

CONOCOPHILLIPS

spirit

Third Quarter 2017



ConocoPhillips

SPIRIT of Performance Awards



Providing energy for the world while staying committed to our values.

ConocoPhillips is proud to be an industry leader in finding and producing the oil and gas the world needs. At the foundation of our work is the commitment we have to our SPIRIT Values—Safety, People, Integrity, Responsibility, Innovation and Teamwork.

To learn more, visit www.conocophillips.com

From the desk of

Ryan Lance
Chairman & CEO

AS THE HOUSTON AREA RECOVERS from the devastating aftermath of Hurricane Harvey, I continue to be impressed by the incredible compassion and resilience of our ConocoPhillips workforce. We are forging ahead on many fronts, including the completion of this special issue of *spirit Magazine* featuring the annual SPIRIT of Performance Awards.

One of the most important responsibilities of my job is meeting with ConocoPhillips employees and listening to their ideas and concerns. During the past quarter, I visited China, Malaysia and Indonesia and saw the amazing work our people are doing on projects such as additional development phases at the Peng Lai field in Bohai Bay; production rampup and an active exploration program in Malaysia; and an initiative to sell more gas in Indonesia. During a visit to Alaska, I heard excitement around our Willow discovery in the National Petroleum Reserve and the active upcoming winter drilling campaign. In July, the company's board of directors joined me on a visit to our Bakken operations in North Dakota, where the team patiently answered all our questions and showed why ConocoPhillips is recognized as an operator of choice in that important region. What I see firsthand is how immersed our people are in the business and how their work is really paying off. We're bringing down our cost of supply, improving our efficiencies and laser focusing our activities on projects that will support future growth.



For this year's SPIRIT Awards, 36 teams and 12 individuals were honored. The teams delivered on a wide range of projects during a very challenging time of transformation for the company and reflect what can be accomplished with global collaboration.

Individual winners include those who saved lives or safeguarded our operations, as well as the first ever Individual Lifetime Achievement Award for career technological contributions to the company and industry. Their stories evoke the sense of personal responsibility and dedication that drives ConocoPhillips employees around the world.

Reading through the pages that follow, you'll note a common theme: the people of ConocoPhillips are deeply engaged and devoted to excellence in delivering on the company's strategic goals. Thanks to them, we are better prepared for whatever lies ahead, including setbacks delivered by Mother Nature such as Hurricane Harvey. We have an outstanding world-class portfolio and exciting investment opportunities available to grow and develop the company. We can pursue Smart Growth and deliver Superior Returns because we have the best people dedicated to our SPIRIT Values making us better every day.

Editor's note: Beginning soon, *spirit Magazine* will undergo its own transformation to a purely digital format. Articles will be published to the company's website on a continuous basis, allowing us to deliver timely and multimedia news and information accessible on all devices, including smartphones and tablets. Stay tuned for more details.

At ConocoPhillips' Lost Cabin Gas Plant in Lysite, Wyoming, a pronghorn antelope takes a leisurely stroll through the area between the plant and the modular offices. See a shot of the August 21 solar eclipse over Lost Cabin on page 6.
PHOTO BY PATRICK CURREY



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ON THE COVER Since the program was launched in 2002, more than 7,000 men and woman have been recognized with ConocoPhillips SPIRIT of Performance Awards
PHOTO BY PATRICK CURREY





A cosmic event at Lost Cabin

At ConocoPhillips' Lost Cabin Gas Plant in Lysite, Wyoming, photographer Patrick Currey used a 700-millimeter zoom lens to capture these images of the August 21 total solar eclipse. The Lost Cabin facility's location inside the path of totality provided a dramatic backdrop for the plant, which processes gas from the Madden Field, located in the Wind River Basin near the geographic center of Wyoming.





An eagle's-eye view

This aerial view of a ConocoPhillips Eagle Ford drill site was taken with a Phantom 4Pro drone. With two wells in production, the pad is one of many that demonstrate the company's commitment to reducing its footprint by using customized spacing and stacking patterns developed through reservoir understanding. The liquid-rich Eagle Ford tight oil trend, located in the Western Gulf Basin of South Texas, represents the company's most prolific unconventional development. ConocoPhillips was one of the first to the play, resulting in a low-cost entry into the acreage. The company began exploring Eagle Ford's development potential in 2009. By year-end 2016, ConocoPhillips held 213,000 net leasehold and mineral acres, primarily in DeWitt, Karnes and Live Oak Counties. PHOTOGRAPHY BY SALVADOR GARZA



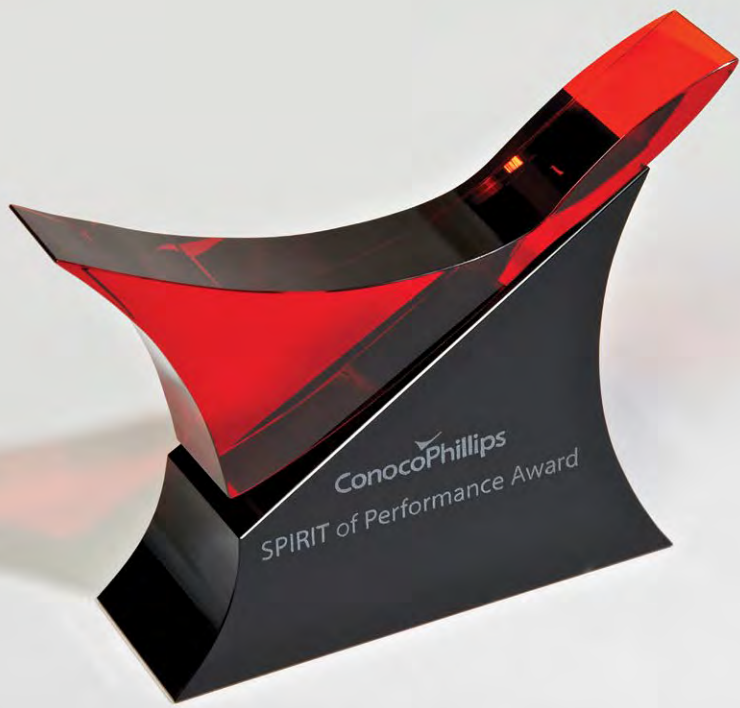
Surveying the Permian

In this DJI Phantom 4 Pro aerial drone photo of [ConocoPhillips' Battle Axe WF1 well site in Permian's Delaware Basin](#), a tank battery gathers produced oil and water. Located in West Texas and southeastern New Mexico, the Permian Basin legacy asset began producing in the early 1900s. While some of ConocoPhillips' growth in the Permian is focused on developing unconventional fields, the company is utilizing new technologies to improve recovery and value from conventional fields such as the Gandu, which began producing in the 1950s. PHOTOGRAPHY BY SALVADOR GARZA





2017 SPIRIT of Performance Awards



THROUGHOUT 2016, THE OIL AND GAS INDUSTRY CONTINUED TO FACE THE CHALLENGE OF LOW COMMODITY PRICES. BUT WITH EVERY THREAT COMES OPPORTUNITY, AND THE PEOPLE OF

ConocoPhillips were prepared. Teams throughout the company found new, innovative ways to reduce the cost of supply through creative problem-solving, technological innovation and streamlined processes.

After carefully considering more than 80 team nominations, the Executive Leadership Team selected 36 they believed made the biggest business impact by executing projects with a high degree of difficulty. An additional 10 ConocoPhillips employees and contractors earned Lifesaver Awards this year by doing the right thing to save the life of another. The one Process Safeguard recipient demonstrated initiative and perseverance to make his facility and coworkers safer.

For the first time this year, the Individual Lifetime Achievement Award category was expanded to include those who have made significant technological contributions throughout their careers. The first recipient of this important recognition, Geoscience Senior Fellow Chuck Mosher, has left his mark on the company and the industry.

This issue of *spirit Magazine* honors all the individuals and teams chosen to receive the 2017 SPIRIT of Performance Awards, ConocoPhillips' most prestigious global recognition.

New awards coming in 2018

The **Outstanding Mentor Award** will recognize individuals who have demonstrated a superior ability to identify talented young professionals and expand their potential.

