

CONOCOPHILLIPS

Spirit

First Quarter 2017



ConocoPhillips Qatar

PARTNERSHIPS AND COLLABORATION IN THE HEART OF THE ARABIAN GULF

Is this a “reel” email, or are you being baited?



From: Internal RevenueService
<yourtaxrefund@InternalRevenueService.com>
Sent: Tuesday, February 21, 2017 9:47AM
Subject: [SPAM:#] Get your tax refundnow

Importance:High

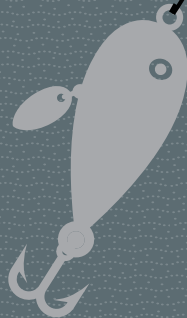
After the last anual calculations of your acount activity we have determined that you, sir, are eligible to receive a tax refund of\$479.30. Please submit the tax refund request and allow us 2-6 days in order to process it.Arefund can be delayed for a variety of reasons.For example submitting invalid records or applying after thedeadline.Toaccess the form for your tax refund, please clickhere (<http://e-dlogs.rta.mi.th:84/www.irs.gov/>)

Note: Deliberate wrong inputs will be prosecutedbylaw

Regards,
Internal RevenueService

WHAT IS PHISHING?

Phishing scams are a form of social engineering designed to lure recipients into responding or clicking a link immediately, by claiming they will lose something (usually money or a prize) if they don't take action. The email may appear to come from a legitimate source (e.g., government, store, financial institution), but it is really a devious way for the criminal to breach security and gain access to valuable information.



TAX DAY in the U.S. is **APRIL 15**. Don't get lured into a phishing scam.

FIND THE CLUES

CLUES
HERE'S HOW YOU KNOW THIS EMAIL IS SUSPICIOUS:

1. Phony logo
2. Questionable sender's address
3. Sense of urgency
4. Bad spelling and grammar
5. Threats
6. Poor spacing and formatting
7. Inflated/inappropriate language
8. Suspicious link
9. No real person's name or contact information provided
10. A reputable organization like the IRS would not send this type of information over email

LINKS – THINK BEFORE YOU CLICK

Links in emails are common, but are often used as bait. Before you click, ask:

- Did the email come from an unknown sender?
- Is the email unsolicited?
- Is the email poorly formatted?
- Are there misspellings/typos or odd grammar?
- Is the link shortened or suspicious?



HELP KEEP CONOCOPHILLIPS SAFE
Report all potential phishing attempts to
Phishing@ConocoPhillips.com



From the desk of

Todd Creeger,
President, ConocoPhillips Qatar

SINCE I JOINED CONOCOPHILLIPS QATAR, I'VE BEEN IMPRESSED with the many unique aspects of living and working here. The cover article of this issue of *spirit Magazine* features many of the people who make this business unit so successful.

With 42 members in several different locations, the ConocoPhillips team is small compared to other oil and gas companies with a presence in Qatar. We don't operate here, which makes us different from many company business units. State-owned Qatar Petroleum owns a major interest in all oil and gas ventures, including subsidiary Qatargas, where ConocoPhillips holds a 30 percent interest in one of 14 trains.

Our team is dedicated to protecting the company's base in Qatar while looking for opportunities to apply ConocoPhillips' advanced technologies and unique expertise to meet challenges confronted by Qatar Petroleum and Qatargas. To this end, we have nine ConocoPhillips employees seconded to these organizations, providing on-site support for Qatargas 3 and other Qatar Petroleum projects. And in 2010, ConocoPhillips founded the Global Water Sustainability Center to address Qatar's oil- and gas-related issues, as well as provide support to ConocoPhillips business units around the world.

Qatar itself is a unique place. Through visionary leadership and hard work, the country is transforming itself into a modern society, as outlined in the Qatar National Vision 2030. Doha is a great host city that provides excellent opportunities for travel, dining, recreation, arts and culture.

The next feature story in this issue covers the recently completed water pilot project at Blueberry Montney in the Canadian province of British Columbia. The two articles intersect through the technical expertise provided by scientists at Doha's Global Water Sustainability Center.

Other feature articles include an update on how employees' lives have been improved by *Good for You!*, the company's health and wellness initiative, and how sourcing goods and services from diverse suppliers benefits the company as well as the vendors. As always, be sure to read the Faces of ConocoPhillips starting on page 46 to learn about four special people who help make this company great. Here in Qatar, we look forward to every issue of *spirit Magazine* as one of the many ways to stay connected, informed, entertained and inspired. ■



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In northeastern British Columbia, a water treatment pilot paves the way for full-scale recycling and reuse at Blueberry Montney. JAN HESTER

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Since its launch in 2012, the company's signature health and wellness program has improved employee health and well-being. VINNIKA JOHNSON



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Both ConocoPhillips and suppliers in local communities benefit from the company's commitment to supplier diversity. RENEE GRIFFIN





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A compilation of news from
around the ConocoPhillips world

ON THE COVER [Doha's Museum of Islamic Art](#), a cultural icon for Qatar and the Gulf region, opened its doors in 2008. Designed by world-renowned Chinese-American architect I.M. Pei, the structure sits on its own C-shaped peninsula in the Arabian Gulf along Doha's Corniche. This geometric matrix visually represents the dome's descent from circle to octagon to square and finally to four triangular flaps that angle back at different heights to become the atrium's columns.
PHOTO BY ENRICO SACCHETTI





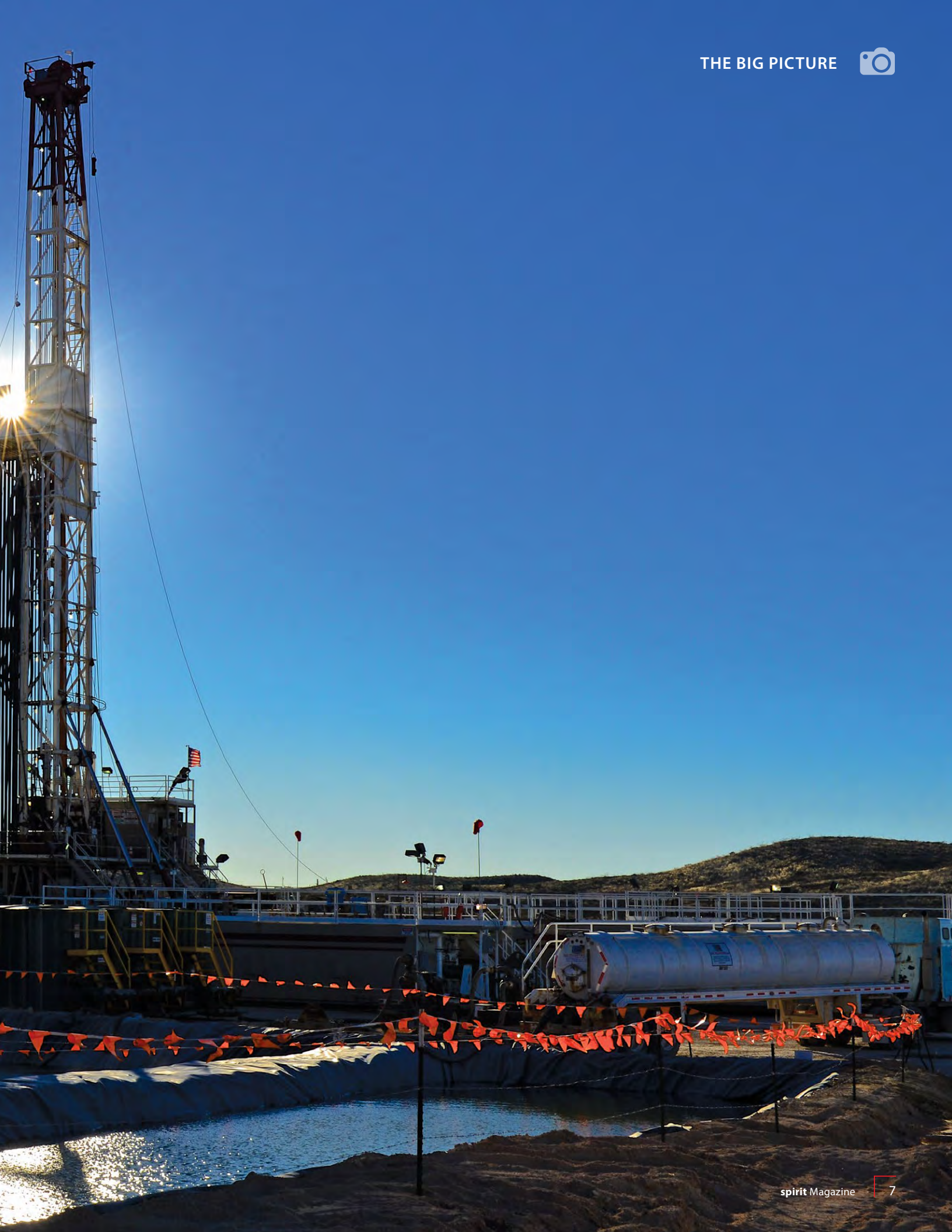
Epic move

The towering Energy Center skyscrapers are located in the heart of Houston's Energy Corridor. On Nov. 29, 2016, ConocoPhillips Chairman & CEO Ryan Lance announced in a global employee email that the company's Houston headquarters will move to Energy Center 4 (center) in 2018. The company's Lower 48 business unit has been based in Energy Center 3 (right) since mid-2016. PHOTOGRAPHY BY HALL PUCKETT

A Permian star is born

The sun shines through a drilling rig in one of the most promising unconventional plays of West Texas' Permian Basin. Known as the Delaware Basin, this area is the cornerstone of ConocoPhillips unconventional acreage in the basin. The company's Mid-Continent business unit will drill four wells on this site. PHOTOGRAPHY BY PATRICK CURREY







River view

A cityscape overlooking the Thames River captures London's old and new. The giant [London Eye Ferris wheel](#) on the city's South Bank dominates the foreground, with the iconic Big Ben clock tower and [Palace of Westminster](#) in the distance. ConocoPhillips' Commercial office, located in the Mayfair section of London's West End, is responsible for trading products from the company's North Sea assets. PHOTOGRAPHY BY ENRICO SACCHETTI



ConocoPhillips Qatar:

Partnerships and collaboration
in the heart of the Arabian Gulf

Resting on a man-made plaza overlooking Doha Harbor, the 80-foot “7” sculpture by American artist Richard Serra celebrates the scientific and spiritual significance of the number seven in Islamic culture.





PHOTOGRAPHY BY ENRICO SACCHETTI

THE TRANSFORMATION OF QATAR FROM A SPARSELY POPULATED PENINSULA IN THE ARABIAN GULF TO AN ULTRAMODERN, PROSPEROUS COUNTRY IS IMPRESSIVE. MORE COMPELLING, HOWEVER, IS THE STORY OF HOW THE COUNTRY'S VISION FACILITATED ITS EMERGENCE AS A GLOBAL HUB FOR EDUCATION, SPORT, CULTURE AND ARCHITECTURE.

Cognizant of both the economic potential and the inevitable depletion of the country’s natural gas resources, Qatar’s leadership formulated an ambitious plan. Called [Qatar National Vision 2030](#) (QNV2030), the plan serves as a blueprint for the country to leverage its liquefied natural gas (LNG) wealth to create a sustainable economy.

As a partner in the country’s production of LNG, ConocoPhillips seeks to provide valuable contributions to this vision. The responsibility is

Australia and Malaysia. Creeger and his team are committed to positioning the company and its local stakeholders for future success. Critical to achieving these goals are maintaining their strong relationships with [Qatar Petroleum](#) (QP) and [Qatargas](#) (QG).

“Part of our work in Qatar,” Creeger said, “is to identify opportunities where our experience can add value for QP and QG from an operational and sustainability standpoint. We have also embraced

ConocoPhillips and Qatargas 3

Established in 1984 by parent company Qatar Petroleum (QP), Qatargas (QG) is the world’s largest producer of

liquefied natural gas (LNG). The state-owned QP owns a major stake in all oil and gas facilities in Qatar. QG operates seven LNG trains, including four megatrans, at Ras Laffan Industrial City, and facilities for shareholders in its assets, QG1, QG2, QG3 and QG4.

Since 2003, ConocoPhillips has held a 30 percent share in QG3. At full operational capacity, QG3’s one megatrain is capable of processing approximately one billion cubic feet of gas per day for 25 years. It ships its LNG to worldwide markets.

taken seriously. In Qatar, LNG is not only the lifeblood of Qatar’s economy; it is a critical enabler of the country’s future development, as well as the well-being of its 2.6 million residents.

ConocoPhillips Qatar President Todd Creeger recently took the helm in Doha, his first Middle East position after a string of international assignments that included Russia, Norway, Nigeria,

the opportunity to give back to the community through initiatives dedicated to improving the lives of the Qatar community as a whole.”

Creeger represents ConocoPhillips as a member of the [U.S.-Qatar Business Council](#) and other advisory steering committees and is already involved in activities sponsored by the Qatar branch of his alma mater, Texas A&M University. “I recently





Commercial Manager
Bryan Frisbie

LEFT: ConocoPhillips Qatar President Todd Creeger, center, meets with representatives of Qatargas.

sat on a panel that judged student papers, and we co-sponsor the annual Qatar Process Safety Symposium. In fact, I will also be the commencement speaker at this year's graduation ceremony in May."

The Qatar business unit consists of the main office, located in Doha's Gate Mall, the ConocoPhillips [Global Water Sustainability Center](#) (GWSC) at Qatar Science and Technology Park, and a group of highly experienced global ConocoPhillips employees seconded to various positions within QP and QG.

ConocoPhillips and QP are well aligned according to Creeger and collaborate to drive consistent commercial arrangements and leverage shared infrastructure. "At QG, we share almost everything," he said. "It's a unique model that compels shareholders to work together. Tiny details make big differences, such as metering, the allocation system and ship sharing. Everybody has to collaborate. It's a great model, and extremely effective."

CONOCOPHILLIPS' LONGSTANDING INVESTMENT IN QATAR

ConocoPhillips is a dedicated partner of QG, a flagship Qatari LNG supplier built on a unique concept of bringing together four large oil companies — ConocoPhillips, ExxonMobil, Total

and Shell — to build on the best practices from its partners. "It works really well," said Commercial Manager Bryan Frisbie. "When a technical issue arises, Qatargas approaches its IOC shareholders for input and then utilizes the best option, or we all come together to solve the problem as a larger, integrated team."

Qatar has developed its LNG business to optimize costs and operational efficiency. While the individual LNG trains and the offshore facilities and wells are owned by each respective venture, QG3 participated in common facilities projects related to the storage and loading of LNG, liquefied petroleum gas (LPG), condensate, helium and sulfur. QP mandated that all ventures share the facilities to reduce overall capital and operating costs, allowing efficient use of the land and maximizing operating flexibility. "The Q-Flex and Q-Max ships are shared, so our LNG can go onto any one of the 31 vessels," Frisbie said. "It offers optimum flexibility in terms of operations and delivering LNG, and it helps QG meet its goal of being a highly reliable LNG producer. The message is, if you buy LNG from Qatar, you will receive it on the day it's expected. Our investment went beyond our share of capital investment and extended into partnering with Qatar to build reliable trains that lend pride to



Technical Manager Bill Denney



Project Manager David Twaite (QP secondee)

the moniker, ‘Qatargas, the world’s most reliable LNG producer.’”

QP, along with QG and RasGas shareholders, recently announced the merger of QG and RasGas, one of the world’s premier integrated LNG enterprises. “Bringing together two of the largest LNG producers into one combined entity makes a lot of sense,” Creeger said, “and we appreciate the opportunity to further enhance efficiency and value by combining the ventures.”

ConocoPhillips’ involvement in Qatar began two decades ago, when Phillips Petroleum Co. and QP’s predecessor, Qatar General Petroleum Corp., signed a heads of agreement in 1997 for a new joint-venture petrochemical complex in the Mesaieed Industrial Area of Qatar. The venture was Phillips’ first petrochemical complex in the Middle East and laid the foundation for a partnership between ConocoPhillips and QP that culminated in the QG3 project. The project management team was comprised of a diverse set of ConocoPhillips, QG, QP and Shell employees, who together built what are the most reliable trains in Qatar.

POSITIONING FOR THE FUTURE: PROVIDING EXPERTISE

Technical Manager Bill Denney uses his expertise and knowledge of the company’s technological capabilities to support the relationship with QP and to look after ConocoPhillips’ interests as a shareholder in QG3. “We provide a range of services, from training to analyzing complex problems by consulting with our technical experts,” Denney said. “A key component of this is through our strong relationships and understanding of our partners’ operations, and identifying where our experience can complement their efforts.”

