But thanks to the efforts of people like Conoco-Phillips Eagle Ford Community Relations Advisor Glynis Holm Strause, the theatre reopened as a performance space last August to a packed house.





The rousing production of Thornton Wilder’s Pulitzer Prize-winning drama, “Our Town,” wasn’t an accident. As Holm Strause put it, “We could rewrite the play using local names and places. We wouldn’t have to change the story at all. It’s about people living, dying, having babies, getting married – life in small towns like George West.”

For the Eagle Ford stakeholder engagement team, reviving the theater was one small but satisfying step in the process of understanding community needs and being responsive in a way that supports the ultimate goal of being the preferred energy company in the Eagle Ford.

FROM THE BEGINNING

“It has been fun to be a part of the Eagle Ford from the very beginning,” said Stakeholder Relations Manager Dana Sigalos. “I’ve been with ConocoPhillips a long time and had always worked in areas that had been producing for many, many years.”

Now she gets the opportunity to start at the beginning. “A stakeholder is anyone who impacts or is impacted by our operations, which is to say,

pretty much everybody. We’re about listening and transparently getting the word out. We come to the community as a stranger, and become a partner. When we leave, we want to leave something that’s sustainable.”

The Eagle Ford Shale may be the most significant economic development in the history of Texas. Sources describe it as “one of the largest oil and gas developments in the world.” Industry-wide expenditures to develop the field may reach \$30 billion in 2013, following a \$25 billion impact on the south Texas economy in 2012. Since then, nearly 40,000 jobs have been created. To call it a boom might be a grand understatement. This may be an economic tectonic shift, with a play that could have the staying power to benefit the local economy for 30 to 40 years.

If you sit down in a coffee shop in George West, within the first two minutes you’ll hear about the drought, cattle prices (which happen to be pretty good right now), the price of feed and the Eagle Ford Shale.

Live Oak County Judge Jim Huff recalls, “In the mid-80s the uranium mine shut down. Everybody

Below: Glynis Holm Strause (left), community relations advisor, Eagle Ford Shale, and Jim Huff, Live Oak County judge





Mary Ann Pawlik,
executive
director, Dobie
West Theatre

got a pink slip, and the county was in bad shape. Many of our graduates moved away because job prospects were so bleak.

“I remember the first time I heard of Eagle Ford. A friend of mine who’s in the business said, ‘Just wait. There’s something coming that is going to be really big.’ We’re excited. We’ve seen booms and busts. Like the bumper sticker in town says, ‘Oh Lord, give me just one more. I promise not to waste it.’”

Area residents have never experienced a play of this magnitude, but they are not completely new to the business. “It isn’t our first rodeo. It’s not the first time we’ve seen a rig or an 18-wheeler hauling off salt water.”

TWO DEGREES OF SEPARATION

What started as a team of two in Houston – Sigalos and Stakeholder Relations Specialist Harmony Jurkash – expanded to include Holm Strause in 2012. When Judge Huff heard that ConocoPhillips hired Holm Strause, he said, “I thought ConocoPhillips truly knew what they were doing. She has a reputation for being upfront, plainspoken and leaving no stone unturned. She’s a great

communicator and a tireless worker. Holm Strause is one of ConocoPhillips’ best unkept secrets in the Eagle Ford community.”

Holm Strause came from Coastal Bend College in Beeville, where she’d spent a career in academia and claims to have enjoyed a one-day retirement before joining the stakeholder engagement team. “I figure I’ve taught more than 6,000 students in the Eagle Ford area. My family is from Karnes County, and I’ve worked in Bee County most of my adult life.”

“When it comes to the Eagle Ford, there aren’t six degrees of separation with Glynis. There are two,” said Sigalos, who understands the value of having a team member who is part of the community and understands local issues. “It would have taken someone from outside the area a lot longer to grasp the local context and build the kind of trust with the local community that Glynis brings.”

Economic development on the Eagle Ford scale puts tremendous pressure on infrastructure, from roads and schools to housing. Volunteer firefighters are of critical concern and a good example of where the public and private sectors collaborate to solve growth issues. Charles Malik has been

ConocoPhillips Lower 48 Stakeholder Relations Team

Dana Sigalos
Manager

Harmony Jurkash
Specialist

Glynis Holm Strause
Advisor



Above: Jeannette Knezek, vice president, Yoakum National Bank

Right: Charles Malik, fire chief, Karnes City

Top: Dana Sigalos, manager, Stakeholder Engagement



with the Karnes City Fire Department for 35 years, serving as fire chief for nearly 22. Like many of his neighbors in the fiercely self-sufficient towns of South Texas, he wears many hats, owning the local auto parts store as well. Chief Malik is responsible for fire response in a 250-square-mile area and for rescue for the entire county. “It used to be that two cars at a stop sign qualified as a traffic jam in Karnes City.” Now they are literally at the epicenter of the Eagle Ford action.

“Although the Eagle Ford has been good for the community, it has been a double-edged sword. In the past people could get off work to help fight a fire. Now that so many people have gone to work in the oil field, our volunteer pool has gotten a lot tighter. Water is a real concern not only because of the drought, but, let’s face it, there aren’t any fire hydrants in the county. Right now we have a plan to acquire a much-needed 3,000-gallon tanker.”

Last year nearly half of ConocoPhillips’ philanthropic giving in the Eagle Ford went to volunteer fire departments. “We focus on safety because we know we’re having an impact in your city and county,” Sigalos told Chief Malik in a recent fire station meeting. “We like to put our money where it’s most needed.”

SIMPLE COURTESY

In South Texas farming and ranching country, you find people with a deep and abiding connection to the land. Jeanie Knezek is vice president of Yoakum Bank and show lead for the Future Farmers of America Yoakum Project. “What we appreciate most from ConocoPhillips is simply the courtesy that we get. We’re plain people, and we don’t ask for a lot, but we love that land. Come in, be safe with it, be environmentally appreciative of what’s there, and everybody benefits.”

2013 marks the 25th anniversary of George West Storyfest, an event ConocoPhillips has supported for the past two years. “The mission of Storyfest



Above: Storyfest Executive Director Mary Margaret Campbell (left), and ConocoPhillips Stakeholder Relations Specialist Harmony Jurkash

is to promote and preserve the art and tradition of storytelling,” said Executive Director Mary Margaret Campbell. The organization sends storytellers into local schools, now 14 campuses in five different counties, at no charge. The annual event attracts roughly 8,000 people, more than three times the town’s population.

Two years ago Storyfest started a Friday night event called “Dobie’s Dichos.” Dichos in Spanish means “wise words.” The event celebrates the contributions to literature and the preservation of folklore by native son, folklorist and author J. Frank Dobie. “We felt like we weren’t celebrating one of the most famous persons from Live Oak County. We start on Friday night, and it’s BYOLC – bring your own lawn chair. We want that rural feel to it. We serve chili, *pan de campo*, or camp bread, and listen to the writings of J. Frank Dobie with a crackling fire under the sprawling star-studded canopy of the vast Texas sky. Storyfest aficionados wouldn’t miss it for anything.”

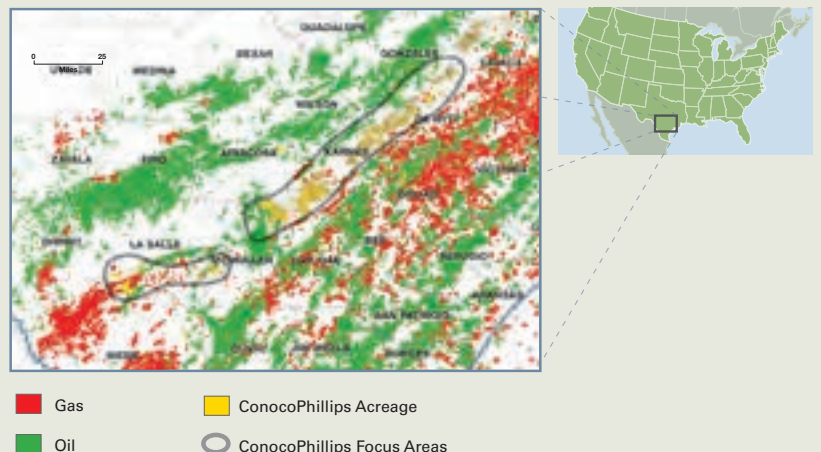
TEXAS TALES

Longtime cattleman Bill Soyars started interviewing old-time farmers and ranchers, collecting some 300 interviews in the last several years. He has ranched all over the Eagle Ford and ran as

many as 4,000 head of cattle at one time. “Most of these folks are the most honest people you would ever meet in your life. We traded for years on big-time contracts, maybe several thousand head of cattle, with nothing more than a handshake. If they told you they were going to do something, they did. Their word was their bond.”

It was a stroke of luck that brought Soyars and Sigalos together. Soyars’ grandfather’s house burned down in the early 1930s and with it the family records. “ConocoPhillips called about a year and a half ago and told me I was heir to a

Eagle Ford





Above: Bill Soyars, cattleman and founder, “Old Timer’s Radio Hour”

Top: Larry Holm, local land owner and rancher

Right: Geronimo, the loyal Texas Longhorn, on display in the Karnes County Courthouse

mineral lease. It was a wonderful surprise. I feel awfully blessed when something just falls down from the sky like that.”

From that first stakeholder meet and greet, a radio program was born. In August 2012, ConocoPhillips began sponsoring an hour-long Sunday radio broadcast based on Soyars’ interviews – Old Timer’s Radio Hour – on KLUP in San Antonio. Soyars takes listeners on a tour of South Texas history and into the living rooms of retired ranchers, business owners and assorted old timers.

“When I started these interviews, I thought I knew a lot about these people and their lives,” Soyars said. “But every individual revealed interesting new experiences that help define this place. I’m grateful to ConocoPhillips for stepping up to make that possible.”

DEVOTION TO THE LAND

The common thread through all these personal stories and local lore is a stubborn loyalty to the land. At the front of the county courthouse is a climate-controlled room with a large plate glass window that houses a stuffed Texas Longhorn named Geronimo. Legend has it that after his last cattle drive north, old George West hung up his spurs and left his lead steer to pasture in the lush

prairies around Omaha. A year later Geronimo showed up at his doorstep.