The **Outstanding Early Career Technologist Award** will recognize an early career technical professional who has demonstrated a superior ability to develop innovative technology.

The **Technology Champion Award** will recognize an individual or business unit team, outside the Technology organization, that promotes the use of technology.



Safety

PREPALaska improves task hazard analysis process

Embracing new health, safety and environment (HSE) philosophies, the Alaska leadership team empowered a cross-functional project team to reduce task hazard analysis (THA) duplication at the job site. Incorporating feedback from front-line workers, the team, comprised of representatives from three operational functions, three assets and 13 contract partners, developed fit-for-purpose risk assessment tools highlighted by a paperless THA process.

The new Personal Risk Evaluation Process (PREPALaska) serves as both the required work permit and the THA. The project increased organizational credibility by reducing bureaucracy and increasing efficiency without negatively impacting safety

performance. The team demonstrated a commitment to Doing Business Better and advancing the business unit's incident-free culture while contributing to Alaska's best-ever safety performance.

"To our knowledge it was the first time all our operational functions (Drilling, Construction and Operations) and our industry partners worked together to streamline and roll out a common process, with excellent results," said Kuparuk HSE director Jeff Carlson.

According to Carlson, 93 percent of major contract partners committed to utilizing the PREPALaska as their primary paperless risk assessment tool, and 66 percent of major contract partners agreed to adopt the model THA created by the team or to modify their existing company THA to match the minimum/maximum requirements.

While the team demonstrated all SPIRIT Values in their work on this project, the primary focus was safety. It is now more efficient to complete quality risk assessments and mitigation solutions at the job site, further advancing Alaska's incident-free culture.

THA Improvement: Jeff Carlson and Jason Charton (team leads), Nick Olds, Matthew Steinberger, Rick Kuhlman, Timothy Dombkowski, Ray Chumley, Ryan Deines, Matt Garner, Michael Morris, Ed Peace, Rock Rauchenstein, Ward Schneider, John Schuelke, Craig Crawford and Terrence Dalton

FROM LEFT: Matt Garner, Jason Charton, John Schuelke and Ray Chumley





Kjell Rune Skjeggstad

Safety

Norway achieves best year overall in safety and environmental performance

In 2016, ConocoPhillips Norway achieved its best yearly safety performance, with zero significant or high-risk ranked incidents, zero Tier I or II process safety incidents and zero serious hydrocarbon spills. Throughout the banner year, the team maintained a high level of operating activity, including maintenance shutdowns for the [Greater Ekofisk Area](#) and the [Teesside terminal](#) that are scheduled for every third year.

Achieving this level of performance requires establishing a sound base of risk management and operational integrity. The business unit has continued to focus on identifying gaps,

simplifying procedures, increasing competence and verifying work practices at the site.

During the three-week shutdown execution period, a total of 3,400 flanges were inspected and reconnected and 31 large valves replaced offshore. At the peak of activity, there were 1,350 people in the field, with 124,000 employee hours completed. Active barrier and isolation management processes as well as comprehensive procedures were critical to ensuring a safe startup of Ekofisk and Teesside production with no leaks, releases or spills.

“These results are achieved through a proactive safety culture, with a focus on safety defenses, visible leadership and verification of the Life Saving Rules. Safety leaders are ‘walking the talk,’ and the workforce knows that process safety and the safety of our people and environment trump all other priorities,” said Bill Arnold, Norway Operations general manager. “This award recognizes the commitment and teamwork of personnel throughout the organization.”

Ekofisk Operating Integrity & SD 2016: Kjell Rune Skjeggstad (team lead), Bjoern Saxvik, Kurt Fredheim, Jan-Arne Johansen, Lars-Christian Dahl, Lillian Vaage, Odd Guttormsen and Dag Johansen





Allison Rowan, left,
and Ray Rosato



People

New onboarding process reduces business interruption

Through collaboration and continuous outreach to internal stakeholders, in 2016 the Lower 48 business unit implemented its Contingent Workforce Program (CWP). The program provides consistent practices across all teams to manage their contingent workers and suppliers.

“CWP has improved Lower 48 by offering a systematic way to obtain contingent worker metrics at all levels within the organization,” said Allison Rowan, supervisor, CWP. “We now have a better understanding of how and where contingent workers are utilized within each Lower 48 business unit and have visibility of costs, which contributes to a holistic view of cost management for the entire business.”

Leveraging lessons learned from Alaska’s implementation, the Houston CWP team partnered

with Lower 48 to develop a plan to engage stakeholders and onboard contingent workers and suppliers without interrupting Lower 48 businesses. This included working closely with the Lower 48 leadership team sponsor, a business readiness team and subject matter experts over a four-month period.

More than 500 contingent workers and 65 suppliers were onboarded through the program’s new processes, resulting in nearly 100 percent participation for the program launch.

Feedback from the business has been positive, as the program provides consistent processes and systems supported by a dedicated CWP team.

“This SPIRIT Award acknowledges a lot of hard work by everyone on this team. There were challenges implementing the program across a geographically dispersed area with numerous internal and external stakeholders, plus the overall complexities of organizational change management,” said Ray Rosato, CWP manager. “The CWP team and Lower 48 business took measures to prioritize this work and ensure an organized and efficient approach took place.”

Contingent Workforce Program: Ray Rosato and Allison Rowan (team leads), Bij Agarwal, Laura Wang, Keith Sergent, Sara McCarthy, Celine Long, Ha Marks, Barrett Brock, Ryan Beckendorff, Annette Cremer, Latoya Henderson, Alan Allen, Ryan Cojoe, Danielle Guy, Kevin Wise, Mons Svendsen, Larry Murray, Megan Dieckmann, John Goetschel, Lisa Bruner, Lillian Coakley, Greg Crockett, Johnny Golden, Chris Malkin, Jon Phillee, Jon Wyand, Greg York, Tony Davalos, Karen Randel, David Strople, Brian Calloway, Donald Pipes, Donald Sample and Romelia Hinojosa



People

Canada teams safely respond to Fort McMurray wildfires and Resthaven pipeline leak

The **Fort McMurray wildfires** in May 2016 resulted in the evacuation of more than 80,000 area residents. As the wildfires progressed, 800 people were evacuated from **Surmont**, including more than 200 members of the public being



Vanessa Rawlins

housed at the **Surmont Regional Residence**. Due to the efforts of the site Incident Command Team, employees, contractors and the Calgary Emergency Management Support Team, Operations safely shut down the facility. After the evacuation, staff and equipment were deployed to monitor the

facility and protect critical infrastructure. The team also executed a safe remobilization and facility startup once the crisis had passed.

CPF2 Operations Superintendent Vanessa Rawlins and Maintenance Superintendent Ed Westad took 12-hour shifts as onsite incident commanders while Health & Safety Operations Manager James Makowecki headed up a mirror team in Calgary.



Ed Westad

“We initially stood up because the fires in Fort McMurray had caused flight delays and stranded workers traveling on our shuttle. That night we started taking in evacuees,” said Rawlins. “As the fires got closer, we had hours to shut in safely and leave. We bused people to Edmonton, confirmed that everyone was gone and drove away as flames were visible and ash was falling.”

Rawlins credits the knowledgeable, well-trained Operations team for a safe evacuation. “They stepped up, did what needed to be done, and came with solutions, not problems.”

In a separate incident in June 2016, a pipeline leak was discovered in remote **Western Alberta’s Resthaven Field**. The leak impacted soil, groundwater and a creek. A team of more than 200 personnel plus equipment was deployed to help contain and clean up the spill. Effective collaboration with regulators and the Communications and Stakeholder Relations teams resulted in minimal public and media attention.

“They stepped up, did what needed to be done, and came with solutions, not problems.”

— VANESSA RAWLINS

Emergency Response for Fort McMurray Wildfires and Resthaven: Vanessa Rawlins and Ed Westad (team leads), Surmont Operations team



Fire is visible on the horizon from the ConocoPhillips Surmont oil sands facility.



Michael Stinson, left, and Sheila Bagozzi record a podcast interview.