“Secondees are also critical to our mission here, providing specialized knowledge and expertise to QP and QG,” Creeger said. “While most support is related to equity-owned projects, some subject matter experts have worked on projects where we don’t own an interest. This truly speaks to our dedication to supporting our local partners

across HSE, engineering and operations.”

One of those secondees is QP Project Manager David Twaite, who also served as a secondee with QG.

Twaite manages QP’s redevelopment and expansion of a mature offshore field that has not been fully exploited. The massive project — one of the biggest to be managed and executed by QP — will develop new reservoirs.

“The QP redevelopment effort is a major project that includes a new onshore plant, new offshore facilities, including wells, pipelines and platforms, and the upgrade of existing platforms,” Twaite said, “and we are progressing toward front-end engineering design.”

Twaite is enthusiastic about the project. “Seldom do you get an opportunity to work on something this big and wide-ranging. It is a multi-billion-dollar project that includes both onshore and offshore, greenfield and brownfield elements.”

QG secondee Chris Hiatt comes from ConocoPhillips’ Polar Tankers organization and works in the QG shipping department as shipping controls advisor. “I have the opportunity to be involved in a broad range of marine functions, including projects, operations, terminal vetting and shareholder governance,” Hiatt said.

Hiatt is involved in projects such as ensuring the QG fleet complies with any evolving international maritime standards. He has also participated in studies that attempt to capture new markets

“Bringing together two of the largest LNG producers into one combined entity makes a lot of sense.”

— TODD CREEGER

RIGHT: Lab experiment at the Global Water Sustainability Center



through integrated LNG and marine solutions. “This way we can offer a customer who wants to buy gas, but doesn’t have the storage and regasification facilities, a working solution.”

For Hiatt, who came from a central function role, the pace is much faster in Doha. “Days and weeks fly by. It’s interesting to work in a multicultural environment and build relationships with all the different players involved in a particular project, and ultimately if QG is successful, ConocoPhillips will be successful.”

Jetty Boil-Off Gas (JBOG) Project Manager Michael Koo has been a ConocoPhillips secondee to QG onsite at [Ras Laffan Industrial City](#) since 2011. JBOG was implemented to reduce flaring at

captured gas from the loading of more than 1,000 shiploads. The JBOG is in place for the long haul.”

Koo is working on construction of a new wastewater recycle and reduction project (WRRP), scheduled to begin operations by the end of 2017. The project will minimize water disposal by storing produced water, treating it using reverse osmosis, reusing as much as possible and releasing the remainder back into the sea.

Qatar has shown the world that a unique vision — one unified operating facility in Ras Laffan — can result in reduced overall capital and operating costs by allowing efficient use of the land and maximizing operating flexibility. This structure of multi-venture ownership of a majority of process-



Project Manager Michael Koo (QP secondee)



Scientist Eman Al-Shamari conducts a tour of the Global Water Sustainability Center’s visitor center for a group of fourth-grade students.

the QG terminal.

“Boil-off gas is generated when the ship tanks are filled with cold LNG and must be vented out into the flaring system,” Koo said. “The JBOG process captures gas that would normally be burned, converts it back into high-pressure compressed gas and delivers it by pipeline to each facility to be used for electrical power generation.

“We’ve captured 94 percent of boil-off gas, a reduction of 1.6 million tonnes of CO₂ per year, and the environmental implication is tremendous. We completed the project in 2014, and each year have

ing equipment creates commercial complexities and hundreds of ownership, sharing and operating agreements.

WATER SOLUTIONS FOR THE PRESENT AND FUTURE

Water is a scarce resource in Qatar, where 99 percent of potable water is generated by thermal desalination, an energy-intensive process. Since its founding in 2010, the GWSC has conducted innovative water research for Qatar’s oil and gas industry, as well as ConocoPhillips’ global business



Marine Advisor Chris Hiatt (QG secondee)

RIGHT: LNG tanker at a Qatargas jetty

units. The organization’s research emphasizes advanced water treatment technologies focused on reducing freshwater consumption, lowering operating costs related to water management and minimizing environmental impacts associated with oil and gas production.

The GWSC team has provided both engineering and analytical expertise to QG. QG is building advanced wastewater treatment and reuse plants to both protect the environment and ensure long-term sustainability of disposal well formations. The team analyzed wastewater streams over 18 months, conducted a formal review of the process design and used bench-scale tests to mimic the treatment process. “We identified potential operational challenges and provided recommendations to QG on how to address these challenges,” said Water Solutions Manager Samer Adham, who heads up the GWSC.

A second project supported QG’s efforts to identify a new corrosion inhibitor (CI) for flow assurance. GWSC collaborated with ConocoPhillips’ labs in Bartlesville, Oklahoma,

and other IOCs to evaluate new CIs from various chemical suppliers. A third recent project required the GWSC to analyze sludge deposits that formed in the LNG cooling water system.

“These are examples of our specialized business unit support,” Adham said. “We are an investigative lab. They give us a problem, such as a sludge or a CI issue, and we develop an analytical method or an engineering solution. We’re like a doctor who asks for symptoms, makes a diagnosis and develops a treatment plan.”



Worker at Qatargas 3 facility



PROTECTING PEOPLE AND PROPERTY

Middle East Security & Government Affairs Manager Rula Manasra works to ensure the business unit has a robust security program in place that covers travel security, emergency preparedness and geopolitical and security analysis on regional concerns. “A lot takes place behind the scenes,” Manasra said, “to ensure our employees stay safe and secure.”

Manasra engages with stakeholders, including preparing senior management for high-level meetings with government officials and commercial partners.

Although Qatar ranks as one of the safest countries in the region, it’s easy for people to become complacent. “To counter this,” Manasra said, “I ensure we have a strong travel security program in place and continuously remind our employees to be aware of situations and remain vigilant.”

Manasra, who has served as elected chair of the U.S. Department of State’s Overseas Security

Qatargas 3, located at Ras Laffan Industrial City



RIGHT: Rula Manasra, manager, Middle East Security & Government Affairs

Advisory Council (OSAC) Doha for four consecutive years, said, “OSAC Doha provides a forum for U.S. companies and organizations to discuss issues of mutual security concerns.”

PARTNERSHIPS AND COMMUNITY RELATIONS

Communications & Public Affairs Manager Sarah Mroueh oversees ConocoPhillips Qatar’s community outreach programs. “ConocoPhillips has a strong tradition of giving back where it does business,” Mroueh said. “The initiatives and facilities we work with here in Qatar are in areas we believe we can truly provide value-added contributions, and provide us an opportunity to engage with the community.”

ConocoPhillips Qatar partners with Hamad Medical Corp. (HMC), the national health provider, on its signature corporate social responsibility (CSR) campaign, Kulluna. Kulluna in Arabic means “all of us.” The program aims to raise public awareness of general health issues, personal safety, HMC services and lifesaving practices. ConocoPhillips is the founding sponsor.

“The main inspiration was Dr. Khalid Abdulnoor Saifelddeen, chairman of Kulluna,” Mroueh said. “His objective was to make awareness campaigns very real and relatable to the community. For example, the Child Safety campaign addresses water, home and car safety in an effort to raise awareness and educate families across the country.”



The Healthy Heart campaign, Kulluna’s biggest program, provides free biometric screenings and educational booklets about heart health. “It’s been a success from the start,” Mroueh said. “HMC medical professionals have saved people close to having a heart attack.” Other initiatives include Beat the Heat, targeting people who work outside and are especially vulnerable to dehydration.

ConocoPhillips Qatar also just completed the first phase of its homegrown Make It Click campaign, an initiative presented in partnership with

Celebrating Qatar National Sports Day





Doha by night

Al Fardan Automotive Group, that made its impact on the local community known. ConocoPhillips designed a road safety campaign built around positively reinforcing good behaviors to incite a cultural shift in the country toward seat belt usage.

Leveraging Qatar’s high levels of social media penetration, the campaign focused on engaging with the local community via Instagram. Prominent local musicians and social media personalities also recorded customized jingles in a variety of musical styles for Make It Click that were posted on social

media and featured on local radio stations. Building off the level of engagement and excitement of the community, Make It Click will draw upon this support to continually broaden its focus to other road safety issues in Qatar.

The GWSC also plays an important role in the business unit’s CSR outreach by educating children and adults about the value of water in a country where naturally occurring potable water is a scarcity.

In addition to her research scientist role with Water Solutions, Eman Al-Shamari plays a pivotal

Inspired and proud

Hamda Al-Kuwari, events and design specialist, graduated from Virginia Commonwealth University in Qatar and has been with the company for more than two years. “One of the things that drew me to ConocoPhillips was the opportunity to work for an international company, alongside people with a variety of experiences from many different cultures. I feel this has not only brought me personal fulfillment, but

also inspires me creatively. It’s an important part of my work.”

Research chemist Eman Al-Shamari, scientist at GWSC, is proud to represent her country. “I am proud of my work and to be part of the GWSC, not only as one of the growing number of women making scientific contributions, but also to introduce the important work we are doing to the rest of my country. The GWSC feels like my family; we all depend on each other and work together to improve the world for generations to come.”



Among the Qatari employees at ConocoPhillips Qatar are Eman Al-Shamari (above) and Hamda Al-Kuwari (right).





Samer Adham, manager, Water Solutions

role in the organization’s outreach programs. As a former teacher, Al-Shamari has learned about the value of educating future generations in Qatar. “We conduct tours of our Water Visitor Center for school children and adults and teach them how to conserve water in their homes. It is very rewarding to know that these efforts will help to save our country’s most precious resource.”

The team is also collaborating with Kahramaa, the national electricity and water utility, and recently launched the “Cono-Tarsheed” program. “The focus is to educate government employees about water conservation, with the goal of reducing water use within government buildings,” Al-Shamari said. “Kahramaa has begun to incorporate aerators in government buildings to reduce the amount of water required.”

GWSC also actively collaborates with the academic institutions in Qatar, including Texas A&M at Qatar and Qatar University. The research results are shared at local and international conferences and have led to the receipt of three prestigious awards. This knowledge sharing is a key element of Qatar National Vision 2030 to develop a knowledge-based economy.

“The GWSC also plays an important role in supporting QG,” Creeger said. “Our talented team there works tirelessly to solve water issues related to oil and gas production in a region with no water resources except sea water. The team has provided both engineering and analytical services to tackle wastewater treatment and flow assurance challenges.”

Human Resources Manager Amanda Moyes said, “Our goal is to create a workforce of enterprise contributors. The complex stakeholder landscape requires everyone in the business unit, GWSC and our secondees to proactively identify and pursue

opportunities to assist and benefit QP, QG and to continue our own efforts to do business better. We all have a business or development goal focused on how we can effectively work with and through each other to increase our contributions to Qatar.”

QATAR’S AMBITIONS FOR THE FUTURE

The ambitious undertaking by this small gulf nation is its headlining effort to cultivate an economy built upon the knowledge and abilities of its people. However, the strides made toward achieving QNV2030 can already be seen on the ground, with its tangible assets in the



ABOVE RIGHT: Amanda Moyes, manager, Human Resources

RIGHT: Sarah Mroueh, manager, Communications & Public Affairs



worlds of the arts, education and sport, and the upcoming FIFA 2022 World Cup slated to be hosted by Qatar.

As well as continuing to make its name as a home for such international events, Qatar has attracted some of the world’s premiere international universities, including Carnegie Mellon, Georgetown, Texas A&M, Northwestern, Virginia Commonwealth University and Weill-Cornell,

to foster satellite campuses in Doha’s Education City, underpinning the country’s dedication to successfully building a knowledge-based economy for and by its people.

“A lot of that success is dependent upon the education and training of young, energetic and intelligent Qataris,” said Finance Manager Bruce Sager. “One of the great privileges of my job here is that I get to spend a lot of my time helping to cultivate that talent, and I’m proud to say that the

Doha's modern skyscrapers



Qatar: Facts at a Glance

- Population
2,576,181
(January 2017, Qatar Ministry of Development Planning and Statistics)
- **11.8%** Qatari
- Ethnic groups:
Arab **40%**, Indian **18%**, Pakistani **18%**, Iranian **10%**, other **14%**
- Most of the population is clustered in or around the capital of Doha on the eastern side of the peninsula
- Ruled by the Al-Thani family since the mid-**1800s**



Museum of
Islamic Art

majority of the Qataris we have working with us on the team here are in my department.”

The team in the Qatar business unit has a personal dedication to the country’s efforts to develop and encourage its future leaders. Working alongside local partners, they leverage the increasing number of qualified, ambitious citizens to build the future.

“We take a unique recruiting approach here in Qatar,” Sager said. “We present fresh graduates — who come to us equipped with the knowledge to be successful — the opportunity and support to contribute, problem solve, and succeed from their first day on the job. We value and recognize the well-rounded colleagues we’re helping to develop

opportunity to share ConocoPhillips’ global expertise and capabilities with the state of Qatar.”

LIFE IN QATAR

Doha is a city in transition, but one thing is clear — its efforts are nothing short of dynamic. Sheikha Al-Mayassa Al-Thani, sister of the emir and chairperson of the Qatar Museums Authority, is one of the most influential members of the art world. In 2014, the country hosted Damien Hirst’s first solo, career-spanning exhibition in the Middle East. Hirst also designed a series of 14 bronze sculptures, each 46 feet tall, that are showcased outside of Sidra Medical Center. The cultural achievements are not limited to what is

Qatar: Recent History

Within the past 60 years, Qatar has transformed itself into an independent state with significant oil and natural gas revenues. After 1995, there were sweeping reforms, unprecedented economic investment and a growing Qatari

regional leadership role. In the 2000s, Qatar resolved longstanding border disputes with Bahrain and Saudi Arabia and by 2007 had attained the highest per capita income in the world.

In mid-2013, H.H. Hamad Bin Khalifa Al-Thani, now known as the father emir, peacefully transferred power to his son,

the current emir, H.H. Tamim bin Hamad Al-Thani. The current emir continued improving the domestic welfare of Qataris, including establishing advanced healthcare and education systems and expanding the country’s infrastructure in anticipation of Qatar’s hosting of the 2022 World Cup.

by pairing their educational background with vital, on-the-job experience.”

“As a small non-operated business unit, this strategy is difficult to maintain on an annual basis,” said Moyes, who oversees these efforts for the Qatar business unit. “This year I’ll be working with QP and QG to identify high potential Qatari nationals in need of international development, with a vision of working with our global organization to provide development assignments. We see this as a great

inside Qatar’s museums, either. World-renowned architect I.M. Pei designed the [Museum of Islamic Art](#), situated on Doha’s picturesque corniche. In Education City, the iconic [Hamad Bin Khalifa University’s College of Islamic Studies](#) building features architecture that beautifully incorporates the five pillars of Islam.

David Twaite lives in one of the international compounds in Doha and walks the 30 minutes to work when the weather is cooler. He enjoys

travelling outside the city, particularly across the sand dunes to the Inland Sea with its beautiful beaches.

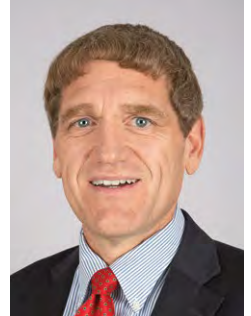
Amanda Moyes finds Qatar energetic and refreshing. “It’s busy and bustling,” she said. “It’s a great cosmopolitan country to live in. In and out of work, it is an exciting place to be with so many different cultures coming together.”

It’s the blending of those cultures that appeals to Sarah Mroueh. “For me, growing up all over the place, I never really felt connected to anywhere – and never really had a place to call home. What I love most about Qatar is being surrounded by internationally like-minded people; it just feels like home.”