Loyalty, it seems, is highly prized in these parts, a lesson not lost on the ConocoPhillips stakeholder engagement team.

Judge Huff summed it up. “Today things are 180 degrees from the way they were. There is so much information coming from ConocoPhillips and the entire industry. Any question can be answered in no time. I feel truly blessed to be living during this time of transformation in South Texas, because that’s what it really is. I don’t know of another time that has given us the opportunity to manage our resources and the positive changes they’re bringing to our town, our region and the entire state of Texas. It’s amazing.” ■



Eagle Ford: A case for sustainable development

For ConocoPhillips, sustainable development means conducting business in a way that promotes economic growth, a healthy environment and vibrant communities. A key component of this is the Global Onshore Well Management Principles, four guidelines that describe the company's commitment to operations excellence and sustainable development performance.

Protecting and respecting people

To stay on top of important local issues and engage stakeholders, ConocoPhillips hosts regular community meetings and informal discussions with members of the community. The company launched the Eagle Ford Operators Task Force to tackle concerns such as emergency response, traffic safety and roadside trash removal. Several practical solutions have been implemented. For example, heavy vehicles were instructed to enter and exit one work site making only right turns to improve safety and prevent congestion caused by left turns on a busy highway.

Other ways ConocoPhillips has minimized community impact include using nonpotable water to dampen roads and reduce dust, installing temporary sound barriers to reduce noise levels and directing light downward as a courtesy to nearby residents and businesses.

Preserving and conserving water

ConocoPhillips is committed to protecting sources of drinking water through proper site selection, well design and construction and operating procedures. Wells feature multiple layers of steel and cement designed to protect sources of

drinking water throughout the life of the well. Groundwater is protected by vertical distances and layers of impermeable rock that separate oil and gas formations from aquifers by thousands of feet.

Where practical, the company seeks water sources that are not used by members of the community and works with government agencies to identify appropriate supplies for well operations. ConocoPhillips has reduced water use by 45 percent, and 25 percent of water used for hydraulic fracturing at Eagle Ford is brackish.

Managing land footprint

Horizontal drilling helps reduce land disturbance because multiple wells can be drilled from one pad. Grouping several wells on a single pad provides more efficient access to the reservoir rock with less surface disruption and reduces the number of individual well sites, pipelines, access roads and other surface facilities.

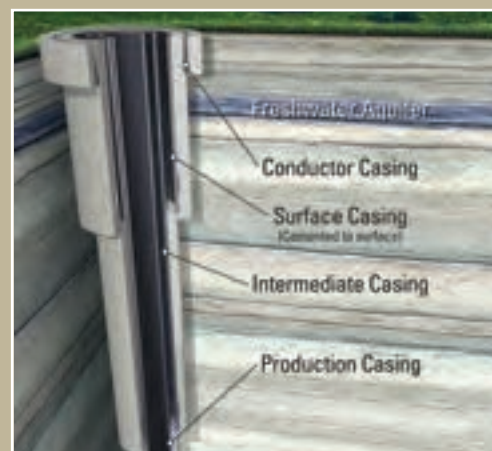
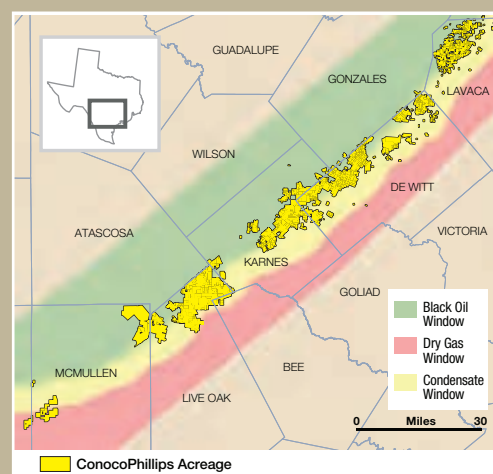
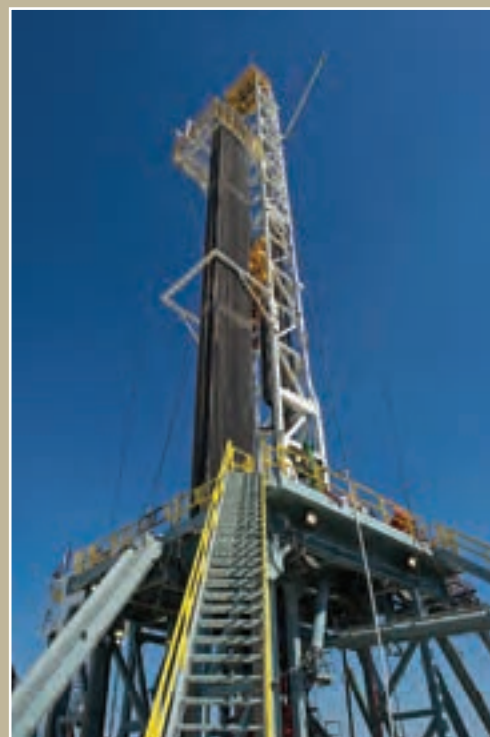
The ConocoPhillips Eagle Ford team is working to minimize waste and use closed-loop drilling to reduce drilling pad size, while also recycling more water and drilling mud.

Safeguarding air

The company has implemented a number of air quality protection measures, including the use of no-bleed or low-bleed controllers to reduce methane emissions. Flare minimization provides both economic and environmental benefits. ConocoPhillips utilizes line heaters to separate gas from water and other well contents. This sends more product to market, and less is vented or flared.

The company advocates for strategic installation of pipeline infrastructure, which offers clean air advantages by reducing the venting of gas and the trucking of liquids. The company also seeks out contractors with expertise that supports the goal of improving environmental performance.

The ConocoPhillips Eagle Ford Team sets a standard for leadership in sustainable shale play development that may be applicable to other shale trends worldwide.



ConocoPhillips starts from scratch in Poland

One of the world's oldest countries ...

by John McLemore

W

ritten records of Poland date back to the 1300s. The territory became recognized as the Kingdom of Poland in 1526.

WHAT'S NEW?

So, what's new in Poland? Exploration for shale gas.

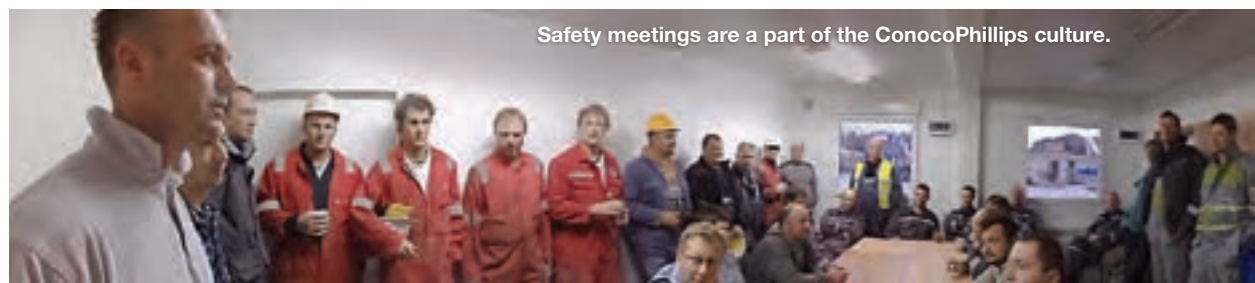
Despite an early history of oil production, Poland has never produced large volumes of hydrocarbons. Today, it relies almost totally on Russia for the gas and oil that it consumes.

The company began investing in Poland shale gas exploration in 2009 after signing an agreement with 3Legs Resources that called for ConocoPhillips to fund certain seismic and drilling activities. In return, ConocoPhillips received an option to acquire 70 percent ownership and operatorship of joint operating company, Lane Energy Poland.



Above: Tim Harding, manager, Health, Safety and Environment (HSE)

Top: Laurie St. Aubin, country manager, ConocoPhillips Poland



Safety meetings are a part of the ConocoPhillips culture.

A few years ago, shale gas exploration began in Poland, and ConocoPhillips was there with the first wave of explorers.

"ConocoPhillips is exploring half a million acres in northern Poland, and we could not be more excited about the opportunity," said Laurie St. Aubin, country manager, ConocoPhillips Poland. "We just completed Strzeszewo-1, our first well as operator. We have a very busy 2013 ahead with two to three new wells to be drilled, testing of our existing wells and a seismic survey soon to start."

In September 2012, ConocoPhillips formally exercised that option and became operator.

Donnie Sperry, drilling manager, ConocoPhillips Poland, says the company is taking care to be as unobtrusive to the local communities as possible.

"Using topsoil, we have constructed barriers around the worksite to lessen the amount of noise the community may be subjected to," said Sperry. "We are using the most technologically advanced equipment and implementing industry best practices."



Rig on Strzeszewo
LE-1 well

ConocoPhillips is also bringing its safety culture to Poland operations.

“We are working hard to implement a robust safety culture,” said Tim Harding, manager, Health, Safety and Environment (HSE). “Every worker hired and every contractor we have engaged has been introduced into the ConocoPhillips safety culture, step by step.”

Sperry added, “In addition to regularly scheduled safety meetings, we introduced the ‘stop card’ concept, which has been well received. The Stop Card Program authorizes any worker to shut down the operation at any time if they feel that something is unsafe.”

St. Aubin, who started the office in August 2011, recognized the team for its impact. “Having experts like Tim and Donnie on the team ensures that ConocoPhillips’ commitment to sound drilling

practices is being carried out,” she said. St. Aubin arrived in Poland by herself. With no template to follow, she has relied heavily on collaboration to transition to operatorship in a new country.

“I’ve reached out daily to numerous employees and business units around the globe with wide-ranging expertise,” St. Aubin said. “For example, the Corporate Communications team provided assistance with public affairs and media relations as well as charitable contributions guidance. Business units in Canada, Lower 48 and Peru offered stakeholder engagement insight. Also, the Government Affairs and Sustainable Development departments provided valuable and timely information. Being able to draw upon that wealth of experience within the company has been instrumental in getting us where we are today in Poland,” said St. Aubin.