Integrity

CARD project puts Legal on the leading edge

Moving to the cloud through the deployment of Office 365 presented unique challenges and opportunities for ConocoPhillips' Legal Department. To ensure that all compliance and litigation obligations were addressed, the CARD (Collection and Retrieval of Data) project team, consisting of members from Information Technology (IT) and Legal, developed a groundbreaking data management and e-discovery tool.

"We quickly found out that no solution existed in the market," said Sheila Bagozzi, IT business partner. "We needed to figure out something on our own."

"Prior to this, we were managing documents

through Excel spreadsheets and Word," said Mike Stinson, manager, Litigation Services & Legal Systems. "The new Custodian Tracking System standardizes workflow and recordkeeping with a centralized data repository that streamlines legal holds, document collection and witness interviews, and eliminates laborious manual efforts."

The system preserves data at less cost via cloud technology and improves accuracy by using artificial intelligence to code document collections. By circumventing human review, the program increases accuracy while reducing time and cost.

"Usually Legal is on the trailing edge of technology," Stinson said. "This put us on the leading edge ahead of our peers. People from other companies are asking us for guidance on how to set up a system like this."

"Through this project, IT learned a lot about the legal industry and Legal learned about the challenges IT encounters," said Bagozzi. "It has sparked a growing partnership."

Collection and Retrieval of Data (CARD): Michael Stinson and Sheila Bagozzi (team leads), Diana Ramberansingh, Brian Tran, George Pawloski, Jay Handlin, Billy Hindman, Chris Clements, Kate Christenbury, Sheldon Patterson, Clint Davis, Todd Judice, Pat Beahan, David Talbot, Ray Mitten, Keith Martin, Kelly Cook, Felix Jacob, Adrian Hyde, Mirna Sirbegovic, Liza Knox, Josh Cain, Dan Chisum, Aji George and Stacey Carter



Integrity

Streamlining corporate technical standards

The Marine, Wells, HSE, Subsurface, Sustainable Development, Supply Chain, Projects and Global Production organizations collaborated to streamline technical standards. Through the Functional Area Support Team, these groups focused on stakeholder engagement to increase transparency and ensure the streamlined standards met business needs.



Jennifer Reid

“To uphold the integrity of ConocoPhillips’ operations and align with Doing Business Better, a reduced and clearly defined set of minimum technical requirements was critical to effectively managing business risks,” said Jennifer Reid, Operations Excellence engineering lead.

Several examples illustrate the depth of this streamlining effort. Global Production employees collaborated with the Functional Excellence team to review approximately 350 engineering documents and recategorize them into four corporate standards. The remainder of the documents became guidelines.

Global Wells employees created the Well Construction and Intervention Standard (WCIS) to

allow for function-based control of the technical corporate requirements for managing significant or higher well-associated risk. The WCIS provides standards-based risk management for the design, planning and execution of well construction and intervention operations. Employees decreased standard requirements from more

“To uphold the integrity of ConocoPhillips’ operations and align with Doing Business Better, a reduced and clearly defined set of minimum technical requirements was critical to effectively managing business risks.”

— JENNIFER REID

than 400 to 33 to increase business unit control, reduce corporate dispensations and promote fit-for-purpose designs.



Corporate Standards & Practices Portal

In addition, while upgrading ConocoPhillips’ capital project management system, Zero Basing team experts streamlined 14 standards into a single project delivery standard with supporting guidelines. This enabled the business units to

streamline their project delivery model while retaining the safety, quality and predictability that are the cornerstones of capital projects.

Corporate Standards Streamlining: Jennifer Reid (team lead), Karen Bashford, Eric Davis, Keith Lynch, Jeffrey Spencer, Kyle Fontenot, Mark Langford, Jenaya Rohlfig, Greg York, Craig Dunagan, Karen M. Davis, Jerry White, Robert Peebles, Mark Jaques, Jean Corbin, Gregg Sapp, Brady Crouch, Imran Yazdani, John Wehunt, Gil Conacher, Kinari Shah, Tiffany Liang, Shyam Kumar, James Blaschke, Jason Dai, Danny Daoust, John Devins, Huub Duivenvoorde, Vikrant Joshi, Jochum Lai, James Landry, Shawn Lee, Timothy Martin, Paul McNutt, Oscar Monagas, Jim Pearson, Todd Peiffer, Matt Polhemus, Diane Reeves, Robert Sevit, Jack Tan, Shawn Xu, Willie Staudt, Jennifer Ellis, Sabrina Watkins, Curt Schneider, Gary Limb, Steve Rigatos and Bruce Kuzyk



Integrity

Asia Pacific business units apply innovative supply solutions

Lowering cost of supply to enhance return on capital is a key strategy of ConocoPhillips' Asia Pacific business units. The team applied unique approaches to address each supply situation. The process required rigorous analysis of supplier cost structure, openness to challenge existing norms, astuteness to capitalize on partnerships and global operations, and willingness to take mitigated risk.

“By collaborating with our partners, we created competition in places with limited suppliers,” said John Lim, manager, Supply Chain, and team lead. “As an example, for Australia Pacific LNG, our partner Sinopec leveraged its volume and supply chain in China to charge 20 percent less by storing pipes and shipping as needed.”

In Australia West, the team provided accurate benchmarking of labor rates, enabling the main contractor to negotiate lower subcontractor rates, resulting in significant international labor cost savings. By bundling different service lines, the team also realized supplier efficiency and productivity gains. The supplier agreed to assume performance risk and contract at a lump sum fixed rate per well, realizing 50 percent savings and marking the first fixed-rate performance-based services award by a ConocoPhillips business unit. Other approaches included cosharing office and logistics in Indonesia. In Malaysia, 39 shutdown valves were replaced when the team developed a strong business case to rethink the traditional use of European mills and award part of the order to a ConocoPhillips-qualified plant in China.

“This project was a conscious effort to invent solutions through close collaboration with our partners,” Lim said. “The outcome — net savings of more than \$30 million to date — is a testament to the team’s commitment to collaboration and innovative thinking.”



John Lim

Innovative Strategies to Achieve Sustainable Saving: John Lim (team lead), Joseph Ong, Siow Wee Lim, Melissa Tan, Suzy Spencer, Michael Du Toit, Leon Smit, Denny Dobson, Luke Lawrence, Timothy Woods, Melanie Rogers, Allan Reeve, Daryl Slater, Paul Patrick, Ray Kerimofski, Daniel Van Der Kooy, Rob Rutherford, Stephen Cookson, James Sitter, Listyani, Semiramot Sidabutar, Ivan Walliliong, Fendy Kusworo, Evita Primari, Keith Kuchner, Daniel Leroux, Richard Wade, Vijaylakshmi Rai, Nage Moummar, James Zhou, Yi Wang, Gene Till, Tegan Marroquin, Tom Brock, Carlo De Bernardi and Taylor Wickersham

APLNG 项目油套管供应长约签字仪式 APLNG OCTG Supply Contract Signing Ceremony Beijing, July 2017



FROM LEFT: Cromwell Campbell, Jesse Arredondo, Dana Parker, Tommy Martinez, Rick Aquino, Dustin Wenske, Adrian Pena and Ray Fruge



Responsibility

Capturing equipment emissions in the Eagle Ford improves environmental performance

In 2013, the [Eagle Ford](#) fugitive emissions team began to identify and eliminate equipment emission sources, beginning with leaks from tank thief hatches, wellsite controllers and flares. The team uses infrared camera technology to find emission leaks and follows up to make sure problems are addressed. The program has evolved into a planned preventive maintenance program encompassing all field sites.

The fugitive team or a follow-up crew repairs the leaks. Data is recorded in the SAP work order system, and a detailed worksheet documents the emission history and associated work performed. Documentation includes confirmation that the observed problems were addressed. A preventive maintenance schedule ensures that every site is inspected at least once a year.

This proactive model demonstrating an effective way to manage fugitive emissions has been adopted across the Lower 48 business unit. In addition, Eagle Ford Operations has installed automation and centralized alarming

to proactively maintain lit flares. All flares are alarmed to register flare-outs and to signal the Eagle Ford Integrated Operations of the Future team of any incident.

In September 2016, the Environmental Protection Agency (EPA) conducted an unannounced emissions inspection for most operators in the area. After two days, inspectors assigned to ConocoPhillips' Eagle Ford operations ceased inspections due to minimal findings.