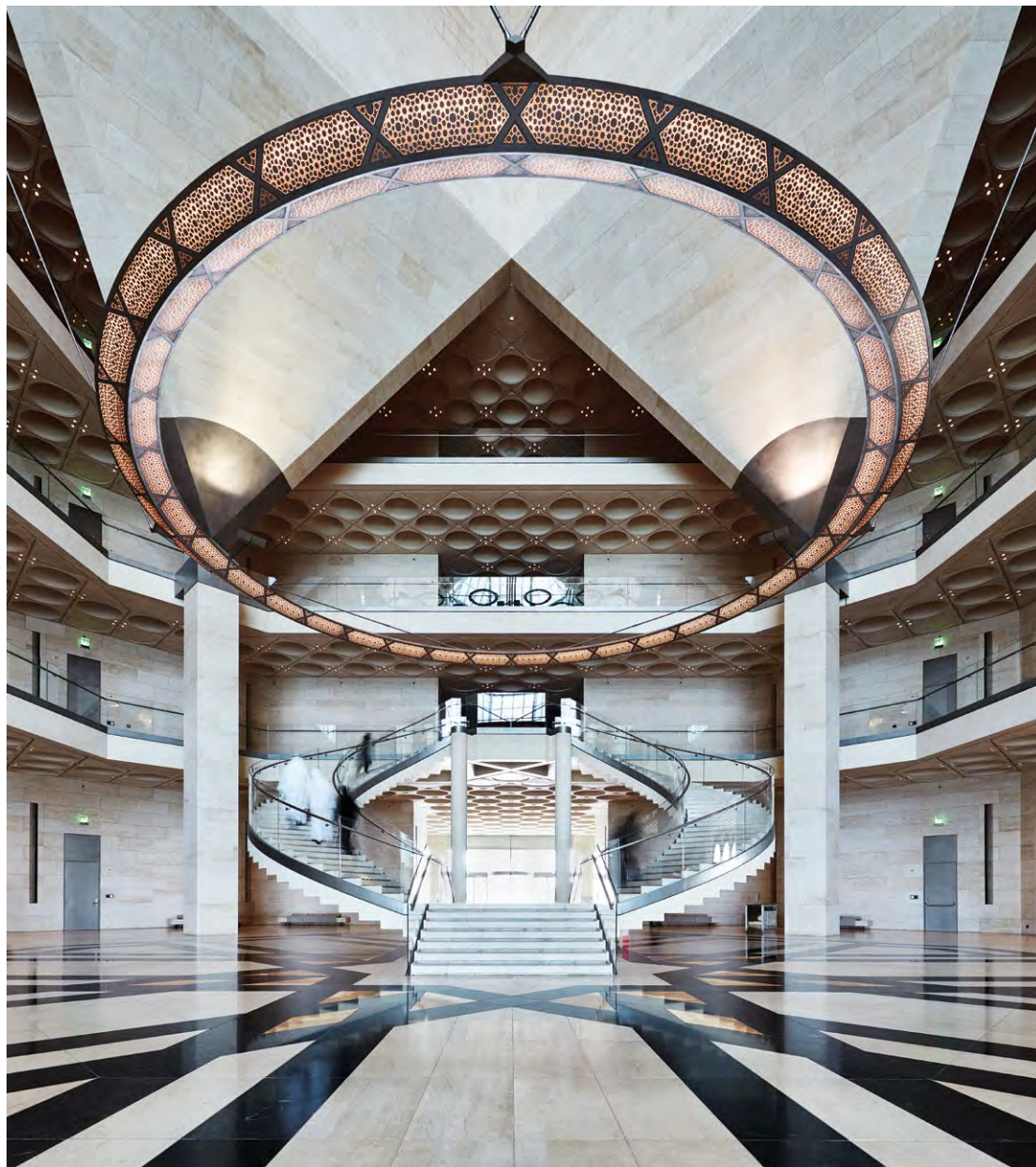
When the school semester ends in Malaysia, Todd Creeger’s family will join him in Doha, but for now he is embracing Qatari culture. “For me,

attending a Qatari wedding was an incredible cultural experience,” he said. Creeger also enjoys the Museum of Islamic Art. “Doha has great food, good entertainment and world-class sports. Because the city is small, you can see the biggest stars up close and personal.”

Having visited all seven continents, Rula Manasra loves to travel. “Doha is the perfect place to begin memorable journeys to so many dream destinations. Qatar Airways connects travelers to more than 150 worldwide destinations, and raises the bar when it comes to travel. I’m also a total foodie and love the cultural and culinary experiences available to us in Qatar; I simply cannot wait to see what is in store for 2022, when Qatar will host the FIFA World Cup!” ■



Finance Manager
Bruce Sager



Interior, Museum of
Islamic Art

Blueberry Montney: Western Canada's game-changing water pilot

TEXT AND PHOTOGRAPHY BY JAN HESTER



Al Hirshberg, executive vice president, Production, Drilling & Projects



Ramesh Sharma, process staff engineer, Production Assurance

REACHING THE WESTERN CANADA BUSINESS UNIT'S (WCBU) BLUEBERRY

MONTNEY WELLSITE IS CHALLENGING ON A GOOD DAY. FROM HOUSTON, YOU FLY TO CALGARY, ALBERTA, TAKE A SMALLER PLANE TO FORT ST. JOHN IN FAR NORTHEASTERN BRITISH COLUMBIA AND DRIVE 90 MINUTES TO THE REMOTE LOCATION. ADD DENSE FOG AND SIX INCHES OF UNEXPECTED SNOW IN EARLY OCTOBER TO THE EQUATION, AND YOU HAVE A TRAVEL ODYSSEY.

Liquids-rich Blueberry Montney, located in far northeastern British Columbia, is a key strategic play in the WCBU's portfolio of unconventional assets, but successful development of the field will require effective water management in a region where drilling and completing a well can require up to 500,000 barrels.

Production, Drilling & Projects Executive Vice President Al Hirshberg emphasized the importance of economically developing the acreage. "The early appraisal wells have met expectations," he said. "Blueberry Montney is set up to compete strongly for future capital investments. If we can continue our progress and find additional ways to lower cost of supply, we'll be well positioned to move forward into full development."

To test the feasibility of using water produced from oil and gas operations for hydraulic fracturing, the WCBU water team collaborated with experts from Global Production and Global Wells

to tackle the technical challenges associated with treating and reusing very salty produced water. The team designed an industrial-size pilot project to test various treatment technologies and developed an optimized water treatment process that is scalable for full-field development. Given the results, the water recycling and reuse pilot project has the potential to reduce freshwater use, which benefits the nearby communities and ecosystems. Considering alternatives to freshwater is an important focus of ConocoPhillips' sustainability action plans.

"Managing water at Blueberry Montney is almost more complicated than managing natural gas," said Scott Hillier, water management senior coordinator, Environment & SD Systems for the WCBU. "We have limited access to surface water, with two small rivers offering limited availability throughout the year. And stakeholders in the area, including two indigenous nations, are understandably sensitive about the use of fresh



ABOVE: Blueberry Montney water team



Scott Hillier, senior coordinator, Water Management

water for oil and gas production.” Executing the project required a diverse group of professionals from across ConocoPhillips’ business. Ramesh Sharma, process staff engineer, Production Assurance, functioned as project manager, working to ensure the pilot addressed

“Blueberry Montney is set up to compete strongly for future capital investments.” — AL HIRSHBERG

the business unit’s needs. “This project is the first of its kind in Western Canada,” he said. “We had a big team behind the effort involving people across the business unit and almost all the technical functions.” The team conducted the laboratory bench scale work needed to customize a treatment program, helped define the scope for the pilot

and developed a technical approach that could ultimately be scaled up in the field. “Our solution is a fit-for-purpose water treatment plan,” Sharma said. “We’re not trying to remove everything from the produced water; we’re focusing on what is suitable for use in fracking fluid. The process is selective. We leave all the solids behind and end up with clean brine, with no bacteria and no oil.” Sharma and Hillier first met at ConocoPhillips’ 2014 Unconventional Reservoirs Symposium in Houston and discussed opportunities to address the WCBU’s water challenges. Sharma brought to the table extensive experience in water reuse and recycling in ConocoPhillips’ Permian Basin assets, and Blueberry Montney provided the perfect opportunity for leveraging the team’s Lower 48 knowledge



Andy O'Brien, water management coordinator, WCBU Wells Engineering & Operations

and experience while still addressing unique challenges.

“In Western Canada, sourcing costs are high, and you pay a second time to dispose of produced water,” Sharma said. “We hope to make it a closed-loop cycle.

“Disposal also presents issues. Permitting is more challenging, and disposal wells are not located nearby, so costs are an order of magnitude higher than in Texas. In the Permian, disposal wells are often within two miles, but in Canada you might have to transport water 60 to 70 kilometers, so trucking adds a lot to the cost. The magnitude is significant.”

Andy O'Brien, water management coordinator, WCBU Wells Engineering & Operations, has been involved in the project from the beginning. O'Brien manages

completions fluid for all non-Oil Sands plays in Canada, including acquiring, storing, heating, transporting and disposing.

“What brings us all together is the desire to find solutions around water,” O'Brien said. “Constraints in the region have always posed a challenge. Using only fresh water sources is not a practical long-term solution, and the wells produce significant volumes post-completion. We introduce up to 80 percent of the injected water back to the surface, so we need more infrastructure to manage and store those fluids.”



Double-lined walled storage tank known as a C-ring





Kevin Bjornen, completion fluids specialist, Wells Fluids

LEFT: Well Site Supervisor Justin Minault inspecting media filter vessels

PRODUCED WATER CHALLENGES

To help the team design a treatment plan, Conoco-Phillips engineers and scientists at the Production Assurance and Wells Fluids labs in Bartlesville, Oklahoma, and the [Global Water Sustainability Center \(GWSC\) in Doha, Qatar](#), addressed specific components found in the Blueberry Montney produced water. Samples from the site contained a significant amount of waxy material, one of the solids the team had to address, high salinity and anticipated naturally occurring radioactive material (NORM) that required further analysis.

Before proceeding with the water treatment project, the team needed to make sure they would end up with a viable source water that was compatible with the frack fluid. Kevin Bjornen is a completion fluid specialist at the Wells Fluids lab, which served as a clearing house for testing 80 gallons of water from seven producing wells and fresh water sources in the Blueberry Montney area.

“We evaluated water treatment options early in the project,” Bjornen said. “Our job was to receive the water, investigate treatment options and use a bench-top operation to assess the treated water.

We then sent it on to other labs in Bartlesville for further analysis and to Schlumberger for performance testing.”

Analyzing high-salinity produced water requires several steps. “We generally check three things,” Bjornen said. “First, we determine if the additives recommended by the service company are compatible with the saline water and with each other. Then we test the potential for the recommended stimulation fluids to ultimately damage the reservoir or negatively impact the well’s production performance. Finally, we look at the performance of the polymers used as friction reducers. In the fracturing treatments planned for Blueberry Montney this optimization could save the company millions of dollars when the field is eventually developed.”

To carry out the research, Bjornen and his team acquired a four-station bench-top flocculation (flotation) tester that proved very effective

“What brings us all together is the desire to find solutions around water.”

— ANDY O'BRIEN



Contractor Julie Murray conducts sampling for testing microbubble system performance.

RIGHT: Jennifer Harris, biocorrosion staff engineer, Production Assurance

at screening treatment processes in the lab. The portable testing device was then shipped to the Blueberry Montney site to help fine-tune the pilot operation on location.

“The bench-top flocculation tester was helpful in this project and will be useful in future projects,” Bjornen said. “Seeing the project through from lab to actual field operations was an amazing experience. Our lab now has direct experience with all aspects of water treatment, and this will be useful for other produced water projects in the future.”

“Seeing the project through from the lab to actual field operations was an amazing experience.”

— KEVIN BJORNEN

The pilot setup was unique to the Western Canada project. “It’s actually a miniaturized version of a full-scale water treatment plant,” Sharma said. “All the components are one-tenth the size, including a bulk oil-water separator, filters, clarifiers and the flotation unit. Having the unit on a skid enabled us to assemble a comprehensive pilot that closely replicates full-scale operations. We generated high-quality data and minimized uncertainties associated with creating a water hub when the





Water treatment
chemical storage area

field is fully developed. We're now confident that we will be able to design and operate a water hub reliably from day one."

The team is still evaluating the data but has agreed on an optimal configuration. "Microbubble flotation using dissolved air emerged as the best solution," Sharma said. "It's a novel design using chemical treatment followed by flotation. The bubbles come in at the bottom and lift the sludge to the top, and the water that comes out is clean. We call the last treatment step polishing, removing suspended solids and bacteria. The final product is good for hydraulic fracturing.

"We also dewater the removed sludge using a press," he said. "The water we recover goes back

into the recycling process, and the sludge is safely disposed."

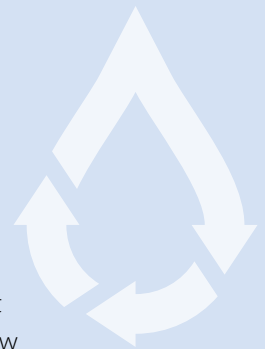
Biocorrosion Staff Engineer Jennifer Harris and her team in the Production Assurance labs were tasked with extending the shelf life of the produced water by addressing the potential for hydrogen sulfide (H₂S) development.

"Stored food will spoil because of microbial action," Harris said. "It's the same with water. Microbes capable of generating H₂S can enter the water through sources such as the subsurface, air and truck transport. H₂S creates health and safety risks due to exposure, but even small amounts can contribute to asset integrity issues because common metallurgy doesn't stand up well to the

Treat, recycle, reuse: Water Solutions introduces its technology toolbox

Water management continues to gain importance as an economic and environmental driver in oil and natural gas development and is a focus area of the company's Water Sustainability Action Plan. The Global Water Sustainability Center team in Doha, Qatar, recently rolled out its Water Solutions Technology Toolbox, a Network of Excellence-based repository of information where ConocoPhillips experts share their knowledge

with interested individuals in business units around the globe. Features include more than 25 technology primers covering a wide range of topics in the categories of process objective, water source, treatment level and technology status. To learn more, contact Joel Minier-Matar at joel.e.miniermater@conocophillips.com. To learn how this accomplishment completes a goal in the company's [Water Action Plan](#), visit conocophillips.com.



chemical. H₂S can also contribute to iron sulfide sludge that could cause the water to sour in storage. If that sour water is used in a completion, it could compromise the reservoir and shorten the life of the well.”

“We made progress in understanding the role of iron in biological sulfide production.”

— JENNIFER HARRIS

Harris and her team conducted laboratory studies and worked with manufacturers to identify the proper biocides for preventing microbial growth. Using biotechnology tools and DNA-based methods to characterize the microbes, the team identified treatments that resulted in no H₂S formation.

“We made progress in understanding the role of iron in biological sulfide production,” Harris said. “We also identified greener biocides that are less toxic. In addition, our fundamental findings will be useful in the future. We demonstrated through chemistry some fundamental concepts of the progression in biological souring. This will help us set specifications and leverage what we learned for other projects.”

Arnie Janson, principal engineer, Water Solutions, who is based at the GWSC, addressed the issue of NORM present in the produced water samples from Blueberry Montney.

Water samples collected at various stages of the process, left to right: raw produced water; after chemical addition; after final filtration; sludge skimmed from top; and dewatered solids for disposal



“NORM is not unusual in produced fluids, and ConocoPhillips has well developed protocols for dealing with the amounts discovered at Blueberry,” Janson said. “From an HSE perspective, the greatest risk with NORM is through ingestion or inhalation of radioactive particles. The solids trapped by filters at Blueberry that contained NORM required us to provide HSE procedures for workers who might be exposed.”

Results of radiation surveys showed that internal exposure could be prevented through disposable PPE.

The team tailored ConocoPhillips’ existing NORM-handling procedures to fit this specific application. “Using a Geiger counter,” Sharma said, “we found that the radioactive material was limited to the sludge removed during the water treatment process. We called in a professional to help us conduct measurements and understand the level of radioactivity that existed. We determined we could address all HSE risks by isolating the solids in a special drum, cordoning off the area and requiring the use of PPE by personnel who handled the material.”



Arnie Janson, principal engineer, Water Solutions

The sludge was ultimately transferred to an Alberta landfill authorized to accept NORM waste for safe disposal, and all personnel at the site were trained in proper handling procedures. A small group was identified to provide additional training as needed.

STAKEHOLDER SUPPORT

As WCBU’s coordinator, Indigenous & Community Relations, Allison Dobek collaborates with two indigenous communities in the region, Halfway River First Nation (HRFN) and Blueberry River First Nation (BRFN). Both HRFN and BRFN are concerned with the volume of activity in the area and the cumulative impacts associated with oil and natural gas exploration and production. Other topics of discussion include potential impacts on their Aboriginal and Treaty rights and their interest in participating in activities such as



ABOVE: Halfway River First Nation cultural camp

contracting and employment.

“Our efforts focus on building relationships and establishing a level of trust,” Dobek said. “We recognize the valuable input communities provide and attempt to engage early so we are best positioned to identify potential issues and address them in our development plans. We look for ways to minimize potential impacts to their traditional activities such as hunting, fishing and trapping, as well as identify potential community benefits.”



Allison Dobek, coordinator, Indigenous & Community Relations

Water usage is also a big concern. “We are currently negotiating agreements with both communities to address expectations around engagement, economic development, community benefits and ways to mitigate potential impacts of our operations,” Dobek said. “While we negotiate these agreements, we continue to participate and have a presence in both communities. I recently had my first taste of

moose heart soup at a Halfway River First Nation cultural camp, where we learned more about native culture and traditions.”