Did you know?

You probably know that the U.S. oil industry began in 1859 in Pennsylvania with Edwin Drake drilling near Titusville. But did you know that oil exploration and production in Poland is even older? Yes, by the early 1850s, oil wells were being drilled in southern Poland in the Carpathian Mountains.

“It is not often you get to work on what may become an entirely new industry for a nation.”

– Laurie St. Aubin

WHERE WE ARE TODAY...

To date, ConocoPhillips has drilled exploration wells in three areas, including the first horizontal shale gas exploration wells in Poland (or all of Europe for that matter). The Łebień-2H (pronounced “weh-bee-in”) well has a horizontal leg that is 3,000 feet long. It was completed in

2011 with a 13-stage hydraulic fracture treatment program. During late 2012, the Łebień well was tested and became the first shale gas well in Poland to flow natural gas unassisted by artificial lift. It also became one of just a handful of shale gas wells outside North America to flow gas from shales. Exploration for shale gas outside the U.S. is in its infancy, and ConocoPhillips Poland is on the leading edge.

While the 550,000 standard cubic feet per day of gas achieved from the Łebień-2H well is below a commercial threshold, there is considerable optimization and experimentation with completion techniques yet to be done. In addition, 500,000 acres is a huge land position, especially since only a couple of wells have been drilled to date. One key aspect of the company’s program will be to find the best part of the acreage.

Employees who worked the Eagle Ford during its initial stages will recall that it took several steps, trying different intervals and completion techniques, to advance to commercial development.

Sandip Bordoloi, subsurface team leader in Houston, sees a great deal of progress being made in Poland, but he points out that significant work remains before it can be determined if this will be a viable endeavor. “I am excited about the 2013-2014 program,” he said. “The three wells and seismic program we have planned will advance our knowledge base considerably as we progress our appraisal efforts toward a decision point for ConocoPhillips.”

Even with a support system of 16,900 employees worldwide, starting a venture in a new country is demanding work.

“At one point early on, I took a sheet of paper and jotted down all of the business functions I could think of that it takes to start a new venture. I came up with 31 different disciplines,” said St. Aubin, who has worked in three different countries for ConocoPhillips.

The basic organization required to operate in a foreign country is now in place in Warsaw. Staff spread around the globe shares a dynamic enthusiasm for the project.

The fact that this is a startup operation with all the uncertainties associated with exploration has in no way discouraged the team. In fact, everyone has embraced the possibility of making a difference for ConocoPhillips and for Poland. “It is not often you get to work on what may



Did you know?

Poland was the birthplace of:

Marie Curie – Pioneering physicist and chemist, who became the first woman to win a Nobel Prize and remains the only person to win Nobel Prizes in multiple sciences.

Pope John

Paul II – The first non-Italian pope in 450 years and the longest serving pontiff of the 20th century.



Frederic Chopin –

World-renowned musical composer who began playing piano in his Warsaw church at age four and who, by the age of eight, had performed at the presidential palace.

Nicolaus Copernicus – Renaissance astronomer and mathematician born in what is now Poland.





Left: Sandip Bordoloi, subsurface team leader in Houston

become an entirely new industry for a nation,” said St. Aubin.

“Working on a startup operation with all its inherent uncertainties is exactly what inspired me to take a role as a geologist in Poland,” said Charlie Kennedy, Subsurface Europe Shale. “What a great opportunity to cut new ground, make amazing impacts, solve problems, utilize proven methods and create best practices!”

Andres Rojas, Poland Project reservoir engineer, said, “I’d encourage the ConocoPhillips community to not be afraid of new and great challenges, especially those that may change the fate of a lot of people or an entire country. Working hard toward solving difficult problems will not only bring tremendous satisfaction, but also make us better people and professionals.”

Like much of the world, Poland is dependent upon coal for the majority of its energy needs and relies on other countries to supply oil and natural gas to meet its demand. If shale gas exploration is successful, the country could realize energy

independence like never before.

But, like much of the world, Poland has been bombarded by misleading and often incorrect information about shale gas and the process of hydraulic fracturing.

To combat this misinformation and ease stakeholder concerns, St. Aubin and her team have been reaching out to local communities through town hall meetings to explain the truth about shale gas and how it is produced.

“Even though I have been involved in startups for ConocoPhillips in Qatar, Nigeria, Venezuela and now Poland, the volume of work on stakeholder engagement has been my biggest surprise, and it is a huge challenge,” said Tim Harding. “The shale gas industry worldwide is facing a similar challenge of demonstrating these operations can be done in a safe and environmentally sound manner. This work has afforded us the opportunity to engage with local community members. It is very satisfying when our efforts result in a change of attitude on shale gas activities.”



Above: Pamela Bou-Matar, office manager



Top: Donnie Sperry, drilling manager, ConocoPhillips Poland

Left: Field operations personnel, Drilling, GGRE, Procurement, Finance and HSE staff members all met each other during a 2013 planning workshop held in Warsaw late last year.





Top: (From left) Conductor and rig base construction, inside rig base form prior to pouring cement, workers setting up logging tools, workers rigging up coiled tubing unit

Right: The first sustained shale gas flare in Poland was seen on the Łebień-2H during a flow test.

Below: Workers rig up a coiled tubing unit in preparation to flow test a well.



CORPORATE COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

“As the time was drawing near for me to make my first town hall presentation to the local community, I drew on our company’s vast wealth of expertise,” said St. Aubin. “I asked our Corporate Communications team to set up a two-day training exercise on public speaking. It was time well spent for me and my team, and it has helped us have more impactful meetings with our stakeholders.”

In addition to the public speaking training, Laurie and the first employee she hired in Poland, local law student Pamela Bou-Matar, have been training with a university professor on the finer points of translating.

“Just because someone can speak two languages does not mean they can be an effective translator,” said Bou-Matar, who is fluent in Polish, French, Arabic and English. “There is an art to translating. You cannot expect to have someone talk for five

“It is very satisfying when our efforts result in a change of attitude on shale gas activities.” – *Tim Harding*

minutes and then have another person remember every word they said and repeat it verbatim.”

St. Aubin now has an in-country staff of 15, consisting primarily of local contractors with expertise in drilling, HSE, finance, procurement and stakeholder engagement. The subsurface technical team resides in Houston. The U.K. and Norway offices provide significant support for accounting, procurement, European Union level stakeholder engagement, commercial business, security and medical operations. In addition,



substantial support for human resources, legal and business operations and project development is sourced from the Houston office.

Those few expats in Poland are taking intensive Polish lessons.

“The language is one of the more challenging aspects of Polish life and not easy to learn,” said St. Aubin. “But as there are few signs in English around Warsaw and the language is not widely spoken outside of key tourist areas, some knowledge of the Polish language certainly enriches the experience of living here.”

For some, the opportunity to work in Poland has been especially unique. Kasper Kowalewski, a drilling engineer on loan from the Alaska business unit, has been working the past two years in Poland. He was born and lived as a young boy very near the area ConocoPhillips is now drilling. Initially he joined the project as an early career engineer, working with Doug Canter and Steve Butler to oversee the activities of the prior operator. Now he is a

drilling engineer, temporarily assigned to the Warsaw office.

“It’s inspiring to witness the economic and technological growth that has taken place in Poland in the past 10 years,” said Kowalewski. “The skies are filled with new construction, and the countryside is increasingly decorated with new roadways matching the transportation range of its European counterparts. Hopefully, ConocoPhillips can aid in additional growth in the upcoming decade by introducing shale gas production to the Polish market.”

The Poland team has embraced the possibility of making a difference for ConocoPhillips and for Poland. There’s no greater motivation than having a hand in finding a new source of energy for an entire nation, a resource with the potential to provide a new and better way of life for so many. ■

Did you know?

Old Town Warsaw is a UNESCO World Heritage site.

Poland’s capital city of Warsaw was the only major city in Europe methodically laid to waste during World War II. More than half its population was killed and 85 percent of the city was razed. Amazingly, the city was rebuilt brick by brick over a 20-year period using old photographs and paintings to ensure it looked the same as before. Today Warsaw is a modern marvel truly deserving of its UNESCO World Heritage site status.



HR Connections: Bridging

by *Natasha Mitchell*

S

ince 2005, HR Connections, the call center component of HR Shared Services, has set the precedent in sharing knowledge, service and resolution within ConocoPhillips. For many employees worldwide, it is the first point of contact for receiving information and guidance regarding human resources policies, programs and practices, such as updating employee data, recruitment and training.

For example, in Bartlesville, Okla., there are five U.S. customer service representatives answering 2,000 calls and more than 1,000 online queries every month. There are also six team members who

manage content for more than 3,000 Web pages, handle millions of personnel and medical records, administer the tuition reimbursement program, schedule occupational health exams, and more.



the 'know-do' gap

"HR Connections bridges the 'know-do' gap," said Damon Isaacs, director, HR Customer Services in Bartlesville. "We see knowledge as an asset within the HR value chain. Within HR at ConocoPhillips, we have a lot of bright and knowledgeable people who carry with them a vast library of knowledge. Our goal is to gather it for delivery to our employees around the world. Our HR knowledge base is growing every day. Employees can get it by searching the online data base, submitting an online ticket, calling our toll-free number, and, as



of March 2013, having a live chat with one of our customer service reps."

In 2012, HR Connections partnered with the HR Hotline in Indonesia to provide employees access to an effective ticketing tool and an automated customer survey at no cost to the company.

"Partnerships like this one (and the one already established with Norway HR Connections) allow our teams to share knowledge, best practices and tools," Isaacs said. "There are many site-specific things that cannot be shared, but there are many



Back row (from left): Sonia Bordelon, Linda Standeford, Suzanne Prevost, Natasha Mitchell (Internal Communications), Damon Isaacs, Lindsey Pickering, Cynthia Cranor, Niki Fielder and Suzanne Timmons. **Seated (clockwise):** Lisa Delaloye, Janet Dolsky, Karen Sivils and Carol Weaver. **Not pictured:** Sue Ballard.