"In a follow-up call with the EPA, we were told there was no need for a closing or follow-up session," said Maintenance Superintendent Tommy



Martinez, "as there were no meaningful findings from the inspection. This is unprecedented and is a testimony to the maturity and value of the Eagle Ford fugitive emissions program."

Eagle Ford Fugitive Emissions: Tommy Martinez and Rick Aquino (team leads), Ray Fruge, Cromwell Campbell III, Jesse Arredondo, Dana Parker and Adrian Pena



Responsibility

Induced Seismicity Response team manages growing risk

Increased seismic activity primarily in Oklahoma has been linked to the disposal of produced water from oil and gas operations. The Induced Seismicity Response team included scientists, engineers, communicators, public policy and stakeholder engagement experts. After developing a clear charter, the team produced and published global-induced seismicity guidelines to address the hazard, assess risks and provide possible actions. Because of the team's work, the company now has a better understanding of the issues and has put risk management practices in place, enabling the company to better engage with external stakeholders who are concerned about induced seismicity.

"We interact with universities and governmental research entities," said Dana Jurick, manager, Seismic Analysis. "We also work with industry groups, including the Texas Oil and Gas Association, the American Petroleum Institute, the Canadian Association of Petroleum Producers and Indian Oil and Gas Canada, to educate other people in our industry and the public on the issue."

Business units have employed the team's guidelines in assessing induced seismicity risk in areas where new saltwater disposal wells that will inject fluids into the subsurface are being drilled. This was one of several instances where the guidelines were employed in the first half of 2017.

"The team appreciates the recognition and the honor that comes with receiving this award," Jurick said. "We're proud to be part of an organization that values corporate responsibility, and we want to be responsible in all of our actions and operations. Our work was aimed at providing tools, products and knowledge that support responsible operations in the field."

Induced Seismicity Response: Dana Jurick (team lead), Gina Felton, Zijun Fang, Steve Jester, Tom Sellers, Khoa Dao, Rick Thiessen, Jeffrey Spencer, Keith Lynch, Fereidoon Vasheghani Farahani and Andrew Roberts



Dana Jurick



Jennifer Ellis



Alison Whitt

Responsibility

Marginal abatement cost curve provides a model for GHG reduction evaluation

The ConocoPhillips **marginal abatement cost curve (MACC)** evaluates emissions reductions projects, serving as the central tool for selecting options to reduce the company’s global greenhouse gas (GHG) footprint. Using forecasted emissions reductions, project costs and increased revenue streams to create a successful and repeatable model for future GHG reduction evaluation, the company has reduced its annual emissions by almost 7 million tonnes since 2009.

The redesigned process included initial data gathering for insights into project viability such as planning time, technology availability, partners and permitting. The curve plots a breakeven cost of carbon that considers capital cost, operating costs and potential increased revenue for each project against the cumulative GHG emissions that can be reduced.

“For example, a project that installs a compressor to move gas that was previously flared into a sales pipeline will have an upfront cost, increased operational

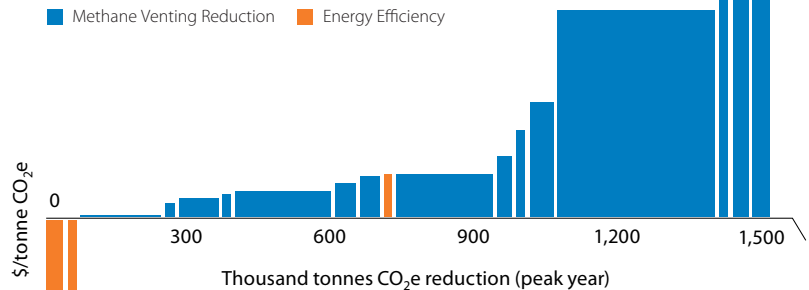


expenses and increased revenue from natural gas sales. Depending on the volume and natural gas price, this could lead to either a positive or negative breakeven cost of carbon associated with executing the project,” said Sustainability Risk Management Analyst Alison Whitt.

The company has reduced its annual emissions by almost 7 million tonnes since 2009.

ConocoPhillips business units submitted nearly 50 projects to be screened for consideration, 38 of which were carried forward for final comparison. As the number of potential projects has declined, work continues with the business on energy efficiency opportunities.

Marginal Abatement Cost Curve



Projects below the line are economic and have a negative breakeven cost of carbon. The project on the left side of the chart, Flow Control Devices at Surmont, has already been included in our Long-Range Plan for capital investment. Projects above the line are not economic — the taller the bar, the higher the breakeven cost of carbon. The width of the bar indicates the annual emissions saving that would occur should the project be undertaken — the wider the bar, the greater the emission saving.

Marginal Abatement Cost Curve (MACC): Jennifer Ellis and Alison Whitt (team leads), Sabrina Watkins, Jamie MacGregor, Kristal Cline, Jason Chew, Deasy Hartono, Bayu Indra Putra, Dan Clark, Matt Newhouse, Stuart Nunn, Adrian Jefferson, Siv Hanne Oeverby, Laura Perry, Brad Thomas, Terry Lauck, Milind Bhatte, Julie Dalzell, Eimund Garpestad, Peter Koning, Harald Lura, Anne Kristine Norland, Arryati Ramadhani, Arief Rifiandi Wiwaha, Tanya Perry, Alan Hayter, Jamie Reilly, Connor Dunn, Alan Bruce, Jessica Yanosik, Nick Dafo and Malcolm Fawcett



Natalie Riley



Responsibility

Migratory Connectivity project supports conservation

Without understanding migratory connectivity of bird species, conservation investments can be ineffective. Regulatory or policy decisions based on missing or inconclusive scientific data have the potential to negatively impact the industry and the company's license to operate. Working with the Smithsonian Institution over the past three years, team members from Investor Relations & Communications, Health, Safety & Environment, the Lower 48, the Alaska business unit and the Canada business unit joined forces to support North American expeditions to capture and fit several migratory bird species

Understanding and tracking bird migration is crucial for conserving habitats that are essential to species survival.

with innovative satellite transmitters.

The tracking effort is part of the [Migratory Connectivity Project](#), an initiative supported through the ConocoPhillips Global Signature Program, which is advancing conservation and understanding of birds through their full life cycle. More than 35 percent of migratory bird species in North America are declining, but for most species the decreases are a mystery. Thus, understanding and tracking bird migration is crucial for conserving habitats that are essential to species survival.

"This research is helping discover critical information about the migratory connectivity of bird species that follow a migratory flyway aligned with ConocoPhillips' areas of operation in the Lower 48, Alaska and Canada," said Community Relations Director Natalie Riley. "The team is

tracking a variety of species of conservation concern, from shorebirds such as long-billed curlews to songbirds such as Connecticut warblers."

Migratory Connectivity: Natalie Riley (team lead), Ed Burke, Scott Stone, Aimee Borders, Gus Morgan, Scott Grindal, Barbara Simic, Lloyd Visser, Robyn McGhee, Terry Lauck, Meredith Kenny, Jennifer Rose, Andrew Roberts, Carey Farmer and Karl Fennessey



Innovation

Gulf Coast business unit applies data analytics to drilling and completions

The Eagle Ford Drilling & Completions analytics team delivered significant value to the organization from 2014 to 2016 by developing data-driven decision-making tools and workflows that enabled the Eagle Ford team to drill and complete more



Seth Crissman

wells per rig and decrease costs by more than \$1.5 million per well.

This multifunction effort involved pilot programs, technology, data acquisition and analysis techniques, enabling a change from two- to three-layer development, improved lateral placement of wells and

optimized completion design and cluster spacing.

Due to Eagle Ford's success, the Rockies and Mid-Continent business units have recently

implemented the same solution. Additionally, the new Analytics, Performance & Standards Team was created within Global Wells to expand this way of working globally.