The WCBU also recently supported a 30-day HRFN community wellness initiative that included a fitness challenge as well as meal planning for the community. The company also worked to assist both the HRFN and BRFN communities in securing contracting opportunities and has supported two operator trainees from Blueberry.

SCALING UP

Program Integration Manager Leah O’Shea oversees the active well program at Blueberry Montney, where field appraisal is still in progress. Strategic decisions over the next year or two could trigger the need for construction of a full-scale water hub. New wells are large, and, as field development proceeds, ramping up to more than the current one rig would present the challenge of handling large volumes of water.



Program Integration Manager Leah O’Shea

“Water plays a big role in the region in general and has been especially critical during the last six months, when our well design changed dramatically,” O’Shea said. “We reduced our cluster spacing and significantly increased the amount of water and proppant we put into the wells to see if we could increase production to realize our expectations. We’re working to evaluate the optimal well design right now. The primary thing is for us to understand the minimum water treatment level that will not diminish well productivity or sour the reservoir. Although the area isn’t water stressed, it’s important to meet our needs for lowest cost by ensuring the treatment program is fit-for-purpose.”

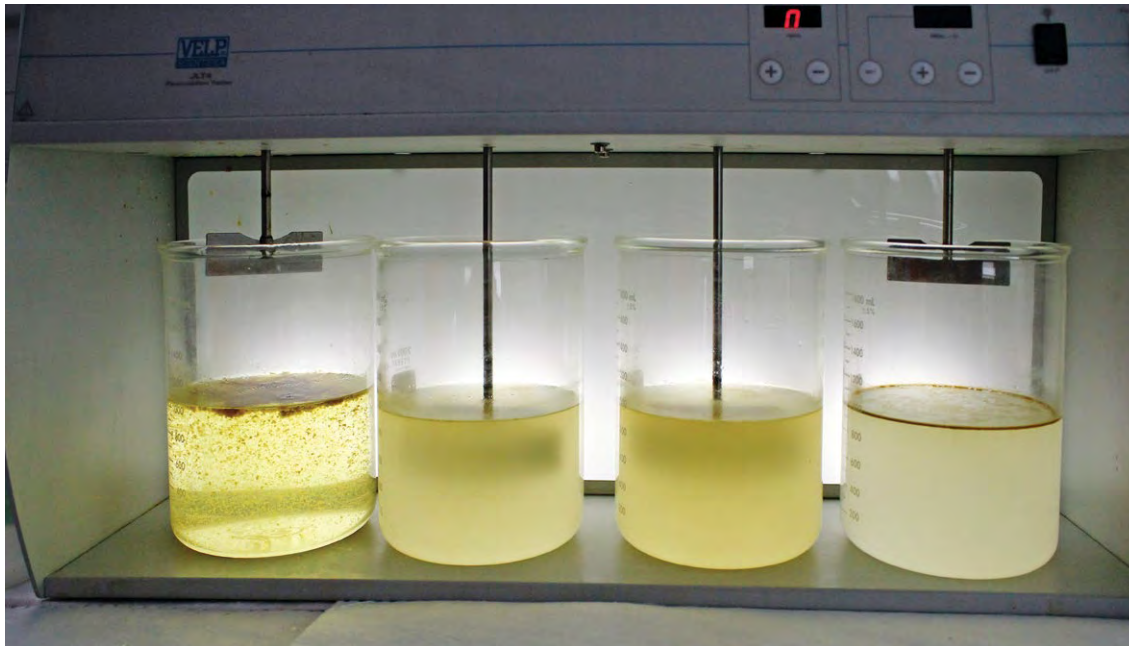
While the pilot was successful, it’s just the

first in many steps toward understanding the company’s best water management solution for the region. “We’ve tested a couple of treatment solutions,” O’Brien said, “but we will also have to determine how we will store the treated water, the most effective ways to handle issues that may occur at the surface and study the impact of treated fluids on the reservoir. There are still conversations to have with the facilities people before we determine the ultimate well design, but we’ve taken a significant step

“The pilot has removed many uncertainties. We’ve generated good data, so we now know what kind of costs to expect.”
— RAMESH SHARMA

Blueberry Montney water pilot setup





Produced water in various stages of water treatment, from left to right: Raw produced water after the addition of caustic and bleach; just after the addition of flocculant; after flocculated solids settled out; and following the final filtration

toward better understanding what our long-term solution will be.”

The pilot also included the successful installation and testing of a 3,000-square-meter dual-lined, above-ground walled storage system known as a C-ring, the first of its kind for ConocoPhillips Canada since development of an internal guideline that governs how these storage devices should be installed.

“If we want to reuse produced water,” Hillier said, “we must be able to store it safely. After completing this pilot, we understand the design parameters of a full-scale water treatment system. We will use the results to design a water hub to treat and store produced water for reuse when the field is further developed. We’ll minimize the amount of fresh water we use, which means taking trucks off the road and reducing cost of supply. If we decide in the future to build this plant, from day one we would be up and running.”

Sharma said optimizing the water hub will be important for bringing down costs. “The pilot has removed many uncertainties,” he said. “We’ve generated good data, so we now know what kind of costs to expect.”

Water & Biodiversity Director Willie Staudt viewed the Blueberry Montney pilot as a step forward in many ways. “The pilot showed that

produced water recycling and reuse can significantly reduce cost of supply and make projects more competitive for capital funding,” he said.

“This shows a win-win scenario is possible. We can lower cost of supply while addressing stakeholder concerns and regulatory restrictions about using water from small local rivers. We leveraged existing experience gathered from other assets such

as the Permian to create a solution based on the synergy of engineering, technology and sustainable development.”

The Blueberry Montney team demonstrated that reusing produced water is a viable alternative that can help reduce freshwater usage and lower cost of supply. Additionally, the team has identified significant investment opportunities in water management infrastructure to facilitate produced water reuse in future asset development. Expanded use of this technology, combined with other responsible water management practices, will enable the WCBU to deliver on future production targets. ■



Willie Staudt, director, Water & Biodiversity

It's still ... *Good for You!*

Campaign encourages health, fitness and fun

BY VINNIKA JOHNSON



Dr. Paul Hodgins, chief medical officer

HEALTH AND WELLNESS TRENDS COME AND GO. BUT ONE HAS STUCK WITH CONOCOPHILLIPS EMPLOYEES — A STRONG COMMITMENT TO HEALTH AND WELL-BEING. FROM LOSING WEIGHT TO PREVENTING HEART DISEASE, EMPLOYEES HAVE MADE SIGNIFICANT STRIDES OVER THE PAST SEVERAL YEARS.

Launched in 2012, the *Good for You!* campaign has helped employees across the globe achieve sustained health improvements by focusing on four components: biometric screenings, mental health, nutrition and physical activity.

HOW THE CAMPAIGN WORKS

The campaign is managed by a global team of health professionals and volunteers. The team partners with business units and functions such as Real Estate & Facilities Services to provide healthy foods and fitness options. They also collaborate with Health, Safety & Environment to address potential health issues that could impact job safety. “*Good for You!* helps employees improve their health through programs that reduce risks and improve overall well-being,” said Chief Medical Officer Paul Hodgins.

“In each location, the approach has varied, but

the goal has always been the same: to strengthen the physical and mental health of our employees. This helps us to be able to handle everyday challenges and, equally important, to have fun,” said Margaret Høiesen, occupational health advisor in the Norway business unit, where biometric screenings have always been popular.

THE NUMBERS MATTER

“Know Your Numbers,” better known as biometric screenings, encourages employees to understand their cholesterol, blood pressure, glucose and body mass index (BMI) and the role they play in determining an individual’s health risks. Biometric screenings are offered at various company locations for employees.

“Over the last several years, employees have stepped up their participation in screenings,” Hodgins said. “Through their efforts, we’ve seen a 10 percent reduction in obesity, 26 percent

“Good for You! helps employees improve their health through programs that reduce risks and improve overall well-being.”

— PAUL HODGINS

reduction in high blood pressure and 8 percent reduction in high cholesterol, which is good for employees, their families and the company.”

Knowing your numbers is important so employees can take action to decrease risks and prevent the development of illnesses. It provides an opportunity to make a behavior change or continue with a healthy lifestyle.



Margaret Høiesen

U.S. employees enrolled in the Conoco-Phillips Medical Plan are eligible for premium

reductions through the Health Improvement Incentive Program after they complete a biometric screening. If their BMI is over the healthy weight target, they must undertake a qualifying activity such as a weight loss program to earn the Healthy Weight incentive. Employees can also benefit from the Tobacco Free incentive if they don't use tobacco or

complete a smoking cessation program.

Australia employees have found creative opportunities to improve their numbers via a “Biggest Loser” competition. Employees at the offshore Bayu-Undan facility, located 500 kilometers from Darwin, Australia, competed to lose the greatest percentage of body fat. Body fat was tested at the beginning of the program and during the six-month competition. The teams held exercise sessions on the offshore platform's helideck most evenings. Throughout the competition, safety presentations highlighted the benefits of exercise and good nutrition.

MENTAL HEALTH IS OFTEN UNDERESTIMATED

Mental health also plays a significant role in an employee's overall well-being, both in the workplace and at home.

Life events and everyday stress impact employees, making mental health an important focus area for the *Good for You!* campaign.

“We focus on promoting healthy behaviors

Mei Han

Bohai Coordinator, China

“Running and exercising have become a big part of my life. From them, I acquire courage to try something I haven't tried before; I become stronger in mind to keep going, and I gain back the joy of childhood. The 2016 EIA campaign has ended, but I just started my wellness journey. Together with me, let's manage the weight and keep fit!”



At Bayu-Undan, employees participate in exercise sessions during the “Biggest Loser” competition.

Man's best friend: An unlikely motivator

When Ann-Maree Stephen's father went on vacation, she walked his dog, along with her dog Barley, following her father's typical route. She soon realized she was unable to complete the route due to her low fitness level.



"It wasn't that I didn't want to walk, I simply wasn't able," said Stephen, planner, U.K. "At that moment, I decided something had to change — not only for me, but also for my dog, so she could have an active and healthy life as well."

Placing greater focus on her physical condition and nutrition, Stephen joined a gym, worked with a personal trainer, and changed her diet to smaller, healthier meals.

"When I started, I weighed in at a hefty 18 stone (250 pounds), with high blood pressure," said Stephen. "Fif-

teen months later, I'm over 6.5 stone (90 pounds) lighter with my blood pressure almost perfect."

Stephen relies on the company's biometric screenings and health activities to monitor her progress and stay motivated.

"I won't lie. There is no magic wand or easy fix. It has been hard work, and there have been tears and blips. But I'm now in much better shape and healthier. I can even keep up with my father when we walk the dogs!"

through workshops, articles, podcasts and presentations," said Dave Nix, operations manager, Employee Assistance Program.

"Managing stress levels, maintaining good relationships and a healthy attitude are important for overall well-being. We provide resources to help with these."



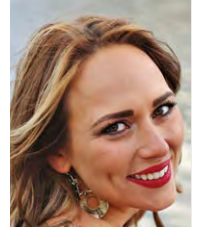
David Nix

Business units have been creative in promoting mental health. The Canada business unit's Health Services and HR team launched a "Five-in-Five Campaign" to promote mental health and resiliency. Participants shared stories of mental health and real-life challenges so others could relate and discuss their experiences.

"People indicated that sharing their vulnerabilities and journeys of overcoming created a sense of community. It was comforting to know that others had

experienced the same issues, which gave employees a feeling of inspiration and hope, reminding us that we are all in this together," said Amanda Woodill, occupational health nurse, who helped implement the campaign.

Mental health and overall well-being will continue to be an important focus globally. Planning is already under way to help employees enhance their well-being in 2017 through companywide and business unit activities.



Amanda Woodill

NUTRITION IS KEY TO FEELING YOUR BEST

Proper nutrition offers multiple benefits, including increased energy levels, reduced risk of disease and overall maintenance of physical well-being.

Groups across the company have



The Niobrara team enjoys whitewater rafting in the Rockies.

encouraged proper nutrition by hosting farmers markets, healthy nutrition presentations and programs. Those taking part in U.S. nutrition programs in 2016 lost an average of 10 pounds per person. Max Blair, Niobrara Surface Land supervisor (featured in the Naturally Slim success story below) and others who completed the course, praised the program's ability to help employees change their attitudes and behaviors toward nutrition and successfully lose weight.

Many company locations continue to offer resources to educate employees on nutrition and healthy eating.



In conjunction with *Energy in Action!*, the Malaysia business unit hosted a weekly "Fit Camp."

PHYSICAL ACTIVITY: EVERY LITTLE BIT COUNTS

Sometimes, it's more fun to pursue health goals with a friend.

Each year nearly 4,000 employees participate in *Energy in Action!*, a global event encouraging fitness, fun and friendly competition. "*Energy in Action!* provides a platform for employees to bond, and, on a personal level, it encourages me to spend time with my family at the gym," said Singapore HR Business Services Manager Sharon Wong Ho.

Participants earn points by logging physical activities online over an eight-week period. Business units and functions compete for the ConocoPhillips Wellness World Cup.

Finding the right solution for an avid skier

"Naturally Slim gave me a toolkit for maintaining a healthy weight," said Max Blair, supervisor, Niobrara, who lost more than 30 pounds after completing the program. Blair knew his weight was an issue for more than a decade, but recent test results indicated it was contributing to a more serious health problem. It was clear that aggressive action was needed.

"I tried all sorts of programs, but Naturally Slim made the most sense to me," Blair said. "I finally found a program that dealt with my issues directly."

Blair began the program last summer and concentrated on the program's principles, which emphasize how you physically eat. He



Blair skiing in Colorado's mountains

does not hesitate to talk about the program and its value if the topic comes up in conversation or when someone notices his weight loss. "I've been a strong advocate for the Naturally Slim program since participating."

Blair identified an added perk of shedding excess pounds. "I'm a better skier than I was last year because of the weight loss!"

Vanessa Hean

Accountant, Malaysia

"The FitCamp program organized in conjunction with *Energy in Action!* was a great initiative and fit well with my new year's resolution to lose extra pounds. Post FitCamp, I now keep myself active with Les Mills classes at the gym, such as Body Attack, Body Combat and Body Pump. Don't be afraid to push a little bit more — the extra sit-ups, jumping jacks, planks and burpees do help, physically and mentally. What doesn't kill you makes you stronger."



Anna Harland

Deputy manager, Indonesia

"Regular exercise has immensely developed my strength, but most importantly it has changed my attitude, helping me to enjoy life and to stay positive in tough situations."



In conjunction with the 2016 *Energy in Action!* program, the Malaysia business unit hosted a weekly non-intensive “FitCamp.” The sessions consisted of customized cardio and resistance training designed to bring fitness back to the basics, with simple exercises to get the body moving.

“Whether it’s understanding their numbers, making healthy nutritional choices or increasing their physical activity via friendly competition, it’s clear that ConocoPhillips employees



have made significant progress to improve their health,” said Hodgins. “This type of participation and impact drives the *Good For You!* campaign to continue to provide programs and resources for employees regardless of where they are in their health and wellness journey.” ■

FAR RIGHT: On Curtis Island, *Energy in Action!* gets participants excited about the competition.

RIGHT: Indonesia hosts a Matak Sunset 5K Run on Matak Island.



Niobrara team keeps fit in the field

BELOW: (from left) Adam Richmond, production engineer, Wyoming; Ken Powers, manager, Central Rockies Operations; and Ryan Dodson, 2015 Summer Intern

Niobrara’s field team might be small in number, but it’s mighty in teamwork. With leadership support and motivation, the team participates in *Good for You!* physical activities and

community events.

“A large part of our motivation comes from the Central Rockies managers and supervisors, who provide support and, more importantly, participate,” said Adam Richmond, production engineer. “My supervisor, Luis Campos, runs marathons and other races. One of the highlights for our team over the past two years was climbing a 14,000-foot mountain (known in Colorado as a fourteener) with Operations Manager Ken Powers.”

Over the past several years, the team completed *Energy in Action!*, Lean Team Challenge, the Bolder Boulder 10K race and ConocoPhillips-sponsored state fair runs.

In 2016, the Accelerate development program for early career employees encouraged members nationwide to create an *Energy in Action!* team. Niobrara’s Accelerate

team, Weight Life Savings Rules, was selected as the winner.

Staying active helps participants meet their health goals. Operations Supervisor Keith Bailey lost 60 pounds and kept the weight off utilizing the company’s health and wellness programs and outside physical fitness activities. The outcomes prove that company programs and a focus on well-being yield benefits.