“HR Connections aligns well with the new culture at ConocoPhillips. We are value-based, performance and

Right: (From left) Yani Rahmawati, associate HR Business Partner, ConocoPhillips Indonesia; Damon Isaacs, HR Customer Services director; and Yusnita Sari, coordinator, National HR Services, ConocoPhillips Indonesia

Below: Guro Hovig, HR Connections team lead at ConocoPhillips Norway, awaits a call.

other areas where we can collaborate and sharpen our customer skills.”

This is certainly true for HR ConocoPhillips Indonesia staff members, who use several tools to leverage HR-related knowledge and to offer services and resolutions to employees and managers.

“For specific inquiries related to HR administrative and personnel matters, we have our local HR call center and HR ticketing system (the same system used in corporate),” said Yusnita Sari, coordinator, National HR Services, ConocoPhillips Indonesia. “The employee could also seek the information available in our ConocoPhillips Indonesia HR intranet site.

“Each year, we conduct ConocoPhillips Indonesia Career Day to communicate HR metrics and development programs to all employees and managers. This year’s Career Day topic was development. We had a presentation and clinics for employees with questions about their career and development plans.

“The other event we conduct with employees and managers is People Partner Forum with specific topics. We also have an HR Know campaign,

promoting HR policies through media, such as the intranet’s *In the Spotlight* and distributing posters throughout the office building.”

Norway HR Connections offers services to employees not only onshore and offshore in Norway, but also in the U.K.

“With two countries, there are two sets of rules and regulations,” said Guro Hovig, HR Connections team lead, ConocoPhillips Norway. “I spend time meeting with HR

departments in Norway and the U.K. to make sure I have all the information I need to address issues. We just had a big recruitment campaign here in Norway for 10 offshore positions, and, with HR Connections listed as the contact, we helped



many of the applicants. We assist HR departments wherever they need help so that they can do the strategic work they need to do.”

Hovig also trains 10 analysts from the IT ServiceDesk, who help take HR Connections calls.

As ConocoPhillips forges ahead as an independent E&P company, culture remains an important attribute for HR Connections to showcase.

“HR Connections aligns well with the new culture at ConocoPhillips,” Isaacs said. “We are value-based, performance and results driven, and collaborative. On average, we resolve 99.7 percent of all queries; 75 percent of all our calls are answered on the first ring; and 95 percent of our callers never have to wait more than 30 seconds

results driven, and collaborative.” – Damon Isaacs

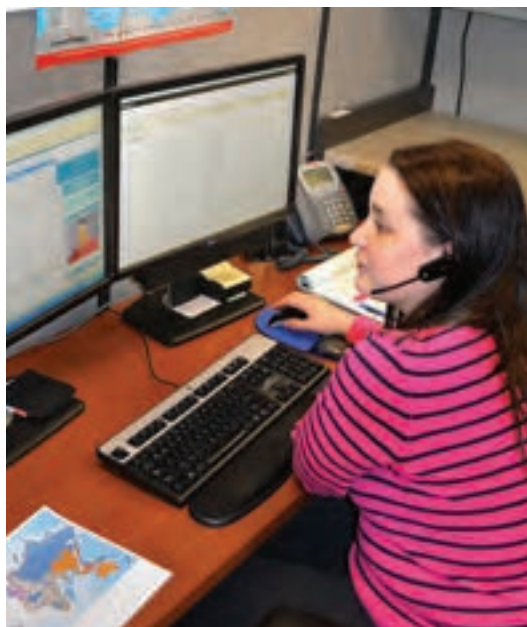
in queue. HR Connections considers itself to be more than a call center, but a resolution center – a place where ConocoPhillips employees are connected to HR knowledge.”

“Being a global team contributes to great work,” Hovig said. “When people call in or send a ticket, we give a good answer, show that we are efficient and contribute to making their day more effective.

“So just by doing and being, HR Connections fits into the culture. It’s inspiring, fun and a new way of thinking. If you are at home, offshore or across the world, you can reach us and get answers to your questions. By being innovative, we are inspired to think anew and be a team instead of thinking individually.”

Isaacs, who joined ConocoPhillips in April 2012, enjoyed meeting the HR Connections teams from Calgary, Stavanger, Aberdeen and London during the course of his first year.

“We have many talented people doing good things for this company,” he said. “While in Stavanger, Norway, I heard a lot about integration



Left: Bartlesville HR Connections Customer Center Representative Niki Fielder answers a call.

Below: Attendees at the HR town hall in Indonesia

and knowledge management. It is true; there is wisdom in a crowd. Our company’s collaboration playbook says it best: ‘Leverage functional excellence and global talent.’” ■





Joanna Desjardins,
reservoir engineer,
Western Canada Asset
Optimization Team
photo by Kari Harrison

Joanna Desjardins

For the love of learning by Jennifer Werbicki

Faces of ConocoPhillips

In January of this year, many ConocoPhillips Canada staff members were proud to pick up their local paper and see a familiar face. Joanna Desjardins, a reservoir engineer for the Western Canada Asset Optimization Team, was named one of the 20 Most Compelling Calgaryans of 2012, an annual feature in the *Calgary Herald*. In a city of more than one million people, that's impressive.

"I'm feeling really humbled by this whole experience," said Joanna. "I have so many great role models who I would have recommended to receive this award."

Many of those role models are colleagues at ConocoPhillips.

Joanna began her career in 2005 as an intern at Burlington Resources. A recent graduate from the University of Calgary Schulich School of Engineering, she was eager to learn as much as possible. "I had so many opportunities to learn about different properties, build relationships and gain leadership skills," said Joanna. "Learning about new aspects of our company continues to keep me so excited about what I do now."

This passion for learning has led to a rather packed schedule.

Not only is Joanna actively seeking out new skills and

knowledge, she recently completed her Master of Business Administration through the University of Calgary Haskayne School of Business. In her spare time, she's helping youth to discover that same passion for learning.

Thanks to encouragement from a friend, Joanna joined the World Petroleum Council (WPC) in 2010. "It was a perfect opportunity to combine my international interests with my curiosity about the global energy industry," Joanna said.

In 2012, she became the chairwoman for the WPC's fourth Youth Forum, which she attributes to project management and leadership skills she gained at ConocoPhillips. Working with a team of like-minded individuals – hardworking, passionate and outgoing volunteers, all with full-time jobs in the energy sector – she's leading the charge to bring future leaders of the global petroleum industry to Calgary in October.

"The Youth Forum provides an environment for people of all ages to discuss issues in the global energy industry that are relevant to young professionals, age 20 to 35," said Joanna. "I'm extremely proud to be a part of bringing this to Canada, as well

as encouraging important conversations and knowledge sharing about our industry."

The Youth Forum is expected to have more than 1,500 attendees, providing opportunities for the province of Alberta and the energy industry as a whole.

Overall, it makes for a busy day, but



when it's something you love to do, Joanna says, it hardly feels like work. "Taking a little time to work with others to create something for your community is so beneficial. And when personal interest turns to something you're recognized for, it's particularly rewarding."

Above: Joanna speaks at the 2011 World Petroleum Congress in Doha, Qatar.

Top: Joanna poses with a hawk during the Congress.

In the News

2013 SPIRIT Awards continue time-honored tradition

ConocoPhillips is now a new independent exploration and production company, but it has retained a few great traditions from its early beginnings like the SPIRIT of Performance Awards. Over the years, hundreds of project teams and thousands of individuals have been honored at the annual awards event for going above and beyond, and the company continued that tradition this year. In February, 26 teams and several individual honorees gathered in Houston for an evening of recognition and celebration.

“Throughout 2012, we took steps to define our new company and our culture. We recognized the need for seamless integration and functional excellence, and we strove to collaborate and work

across business units, functions and staffs in ways we’ve never done before,” said Ryan Lance, chairman and chief executive officer. “We learned about what it means to be leaders, how to empower others and why unleashing the potential of our people is critical to our success.

As we look ahead, we should never forget the past and what made our company successful, which brings us back to this great tradition – the SPIRIT of Performance Awards.”

Honorees ranged from teams that played vital roles during the company’s repositioning to those that put safety at the forefront by achieving record-breaking safety performance.

Two years ago, ConocoPhillips introduced a new Lifesaver SPIRIT



Award. This year the Lifesaver category was expanded to recognize those who identified a process safety hazard and directly intervened in a situation that had the potential to be life threatening.

“This award recognizes extraordinary efforts taken by an individual or group of individuals who acted with responsibility and bravery to save lives,” said Mike Ferrow, vice president, Health, Safety and Environment. “The honorees exemplify the commitment to safety and a willingness to go above and beyond the call of duty. They used quick thinking, initiative and leadership skills to save a life.” ●



Above left: Reservoir Engineering Supervisor Shuxing Dong accepts the SPIRIT Award for the Road to Recovery China Business Unit Team. **Above right:** ConocoPhillips Health, Safety and Environment Vice President Mike Ferrow (left) presents Lifesaver Awards to (from left) Ekofisk SAR Helicopter Team representative Naaden Dyrstad, ConocoPhillips Alaska Senior Geologist Anna Belanger, Staff Associate Charlene Winston, ConocoPhillips Norway HES Coordinator Arne Linge Trygstad and HSE Technician Corey Johnston, who represented the Lost Cabin ER Team.



Chairman and CEO Ryan Lance with 2013 Individual Lifetime Achievement Award winner Charlie Hooper.

Hooper receives Lifetime Achievement Award

There's a Chinese proverb that says, "If you want happiness for a lifetime, help somebody." Judging by Charlie Hooper's list of accomplishments, he has earned a lifetime – and then some – of happiness.

Hooper, emergency response loss prevention specialist, received the company's Lifetime Achievement Award. During the past 40 years, he has served as a member of the Corporate Incident Response Team and as a Strike Team leader for the ConocoPhillips IMAT (Incident Management Assist Team) group. Over the years, Hooper has responded to numerous incidents on behalf of the company.