“Incorporating analytics into Gulf Coast business unit drilling and completions has revolutionized the way work is performed,”

said Seth Crissman, manager, Drilling & Completions GCBU/MCBU. “Prior to using analytics, we achieved successful wells mostly in pockets of excellence. Analytics has enabled sustained improvement

across all aspects of the Wells organization. By using visualization tools like Spotfire to analyze integrated data, not only have we gleaned new insights, but time to insight

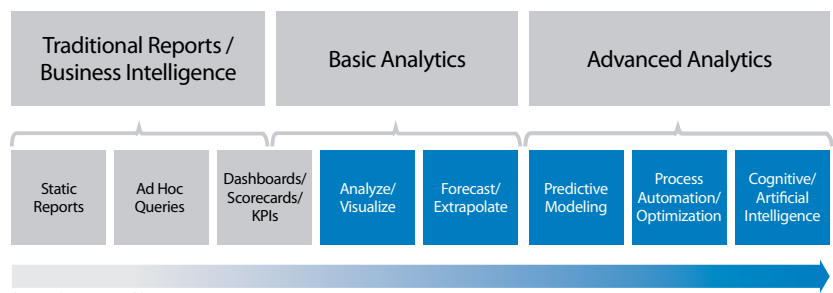
has been reduced from weeks to minutes. Our decisions are driven by data, not by intuition.”

Engineering efficiencies gained in the Eagle Ford — including directional drilling/flat-time optimization, vendor high-grading, cycle time reduction and nonproductive time reduction — resulted in a reduction in average drilling days per well and a 300 percent increase in frack stages per day. In addition, the Eagle Ford team realized a type curve improvement by analyzing completion metrics pulled from its integrated data warehouse.

“Incorporating analytics into Gulf Coast business unit drilling and completions has revolutionized the way work is performed.”

— SETH CRISSMAN

The analytics continuum—what is data analytics?



Source: Gartner, IBM, COP IT

Analytics maturity = The ability to handle increasingly difficult problems

GCBU Drilling & Completions Data Analytics: Seth Crissman (team lead), Dustin Ernst, Lauren Nguyen, Div Garg, Cody Douglas, Miguel Curo, Brian Thompson, Chad Darneal, Dung Nguyen, Justin Hammond, Isaac Reese, Kyle Hampton, Sam Schroeder, Maria Regalado De Avila, Evan Lamoreux, David Eyster, Juan Martinez, Tom Barnes, Justin Jones, Toine Ceulemans, Abdul Mohammed, Derek Newton, Luis Perozo, Peter Barten and Prapul Garikipati



Innovation

Expanding Montney acreage while preserving cash

The Montney Asset Exchange project resulted in a significant asset exchange for the Canada business unit. The transaction monetized the organization's nonstrategic assets and increased Montney acreage by nearly 60 percent, while preserving cash for the company.

"Innovation is not typically associated with transactions," said Harvey Baron, director of Business Development for ConocoPhillips Canada. "The Montney asset exchange is a great example of creativity and persistence achieving an excellent outcome."

Canada was building its undeveloped acreage position in the [British Columbia Montney](#) in

pursuit of a material, low-cost-of-supply asset that was a strategic fit. The company steadily increased its position but wanted to acquire adjacent land in the heart of the play. ConocoPhillips was conserving cash due to low commodity prices, so when the competitor's lands were put on the market as part of a larger package, an innovative solution was required.

The team developed a plan to use nonstrategic assets as currency to acquire the coveted Montney lands. Given the competitive process, the initial bid required teamwork across the business unit and corporate functions within a compressed timeframe. The submitted bid was of interest to the seller but required creative negotiations to achieve a win/win transaction. The team created a noncash swap — targeting only the liquids-rich Montney — using nonstrategic assets. As a result, the project team acquired a 100 percent interest in 30,000 acres adjacent to the company's existing Blueberry Montney assets.

Montney Asset Exchange: Harvey Baron (team lead), Mariya Akulova, John Bourak, Luke Carnevale, Andrew Cepuch, Shawn Christensen, Rina Colabella-Mendoza, Larry Dahlman, Jarrett Deschamps, Dale Gobin, Dale Gould, Wayne Heikkinen, Josh Ho, JF Jobidon, Inaayat Kassam, Peter Kwan, Roy Legere, Steve MacDonald, Judy Morrison, Leah O'Shea, Jennifer Osterman-Good, Dean Perkins, Jodi Rogers, Shelly Saidova, Paula Smith, George Sperling, Ryan Stackhouse, Nicole Straka, Dave Strathdee, Tim Toews, Annette Turner, Nadine Ukueku, Farzaneh Vafaei Zohouri, Craig Vassie, Garry Watt, Paul Weryshko, Danny Yick and Barry Yip



LEFT TO RIGHT: Luke Smith, Pete Fox, Crockett Cobb, Eric Pickett, Ty Maxey, Lisa Bruner and Nate Van Nortwick

Innovation

Improving facility turnarounds to reduce costs and add value

North Slope Operations and Development demonstrated exceptional innovation and teamwork in the planning and execution of the 2016 North Slope plant facilities turnarounds. Their efforts resulted in a planned downtime reduction of 34 days, \$20 million in savings and increased production of over 4,000 barrels of oil per day.

“Like any major event or sporting competition, success is often achieved not on the day of execution but rather during the upfront planning and preparation,” said Eric Pickett, planning coordinator and team lead for the project.

At **Kuparuk**, the turnaround duration was reduced from 44 to 15.5 days. The innovative, multidisciplinary team utilized third-party expertise to review inspection data, design and operating

conditions and service history to deliver a fitness-for-service assessment and risk-based-inspection plan. This work allowed six major vessels to be eliminated from the turnaround scope.

At **Alpine**, exhaustive planning and prework allowed the turnaround to be reduced from 20 to 14.5 days. The turnaround included two major turbine overhauls and three significant compressor control upgrades. Optimization, close coordination and thoughtful execution were instrumental to the project’s success.

Consistent with the company’s SPIRIT Values and incident-free culture, safety remained a core goal. Both assets completed turnarounds with no recordable injuries, first-aid cases or reportable spills after nearly 150,000 employee hours worked.

“Our management’s commitment to personal safety and operational discipline afforded us this dedicated planning opportunity,” added Pickett. “Leveraging our incident-free culture, executing our plan and working with our first-class workforce allowed us to win the game by meeting our objectives while also returning value to the company.”

NSOD Turnaround Efficiency: Eric Pickett (team lead), Luke Smith, Ty Maxey, Stephen Thatcher, Dennis Melton, Kevin Snow, Christopher Mottet, Brad Frates, Pete Fox, Brett Alexander, Michael Luce, Richard Blankenship, Randy Roberts, Garey Wagner, Gregg Crosky, Steven Fish, Brian Dunlevy, Bryan Updike, Steve Garlie, Greg Hansen, Skip Jantz, Mark Kenney, Richard Miller, Vince Volpe, Joel Pipkin, Taylor Rowland, Tim Buhite, Matthew Jackson, Puls Barry, Nate Van Nortwick, Duane Cook, Matt Denn, Wayne Hatch, Phil Verbout, Sara Pate, David Haakinson, Evan Reilly, Jared Freeman, Heather Bottrell, Ed Goldmann, Brandon Locke, Andy Raiha, Kyle Hanson, Eric Tarkon, Crockett Cobb, John Murry, Lorenzo Aburto, Thor Barker, Dustin Blume, Tyler Cooper-Brown, Jeremy Cuffel, Ben Deraeve, Jeremy Fortner, Bryan Goode, Toney Jackson, Tyson Peterson, Tommy Small, Glynn Jones and Michael Lyden



Innovation

Eagle Ford: Adding value through spacing, stacking and completion optimization

The **Eagle Ford organization** has added incremental resources and additional wells through spacing, stacking and completion optimization.

This multifunction effort involved pilot programs, technology, data acquisition and analysis techniques, enabling a change from two- to three-layer development, improved lateral placement of wells and optimized completion design and cluster spacing.

Pilot projects collected data using micro-seismic, cores, geochemistry, tracers, pressure, image logs, distributed acoustic and temperature sensing, along with well- and pad-performance analysis and understanding of interference due to spacing, stack-



Iman Shahim

ing and completion changes. The analysis involved core-based geochemistry and a new technique called the “production allocation mixing model,” where the vertical drainage of laterals is understood through allocation of produced fluids.