“Over the past few years, we have seen our health and wellness programs imbue fun competition,” Powers said. “The Niobrara team takes great pride in how they have done in company-wide programs and challenges. We have individuals who have significantly reduced their weight, are enjoying improved lifestyles and are trying new things outside of work that they would not have done otherwise.”



Tragedy spurs an Alaska employee to action

Tragedy often hits too close to home. Daniel Lewis lost a close friend unexpectedly due to health challenges and bad habits.

"I was only 10 years younger than him," said Lewis, a senior operations representative in Alaska. "That was the wakeup call I needed."

His doctor provided Lewis with the right nutritional program to help him get on track. He learned which foods to focus on and which empty-calorie drinks and foods to avoid.

"The fresh produce and protein sections of grocery stores typically provide better options," Lewis said.

When he started the Ideal Protein program, Lewis weighed 368 pounds. He has lost more than 80 pounds and improved



his biometric screening numbers to within normal levels. Now, he's on track to reach his goal of weighing 250 pounds.

Lewis is currently involved in the HealthyWage Energy Industry Challenge and has participated in *Energy in Action!* along with other company programs.

Lewis believes he has found the right regimen. So what advice would he share? "Listen to people who are older than you. They are the best teachers we've got."

Couple says "I do" to better health

When planning a wedding, many couples focus on the venue, color schemes and the guest list. But Lower 48 employees Brandon and Jennifer Florence focused on improving their overall health.

"Our health naturally rose to top priority because wedding planning for us wasn't as stressful," Jennifer said. "We knew what we wanted and made sure our planning process was easy and relaxed."

With plans for the big day progressing effortlessly, the Florences placed greater emphasis on their wedding day appearance. They exercised and completed Naturally Slim, a program focused on nutrition.

They signed up to



work with a trainer and joined boot camp classes that helped them lose 15 pounds each and increase their muscle mass. And they took part in the 2016 *Energy in Action!* event and worked out at the company's wellness center.

"Make sure you hold each other accountable and have fun," said Brandon. "I also encourage people to compete. Jennifer is very competitive in our boot camp classes."

The Florences still work out with their personal trainer and have decided to continue a primarily vegan diet.



Natalie Berryman

Staff engineer, Central Rockies

"It's totally worth it! I know it can be intimidating or require extra time from your schedule to participate [in programs], but really it's an opportunity for you. An opportunity to get to know your co-workers and become inspired to live a better and healthier life. It's a new year, so why not try something that can bring improvement to so many areas of your life?"



Jesse Baker

Geoscientist, Malaysia

"I look forward to my annual biometric screening. It is a great opportunity to audit myself, identify potential



issues and take stock of ways I can improve my health and fit-

ness. Regular checkups are the most effective way to catch problems early on and address them before they become less manageable. I also ensure that all my family members get annual checkups. It helps provide peace of mind, and the financial savings on our health insurance are also a benefit."

The strategic value of diversity in the Lower 48 supply chain

ConocoPhillips and suppliers in local communities gain mutual benefits

BY RENEE GRIFFIN

From office supplies and information technology to oilfield safety equipment and construction services, suppliers are vital links in the chain that helps ConocoPhillips operate its business and execute projects.

For several years, the company has been recognized as a corporate leader in attracting and relying on suppliers that reflect the diversity of the communities where it operates. Members of the ConocoPhillips Supplier Diversity team identify and facilitate opportunities to utilize products and services provided by businesses of all sizes owned by women and minorities, as well as enterprises classified as small businesses by the U.S. Small Business Administration (SBA).

AN ENDURING LEGACY

Over the last several years, supplier diversity evolved as a strategic business initiative at the heritage companies that preceded ConocoPhillips. During the years when Phillips Petroleum Co. was



Chief Procurement Officer David Chenier

a prime contractor providing jet fuel to the U.S. government, the company established a process for utilizing diverse suppliers on sub-contracts to comply with SBA requirements. This allowed certified small businesses to bid competitively for opportunities to provide products and services to company offices and operations.

Conoco Inc. also initiated a supplier diversity process to drive inclusion of historically



underutilized businesses in the procurement strategy supporting its operations.

When the two companies merged in 2004 to form ConocoPhillips, the new company adopted a combined strategy that focused on managing diverse supplier inclusion and government contract compliance.

With the spinoff of downstream assets in 2012, followed by the tumultuous commodity market price challenges in recent years, ConocoPhillips has maintained its support for small, local and diverse businesses.

In 2016, the company's Lower 48 business unit spent more than \$700 million with diverse suppliers.

"Supplier diversity has proven it adds value, and it will continue to be a part of our supply chain process," said Chief Procurement Officer David Chenier.

MAKING CONNECTIONS

Lower 48 Supplier Diversity & Special Projects Lead Tami Hunter is a familiar face at many conferences and expos in Houston and throughout the United States. At every event, she meets with steady streams of sales and marketing

representatives, as well as the presidents and CEOs of women-owned businesses, minority-owned businesses and small businesses. Some have solid track records from past work with ConocoPhillips; others are seeking their first opportunities.

ABOVE: ConocoPhillips Lower 48 Supplier Diversity & Special Projects Lead Tami Hunter meets with a small business owner at a supplier matchmaking forum in Houston.

The ConocoPhillips supplier diversity vision

Our vision is to be the E&P company of choice, and we stake our reputation on being accountable to our stakeholders, communities and to each other. As we continue to focus on innovative solutions that reduce our cost of supply and preserve our license to operate, the inclusion of local diverse suppliers helps bring innovative solutions to our programs, creates social benefits for stakeholder communities and exemplifies ConocoPhillips' SPIRIT Values.



Kevin Wise, manager,
Lower 48 Supply Chain

Hunter listens intently, asks questions to understand what they offer and ultimately seeks to match the goods and services to the needs of business operations and projects at ConocoPhillips.

“Some of our projects may require expertise that is not readily available in our current supplier base. My role is to be a connector between these diverse and small business suppliers and the projects,” Hunter said. “I work with the appropriate procurement groups within Supply Chain to understand the opportunity and then connect with the most qualified diverse supplier.”

Hunter facilitates follow-up meetings and provides guidance and coaching to the diverse businesses on how to position themselves for immediate or future opportunities with ConocoPhillips.

Because of low commodity price challenges in recent years, some supplier contract

opportunities have slowed down or have been put on hold. Still, Hunter said, ongoing efforts to make connections provide value to the company and to the suppliers.

“The fact that ConocoPhillips employees and Supply Chain representatives did not shy away from this business community during tough times has instilled a positive impression with diverse



Mark your calendar

Network with ConocoPhillips at these 2017 supplier diversity events.

MARCH 21-23

Women’s Business Enterprise National Council
Annual Summit & Salute
New Orleans, Louisiana

MAY 16

Small Business Administration
Challenge HER
Houston Community College
Houston, Texas

MAY 17

National Minority Supplier Development Council
CPO Summit and Leadership Awards
New York, New York

JUNE 7-8

Southwest Region Minority Supplier Development Council
Business Opportunity Fair
San Antonio, Texas

JUNE 20-22

Women’s Business Enterprise National Council
National Conference & Business Fair
Las Vegas, Nevada

AUGUST 3

Southwest Region Minority Supplier Development Council
Business Opportunity Exchange — Oklahoma
Oklahoma City, Oklahoma

SEPTEMBER 6-7

Houston Minority Supplier Development Council
Business Opportunity Expo
Houston, Texas

OCTOBER 22-25

National Minority Supplier Development Council
National Conference & Business Opportunity Exchange
Detroit, Michigan



Westside expansion of the ConocoPhillips corporate headquarters in Houston.

PHOTO COURTESY OF W. S. BELLOWS CONSTRUCTION CORP.

suppliers that the company cares,” she said.

Building and maintaining strong internal partnerships is also important, said Lower 48 Supply Chain Manager Kevin Wise.

“We’re helping the engineering, drilling and completions and other operations teams build strate-

gies to get the most value from the goods and services deployed at our work-sites,” Wise said.

“Including diverse

suppliers in this process brings innovative solutions and valuable local and regional expertise into the work our company does. This is important to us as a good corporate citizen.”



MORE THAN PROPOSALS, CONTRACTS, WORK ORDERS AND INVOICES

The supplier diversity program’s advantages extend beyond goods and services. By helping stimulate local economic development and creating social

Celebrating supplier diversity successes

For three consecutive years, *Minority Business News USA* named ConocoPhillips among its Corporate 101 Most Admired Companies for supplier diversity.

The magazine also recognized Supplier Diversity & Special Projects Lead Tami Hunter as a 2016 Champion of Supplier Diversity. Additionally, Hunter received an award recognizing her as Southern Region Minority Supplier Development Council’s 2016 Advocate of the Year.

The Women’s Business Enterprise Council South presented one of its top honors, the 2016 Buyer of the Year Award, to Williston & Central Rockies Asset Supply Chain Director Norman LeBlanc.

And, in 2014, the Southwest Minority Supplier Development Council recognized ConocoPhillips as Corporation of the Year in the energy category.



Norman LeBlanc, director, Supply Chain, Williston & Central Rockies asset



Laura D. Bellows, W. S. Bellows Construction

benefits to stakeholder communities, the program exemplifies ConocoPhillips' SPIRIT Values.

"As a company that values our people and our communities, it's the right thing to do, and it shows we are dedicated to being a true collaborative partner in local communities," said Williston & Central Rockies Supply Chain Director Norman LeBlanc. "I think this fosters even more collaboration when we consider local permits, regulatory changes and other matters that have the potential to impact our business operations."

A SUPPLIER AT WORK: W. S. BELLOWS CONSTRUCTION CORP.

Although located in west Houston's Energy Corridor, ConocoPhillips' main campus has something in common with the downtown Houston skyline: the W. S. Bellows Construction Corp.

In addition to building a substantial portion of the Houston skyline, including the Texas Children's Hospital Pavilion for Women, the Wortham Theater Center and One Shell Plaza, W. S. Bellows also was responsible for a series of multi-million-dollar expansion and renovation projects that



created ConocoPhillips' corporate headquarters.

The first expansion project, on the west side of the campus, included construction of the six-level, 800,000-square-foot parking garage that accommodates more than 2,000 vehicles; the pedestrian bridge connecting the garage to the three-story, glass-domed rotunda reception area; the 210,000-square-foot fitness center; a café; a medical area; several conference rooms; and an outdoor soccer field with artificial turf.

The company completed the project with no recordable injuries and was honored with a ConocoPhillips Global Real Estate & Facilities Services safety award.

"Our team was proud to be recognized for

ConocoPhillips corporate memberships

National Minority Supplier Development Council
nmsdc.org

Houston Minority Supplier Development Council
hmsdc.org

Mountain Plains Minority Supplier Development Council
mpmsdc.org

Southwest Minority Supplier Development Council
smsdc.org

Southern Region Minority Supplier Development Council
srmsdc.org

Women's Business Enterprise National Council
wbenc.org

Women's Business Enterprise Alliance
wbea-texas.org

Women's Business Enterprise Council South
wbecsouth.org

our dedication to safety on this singular project, which resulted in more than 900,000 cumulative exposure-hours and 600 days without a lost-workday case,” said Laura Bellows, the company’s president and chairman.

In addition to the west side expansion, W. S. Bellows completed construction and renovation projects on the central plant, the center campus and the Tarkington building. The company also built the ConocoPhillips field office in Dickinson, North Dakota.

“I walked every one of the Houston jobs on a regular basis with Tommy Lee, our vice president of safety,” Bellows said. “We hope that our consistent record for safely delivering high-quality construction projects on time and under budget is why ConocoPhillips has decided to hire us on a repeat basis.”

W. S. Bellows has been a family-owned and led company since 1914. It also became a majority woman-owned firm when Laura D. Bellows took over leadership in 2007.

A SUPPLIER AT WORK: BREWSTER PROCUREMENT GROUP, INC.

In the aftermath of Hurricane Katrina in 2005, the company reached out to Brewster Procurement Group (BPG) for help with emergency

Get certified

ConocoPhillips asks suppliers classified as minority-owned, woman-owned or small businesses to obtain certification through one of these organizations:

Women’s Business Enterprise National Council

wbenc.org

National Minority Supplier Development Council

nmsdc.org

U.S. Small Business Administration

sba.gov

ConocoPhillips supplier diversity champions

Brenda Erickson

Director, Corporate Supply Chain
Women’s Business Enterprise Alliance Board Member

Norman LeBlanc

Director, Williston & Central Rockies Asset Lower 48 Supply Chain
Women’s Business Enterprise South Board Member

Shawn Green

Director, Transactional Excellence, Lower 48 Supply Chain

Tami Hunter

Supplier Diversity & Special Projects Lead
Southwest Minority Supplier Development Council Board Member



Janet Brewster, Brewster Procurement Group

response and repairs at the storm-damaged Alliance Refinery in Belle Chasse, Louisiana. Within days, shipments of boots, tools and other supplies arrived to help work crews bring the plant back online quickly.

Since that first transaction, BPG’s business partnership with ConocoPhillips has strengthened. When a business operation or project team in the Lower 48 or Alaska needs help procuring items that are not under major contracts, BPG is often called on to provide services commonly referred to as tail-end spend.

“Our services help ConocoPhillips alleviate the need to employ and manage multiple suppliers,” explained CEO and Managing Principal Janet Brewster. “We take the transactional spend and do all of the procurement services as one source. This lowers the expense of associated contracts and vendor management.”

BPG is a minority- and woman-owned company based in Lafayette, Louisiana. ■



Sindre Sørensen

Norwegian ironman

BY KJELL UNDALL

NEITHER SWELTERING HEAT NOR POWERFUL CROSSWINDS could stop Sindre Sørensen from completing the Ironman World Championship in Hawaii — one of the world’s toughest sports competitions. He made it across the finish line in reasonably good shape after having completed the ultimate test of strength. “The season goal was to qualify for Hawaii,” he said. “Ten hours of blood, sweat and tears on the volcanic island was just a bonus.”

Sindre works as the technical manager for Norway’s partner-operated assets, where his portfolio includes seven producing fields and one new field development planned to start production in 2018. “We manage half of the business unit’s production with a fairly small organization.”

An active swimmer in his youth, Sindre started triathlon training as an adult. The 60-mile-long North Sea bicycle race in Stavanger 16 years ago fueled his passion for endurance training. The

following year he participated in his first triathlon competition — swimming, cycling and running, in that order. The diverse nature of triathlons has made it increasingly popular. “The sport is suitable for everyone. It’s a great way to exercise, whether you’re looking for a big challenge or a general fitness goal,” Sindre said.

In 2005, he moved to Houston for an assignment in Subsurface Technology, providing reservoir engineering support to business units across the company. “The time we spent in Houston was a great opportunity to gain professional experience as well as see more of

ConocoPhillips. And the triathlon season lasts from April through October, with races within driving distance practically every weekend.”

The desire to give the Ironman competition a shot developed over time. It took 10 years before Sindre’s first full distance race. In his second attempt, he qualified for the World Championship in Hawaii, the crown jewel among triathlon races. Sindre and his support crew (his wife Cecilie) were ready for action in Kailua Kona after more than 20 hours travel from Norway.

Sindre recalled the electric pre-race atmosphere in the town of Kona and many unique experiences on the Big Island of Hawaii. The race passes through five different climatic zones, from desert to tropical rainforest. The legendary Mumuku crosswinds up to 45 miles per hour prove challenging for many during the 112-mile cycling leg, but Sindre was well prepared after practicing in the saddle along the windswept beaches of Norway’s west coast.

The sweltering heat — more than 90 degrees Fahrenheit — and relentless sunshine were grueling. The swimming distance of 2.4 miles was a positive experience with clear 80-degree water. After the swim, he advanced several places on the bike portion, but the last hour of cycling was tough. “I was totally wiped out from the heat even before the final marathon started,” he said. “Although at a slower pace than I liked, I managed to complete the 26.2 miles in style.” His finishing time was 10 hours and 6 minutes. “I’m pleased with my performance and how I placed in the overall results,” he said, “but it would have been nice to finish a little faster.”

Sindre has decided to stick to shorter races in 2017. In May, he’ll travel to Barcelona to compete in a half Ironman. He does not, however, rule out another trip to the volcanic island in the Pacific in a few years. “I would love to break 10 hours in Hawaii. That goal is still haunting me.” ■



ABOVE AND OPPOSITE PAGE: After the 2.4-mile swim, Sindre participates in the cycling and marathon portions of the Ironman World Championship in Hawaii.