"Few words are more powerful than 'giving back,'" said Lance as he presented the award to Hooper. "They're a commitment that positively changes lives and a promise to leave things better than you found them. Charlie has exemplified these two simple yet powerful words in his acts and deeds for more than four decades."

Hooper's commitment extends much further than ConocoPhillips. In 1995 he responded to the Oklahoma City bombing. In the wake of the Sept. 11, 2001 terrorist attacks, he spent three weeks volunteering at Ground Zero in New York City. And in 2011, Hooper and

his team were deployed to help fight the devastating wildfires in Magnolia, Texas.

He served as a member of the Katy Volunteer Fire Department, where he was named Firefighter of the Year in 1985 and presented with the fire chief's Distinguished Service Award. When the group became the City of Katy Fire Department, Hooper served first as assistant fire chief and then as fire chief. During his tenure, he was named Citizen of the Year by the City of Katy.

For more than 30 years, Hooper has served as an instructor for fire schools in New York, Nevada and Texas. He also has taught Incident Command Systems, High Angle Rescue and Vehicle Extrication.

He has created Medical Response Teams in such far-flung locations as Mexico, Venezuela and Peru and assisted teams in Russia, Houston, Bartlesville and Ponca City, Okla., and Farmington, N.M. While deployed overseas, Hooper and his team often spent weekends teaching first aid and CPR to teachers of ConocoPhillips employees' children.

"Of all my accomplishments, the SPIRIT Award is tops for me," said Hooper as he accepted the award. "Over the years I've watched my colleagues come up here to accept this award with their amazing stories. I never thought my story measured up. So, thank you again, for giving me the honor of a lifetime." ●

2013 SPIRIT Award Winners

Safety

- Integrated Safe Systems of Work Team.
- Logistics and Journey Management Team.
- Incident-Free Culture Team.
- Ekofisk Accommodation Platform in Singapore Team.
- Corrosion Control in Closed Water Systems Global Team.

People

- Investment in People Team.

Integrity

- Dodd-Frank Implementation Team.

Responsibility

- Sustainable Development Performance and Perception Team.
- Road to Recovery China Business Unit Team.

Innovation

- Corral Creek-Bakken Unit Team.
- Alaska Kuparuk CTD Team.
- Indonesia Commercial Team.
- Ekofisk Life of Field Seismic Team.
- Spark Development Team.
- Dunes Sagebrush Lizard Team.

Teamwork

- Unconventional Reservoir Excellence Leadership Team.
- Shale Play Oil Offtake Team.
- N-Block Caspian Business Unit Team.
- Day One Communications Team.

Business Excellence

- CD-5 Opens Door for NRPA Development Team.
- Judy Operations and Brownfield Team.
- Oil Sands Operations Team.
- APLNG Project Finance Team.
- Project Vortex Team.
- Finance and Legal Repositioning Team.
- Supply Chain and IT Company Repositioning Team.

Lifesaver Award

- Ekofisk SAR Helicopter Team.
- Anna Belanger.
- Charlene Winston.
- Arne Linge Trygstad.
- Lost Cabin ER Team.

Process Safe Guard Award

- David Hudson.
- Kerrie Lee Scott.

Individual Lifetime Achievement Award

- Charlie Hooper.

Global Aviation Services mentorship program takes flight

Brett Goodreau took the first flight of his young life on Jan. 21.

Along with Aaron Armendarez, a fellow member of a first-year mentorship program held by ConocoPhillips Global Aviation Services (GAS), the 14-year-old traveled both legs of the OK-TX Air Shuttle morning flight between Bartlesville, Okla., and Houston. The boys rotated their respective vantage points on the flight: Goodreau spent the first leg in the cabin along with the regular passengers and switched places with Armendarez for the return trip to Bartlesville, flying in the cockpit's jump seat, right next to the pilot and the co-pilot.

"Being up in the air wasn't as scary as I thought it would be," said Goodreau. "It was fun watching the pilots as they worked, and I enjoyed being able to look out over the land as we flew. I would really like to do it again."

The GAS mentorship program will almost certainly take flight again. All told, 11 youngsters, ranging from ages 14 to 19, took part in the program, which was hosted at the Bartlesville Municipal

Airport. It consisted of six classes that focused on different facets of the aviation industry. GAS coordinated with the Boy Scouts of America to make the mentorship program possible.

"Everything came out very positive," said Olive Zanakis, flight attendant, OK-TX Air Shuttle, who came up with the original idea for the GAS mentorship program and served as its coordinator, along with flight attendant Casey Williams. "We would love to have this program again. We've received a lot of

"We would love to have this program again. We've received a lot of feedback, and it has all been very good."

— Olive Zanakis

feedback, and it has all been very good."

The idea for the mentorship program was born out of a bit of frustration. GAS team members at the Bartlesville Municipal Airport wanted to take part in an annual United Way Day of Caring project, but their respective roles made it difficult to get away from the airport and into the community. So they decided to invite

community members to come see them.

Zanakis reached out to the Bartlesville Regional United Way to let them know that GAS would welcome mentoring opportunities. She soon learned that the local Boy Scouts chapter featured an Exploring for Life program through which youngsters could earn their aviation badges. So, working with the Boy Scouts, Zanakis created a fledgling program.

Work began in April, and it quickly became apparent that the program would soar to impressive heights. Every youngster who applied was accepted, and evening classes were developed. The classes typically spanned three hours and featured a complimentary dinner. Members of the GAS family taught the classes, which ranged from interview skills and business etiquette to piloting and airport operations.

"This has really been a great opportunity for these kids," said Rayko Martin, Goodreau's mother. "In addition to what they have learned about the aviation industry, this program has helped to instill in them a sense that if you set a goal and work hard toward it, you can achieve anything."

A driving force behind the development of the GAS mentorship program was a desire to enlighten young people about



Above: The first-year ConocoPhillips GAS mentorship program in Bartlesville, Okla., concluded with the Boy Scout participants earning their aviation badges as well as an invitation to fly aboard the OK-TX Air Shuttle. **Right:** During the mentorship program, Andrew Sterk familiarizes himself with the Embraer 135 aircraft as Casey Williams, flight attendant, looks on.





Above: Amy Nordic, lead flight attendant, OK-TX Air Shuttle, guides a “Flight Attendant” class as part of a first-year mentorship program led by ConocoPhillips Global Aviation Services in Bartlesville, Okla.

the field of aviation and its extensive opportunities. That kind of information isn’t always readily available, and thus people who might have the potential to excel in the field are never steered toward it. Thanks to the GAS mentorship program, the young participants received an in-depth view of the industry from the ground up.

Seemingly everyone involved with GAS at the Bartlesville Municipal Airport took the time to share their insight with participants in the mentorship program, often stopping by to talk during breaks in the classes. Marvin Janda, captain, even donated model planes. The program concluded with participants earning their aviation badges as well as an invitation to fly aboard the OK-TX Air Shuttle.

Zanakis distributed surveys soliciting feedback at the end of the program. Much to her delight, all of the reviews were glowing. One request did stand out though. “The only thing they really wanted to do but couldn’t was to fly the plane themselves,” laughed Zanakis. ●

The mentorship program featured six classes led by ConocoPhillips employees. Classes typically spanned three hours and featured a complimentary dinner. Classes included:

- **Piloting**, led by Chris Ellrich, shuttle captain.
- **Airport Operations**, taught by Rick Boswell, manager, Bartlesville Municipal Airport, Mike Richardson, assistant manager, Bartlesville Municipal Airport, and Michael Goode, Airport Operational Services lead tech.
- **Safety and Ground Support**, hosted by Richardson and Jeff Fellows, shuttle captain, Standardization and Training.

- **Interview Skills and Business Etiquette**, hosted by Lois Jones-Green, senior Human Resources business partner, and Richardson.
- **Flight Attendant**, taught by Amy Nordic, lead flight attendant, OK-TX Air Shuttle, and Tara Pinney, flight attendant.
- **Maintenance**, led by Scott Peterson, chief technician, Shuttle Maintenance, and Ed Beers, aircraft maintenance technician, Shuttle Maintenance.

Stone, Zanakis, Williams and Dawn Hall, shuttle coordinator, wrote the guidelines and procedures for the program. ●



Clockwise from top left: With the blast of air horns, Houston Mayor Anise Parker, Chairman and CEO Ryan Lance and Internal Communications Director Ray Scippa signal the start of the 2013 Rodeo Run; Many Rodeo Run participants competed in a costume contest before the event; ConocoPhillips volunteers hand out donuts at the post-race party; Runners begin the 10K race.

ConocoPhillips Rodeo Run raises \$400,000 for scholarships

For the past 26 years, the ConocoPhillips Rodeo Run has helped make college dreams a reality for Texas students. The tradition continued this year, as nearly 15,000 runners and walkers – many dressed in western wear – took to the streets of Houston for the annual event that raises money for the Houston Livestock Show and Rodeo Educational Fund.

“We’re proud to continue a tradition in which thousands of runners, walkers and volunteers come together to help send deserving Texas students to college,” said Sheila Feldman, vice president, Human Resources, and ConocoPhillips Rodeo Run chairperson.

The family-friendly event kicks off the Houston Livestock Show and Rodeo Parade in downtown Houston. In addition to featuring a 10K race and 5K fun run and walk, the Rodeo Run invites participants to get in the rodeo spirit by dressing up in their favorite western wear and competing in a costume contest. At the end of the course, all participants are

treated to a Texas-sized post-race party, complete with face painting for kids and live country music.

“By bringing together so many participants to exercise and have fun for this important cause, the ConocoPhillips Rodeo Run reminds us how fortunate we are to be able to give back to this great community,” Feldman said.

Financial contributions from ConocoPhillips and other event sponsors, along with operational support from nearly 1,500 volunteers, enable the company to contribute all entry fees to college scholarships. In all, ConocoPhillips has donated approximately \$3.7 million to the fund over the years.