“This technology development, in conjunction with production and pressure interference



Bob Hofer

analysis, enabled us to determine optimal vertical drainage and stacking patterns, along with lateral spacing,” said Reservoir Characterization Supervisor Robert Hofer.

In addition, data-collection techniques using instrumental wells with fiber optics and integration of this data with results of completion tests enabled the team to improve completion efficiency, measure and map the fracture network, refine cluster spacing and optimize proppant and fluid design. Developing advanced analytics, multivariate analysis (MVA) and modeling has provided tools to integrate diverse data to optimize development.

“MVA programing allowed the integration of subsurface rock and fluid data with completion and performance data,” Hofer said. “This provided a medium in which we could normalize and integrate a variety of data and generate a tool to determine how completion variables were impacting well performance.”

Eagle Ford Spacing, Stacking and Completion Optimization: Robert Hofer and Iman Shahim (team leads), Gustavo Gomez, Evan Lamoreux, Oscar Mora, Aaron Janssen, Brian Thompson, Tony Wilkinson, Hui Zhou, Sahyun Hong, Jason Jweda, Gerald Michael, Baishali Roy, Roda Bradley, Justin Hammond, Jon Snyder, Jamie McEwen, Ge Jin, Kyle Krueger, Ray Reid Jr., Seth Buseti, Kathleen Bower, Travis Deptola, Kevin Raterman, Pijush Paul, Chad Darneal, Juan Martinez, Kyle Frieauf, Joe Miller, Gary Marsh, Tori Parisi, Dana Jurick, Herbert Swan, Wally Saad and Ben Gross



Teamwork

Bakken Oil Offtake team achieves long-term gathering solution

One of ConocoPhillips Commercial's primary objectives is ensuring that crude oil can flow from wells to the marketplace. A second objective is to get a favorable price for that crude by managing the costs associated with moving it to market. In the Bakken area, the company uses third parties to gather oil and move it to markets in Minnesota and Wyoming.

The company's [Bakken area](#) gathering contract was ending at a complicated time. Oil prices were falling, and questions abounded about whether the nearby [Dakota Access Pipeline](#) would be completed.

"Moving oil to market in this area via trucks can be a problem because of extreme weather, so we prefer to gather oil by pipeline," said Dan Paul, director, Market Development & Support, who led the effort to achieve better rates and ensure a long-term gathering solution.

"We went through a bid process with several different companies, and in the end the incumbent was able to give us a discount on existing production," Paul said. "The contract also allows us to divert barrels to the Dakota Pipeline in the future. The estimated total value of this contract versus the next best alternative is \$80-to-\$150 million net present value.

"It's nice to be recognized," Paul said. "It proves that we can work as a team to put together the right contract and have the right strategy. It was a complex problem in a challenging environment, and we were able to bring something very successful to the company."

Bakken Oil Offtake: Dan Paul (team lead), William Brown, Mark Hunter, Myrna Bowlin, Richard Wootten, Molly McCoy, John McInnes, Dante Caravaggio, Stephanie Erickson, Martin Guillory, Karla Orth, Emily Jones, Kelly Anderson and Saul Gonzalez



Dan Paul



Standing (left to right): Alham Samudra, Tri Laksono, Iskandar Muda, Dewita Tambunan, Satriyo Wicaksono, Rizal Mairizal and Ifandi Subik; Sitting (left to right): Andrew Thompson, Mark Boyd, Dini Sunardi, Rita Achdiat and Evita Najooan



Teamwork

Global team achieves successful disposition of Block B

In the **Natuna Sea**, between Malaysia and Indonesia, sits **Block B**. The asset delivered first oil in 1979 and after two major expansions generated step-change increases in gas and oil production. With production declining and resources diminishing, the time was right to market the asset.

“What started as a collaboration between a small team in Jakarta and Acquisitions & Divestitures (A&D) in Houston expanded to involve many functions in Houston as well as Global Information Technology (IT) resources in Bartlesville, Australia and Norway,” said Mark Boyd, vice president, Exploration Indonesia and team lead. “I did not appreciate how many great people were there to support us until we asked for their help.”

This transaction posed many challenges since it included not only the physical assets but also 1,100 people supporting them. By the closing of the deal, all the key functions in the Indonesia business unit were supporting the effort, which culminated in more than 850 people moving

offices, global IT building a new data center, and satisfying the finance and regulatory requirements necessary to create two fully operational businesses.

“The biggest item? Splitting the asset in half, and seamlessly dealing with the security, information and people issues,” said Greg Ewbank, senior director, A&D, who coordinated Houston-based experts from Finance, Tax and Commercial.

All this was accomplished while planning a major drilling campaign, maintaining production and efficient operations for remaining Corridor assets, and progressing a major compression project for Corridor. All was completed while honoring the company’s SPIRIT Values regarding the people affected.

The disposition closed on Nov. 17, 2016. “Receiving this award was validation of the importance and success of all the hard work,” said Alice Barnett, Asia Pacific & Middle East regional IT lead, on behalf of the sales and post-sale transition teams.



Block B Disposition: Mark Boyd (team lead), Greg Ewbank, David Cramer, Erec Isaacson, Evita Najooan, Tri Laksono, Dirk Faveere, David Bridges, Dewita Tambunan, Andrew Thompson, Deasy Hartono, Juan Molina, Mark Keener, Satriyo Wicaksono, Silvey Gani, Alice Barnett, Marcus Fonseka, Samuel Francis, Ade Nuriasari, Iskandar Muda, Dini Sunardi, Vinolia Suriyanto, Ivan Waliliong, Rita Achdiat, William Beveridge, Mark Pashen, Vance Fryer, Josee Tremblay, James Sitter, Dagfinn Nygaard, Sharon Wong Ho, Diarmila Sutedja, Adriana Budiawan, Ifandi Subik, Alham Samudra and Rizal Mairizal

BACK ROW: (from left) Alem Aklilu, Clayton Robinson, Trevor Hoffman, Scott Grant and Brett Miles; **FRONT ROW:** Kelty Latos, Desirae Robertson, Leah O'Shea and Dom Miocevic



Nathan McMahan

Teamwork

Multidisciplinary workshop leads to accelerated technology adoption at Blueberry Montney

The **Blueberry Montney** team and Unconventional Reservoirs Excellence community collaborated to leverage learnings and experience from Lower 48 unconventional plays. This led to adoption of completion and well-spacing/stacking practices that resulted in a step change in production rates. This effort involved employees from the Permian, Bakken, Niobrara and Eagle Ford asset teams, as well as Subsurface Technology and Global Wells. Sixty ConocoPhillips petrotechs met over four days to address piloting, fracturing, integrated planning, production and reservoir engineering best practices, culminating in a well-spacing/stacking workshop that focused on collaborative problem-solving. The Blueberry Montney team left with many important takeaways and a new network of key contacts.

One of the primary takeaways the team utilized was to significantly enhance their completion design through tighter cluster spacing and

increased sand volumes to improve well performance and recovery factors. In the wake of many logistical challenges and capital constraints, they reacted quickly to change their plans on the C35-D completion design, resulting in the largest fracture treatment for ConocoPhillips at the time. Results of the stimulation performed in October 2016 show early indications of a significant change in well performance.

“Typically, these interactions would have occurred over an extended period,” said Nathan McMahan, director, Unconventional Reservoir Excellence. “With limited opportunities to travel due to costs, compressing these interactions into a multidiscipline workshop encouraged problem-solving and helped create peer networks. This is the type of culture we need to accelerate adoption of key technologies and productivity improvements to compete in this challenging environment.”