PHOTOS COURTESY OF FINISHERPIX.COM





Bob Valentine II

Saving his own life

BY RAY SCIPPA

IF YOU ARRIVE AT THE CONOCOPHILLIPS FITNESS CENTER AROUND 5:30 A.M., you might catch a glimpse of Supply Chain Specialist Bob Valentine II already showered and dressed, his workout complete. He varies his gym routine — running, swimming, lifting weights — but doing nothing is not an option. Bob wasn't always that way. Since 2008, he's been taking steps to save his own life.

He started his oil and natural gas industry career fresh out of high school in 1992 working on the Louisiana docks as a roustabout: pumping fuel, operating cranes and maintaining the yard. By 2002, he had landed a contract with ConocoPhillips to work on appraisal wells for the Magnolia platform then under construction. In 2007, he was offered a full-time role with the

company as a Magnolia planner/scheduler, where crews worked 12-hour days, 14 on, 14 off.

"I got to know everyone really well, and it was a great team. We were family," Bob said.

In September 2008, Bob reported back after two weeks off during which Magnolia had been

evacuated for Hurricane Ike. A skeleton crew was on board getting ready for restart. From the office in Lafayette, Bob was arranging to send the full crew out.

"I was in a lot of discomfort that day, experiencing heartburn," Bob said. "When I told my friend Mike Breaux, he warned me that it could be something more serious, but I waved him off and said I would go get some Tums from the drugstore."

Bob, who is 6 feet tall, weighed 265 pounds and smoked a pack or more of cigarettes every day. Stepping outside of the office to have a cigarette,

his heartburn intensified. As he got into his truck to go for the Tums, he started to sweat profusely. "I knew something was terribly wrong and went back in to get Mike."

Mike drove Bob to the hospital. "On the way, the pain got worse. It felt like a truck sitting on my chest."

Bob called his wife, Emma, who was 8½ months pregnant with their fourth child. It would take her 20 minutes to get to the hospital. Mike walked Bob in and stayed until Emma arrived.

Doctors went to work immediately on what they later explained was a 100 percent blockage of Bob's coronary artery, commonly referred to as a "widow maker." They installed two stents to free the blockage.

Bob spent the next three days recuperating. "Laying on that hospital bed, I made a promise to myself and my family to save my own life."

He quit smoking, changed his diet and started exercising. It took a few weeks for the weight to start dropping. Within six months, he was down to 210 pounds; another four months and he was below 190, a weight he has maintained ever since.

Today, Bob passes medical stress tests with flying colors. He runs 5Ks, 10Ks, half marathons and full marathons and plans to eventually participate in triathlons. Before transferring to his current job in Houston, he trained offshore with his supportive work family. Most important, he's enjoying a good quality of life with Emma and their children, Stephanie (24), Robbie (21), Cassidy (17) and youngest son Brad (8), who tucks him in each night around 8 p.m. so he can make that early wakeup call for the gym. ■



ABOVE AND RIGHT: The Magnolia platform at night; Bob and wife Emma shortly before Bob's life-changing health scare

OPPOSITE PAGE (clockwise) A recent photo of Bob with wife Emma, son Brad, daughter Cassidy and grand daughter Isabelle; with Magnolia crewmates and fellow runners Daryl Lacour and Jace Mayet





Dean and Karen Davis

The safety pros

BY JIM SPANOS, PHOTOGRAPHY BY HALL PUCKETT

ONE STORY SAYS A LOT about Dean and Karen Davis: Their son Schuyler, now 15, was sitting in his Montessori class one morning, and his teacher asked all the children to say how they said “hello” at home.

“So, one said ‘hola,’ and the next said ‘good morning,’” said Karen, manager, Marine Assurance. “When it came around to Schuyler, he said ‘safety first!’”

“We’re sort of uber-safety people,” said Dean.

He is, after all, director of Crisis Management & Emergency Response, and she was Polar Tanker’s director of compliance after the 9/11 terrorist attacks. They are professional safety people, but they also spent the first half of their

careers at sea. On board a ship you must have your gear stowed — there is little room for thoughtlessness and waste. Yet there is also a romance to life at sea, a common language and culture that Dean and Karen share.

“If you say, ‘I go to sea for a living,’” Dean said, “people gravitate to you. They want to hear your stories. They want to engage you and understand what that life is like, because it’s not normal nine to five.”

Karen added, “You can come across a person you sailed with 25 years ago and instantly feel like you’re family.” This seems like a particularly poignant thing to say when you consider the origin of the Davises as a couple. They met back in the 80s as members of the crew of the tanker Arco Texas and became good friends but nothing more.

“When we sailed together on the Texas, I knew that I loved her; the timing just wasn’t right,” Dean said. “But we always thought the same way. We always were on the same wavelength.”

After their duty together on the Texas, they didn’t see each other for 12 years. Dean was living in Portland and Karen in San Diego.

“He called me and said, ‘Hey, I’m thinking

of coming down,’” said Karen, “I asked when, and he said, ‘If I leave now I can be there by eight o’clock in the morning.’ So I knew.”

Soon after that they came ashore for good, giving up their marine lifestyles to get married and start a family. Schuyler was born in 2001, followed by their second son, Chase, in 2004. Hundreds of soccer practices,

homework assignments and Sunday church services later, Dean and Karen are the picture of busy-but-happy modern domesticity, and they both still work for the same company.

“We work pretty hard at not talking too much about being married,” Dean said. “Davis is a common name, so a lot of people don’t even know!”

Karen continued, “Yeah, it’s not like we keep it a secret or anything. But we think we should each stand on our own merits. That’s important.”

Throughout years of happy family life, the Davises have lived by the lessons of a life at sea. They know the value of efficiency, safety and teamwork. They’re consummate safety pros.

“We just think it’s the right thing to do. It hasn’t failed us,” said Dean.

“That’s right,” said Karen. “It works.” ■





2017 SPIRIT Award winners reflect a year of change

BY RAY SCIPPA

Confirming that ConocoPhillips employees delivered outstanding performance during another tough year for the company and industry, more than 80 teams and projects were nominated for the annual SPIRIT of Performance Awards. In February, the company's Executive Leadership Team (ELT) sifted carefully through the details to select the final team and individual award winners.

"During 2016, our employees stepped up to the challenges of uncertainty and change and delivered world-class performance across a wide range of disciplines," said Chairman & CEO Ryan Lance. "We have reason to be proud of all the nominees. In the end, we selected the 36 teams that made the greatest relative impact by executing projects with a high degree of difficulty."

The ELT also selected five recipients

based on a recommendation from the leaders of the Strategy, Exploration & Technology organization. For the first time in the 15-year history of the awards, an individual was recognized for outstanding technological contributions to the company and the industry. The first recipient of the new award is Geoscience Senior Fellow Chuck Mosher, who has more than 35 years of industry

experience. Mosher has been at the forefront of game-changing geophysical innovations, leading the industry to improve technologies for seismic imaging and subsurface characterization. His contributions have shaped a wide array of technology areas — such as imaging, amplitude analysis, velocity,

noise attenuation, interpretation, acquisition and high-performance computing — that have led to or played a major role in numerous hydrocarbon discoveries and developments. Mosher's impact on ConocoPhillips and the industry will be felt for decades to come.

ConocoPhillips will honor recipients throughout the year, including a special third-quarter edition of *spirit Magazine*.



Geoscience Senior Fellow Chuck Mosher, who has delivered game-changing geophysical innovations over a more than 35-year career, is the first recipient of the expanded Individual Lifetime Achievement Award.

of the Lifesaver Award, including two groups of individuals who worked together to save a life, for a total of 10 lifesaving employees. One Process Safeguard recipient was recognized for identifying a process safety hazard and acting to avoid potential life-threatening consequences.

The Individual Lifetime Achievement Award received a makeover in 2017



S SAFETY
We operate safely.

P PEOPLE
We respect one another, recognizing that our success depends upon the commitment, capabilities and diversity of our employees.

I INTEGRITY
We are ethical and trustworthy in our relationships with stakeholders.

R RESPONSIBILITY
We are accountable for our actions. We are a good neighbor and citizen in the communities where we operate.

I INNOVATION
We anticipate change and respond with creative solutions. We are agile and responsive to the changing needs of stakeholders and embrace learning opportunities from our experience around the world.

T TEAMWORK
Our "can do" spirit delivers top performance. We encourage collaboration, celebrate success, and build and nurture long-standing relationships.

The SPIRIT Values — The ConocoPhillips SPIRIT of Performance Awards were created in 2001 to honor individuals and teams who best exemplify the company's high standards in conducting business, guarding the safety and well-being of people and contributing to society. Based on the company's SPIRIT Values, awards are given each year in 11 categories: Safety, People, Integrity, Responsibility, Innovation, Teamwork, Business Excellence, Wellness, Lifesavers, Process Safeguards and Individual Lifetime Achievement.

THE 2017 WINNERS

SAFETY

Ekofisk Operating Integrity and SD 2016 (Norway)

THA Improvement (Alaska)

PEOPLE

Contingent Workforce Program – Lower 48 Implementation (HR/REFS)

Emergency Response for Fort McMurray Wildfires and Resthaven (Canada)

INTEGRITY

CARD Project (Legal)

Corporate Standards Streamlining (Global Operations, Wells and Projects)

Innovative Strategies to Achieve Sustainable Savings (Asia Pacific Supply Chain)

RESPONSIBILITY

Eagle Ford Fugitive Emissions (Lower 48)

Induced Seismicity Response (Technology)

Marginal Abatement Cost Curve (Corporate Planning & Development)

Migratory Connectivity Project (Investor Relations & Communications)

INNOVATION

Eagle Ford Spacing, Stacking and Completion Optimization (Lower 48)

GCBU Drilling & Completions Data Analytics (Lower 48)

NSOD Turnaround Efficiency (Alaska)

Project Anaconda (Canada)

TEAMWORK

Bakken Oil Offtake (Commercial)

Block B Disposition (Indonesia)

Blueberry Montney Innovation Acceleration (Technology)

Ekofisk Alpha P&A and U.K. Decommissioning (Europe)

Extended Reach Drilling Rig Project (Alaska)

Power in Cooperation (Government Affairs and Investor Relations & Communications)

Surmont Exports to U.S. (Commercial)

Surmont Safe Execution and Production Rampup (Canada)

U.S. \$587MM Secured through Strategic Collaboration (Indonesia)

U.S. PRA Project (Information Technology)

BUSINESS EXCELLENCE

APLNG Cost Performance (ABUE)

APLNG Marketing (Commercial)

APLNG Operational Readiness (ABUE)

Bakken Bulk Separation (Lower 48)

E&BD Strategy Development and Implementation (Exploration)

Heidrun Gas Export (Norway)

Integrated Willow Discovery/Play Capture (Exploration)

Liquidity Risk Management (Finance)

Timor Arbitration and Settlement (Legal)

WELLNESS

Global Biometric Risk Reduction (HR/REFS)

(Runner-up) Wealth of Wellness (WOW) (Alaska)

LIFESAVERS

Ian Bronconnier, Chad Lacina, Dan Oviatt, Kyle Pacholok and Lance Raymond (Canada)

Adam Estabrooks (Polar Tankers)

Mark Hildebrand (Western Canada)

Asok Khumar and Supriyadi Umar (Indonesia)

Anna Wunderlich (Lower 48/Bakken)

PROCESS SAFEGUARD

Keith Gantenbein (Lower 48/Lost Cabin Gas Plant)

INDIVIDUAL LIFETIME ACHIEVEMENT

Chuck Mosher (Subsurface Technology)

CONOCOPHILLIPS
2017
SPIRIT
AWARDS

2017 Lifesaving actions in brief

- Canada employees **Ian Bronconnier, Chad Lacina, Dan Oviatt, Kyle Pacholok** and **Lance Raymond** performed CPR and used an AED to help successfully resuscitate a teammate experiencing a cardiac event.
- Polar Tanker Assistant Engineer **Adam Estabrooks** performed the Heimlich Maneuver multiple times until the food was dislodged from the airway of a co-worker in distress.
- Western Canada business unit contractor **Mark Hildebrand** acted as a first responder to a traffic accident by extinguishing a fire at the front of one of the vehicles involved and administering first aid to the individuals
- ConocoPhillips Indonesia's **Asok Khumar** and **Supriyadi Umar** immediately performed CPR and successfully resuscitated a contractor technician who was electrocuted at a remote facility.
- Rockies business unit Administrative Assistant **Anna Wunderlich** successfully performed the Heimlich Maneuver on a stranger who was choking at a restaurant.

History of the Lifesaver award

The ConocoPhillips Lifesaver Award has origins deep in the company's history. The first of its kind, the Phillips 66 Meritorious Safety Award, was developed in 1937. Its first recipient was Paul H. Rice, who administered first aid to a fellow employee who had taken an overdose of aspirin and sleeping pills. The ConocoPhillips Lifesaver Award continues the company's tradition of focusing on safety, community and responsibility. ■



Ekofisk cession, Norway

PACE

ConocoPhillips leads the way in new plugging-and-abandonment network

BY GUS MORGAN

When it comes to plugging-and-abandonment (P&A) practices, ConocoPhillips is renowned as an industry leader, known for its pioneering work in the North Sea where its Norway and U.K. business units have leveraged transformational technology and innovative thinking to reduce P&A costs.

SETTING THE PACE FOR P&A COLLABORATION

To further solidify its P&A leadership role, in 2016, ConocoPhillips became a founding member of an initiative to establish a global knowledge-sharing network focused on P&A issues within the oil and gas industry.

The network, **Plugging & Abandonment Collaborative Environment**

(PACE), provides operators, service providers and equipment vendors a forum to identify, prioritize and disseminate P&A technology needs and gaps, share best practices and develop innovative and cost-effective P&A solutions. ConocoPhillips will help guide the network's programs and discussions.



John Hand

"ConocoPhillips is a driver in making this collaborative network happen," said John Hand, technology program manager. "We're an industry leader when it comes to advancing P&A technologies and putting them into the field. Historically, it's been difficult to get people on board as P&A focuses on the end of a well's life. However, with increasing focus from regulators and the number of wells requiring P&A steadily



Jack-up rig used for decommissioning in the U.K. North Sea

About PACE

- Plugging & Abandonment Collaborative Environment (PACE) is a new industry network that focuses on cost-effective P&A solutions. The group's directive is to improve awareness and collaboration on current and emerging technology, global regulations and operational best practice.
- PACE founding members: OTM Consulting, ConocoPhillips, ExxonMobil, DNV GL and GE Oil & Gas.
- In 2017, PACE meetings will focus on barrier verification, next generation barriers and how to remove metal downhole.

Priorities:

- Global regulations/best practice
- Cost-effective plugging and sealing
- Barrier verification and multi-string logging
- Rigless P&A
- Novel barrier materials
- Removing equipment, debris, collapsed casings or screens

increasing, operators have made it a priority to reduce costs while ensuring safe and reliable P&A operations. The goal is to make P&A operations more efficient, and PACE provides a unique forum that facilitates collaboration between operators and service providers.”

A NETWORK DEVOTED TO P&A INNOVATION

As development and commercialization of new technologies are required to provide a step change in performance, PACE plans to identify and

“ConocoPhillips is a driver in making this collaborative network happen.” — JOHN HAND

progress initiatives through confidential technology presentations and knowledge sharing in technology advisory meetings.

PACE’s inaugural meeting in The Woodlands on Sept. 16 was hosted by ExxonMobil and supported by founding members OTM Consulting,



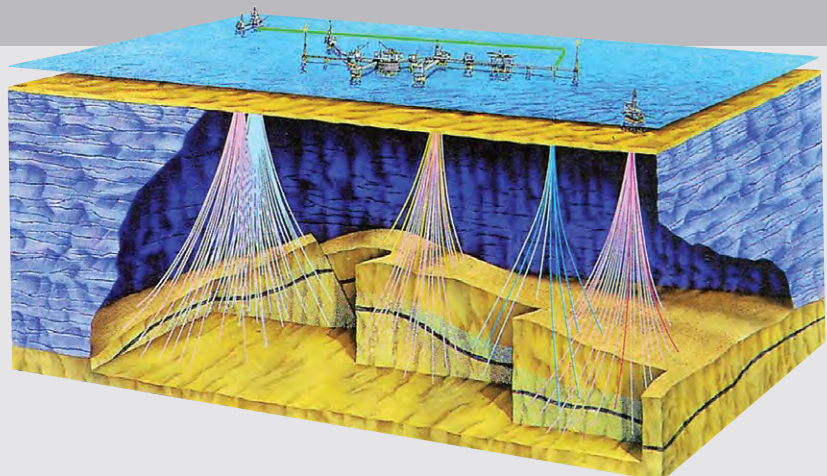
A view of the Ekofisk 2/4 A platform, part of the decommissioning efforts in the southern Norwegian North Sea. Ekofisk 2/4 A was the first permanent production platform on the Norwegian Continental Shelf. It was in active service from 1974 to 2013. In Norway, ConocoPhillips is optimizing existing P&A technologies and processes and testing step-change technology projects. Improved traditional milling operations, the proven “PWC” (perforating, wash and cement) method and the use of formation as P&A barriers have been of particular value.