“The Rodeo Run has become a staple in the Houston community,” said Ed Burke, manager, Brand & Community Relations. “We owe the continued success of this event to our employees, retirees and contractors. They manage 100 percent of the Rodeo Run – from planning the course to signing up runners before the event and handing out water along the route – and they do it all in the spirit of giving back to our community.” ●



Above: Face painting was just one of the many activities at the Texas-sized post-race party; Top: Human Resources Vice President Sheila Feldman congratulates the Female 10K Race winner Mary Davies.



Houston tradition.

Texas-sized pride.

At ConocoPhillips, we're committed to setting the standard for excellence in all that we do. That's why we're proud to support the Houston Livestock Show and Rodeo™ through the ConocoPhillips Rodeo Run. A Houston tradition spanning more than a quarter of a century, the Rodeo Run helps make college dreams a reality for Texas high school students. Thanks to all the volunteers and participants who helped make this year's event a success. For ConocoPhillips, it's a source of pride rivaled in size only by the state of Texas.

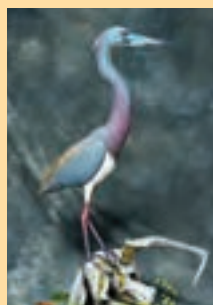

ConocoPhillips

www.conocophillips.com

Avian flock welcomes colorful new member

ConocoPhillips' Houston campus is pleased to introduce a new resident: a life-size tri-colored heron. The recent addition to the "Wood on the Wing" collection of carved wildfowl is the work of Gary Eigenberger, winner of the 2012 "Best in Gulf South" prize at the annual Louisiana Wildfowl Carvers Festival.

"The tri-colored heron is one of my favorites," said Eigenberger. "They have such beautiful lines and a rich combination of colors. To showcase the bird's



beauty, I presented it in an elegant upright posture typical of long-legged water birds."

If you look closely you'll also notice a small amphibian hiding under a lily pad. "I wanted to portray the leopard

frog just peaking up out of the water for a breath of air and let viewers use their imagination to decide whether the heron discovers it or not," Eigenberger added.

With a love of nature and the outdoors, Eigenberger started sculpting animals in clay at an early age. At age 14, he started carving birds out of wood using only a pocketknife. He has been featured in many national wildlife art and collecting magazines and won numerous "Best in Show" awards at international competitions. His carvings are found in prestigious private, corporate and museum collections.

Campus residents and visitors can marvel at a wide array of carved wildfowl along the main walkway. These decorative carvings are a uniquely American artistic tradition that blossomed during the mid-19th century. In addition to the birds themselves, all natural elements in the "Wood on the Wing" displays are made entirely from wood.

The annual competition is hosted by the Louisiana Wildfowl Carvers & Collectors Guild, a nonprofit organization dedicated to the preservation of Louisiana wetlands and the tradition of decoy carving.

Since 1979, ConocoPhillips has sponsored the woodcarving award as a way of encouraging the art form and increasing an appreciation of birds as critical players in the health of the environment. ●

Workshop digs deep into geomechanics

Geomechanics – the study of earth materials' response to stress states in the earth, whether natural or manmade – is quickly becoming one of the most critical subsurface technical areas for the petroleum industry. However, geomechanics is not a discipline that can be collected within a single management function, as it connects geology, geophysics, reservoir engineering, drilling and completions. This dilemma poses a bit of a challenge for collaboration. But thanks to recent workshops, ConocoPhillips employees in these fields are now working more closely than ever.

Geomechanical analysts within ConocoPhillips are spread among as many as 15 functional groups in Technology & Projects and global business units. Historically, each of these individual groups has performed geomechanics with excellence, but without the benefit of fully integrated knowledge sharing and technical coordination. To remedy this problem, the geomechanics community conducted two specialty workshops, the first in 2009 and the second in late 2012.

Both workshops were organized by Peter Hennings, manager, Structure and Geomechanics, and conducted jointly by Geosciences & Reservoir Engineering and Wells & Marine from Technology & Projects. In 2012, 50 participants representing seven global business units and 10 technology groups took part in the four-day workshop. The ultimate goal? Share detailed information on focused topics to advance the company's ability to exploit geomechanically complex assets and ensure operations are managed according to the highest possible geomechanical standards.

Deliberate focus during these workshops has led to closer collaboration among the geomechanics resources within the company over the past three years. This resulted in the development of 15 integrated technical themes, such as pore-pressure prediction and estimation of effective stress, reservoir containment analysis and stimulation optimization. A formal geomechanics steering committee and a geomechanical community of practice will soon launch to ensure that the momentum gained during the workshops continues. ●



Above: Ray Reid teaches a 30-minute geomechanics "how-to" module to more than 75 Houston attendees and more than 30 online participants.

Right: Dr. Mark Zoback of Stanford University (right) joined the workshop as keynote speaker. He joins Ali Tura, Edvard Omdal, Dave Kronman and Jim Sylte in a breakout session.



Auction raises funds for autistic children

Last fall, ConocoPhillips China held its Mid-Autumn Festival Party & Charity Auction in Beijing and Tanggu. Celebrated on the 15th day of the eighth month on the lunar calendar, when the moon is the roundest and largest of the year, the traditional Chinese festival symbolizes a day of gathering and giving thanks. ConocoPhillips China employees marked the day by holding a charity auction to benefit the Xiangyu Home for Autistic Children, a nonprofit organization in Tanggu.

Li Guojuan, founder of the Xiangyu Home and mother to an autistic child, established the home using all of her savings to help other underprivileged families facing the same situation.

"It really takes great efforts to take care of autistic children," said Xiao Zhou, a ConocoPhillips China volunteer who visited the home last fall. "The care is

almost one-on-one, which means one teacher takes care of one child specifically due to the nature of autism."

Fourteen children live in the home, which is staffed by 20 teachers. Twenty additional children sit on a waiting list due to insufficient space. The facility charges basic nursery fees, but it's not nearly enough to cover the daily necessities or pay and train the teachers. "All the teachers need specialized training, which is a big cost for this small organization," Zhou said.

The ConocoPhillips auction helped offset the cost. Each department set up booths and sold everything from homemade chocolate to skateboard courses. Employees donated hundreds of items to the silent auction, including home electronics, information technology services, homemade dishes, toys and more. Their efforts paid off. The event raised more than \$8,600, which the company matched, bringing the grand total to \$17,000. ●



Above: Donna Xue (left) and "fairy maiden," played by Helena Jia; Top: Alice Gao, an employee's daughter, takes a break from playing.

Travel group assists families in need

Though gift exchanges are fun, travel consultant Tia Edwards knew that she really didn't need anything during the holidays. She suspected that many others in her Bartlesville, Okla.-based Real Estate & Facilities Services (REFS) Travel group felt the same way.

So, as the holiday season neared, she touched base with Randy LaBouve, supervisor, Travel & Operations, to see if the group might be able to use the money that they would typically spend on each other to help local families in need. LaBouve eagerly embraced the idea, which soon became a full-fledged movement supported by ConocoPhillips employees from several other groups, including Event and Food Service Operations, Wellness, Document Imaging, Fleet and Mail Services and Warehouse.

On Dec. 21, Edwards and her husband delivered food and holiday gifts to two families, which between them include five adults and seven children. Among the donated items were plenty of toys for the kids as well as seasonal essentials such as coats, hats and gloves. In addition, there was a wide array of food, including local deer meat, salmon and jams donated from the Alaska Travel office.

"It's a great feeling to give back to people who may be a little down on their luck at the moment and offer them some light at the end of the tunnel," said Edwards.

The Travel group began their good works by donating a Thanksgiving meal to one of the families, and then decided to "adopt" it throughout the holiday season. Soon, the group took in another

family. As gifts were purchased, travel consultant Crystal Ralph-Haughn helped coordinate everything. By running inventory, she ensured that all of the essential gifts were purchased. Ultimately, the group bought more than 80 presents for the families, which they wrapped themselves.

Those in Travel want to continue assisting needy families in the area and have already put plans in place to do so. In addition to doing away with gift exchanges so that the money can be better used, they designated one day a week where employees bring their lunches to work. That way, the money they would have used to eat out can be put into a fund to help others.

While group members hope to continue assisting local families around the holidays, they would like to help at other times during a given year as resources allow.

"When we initially brought up some of these ideas every person in the group supported them," said LaBouve.

As Edwards and her husband carried donated items into the home of the first family, they received an unexpected gift that they were thrilled to share with all of those who were part of the giving effort. The little girl looked up at them and whispered, 'you guys are awesome.' ●



The ConocoPhillips Travel group based in Bartlesville, Okla., brightened the holiday season for two local families by donating presents.

Collaborative culture – smart integration

In November, the Knowledge Sharing team hosted its Network Leadership Summit to connect leaders of 100-plus knowledge sharing Networks of Excellence. The summit theme, “Collaborative Culture – Smart Integration,” reflects the company’s commitment to teamwork, a core value that is integral to the company’s success.

“For many years, knowledge sharing has connected people through business-focused, functionally-oriented networks,” said Dan Ranta, director, Knowledge Sharing. “The summit offers an opportunity for us to learn about the company’s direction and determine how we will continue making a positive impact.”

An executive panel kicked off the event with insights on the company’s culture and future. The panel consisted of Perry Berkenpas, vice president, Global Production Excellence; Ellen DeSanctis, vice president, Investor Relations & Communications; and Ram Shenoy, chief technology officer, Technology & Projects. Each offered their perspective on how knowledge sharing will play a vital role in moving the company forward.

“I really enjoyed the senior management speaker panel,” commented one participant. “They inspired me to learn more about the new culture and direction of ConocoPhillips.”

Ken Lueers, president, ConocoPhillips Canada, shared his business unit’s experience adopting a more collaborative and engaging culture. Wayne Howard, director, Non-Conventional Resource Excellence, spoke on the creation of the company’s largest network, Unconventional Reservoirs Excellence.

Early career professionals shared their unique perspectives on knowledge sharing, collaboration and technology. As panelist Iain Sutherland, production optimization engineer, Global Production Excellence, noted, “Younger professionals turn to our company’s networks to learn and understand the industry.”