Blueberry Montney Innovation Acceleration: Nathan McMahan and Dominic Miocevic (team leads), Leah O'Shea, Brett Miles, Scott Grant, Scott Schmidt, Rick Thiessen, Peter Meier, Keri Drennan, Patrick O'Connell, Kimberley Tanasichuk, Desirae Robertson, Benjamin Lascaud, Matt Hunter, Brandi Sellepack, Steve Brierty, Justin Garner, Lorena Van Metre, Kshitij Mohan, Maylin Carrizales, Matt Czapski, Sam Henderson, Phuong Hoang, Aaron McKean, Robert Hofer, Iman Shahim, David Brown, Hosein Kalaei, Mike Lessard, Nick Dafov, Kyle Frieauf, Samarth Agrawal, Abhishek Dutta, Meredith Meier, Kevin Raterman, Nico Roussel, Eric Michael, Kirstin Burns and Judy Roper



Teamwork

Norway and U.K. business units fine-tune well P&A in the North Sea

Early planning and diagnostic work for the Ekofisk 2/4 A (Alpha) plugging and abandonment (P&A) and U.K. decommissioning program highlighted many challenges that would need to be managed to meet the program's technical and cost goals. The [Norway](#) and [U.K. business units](#) worked together to meet these goals, ultimately saving significant time and money at Ekofisk and in the Southern North Sea.

Early adoption of new downhole tools demonstrated the potential for improved efficiency and led to significant reductions in the time required to perform plugging operations. For example, adopting the perforate/wash/cement technique to replace tubular milling operations saved a substantial amount of time. Additional improvements were achieved through collaboration between the P&A team and rig operator Rowan Drilling.

The initial wells took more than 60 days to plug; however, the average time it took to plug the last 12 wells was less than 20 days each. In total, these improvements contributed to completing the P&A program ahead of schedule at a savings of \$112 million net.

"While the Ekofisk 2/4 A program is considered a significant

success, knowledge derived from the project has given us vital insight into possible further improvements in P&A operations," said Tim Croucher, manager, Wells Excellence & Decommissioning, Norway business unit.

In the Southern North Sea, 52 wells out of a total of 140 have now been plugged and abandoned, leaving 16 platforms awaiting removal. Concurrently, the Viking Bravo gas hub complex has been prepared for final removal.

P&A performance using the Ensco 92 drilling rig has been key. Changes in P&A design, tool selection, improvements in simultaneous activities and supply chain improvements have reduced the cost per well by more than 50 percent since mid-2014.

"The ConocoPhillips North Sea team is now recognized globally as a leader in using innovative technology and techniques to reduce the risk and cost of well P&A operations," said Matt Jenkins, engineering supervisor, Well Abandonment, U.K. business unit. "Receiving the SPIRIT Award for the second year running demonstrates that the team's desire to improve is greater than ever."



Wenche Wergeland



Matt Jenkins



Ekofisk Alpha P&A and U.K. Decommissioning: Wenche Wergeland and Matt Jenkins (team leads), Oeystein Knutsen, Paal Johnsrøed, Bjoernar Hoeie, Bjoern Holien, Lars Hovda, Anne Tone Fjermestad, Eamonn Scanlon, Svein Nordskog, Kristjan Kristjansson, Gisle Maeland, Espen Johansen, Svein Alsvik, Bjoernar Nesland, Camilla Fostenes, Jon Olav Nessa, Peter McCulloch, Robert Stevenson, Max Proctor, David Reach, Alexa Duncan, Andrew Hood, Andrew Hutchison, William Gordon, Alasdair Macdonald, Greig Hunter, David Manson, Peter Cunningham, Bruce Mitchell, George Simpson, Stuart Murray, Donnie Johnson, Steve Esslemont, Joe Avent, Chris Lee, Michael Summers, Chris Reid, Ashley Hawkins, Ian Stewart, Alan Meek, John McNamee, John Silvers and Gerry Cooper

ABOVE LEFT: Ekofisk 2/4 A platform ready to be removed **ABOVE:** Wellhead area of Ekofisk 2/4 A, where 23 wells were plugged and abandoned



BACK ROW: (left to right) Seth Sanders, Kevin Donley, Chip Alvord, Johnson Njoku, Steve McKeever and Dirk Retzlaff **FRONT ROW:** Nate Van Nortwick, Erik Keskula, Misty Alexa, Melina Westall, Lisa Bruner, Zach Zaletel, Laura Perry and Mandy Pogany

Teamwork

Extended-reach drilling reduces cost of supply and minimizes environmental footprint

A new **extended-reach drilling (ERD)** rig for the North Slope will provide new investment opportunities for more than 10 years. Collaboration was required to deliver a technically sound rig design with competitive terms, develop a robust portfolio of development opportunities, reduce the cost of new infrastructure required to support development, and drive stakeholder alignment.

“Getting the ERD rig approved in this challenging business environment is such a satisfying accomplishment for the team and an indication of how important it is to our future development plans,” said Tim Green, manager, Alaska Supply Chain. “Being a contributor to the project is a true career highlight.”



The team improved the ERD rig cost of supply 30 percent by driving improvements in all aspects of the business case. Contract terms, for example, delivered 17 percent of the cost-of-supply improvement.

“The ERD rig will minimize the development surface footprint within the **Colville River Delta** and **NPR-A** by allowing us to drill more, longer wells from existing drill sites,” said Drilling Manager Chip Alvord. “Affectionately called ‘the Beast’ by the ERD team, the new rig will allow safe and effective pursuit of challenging extended-reach wells.”

The rig will drill to 33,000-plus feet, compared to the approximate 22,000-foot reach of current rigs. This will increase the area that can be developed from a drill site from approximately 55 square miles to as much as 125 square miles, minimizing the development footprint and environmental impact. The rig will enable development of Fiord West — a field northwest of the main Alpine Field — earlier, at less cost and with less infrastructure than a new-pad development. The ERD rig can also be used at other North Slope locations.

Extended-Reach Drilling (ERD) Rig: Mandy Pogany (team lead), Melina Westall, Seth Sanders, Steve McKeever, Drew Byers, Dirk Retzlaff, Kevin Donley, David Brown, Chip Alvord, Robert Blakney, Johnson Njoku, Douglas Knock, Leo Brown, Zach Zaletel, Heather Bottrell, Garrett Haag, Nick Pysz, Laura Perry, Misty Alexa, Erik Keskula, Tim Green and Michael Wheatall



Teamwork

Power in Cooperation educates and builds advocates

Issues pertaining to oil and natural gas production are guaranteed to spark complex conversations across America, and an informed discussion leads to greater engagement on policy decisions. That's why the [Power in Cooperation](#) team developed an



Cathy Cram

advocacy website of the same name, with the functionality to support ConocoPhillips' positions on key legislative and regulatory issues. It's a valuable tool for employees and other public stakeholders, with comprehensive content about the safe development of natural gas and oil resources and how they are meeting the nation's growing energy demands. Key topics like fracking and climate change are also covered.

"[Power in Cooperation](#) offers extensive, straightforward education about ConocoPhillips'

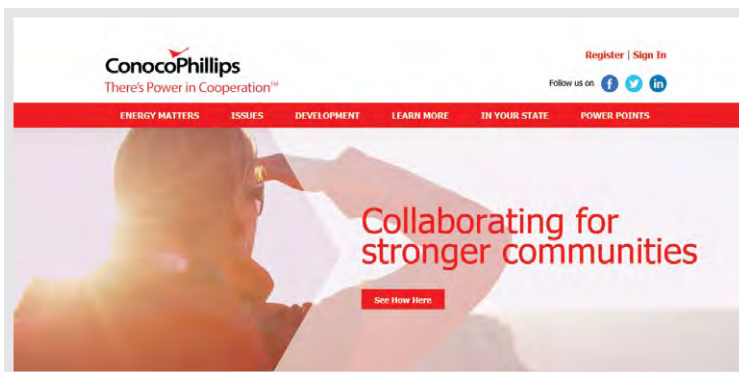
responsible development of natural gas and oil and the role these resources play in our daily lives. It's a great resource for shareable content when a friend or neighbor has questions about our industry," said Cathy Cram, director, Public Policy/



Joey Harrington

Government Affairs/ Sustainable Development communications.

The website enables users to easily contact their legislators and weigh in on America's energy policy. Calls to action since the website launch were crucial in the repeal of the crude exports ban and in response to proposed regulations across the Lower 48 and in Alaska. "Through regular content updates and multiple activations on critical issues, ConocoPhillips has been able to help shape policy decisions that significantly impact our operations. [Power in Cooperation](#) is building



a broad group of advocates who understand the role oil and gas play in all our lives and are willing to act to ensure sensible policy is developed," said Joey Harrington, director, Political Affairs.