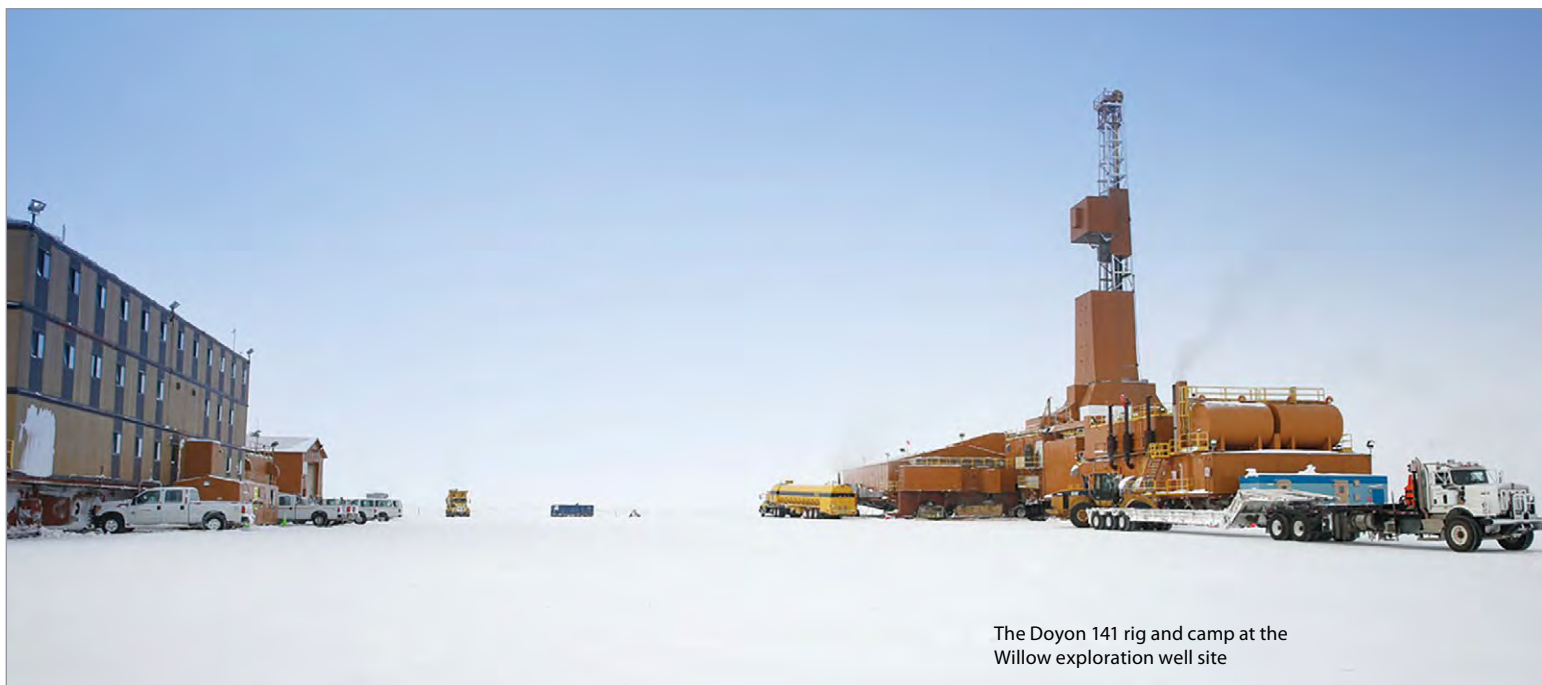
ConocoPhillips, GE Oil & Gas and DNV GL. Around 40 attendees, representing seven operators and 16 service companies/equipment vendors, gathered to

discuss key industry issues. Discussions involved cost-effective P&A practices, rigless P&A, barrier verification and multi-string logging. ■

Tech News

ConocoPhillips has a long history of using technology to stay ahead of its competition and achieve its business objectives. Watch for more news stories about the company’s rapid adoption of game-changing technology in coming issues of *spirit Magazine*. Next up: ConocoPhillips’ participation in PACE field trials.





The Doyon 141 rig and camp at the Willow exploration well site

ConocoPhillips Alaska announces new Willow discovery

ON JAN. 13, 2017, CONOCOPHILLIPS ALASKA ANNOUNCED A NEW OIL DISCOVERY IN THE GREATER MOUSES TOOTH (GMT) UNIT LOCATED IN THE NORTHEAST PORTION OF THE NATIONAL PETROLEUM RESERVE – ALASKA (NPR-A). THE WILLOW DISCOVERY WELLS, TINMIAQ 2 AND 6, WERE DRILLED IN EARLY 2016 AND ENCOUNTERED 72 FEET AND 42 FEET OF NET PAY, RESPECTIVELY, IN THE BROOKIAN NANUSHUK FORMATION. CONOCOPHILLIPS HAS A 78 PERCENT WORKING INTEREST IN THE DISCOVERY, AND ANADARKO PETROLEUM CORP. HOLDS A 22 PERCENT INTEREST.

“This discovery is tremendously exciting not only for ConocoPhillips, but also for the state of Alaska,” said Joe Marushack, president of ConocoPhillips Alaska. “Willow’s proximity to existing infrastructure improves the economic viability of the discovery. Development of Willow, a potential multi-billion-dollar investment, could provide thousands of jobs during construction and could generate substantial revenue for the federal government, state, North Slope Borough and communities in the NPR-A.”

The two discovery wells are located about 28 miles west of the Alpine Central Facility and are approximately four miles apart.

“The distance of the Willow prospect



A sign directs traffic on the ice road in the NPR-A.

from infrastructure required the mobilization of an 80-bed camp and two ice construction spreads of equipment by Rolligon (75 loads), midway between Alpine and Willow,” said Drilling Manager Chip Alvord. “Separate ice construction

crews built ice roads simultaneously east and west for a total of 34 miles from Tinmiaq 6 back to the Alpine resupply road. Doyon rig 141 was moved 65 miles from Kuparuk to the two Tinmiaq well locations. Both wells were tested, the camp and test equipment were demobilized and all locations cleaned up with no recordable HSE incidents. All of this was accomplished within four months.”



Chip Alvord

The Tinmiaq 2 well was tested and established good reservoir deliverability, with a sustained 12-hour test rate of 3,200 barrels of oil per day of 44-degree API oil. Initial technical estimates indicate the discovery could have recoverable resource potential in excess of 300 million barrels of oil. Appraisal of the discovery commenced in January 2017 with the acquisition of state-of-the-art 3-D seismic. Subject to appraisal results and the choice of development scenario, Willow could produce up to 100,000 barrels of oil per day. Assuming timely permit approvals and competitive project economics, initial commercial production could occur as early as 2023.



Perry Klein

federal lease sale on the western North Slope, winning 65 tracts for a total of 594,972 gross acres. ConocoPhillips was independently successful in December's state lease sale on the western North Slope, winning 74 tracts for a total of 142,280 gross acres.

"The Willow discovery adds to our history of exploration success in the NPR-A and is consistent with our focused global exploration strategy," said Richard Lunam, president of Exploration, Business Development & Other International. "The acreage acquired in the recent state and federal lease sales gives us running room to test the concepts that led to Willow and other NPR-A discoveries."

Besides exploration activities, ConocoPhillips continues to make substantial investments in new projects on the

"The list is long of geoscientists who contributed to improving the prospect over the years," said Operations & Technology Manager Greg Wilson, "but the confidence factor for its true potential increased the most with modern seismic processing. The discovery team was able to put together a convincing, mappable case that tied to well data, and the rest is history. Hats off to a true team effort, including the earlier prospectors, landmen and supervisors who kept this idea alive."



Greg Wilson

Wells Supervisor Perry Klein expressed



Caribou cross the tundra not far from the Doyon 141 camp.

for my state. Our success is due to the incredible team of individuals that make it all happen, from ice roads to

North Slope. This winter, construction will begin at GMT1, a drill site eight miles west of CD5. In addition, permits have been filed for GMT2, located about eight miles west of GMT1. A seismic survey over GMT2 and Willow is also planned in the first quarter of 2017. ■

Cautionary Note to U.S. Investors – The SEC permits oil and gas companies, in their filings with the SEC, to disclose only proved, probable and possible reserves. We use the term "resource" in this presentation that the SEC's guidelines prohibit us from including in filings with the SEC. U.S. investors are urged to consider closely the oil and gas disclosures in our Form 10-K and other reports and filings with the SEC. Copies are available from the SEC and from the ConocoPhillips website.

"The Willow discovery adds to our history of exploration success in the NPR-A and is consistent with our focused global exploration strategy." — RICHARD LUNAM

his gratitude to have been a part of both GMT and Willow. "It makes me proud to be a part of a project that is expected to further the reserves of our company," Klein said, "which in turn provides quality local jobs and revenue

environmental, drilling, the Wells group, and all of our contractors, especially the Kuparuk Drilling Tool House."

In a follow-up to the Willow discovery, ConocoPhillips and bidding partner Anadarko were successful in December's

ConocoPhillips China achieves first oil at Bohai Penglai 19-9 WHP-J

BY OLIVIA YAN

On December 10, 2016, the Bohai Penglai 19-9 Wellhead Platform J (WHP-J), jointly owned by ConocoPhillips China (COPC) and China National Offshore Oil Corp. (CNOOC) under Bohai Penglai PSC, produced its first oil, one month prior to the January 2017 AFE premise. COPC President Mark Wheeler and China Capital Projects & Asset Management Vice President Chad Huffman participated in a ceremony held by CNOOC at the offshore oilfield to celebrate this milestone.

Sanctioned by ConocoPhillips on July 28, 2014, WHP-J is the first major project in the Bohai area since field operatorship was transferred to CNOOC on July 1, 2014, with ConocoPhillips maintaining a 49 percent working interest.

WHP-J is an eight-leg, 56-well platform with living quarters for 100 people and its own drilling, completion and workover rig. Production flows to the existing Bohai Penglai Field infrastructure.

Fabrication of the WHP-J platform began May 5, 2015, with a first steel cutting ceremony held at the COOEC Qingdao yard. First oil was achieved with excellent safety performance, and

“We should all be proud of what we have achieved together,” Huffman said. “Leveraging the knowledge of both companies will be key to our continued success in Bohai Bay.”

Successful completion of the WHP-J platform is a testament to a longstanding collaboration founded on open communication, mutual respect and the vast expertise within both companies. Seven COPC project secondees were instrumental in passing on best practices and knowledge that were key to executing the project.

“This project is another major milestone in our relationship with CNOOC, which we hope will herald an exciting



First Oil Ceremony December 10, 2016. Left to right: Pan Yiyong, general manager, Peng Bo Operating Co.; Huang Yehua, deputy general director, Bohai Oilfield Bureau; Mark Wheeler, president, ConocoPhillips China; Li Yong, general manager, CCLT & EVP CNOOC Limited; Chad Huffman, vice president, China Capital Projects & Asset Management.



the project was delivered significantly below budget. Major key performance indicators include:

- TRR=0; 3.4 million man-hours.
- Facility installed cost estimated at \$108 million net vs. \$221 million net at sanction.
- Total installed cost forecasted at \$261 million net vs. \$411 million net at AFE.
- Full-cycle cost of supply reduced from \$62/bbl in 2013 to \$32/bbl at current.

new chapter in our longstanding partnership in Bohai Bay,” Wheeler said.

Drilling at PL19-9 WHP-J will continue until late 2019. Fabrication of Bohai Phase 3 Project (three WHPs and one central processing platform) is set to begin in 2017 with first production targeted for 2018.

The Penglai project was discovered by COPC and co-venturer CNOOC in 1999. It ranks among the largest developments of its kind and is one of the most productive oil assets ever developed in China. ■

Oil production begins at Malikai in Malaysia

Initial production has started from the Malikai tension leg platform located approximately 62 miles off the coast of Sabah, Malaysia. Production was achieved from the first well in December 2016 and is expected to ramp up as additional development wells are brought on stream.

“The start of production from the Malikai project is an important milestone for ConocoPhillips,” said Al Hirshberg, executive vice president, Production, Drilling & Projects. “It

is another major project startup in Malaysia that will add high-margin barrels to the portfolio.”

The facility has a peak gross production capacity of 60,000 barrels of oil per day. Further processing will occur on the Keabangan (KBB) platform prior to oil and gas export via pipeline to the Sabah terminal in Kimanis. The Malikai field has water depths up to 1,600 feet.

The Malikai development is a joint venture between Shell Sabah

Petroleum (35 percent, operator), ConocoPhillips Sabah (35 percent) and PETRONAS Carigali (30 percent). ■



A big ad during a big game

THE AMERICAN PETROLEUM INSTITUTE (API) LAUNCHED A NATIONAL AD CAMPAIGN DURING SUPER BOWL LI TO SHOWCASE HOW NATURAL GAS AND OIL PLAY A KEY ROLE IN AMERICANS' EVERYDAY LIVES. THE NEW CAMPAIGN FEATURES VARIOUS UNEXPECTED WAYS IN WHICH CONSUMERS BENEFIT FROM PRODUCTS DERIVED FROM NATURAL GAS AND OIL. IT ALSO RAISES AWARENESS OF THE ROLE NATURAL GAS AND OIL HAVE IN ECONOMIC GROWTH, JOB CREATION, ENVIRONMENTAL STEWARDSHIP AND NATIONAL SECURITY.

ConocoPhillips has played an integral role in the development of the campaign, along with other API member companies. In addition to reaching a broad audience, the campaign is aimed at millennials to create a more positive view of the energy business and how it makes their everyday lives possible.



“The API communications committee agreed early on that we wanted to take a more confident approach, and we’ve achieved that,” said Cathy Cram, director, Public Policy, Government Affairs and Sustainability Communications. “This campaign has a different

energy and edge from previous API efforts. And there’s no better opportunity to launch than during a Super Bowl and to highlight medicine, fashion and space travel for which Houston, Texas, home of Super Bowl LI, is well known throughout the world.”

Power Past Impossible demonstrates the many ways natural gas and oil help people achieve their goals, overcome obstacles and make the impossible possible. The campaign delivers a personally relevant message with an emotionally compelling approach and a positive tone.

Seen by millions of Super Bowl viewers, the ad serves as a campaign trailer for a multi-channel, nationwide education and awareness campaign through digital, TV, radio and print components. A new website, PowerPastImpossible.org, invites visitors to learn more about the ways their lives are touched by oil and natural gas. ■

A New York minute: Lower 48 employees tour Nasdaq Stock Market

BY GUS MORGAN

AFTER WINNING A 2016 UNITED WAY AUCTION, A GROUP OF LOWER 48 EMPLOYEES RECENTLY FOUND THEMSELVES SAVORING THE SIGHTS AND SOUNDS OF NEW YORK CITY, INCLUDING AN EXCLUSIVE TOUR OF THE NASDAQ STOCK MARKET.

The memories and fun stacked up faster than a New York minute: A Bobby Flay sighting, *The Tonight Show with Jimmy Fallon*, a *Today Show* concert and a Manhattan helicopter tour.

Enjoying these Big Apple experiences were Jace McKenzie, associate landman, Central Rockies; Thomas Porter, associate landman, Williston; Marie Giuffreda, associate landman, Central Rockies; and Chris Giuffreda, senior reservoir engineer, Eagle Ford Reservoir Performance. Sura Karralli, a geophysicist at Ion Geophysical and fiancée to Chris Giuffreda, also joined the group for the Dec. 8 to 11 trip.

“We won the United Way auction,” McKenzie said, “and donated to a good cause at the same time.”

Marie Giuffreda said the group’s visit to the Nasdaq Stock Market, the second-largest exchange in the world behind the New York Stock Exchange, was eye opening and informative. The Nasdaq, which does not have a physical trading floor like the NYSE, hosts initial public

offerings (IPO) and other significant celebrations. For example, Bloomberg representatives were at Nasdaq during the group’s tour to ring the closing bell. Nasdaq also features a television studio for CNBC’s finance shows, *Power Lunch* and *Fast Money*.

“We attended a closing bell ceremony at the Nasdaq in Times Square,” she said. “We toured the facilities, including where they shoot the CNBC finance talk shows, and met with the market intelligence desk to learn more about the market’s operations. Finally, we watched

“... we watched Bloomberg ring the closing bell, which was live streamed in Times Square on a seven-story billboard ...”