Whether participants tuned in from their desks or in person in Houston, the summit provided fresh ideas, thoughtful feedback and real actionable plans. Participants left prepared to move knowledge into action within the company’s networks and teams. ●



Above: Representatives from five Asia Pacific assets share their experiences around integrated planning. Top: Attendees of the recent Singapore Planning & Scheduling workshop for Integrated Planning

Integration and collaboration in action

Company holds Integrated Planning and Scheduling Workshop

Last November, ConocoPhillips Planning & Scheduling specialists from across the Asia Pacific region gathered in Singapore for a four-day workshop aimed at driving improved integrated planning capability across the region. ConocoPhillips-operated assets, China, Indonesia and Australia, along with the company’s joint venture assets, KPOC Malaysia and APLNG East Australia, were represented. The specialists were supported by Tim Croucher, manager, Asia Pacific Operations Excellence; Mariann Andreassen, Planning & Scheduling Functional Excellence Team lead, and Gisle Karlsen, Integrated Planning Network of Excellence lead.

“There is no doubt that a number of the ConocoPhillips assets in Asia Pacific demonstrate leading-edge practices in their local planning and scheduling processes,” said Croucher. “However, it is also clear that some of the key barriers to achieving functionally integrated planning

processes are also shared across those same assets. The workshop helped us identify common barriers and provided the opportunity to develop a more effective process to address them by employing regional and global expertise.”

In addition to providing focused training around the Operations Excellence Planning & Scheduling system, the workshop allowed employees to share best practices and common challenges. As a result, employees developed a detailed roadmap to an integrated planning process for each Asia Pacific asset.

“The development and implementation of effective, functionally-integrated planning processes is one of a few remaining challenges to achieving a managed level of Operations Excellence across the company,” said Croucher. “The Singapore workshop has helped the ConocoPhillips Asia Pacific assets take a big step in the right direction in addressing that challenge.” ●

ConocoPhillips hosts first Wikithon event

Have you heard of a Wikithon? Similar to a hackathon, where computer programmers collaborate on software projects, a Wikithon offers an environment for employees to connect face to face and virtually to contribute valuable content to the ConocoPhillips internal encyclopedia, OneWiki.

Subsurface Excellence introduced the concept of a Wikithon as a way to engage and increase the level of collaboration among wiki contributors. Employees recently participated in the two-day open house through fun, social interaction and hands-on training. Since OneWiki's inception in 2010, the site has grown to more than 11,000 users and more than 6,000 content pages. ConocoPhillips employees, contractors and interns continue to create, edit and serve as moderators of content.

"The wiki adds value by being an easy place for ConocoPhillips employees to put relevant information about their area of expertise, known best practices and gained knowledge," said Tim Cornelson, director, Communication and Integration, Geosciences & Reservoir Engineering Technology. "This makes it easy for other employees to add information and update wiki content to ensure the information is always the best knowledge we have on a topic, findable by anybody in the company, anyplace in the world."



(From left to right) **Melanie Coyan, geologist; Matt Francis, geologist; Evan Bianco, geophysicist, Agile geoscience; Phillip Nguyen, geosciences technician.**

The Wikithon introduced employees across the company to the benefits of collaborative sharing on OneWiki. To further spur connectivity, employees bonded with other wiki users to share their tips and tricks.

"Contributing to OneWiki is important because it preserves our corporate memory, one area that sets ConocoPhillips apart and distinguishes us from other companies," said Juli Hennings, manager, Geoscience Excellence. "It's very important for us to capture problems from our knowledge-sharing Ask & Discuss forums and global conferences,

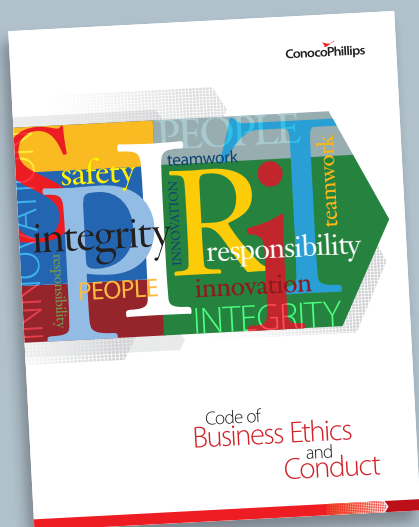
so this content can be added and searched for future generations."

While this was the first Wikithon, it has prompted employees across the business to host smaller events to increase teamwork and add their knowledge content to the wiki.

"Wikithon events allow us to connect employees globally. This is part of our bigger knowledge-sharing effort to help employees in the company share what they know and to build trusted relationships across business units and functions," said Dan Ranta, director, Knowledge Sharing. ●

Clockwise from right: Patrick Gould, OneWiki program manager, assists Wikithon participant Megan Evans, staff process engineer; Evan Bianco, geophysicist, Agile Geoscience (left), assists Wikithon participant Uwe Doring, senior principal consultant, Management Systems; Dede Schwartz, supervisor, Geodata Management; and Caryn Tillman, operations analyst, participate virtually from Anchorage.





Coming soon: a new Code of Business Ethics and Conduct for the 'New' ConocoPhillips!

Global Compliance & Ethics is proud to announce the development of a new Code of Business Ethics and Conduct. Highlights include:

- New look and feel.
- Added emphasis on SPIRIT Values.
- More concise and reader-friendly.
- More global content.
- New images.
- Updated Ethics HelpLine access.
- New topics, including expectations for supervisors, social media and money laundering.
- Quick links to company policies.
- New content and learning aids.
- Translated in multiple languages.
- Enhanced relevance for ConocoPhillips as an independent E&P company.

The new code will launch on April 1. A Web-based Code of Business Ethics and Conduct training course will help employees understand the new code. Throughout the course, various situations and scenarios will explain the company's policies and relevant laws so that employees have the right information and knowledge needed to make ethical business decisions. This new course will be available via Learning Express on April 2. ●

ConocoPhillips takes a new look at leadership

Ask great leaders what makes them successful, and they'll talk about their teams. Do the same with great teams, and they'll credit their leaders.

Leadership isn't an approach or an outcome. It's an opportunity to bring out

ConocoPhillips' leadership competencies set expectations for how everyone, regardless of level or position, should strive to contribute and act with one another.

The competencies also are helping to define the way in which leadership is viewed. And that's leading to new conversations about leadership across the company.

"I was surprised to see that much of



the very best in everyone at every level of the organization.

"ConocoPhillips is making developing great leaders a priority," said Sheila Feldman, vice president of Human Resources. "As we strive to set a new standard of excellence for an independent ConocoPhillips, we want to make leadership real, relevant and actionable for every employee."

The company recently introduced new leadership competencies. From the North Slope of Alaska to the North Sea and all ConocoPhillips locations in between, all employees will be asked to familiarize themselves with these concepts and begin to use them in various ways.

The introduction of the competencies includes a unique desk display and a video on what leadership means at ConocoPhillips as told from the perspectives of the people who experience it every day – our employees around the world.

"Leadership is such an important part of our business at ConocoPhillips, and I think the video did a great job of portraying this," said Peter Adams, supervisor, Global Completion Engineering. "Our group enjoyed preparing for the video and helping convey these messages in a way that was fresh and upbeat."

the way we work and the standards we set for ourselves – like accountability, building relationships and collaboration – are included in the leadership competencies," said Holly Strople, account

"As we strive to set a new standard of excellence for an independent ConocoPhillips, we want to make leadership real, relevant and actionable for every employee."

– Sheila Feldman

manager, Creative Services. "I hadn't thought of these concepts in terms of leadership before. This has given us a new way to view how we set goals and approach our work – both as individuals and as a team."

Feldman added, "Employees will play a big role in breathing life into these concepts as they become further integrated into our people-related processes at ConocoPhillips, such as performance management, training and career development." ●

Who do you consider a great leader and why?



Richard Branson,
Founder and chairman of Virgin Group

He will not take no for an answer in his determination to find a way. Even though he seems fearless, he learns from his mistakes and shares his success.

Haavard Kaldestad,
Projects, Supply Chain, Aviation



Marissa Mayer,
President and CEO of Yahoo and prior Google executive

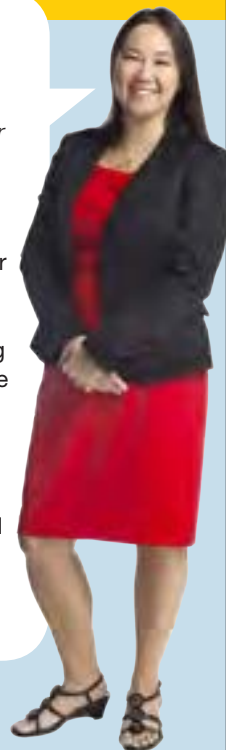
She has a deep understanding of the challenges facing the industry and vision to work the issues and mitigate them. She is passionate, productive and one of the few women who has it all (family and career) at the highest level.

Azeb Wossen, *Projects, Supply Chain, Aviation*

Margaret Thatcher,
former and longest-serving prime minister of the U.K.

She had the intellect and conviction to do what none before her for decades had the courage to do. She challenged prevailing consensus and drove a reluctant political party and country in a new direction. She had strong beliefs, foresight and determination.

Karen Blackburn, *E&P Americas, Gulf Coast Business Unit*



Steve Jobs, *co-founder, chairman and CEO of Apple Inc.*

He understood what passion and innovation was all about. He was a forward thinker and a big thinker. He let his ideas lead him to make revolutionary advances in technology that have changed the way we live today.

Ty Johnson,
Community Relations



Nelson Mandela,
South African anti-apartheid activist and former president of South Africa

He showed the courage, commitment and resilience to fight for his beliefs despite severe personal setbacks. He showed it is possible to forgive and to work with the opposition in the interests of the greater good.

Barry Allan, *Corporate Planning & Strategy*

News Briefs

ConocoPhillips announces agreement to sell Cedar Creek Anticline properties for \$1.05 billion

ConocoPhillips has entered into an agreement with Denbury Resources Inc.'s principal operating subsidiary to sell ConocoPhillips properties in the Cedar Creek Anticline, comprising approximately 86,000 net acres in southwestern North Dakota and eastern Montana. The company's 2012 net production from these properties averaged 13,000 barrels of oil equivalent per day through November. The sale does not include any ConocoPhillips assets in the Bakken Formation, where ConocoPhillips owns 626,000 net acres, consisting of 207,000 net lease acres and 419,000 net mineral acres.

"This disposition represents further optimization of our portfolio. The transaction will allow us to focus our investments in North Dakota and Montana on our significant Bakken unconventional position," said Don Wallete, executive vice president, Commercial, Business Development & Corporate Planning. "We are pleased that Denbury Resources Inc. recognizes the value of these properties."

Qatargas 3 signs long-term agreement with PTT of Thailand

Qatar Liquefied Natural Gas Limited (3) (Qatargas 3) recently signed a long-term sales and purchase agreement with PTT Public Company Limited of Thailand to deliver two million tonnes per annum (MTPA) of LNG over a period of 20 years beginning in 2015. The agreement was signed by Dr. Mohammed Bin Saleh Al-Sada, minister of energy and industry and chairman of the board of Qatargas, and Mr. Pailin Chuchottaworn, CEO and president of PTT.

Operated by Qatargas, the Qatargas 3 joint venture comprises one LNG mega-train with a capacity of 7.8 million MTPA. ConocoPhillips owns a 30 percent share, along with Qatar Petroleum (68.5 percent) and Mitsui & Co. Ltd. (1.5 percent).

"This is a tremendous occasion for us as this is the first long-term agreement for Qatargas in Southeast Asia and our

first long-term contract with PTT," said Gary Sykes, president, ConocoPhillips Qatar. "It also furthers our goal of diverting our Qatargas 3 volumes into valuable long-term markets."

Qatargas 3 is optimistic about the future of business in Southeast Asia. According to the U.S. Energy Information Administration, Asia is expected to account for 48 percent of the world's population growth, 52 percent of global gross domestic product growth and 64 percent of growth in primary energy consumption.

Ed Stokes elected Offshore Technology Conference board chairman

Ed Stokes, project coordination manager, Offshore, Brass LNG Project, was elected as the next chairman of the Offshore Technology Conference (OTC) Board of Directors. He has contributed to OTC's growth and success for 17 years and will take the reins for two years following the 2013 conference. He currently serves as vice chairman, representing the Society of Naval Architects and Marine Engineers. Stokes is the third ConocoPhillips employee to serve as OTC chairman throughout OTC's 44-year existence. Dennis Gregg and Roger Abel held the position during the 1990s.



International tribunal rules Ecuador's taking of ConocoPhillips investment unlawful

ConocoPhillips' wholly owned subsidiary, Burlington Resources Inc., has received a favorable decision in the international arbitration filed against Ecuador. The tribunal, constituted under the International Centre for the Settlement of Investment Disputes, ruled that Ecuador unlawfully expropriated the company's significant oil investments in Blocks 7 and 21, in

violation of the U.S.-Ecuador Bilateral Investment Treaty.

The tribunal also found that Burlington's investment, expropriated by Ecuador, included the contractual right to be indemnified for the effects of the Windfall Profits Tax (Law 42).

"This decision sends a message that contracts must be honored and governments cannot expropriate investments without compensation," said Janet Kelly, senior vice president, Legal and General Counsel. "The ruling confirms that Ecuador's actions were not in accordance with international law."

While this ruling is an essential step in the process, the tribunal has not yet issued a decision on damages. An additional arbitration phase will take place to determine the amount of compensation owed to Burlington for Ecuador's actions.

ConocoPhillips Canada wins Top 60 Employer Award

ConocoPhillips Canada has won an Alberta's Top 60 Employer Award, part of the annual Canada's Top 100 Employers competition, now in its 15th year. Winning companies are selected by an independent judging panel to determine which employers lead their industries in offering exceptional workplaces for their employees. A special feature about the awards was scheduled to be published in the *Calgary Herald* newspaper.

ConocoPhillips Norway wins Golden Crown

ConocoPhillips Norway has been awarded the 2013 Gullkronen (Golden Crown) in the best operator category by oil and gas consulting firm Rystad Energy. This prestigious award, now in its fifth year, recognizes excellent performance and results in Norwegian energy activities. "Receiving the Golden Crown is a great recognition of the entire Norwegian organization and the solid work being done to ensure that the Greater Ekofisk Area continues to play a key role in the Norwegian oil industry for years to come," said Brage Sandstad, manager, ConocoPhillips Norway Operations. ●

Andrew Lundquist named senior vice president, Government Affairs

Andrew Lundquist has been named to the company's Executive Leadership Team as senior vice president, Government Affairs. In this capacity, Lundquist will have responsibility for the company's state, federal and international policy and government affairs activities. Lundquist succeeds Red Cavaney, who retired at the end of 2012.



"Andrew knows our industry. He knows our company and is a proven leader in managing government affairs," said Ryan Lance, chairman and chief executive officer. "His reputation and leadership will

reinforce our company's commitment to strong relations with local and national governments around the world."

Lundquist has more than 25 years of experience in the government affairs field. He was previously managing partner of BlueWater Strategies LLC, a Washington, D.C.-based consulting firm that he founded in 2002. In this role, he provided business and government relations advice and managed major projects for U.S. and international corporations. Lundquist previously served as a director for Pioneer Natural Resources Company from 2004 to 2013, for Coeur d'Alene Mines Corporation from 2005 to 2013 and for Evergreen Resources, Inc. from 2002 to 2004.

Prior to joining the private sector, Lundquist served at the White House in several leadership roles. During 2001,

he was the director of the White House National Energy Policy Development Group, which directed the cabinet-level task force that produced the president's National Energy Policy, and was advisor to the president and vice president on energy issues.

Lundquist previously spent 14 years on Capitol Hill, the last three of which were as majority staff director of the U.S. Senate Committee on Energy and Natural Resources. He also has served as chief of staff for Sen. Frank Murkowski of Alaska, counsel for the Senate Energy Committee and senior legislative assistant for Sen. Ted Stevens of Alaska.

Lundquist holds a bachelor's degree in finance from the University of Alaska and a Juris Doctor from Catholic University Columbus School of Law. ●



ConocoPhillips rings the bell Chairman and CEO Ryan Lance and members of the executive leadership team ring the New York Stock Exchange closing bell on Feb. 27. The event was part of ConocoPhillips first analyst meeting as an independent E&P company hosted in New York on Feb. 28. During the Analyst Day presentation entitled "A New Class of E&P Investment," Lance, Chief Financial Officer Jeff Sheets, Exploration & Production Executive Vice President Matt Fox and Technology & Projects Executive Vice President Al Hirshberg outlined the company's goal to consistently deliver strong, predictable returns to shareholders.

On Assignment



Jim Spanos (*Going deep: ConocoPhillips finds its place in Malaysia, Page 10*) returns with his first cover feature for *spirit Magazine* since the second quarter 2009. In his current role as creative director of ConocoPhillips Video Services, Jim is responsible for setting the “look” of ConocoPhillips on video, as well as creating films for internal communications, special events such as the SPIRIT awards and executive retirements. His 2012 music video for the San Juan business unit was nominated for a SPIRIT of Performance award. An accomplished screenwriter-director, Jim’s films have been shown at numerous film festivals, the Houston Museum of Fine Arts and the Director’s Guild of America Theater in Los Angeles as part of the Texas Filmmakers Showcase.



Garth Hannum (*Going deep: ConocoPhillips finds its place in Malaysia, Page 10*) has been photographer and senior videographer for ConocoPhillips for the past 28 years. Starting his career at the Billings Refinery and moving on to the Exploration Research Division in Ponca City, he relocated to Houston in 2001. Garth has covered ConocoPhillips operations in more than 30 countries around the world, gathering still images and video for company publications.



Patrick Currey (*Our town: Eagle Ford stakeholder engagement team connects with community through simple courtesy, Page 34*) is a freelance writer and photographer whose work has graced the pages of *spirit Magazine* since the first issue in 2007. Patrick has covered operations all over the world, producing numerous cover photos, feature stories and Faces of ConocoPhillips profiles. He also produces short videos for *eStream on Demand*, including the recent highly acclaimed two-part It’s What We Do profile of ConocoPhillips Alaska Operations Support Manager Charlie Roubidoux. Patrick considers it a great honor to meet, photograph and tell the stories of the hard-working men and women of ConocoPhillips.



John McLemore (*ConocoPhillips starts from scratch in Poland, Page 42*) joined ConocoPhillips in 2001 and now serves as external communications senior advisor with responsibility for Asia and the Middle East. In his current role, John provides media relations, community relations and emergency response communications support to business units around the globe. A former award-winning television reporter, John has built a well-deserved reputation during his ConocoPhillips career for his commitment to building collaborative relationships and delivering the company’s key messages internally and externally in a timely and concise fashion.



Jennifer Werbicki (*Joanna Desjardins: For the love of learning, Page 52.*) joined ConocoPhillips Canada in July 2011 as a communications advisor. As one of the main contributors and editors for Canada’s intranet (*ehStream*) and weekly newsletter (*Communication Pipeline*), she keeps Canadian staff tuned in to the company’s milestones, successes and announcements. She also coordinates Canada-wide events and provides strategic communication support for various groups including the Canadian Arctic, Health and Wellness and Health, Safety and Environment operations. Jennifer graduated from the University of Calgary with a Bachelor of Arts degree in Communications Studies. Outside of work, she has a passion for travel, a love for trying new things and enjoys the outdoors.

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Employees

Your health and wellness are a priority for ConocoPhillips.

From nutritious food to flu shots, from health challenges to biometric screenings, ConocoPhillips is committed to offering you healthy choices so you can be your best. In 2013, our focus is on something you literally can't live without – your heart. We'll be showcasing some of the many ways you can strengthen and nurture your heart so you can live a healthy, active and long life.

Learn more on [eStream](#) > [QuickPicks](#) > [Good for You!](#)



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