— MARIE GIUFFREDA



Basking in the lights and sounds of Times Square are, from left, Jace McKenzie, associate landman, Central Rockies; Thomas Porter, associate landman, Williston; Marie Giuffreda, associate landman, Central Rockies; Chris Giuffreda, senior reservoir engineer, Eagle Ford Reservoir Performance; and Sura Karralli, a geophysicist at Ion Geophysical and fiancée to Chris Giuffreda.

Bloomberg ring the closing bell, which was live streamed in Times Square on a seven-story billboard and news networks. We were the only non-Bloomberg people there, and it made for an exclusive opportunity. It was a cool experience and for a great cause through ConocoPhillips, United Way and Nasdaq.”

The group visited with the director of IPO executions who explained how companies get listed on the exchange.

McKenzie, who had visited New York City once before as a teenager, said the Nasdaq tour was his favorite part of the trip.

“I’ve always been interested in the stock market,” he said, “and the tour we took is not available to the general public. I also enjoyed getting to see New York during the Christmas season. From the Rockefeller Center Christmas tree to the decorated storefronts, it was a fun time to be in the city. And we got to experience actual winter weather, which is something we don’t get very often in Houston.”



While eating brunch at a French restaurant, McKenzie said the group found themselves in the company of a celebrity chef.

“About half-way through our meal,” he said, “two gentlemen were seated next to our table. We figured out that one of the men was Bobby Flay! That’s when you know you’ve made a good restaurant selection.” ■



ConocoPhillips named to number two spot on the Just 100: America’s Best Corporate Citizens list for 2016

ConocoPhillips was named one of America’s [100 Best Corporate Citizens](#) by Forbes and Just Capital. The 900 largest U.S. public companies were evaluated on 10 metrics weighted by importance to the American public. The Top 100 list, published for the first time this year, consists of three or four companies from each of a range of business sectors.

“The ranking is a great example of the value of our sustainability efforts,” said Cathy Cram, director, Public Policy, Government Affairs & Sustainable Development Communications. “We ranked second out of 48 oil, gas and consumable fuels companies and were notably above average on product attributes, community well-being and supply chain

impact. The ConocoPhillips-specific report mentioned the company’s [Global Water Sustainability Center in Qatar](#), its [Water Action Plan](#) and [Stakeholder Engagement Action Plan](#).”

The methodology was transparent, and the data has been organized into a powerful, easy-to-use tool.

“This is one of hundreds of ratings that

are done with no involvement from the company, and it is too soon to know if it will be influential. It is a good example, though, of how our reporting strategy of focusing on the top few ratings and a complete [Sustainable Development report](#) can have positive benefit by getting better information into these other ratings,” Cram said. ■

For the “Oil, Gas & Consumable Fuels” sector, the top 12 ranked companies were:

- | | | |
|--------------------------|-------------------------|-----------------|
| 1. Pioneer | 5. Devon Energy | 9. Chevron |
| 2. ConocoPhillips | 6. Occidental Petroleum | 10. Tesoro |
| 3. Anadarko | 7. Chesapeake Energy | 11. Exxon Mobil |
| 4. EOG Resources | 8. Phillips 66 | 12. Hess |

APLNG forum shares safety culture with partners

BY AUDRA MULCAHY

In the year since the **Australia Pacific LNG (APLNG)** facility shipped its first cargo, one of the main focuses for the Australia East business unit (ABUE) has been building a one-team approach among contract partners and operations workforce to align with its health, safety and environment (HSE) Culture Framework. The framework details expected HSE behaviors that complement ConocoPhillips' SPIRIT Values, Life Saving Rules and Leadership Competencies and demonstrate the company's strong, value-driven commitment to HSE.

In February, the business unit convened its inaugural HSE forum, bringing together contract partners, employees and senior leaders to discuss strategies and actions necessary to continue

building a positive and cohesive operations safety culture. "The HSE Culture Framework is unique to the ABUE, and we believe sharing it with our contract partners is key



Wendy King

to addressing an ongoing challenge in our industry," said ABUE President Wendy King. "We see our journey to zero as a collaborative and integrated

effort, and it's crucial that there is no differentiation between contractor and ConocoPhillips safety culture."

The interactive forum had 130 participants. "As the HSE Culture Framework applies to all levels of our organization, it was important that this was reflected in the participants attending," said Gino Zaza, senior HSE specialist. "Each contract partner attending was represented by



Gino Zaza

an executive or manager, supervisor and employee, giving great depth and diversity of experience to the discussions and activities undertaken."

Strategic contract partner UGL also presented at the forum, sharing its experience and perspective on HSE integration at ABUE.

The forum also provided a platform to communicate 2017 shutdown and rate-reduction readiness programs and

Willie Ewins (left) and Charlie McWattie



APLNG HSE forum participants



HSE hazard perception and potential activity card

strategies while reiterating the business unit's vision, operations philosophy and 2017 HSE strategy.

"As a maturing operation, there is significant risk involved in undertaking the first major shutdown at APLNG," said Shutdown Manager Paul Halma. "We took the opportunity of the forum

being scheduled close to the March shutdown to discuss in-depth the scope, key HSE risks and business unit risk management processes with our contract partners. This was to ensure there was an aligned vision and expectations for our HSE performance during the shutdown event."

The critical nature of risk management was a significant topic discussed at the forum, as its practice had applications across all activities



Paul Halma

undertaken at APLNG. Hazard perception and potential activities were undertaken and established a collective appreciation of crucial work hazards at the facility. "Without exception, permit-to-work processes are vital to managing risks," said APLNG Operations Team Leader Graham Johnston. "Our job is to competently manage risk, and because of this, we produce LNG."

The ABUE HSE forum will become an annual event and an important HSE engagement strategy with contract partners as the business unit continues to build on the foundation culture it has established to sustain a safe and reliable legacy asset for ConocoPhillips. ■

"The HSE Culture Framework is unique to the ABUE, and we believe sharing it with our contract partners is key to addressing an ongoing challenge in our industry." — WENDY KING



Straight talk on leadership: Trust and candor come first

BY MARIA LORENZO

Many qualities make up a good leader. Search online and you'll find countless lists attempting to define the traits of successful leaders. Amazon and Barnes & Noble devote entire sections to books on the subject. Defining and understanding effective leadership behaviors is increasingly important for all sorts of organizations. ConocoPhillips zeroed in on several behaviors its strongest leaders exhibit. It begins with trust and candor.

Demonstrating trust and candor means building strong relationships, leading by example and following through on commitments. Teams who prioritize trust and candor create an environment of mutual respect where feedback, honesty and transparency are encouraged and valued. They invite dialogue to gain a shared understanding that helps drive performance and results.

Here are some insights from ConocoPhillips leaders that demonstrate the value of trust and candor:

On the role of leaders in developing trust and candor in their organizations:

"The most important action that a leader must take to encourage the building of trust on his or her team is to demonstrate trustworthiness and vulnerability ... Once you develop that platform of trust, you can get into candor. Candor is, primarily, straight talk. It's being open, it's



Rune Lekve (left) and Marianne Stenvaag

being honest, it's being frank. An example of that with my leadership team that I value and expect is that they'll question and challenge me and each other. Some of the best decisions come out of that type of conversation."



Russ Litun

— Russ Litun, senior vice president, Western Canada business unit

On the importance and benefits of feedback:

"An important part of trust and candor is being able to provide and accept feedback. Some may find giving and receiving input awkward or even a little intimidating. I think it's good to realize there's a win-win situation in having such discussions. They offer a fresh pair of eyes on the task at hand and an opportunity for growth for those involved. Also, feedback is good for business as we help each other excel."

— Marianne Stenvaag, director, Integrated Planning, ConocoPhillips Norway

On how to gain trust:

"To win the hearts and minds of your team, you have to know the people you work with, understand what makes them tick and what is going on in their lives. Trust comes from your team seeing you as genuine, addressing the issues on their mind and being comfortable having the difficult conversations, not just once, but consistently."

— Richard Lunam, president, Exploration, Business Development & Other International



David Mabee

On how trust and candor foster a collaborative environment:

"Trust and candor foster a much more satisfactory work environment. It starts with goal alignment and transparency in the organization, so everybody is working toward the same goals and contributing to each other's success. In a team, there must be mutual respect so that

which both successes and challenges can be discussed."

— Rune Lekve, analyst, Planning & Scheduling, ConocoPhillips Norway

On how to handle subjects you can't discuss yet:

"Trust and respect go both ways. As a leader, you should always respect your audience and don't talk down to them. Think through

your message and try to predict how the audience may interpret it. When they ask about things you can't talk about, tell them why. You have to find a balance with trust and candor when there are subjects you cannot discuss for some reason. But explaining why you



Richard Lunam

everyone can use their experience and competencies to speak freely about their ideas and viewpoints. There must be an environment in

can't talk about it helps to build mutual trust and credibility."

— David Mabee, manager, San Juan asset

Smithsonian scientists work to reveal the secrets of migratory birds

BY GUS MORGAN

MORE THAN 35 PERCENT OF MIGRATORY BIRDS IN NORTH AMERICA ARE DECLINING — SOME AS MUCH AS 90 PERCENT JUST IN THE LAST 40 YEARS. FOR MOST SPECIES, THE DECLINES ARE A MYSTERY.

And like a canary in a coal mine, many migratory birds are indicators of an ecosystem’s health. Consequently, understanding and tracking bird migration is crucial for conserving habitats that are essential to species



Peter Marra, director of the Smithsonian Migratory Bird Center, has been a conservation scientist at the Smithsonian Institution’s Conservation Biology Institute since 1999. As an expert on avian conservation science and migratory connectivity, Marra is the lead scientist working on the Migratory Connectivity Project, which is supported through the ConocoPhillips Global Signature Program.

“We’re tracking a wide array of species,” Marra said. “Everything from songbirds to hawks and raptors, loons and gulls. So, we’re covering a whole suite of migratory species that are of conservation concern.” In North America, Marra said, scientists



As part of the Migratory Connectivity Project, Smithsonian scientists Peter Marra and Autumn-Lynn Harrison are advancing the conservation and understanding of animals throughout their full life cycle by promoting the science of migratory connectivity. Both recently visited ConocoPhillips’ Houston headquarters to share their learnings and discuss the project.

“So many migratory birds are the quintessential canaries in the coal mine.” — PETER MARRA

have a good handle on which species are declining and where they’re declining. “But we don’t know why they’re declining,” he said, “and that’s the big problem.”

Species decline before they go extinct, Marra said, citing the alarming decline

survival. But knowledge about why, how, when and where most bird species migrate during their life cycle is rudimentary at best.

Working to unravel such migration mysteries are [Smithsonian Migratory Bird Center](#) scientists Peter Marra, Ph.D., and Autumn-Lynn Harrison, Ph.D. These two bird experts recently visited ConocoPhillips’ main campus in Houston to

discuss their work with the [Migratory Connectivity Project](#), an initiative supported through the ConocoPhillips Global Signature Program. Their research is helping to discover critical information about the migratory connectivity of bird species of conservation concern that follow a migratory flyway aligned with ConocoPhillips’ areas of operation in the Lower 48, Alaska and Canada.





ConocoPhillips leaders share insight at CERAWeek 2017

ConocoPhillips Chairman & CEO Ryan Lance participated in a “global oil dialogue” during a CERAWeek 2017 session hosted by Daniel Yergin, IHS vice chairman and CERAWeek conference chairman.

This year’s event, held March 6-10 in Houston and themed “Pace of Change: Building a New Energy Future,” featured sessions such as “Oil industry in transition: Where are we in the cycle,” “North American E&P future” and “Climate and energy strategies post Paris.”

Also participating in this year’s event from ConocoPhillips were Matt Fox, executive vice president, Strategy, Exploration Technology; Greg Leveille, chief technology officer; Helen Currie, senior economist; and Malcolm Fawcett, director, Climate Change. Fox and fellow panel members discussed “International oil company strategies: Positioning for the future;” Leveille shared his views on “Upstream performance trends: Enhancing operational efficiency;” Currie addressed “North American gas demand: Go abroad or go home?” and Fawcett and his panel discussed “Disclosing carbon asset risk: The shape of things to come?”

CERAWeek by IHS Markit, deemed “one of the most important energy conferences in the world” by Bloomberg Television, is an annual gathering of energy industry leaders, experts, government officials and policymakers to address key issues shaping the energy agenda. This year’s event featured more than 130 sessions and provided opportunities for informal exchange, informed discussion and networking. ■

in migratory shorebirds as an example. His words underscore the importance of the Migratory Connectivity Project, which is advancing the conservation and understanding of birds throughout their full life cycle.

“We’re learning lessons of where conservation is working.”

— AUTUMN-LYNN HARRISON

“So many migratory birds are the quintessential canaries in the coal mine,” Marra said. “Out in the environment, when they start to decline, there’s something wrong with the ecosystem. These birds depend on resources on the lower level of the food chain. They’re the perfect indicators of our general ecosystem health. Ecosystems that we as humans also depend on. So, if something is wrong, we need to know about it.”

Harrison said their research has revealed where birds spend their time during a year, which helps them pinpoint their habitats and evaluate the risks to the birds in those habitats.

“We see the precise locations where birds are at risk,” she said. “And while we’re identifying places of risk, we’re also identifying places where positive management actions have had an influence as well. We’re learning lessons

Peter Marra discusses the alarming decline of migratory shorebirds during his recent presentation at ConocoPhillips’ Houston headquarters.

of where conservation is working.”

Harrison, who has been tracking Pacific loons that breed at ConocoPhillips’ Alpine facility on the North Slope of Alaska, said the Migratory Connectivity Project’s current initiatives include building an atlas of migratory connectivity, discovering unknown migrations, conducting research on species of conservation concern and creating compelling outreach stories.

Partnerships like the one between the Migratory Connectivity Project and ConocoPhillips are critical to conservation efforts, Marra said.

“We are advancing the field thanks to the support from ConocoPhillips,” he said. “We have a shared goal. We all depend on energy. So how do we do this in a way to minimize the environmental impacts? It’s only through doing this sort of work that we’ll be able to understand how we can do energy extraction while minimizing the impact it has on birds and other wildlife.” ■



The Migratory Connectivity Project



spirit

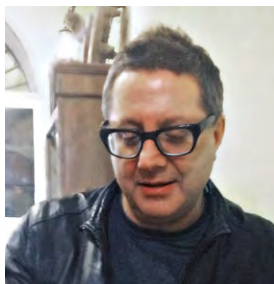
On Assignment

During his 10-plus years of taking photographs of and writing about company people and places, **PATRICK CURREY** (*The Big Picture*, page 6) has contributed many iconic photos to *spirit Magazine*, including last quarter's *Polar Adventure* passing under San Francisco's Golden Gate Bridge. Born and raised in Colorado, Patrick is a long-time resident of Denver. When he's not on the road for ConocoPhillips, he enjoys documenting magnificent locations around the world.



MARIA LORENZO (*Leadership Behaviors*, page 64) joined ConocoPhillips in 2017 as HR Communications Advisor. She develops and executes internal communications strategies that support HR. Maria has more than seven years' experience in corporate communications and previously worked for Hilton and Burson-Marsteller. She earned her bachelor's degree from the University of Missouri and her master's degree in public relations from Boston University. Outside work, Maria enjoys traveling, getting lost in art museums and trying new restaurants.

HALL PUCKETT (*The Big Picture*, page 4) is a Houston-based photographer who has done contract work for ConocoPhillips since 2008. Early on, when friends and family asked him what he was going to do with a major in psychology and a minor in photography, he responded, "I guess I'll just have to take pictures of crazy people!" Hall currently lives in a "transitional" Houston neighborhood with his wife, three rescue dogs, one foster dog, and a cat named Lalo.



ENRICO SACCHETTI (*Cover and Qatar*, page 10) is a science and technology photographer based between London and Rome who works in both stills and motion. A longtime *spirit Magazine* contributor, Enrico has also been published in major scientific and technology publications worldwide, including *New Scientist*, *Popular Science*, *Wired*, *Le Scienze*, *Scientific American*, *Nature*, *Cosmos*, *Discover*, *Focus*, *Avaunt* and *Smithsonian*.

spirit Magazine is published quarterly by ConocoPhillips Investor Relations & Communications.

Address mail to *spirit Magazine*, ConocoPhillips, MA3132, P.O. Box 2197, Houston, TX 77252-2197, or send email to the editor at ray.scippa@conocophillips.com.

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This issue of *spirit Magazine* was printed at Southwest Precision Printers, L.P. in Houston, Texas.

DISTRIBUTION: Jesse Bluejacket, Trinnise Henry, Teresa Houston, Christopher Merritt, Alfred Owusu and Pat White

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