Power in Cooperation: Joey Harrington and Cathy Cram (team leads), Kjersten Drager, Andrea Urbanek, Jennifer Leahy, Mara Webster, Scott Stone, Aimee Borders, James Spanos, Brian Kelly, Aji George, Kent Carbaugh, Steve Gerrish, Craig Scheydt, John Saltsman, Vanessa Howard, Debbie Rolf, Tami Hunter, David Chenier, Lynn Tramel, Andrew Roberts, Davy Kong, Romelia Hinojosa, Stuart Mussler, Rachel David, Josh Demorrett, Louis Salazar, Glynis Strause, Harmony Jurkash, Gina Felton, Karl Fennessey, Natalie Lowman, Meredith Kenny, Amy Burnett, Portia Babcock, Scott Jepsen, Kevin Wise, David Austin, Frank Alexander and Jayme Mead



Teamwork

Surmont exports team optimizes crude movement south

By acquiring 35,000 barrels of oil per day of export pipeline capacity to the U.S. Gulf Coast, ConocoPhillips diversified its market access, improved price realizations and offered an alternative to using rail for [Surmont production](#). A cross-functional team from the U.S. and Canada, including [Commercial Crude Marketing](#), Crude Scheduling and various finance and accounting

groups, ensured that all aspects of the transaction were considered and properly implemented.

“We identified an issue that would have forced us to take a lower price on all our Surmont production,” said Craig Rodway, manager, Canada Crude Oil & NGL Marketing. “We identified several options and successfully obtained contracts that ensure our rights and obligations are sufficiently protected.”

Once the contract was signed, the Surmont Exports to U.S. team ensured proper implementation of all aspects of the transaction. Consisting of personnel from both the Calgary and Houston offices, the team began meeting in January 2016 with a list of 17 items to accomplish. After a few months, the list grew to 47 items.

“The cross-functional team worked together very effectively for six months,” said Rodway. “A few setbacks occurred along the way, but the team persevered through the issues and challenges.”



Craig Rodway

Surmont Exports to U.S.: Craig Rodway (team lead), Jackie Graham, Trent Ness, Stacie Paciotti, Pam Schnell, Jeff Gow, Rachel Dubetz, Jackson MacGillivray, Debbie Hurst, Maureen Dolphin, Rachel Conn, Dave Moehrman, Ashley Medina, Shane Mayer, Cara Malone, Dawn Howard, Michael Lorenz, Michael Deblanc, Anthony Augustino, David Biggs, Kali Alvarez, Ruhina Hasham, Agus Soewita, Kevin Thom, Michael Kleiner and Roxie Legendre





Teamwork

Surmont team safely executes production ramp-up

During 2016, **Surmont 1 and 2's** first full year in operation, the team achieved record production. Despite multiple challenges, the team met targeted timelines safely and effectively, and ramp-up was executed with a total recordable rate of zero with no high-impact safety events.

To achieve their goals, Surmont's functional teams formed a single integrated operations (IO) organization to undertake commissioning and ramp-up of the world's largest in situ steam-assisted gravity drainage project. This open communication helped the team successfully resolve hundreds of challenges, including facility constraints, reservoir performance and catching up on production following the Ft. McMurray wildfire shutdown.

"Working within the IO model allowed us to achieve our business deliverables, share learnings and streamline technical expertise," said Operations Vice President Ed Connelly. "Multifunctional teams worked together to increase production capacity twice in 2016 by exploiting Surmont 1 and 2-connected facilities. Capital Projects, Subsurface, Development and Operations worked together to accelerate 75 percent of planned well startups ahead of schedule.

"Collaboration with Houston, joint venture partners and industry led to implementation of game-changing flow control devices that significantly improved initial production rates on Surmont 2 wells. Operations, Subsurface and Technology devised techniques to improve conformance. With the use of data analytics and effective communication across functions, production improved by more than 9,000 barrels of oil per day."

Surmont Safe Execution and Production

Ramp-up: Ed Connelly (team lead), Surmont business unit staff



Ed Connelly



Teamwork

Audit team successfully resolves dispute with government of Indonesia

After developing several gas facilities in the Grissik area, ConocoPhillips Indonesia claimed an investment credit incentive from the government of Indonesia. The claim was rejected on the basis that the project was not conducted at a new field and has provided an attractive economic return. The government of Indonesia conducted an audit on the investment credit issue and instructed ConocoPhillips to return the funds.

The audit team worked with related functions, including Finance and Legal, to meticulously

analyze and interpret the investment credit clause on the production-sharing contract agreement between ConocoPhillips and the Indonesian government. The team found that each party had a different interpretation.

“Gas field development characteristics are different from oil field characteristics,” said Jerry Laluyan, TM lead, Audit Management External. “Gas fields can be developed in several stages to fulfill the market demand. So even though the project is an additional expansion of the former project, it still can be considered as a new field. Therefore, we believe we can claim the investment credit.”

Through strategic collaboration and excellent teamwork, the team successfully formulated a justification and argument to resolve this significant issue and convince the government auditor to drop the exception and accept the claim.

Dispute Resolution through Strategic Collaboration: Jerry Laluyan (team lead), Arief Handoko, Debbie Chastity, Andrew Thompson, George Cornelis, Sepra Fitri, Devyanti and Esther Marianto



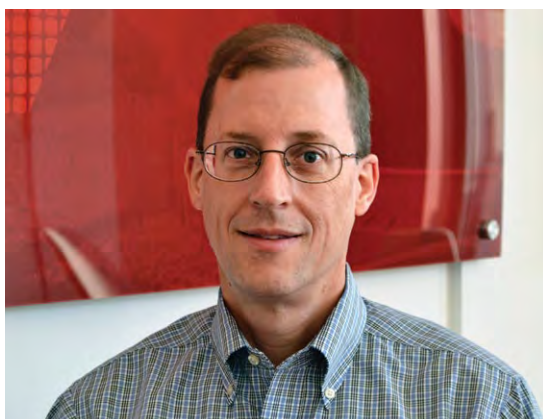
LEFT TO RIGHT:
Andrew Thompson,
Devyanti, Esther
Marianto, Jerry
Laluyan, Sepra Fitri
and George Cornelis



Teamwork

Collaboration inspires an integrated system that meets business needs

The clock was ticking on two critical legacy systems — Tobin Domain and Enterprise Upstream. With maintenance costs mounting and vendor support ending, Finance and Information Technology (IT) set out to build a new, more modern solution.



Bob Swartz

A team was formed from Finance Production & Revenue Accounting, Finance Real Property Administration, the Alaska business unit, IT PRALS and IT Project Services. After evaluating several commercially available solutions, the team zeroed in on SAP's PRA (Production and Revenue Accounting) system.

With a two-year timeline, the team grew to include Lower 48 Gas Activities, IT ERP Services, and IT Information Integration COE. At go-live, 55 employees and 16 consultants had invested more than 250,000 hours in identifying, testing and implementing this complex, integrated software solution.

"As with all SAP projects, the level of integration in the system required users to collaborate closely to implement effective business processes," said Project Manager Bob Swartz. "The team's highly collaborative approach and focus on benefit realization were keys to success."

"This effort required teamwork, innovation, stamina and determination," said Data Control Supervisor Julie Sale. "The sheer number of people involved to make this successful proved the complexity of the project and the need for exceptional integrated results."

Through a complex six-month cutover from the



Julie Sale

two legacy systems to PRA, the team's efforts were rewarded with all deadlines met and no major cleanup required in the months following go-live. "The scope of the implementation was huge, and the outstanding results reflect how well the team worked together," said Swartz. "The business is experiencing system performance that exceeds expectations, reduces business cycle times and provides greater accuracy and integrity due to the fully integrated data and processes."

"The scope of the implementation was huge, and the outstanding results reflect how well the team worked together."

— BOB SWARTZ

U.S. PRA : Bob Swartz and James Stone (team leads), Christina Hall, Rodney Prather, J.J. Beal, Jeff Furnas, Teri George, Donny Becker, David Biddinger, Carson Caraway, Holly Pitt, Julie Sale, Leslie Sanders, Sam Witte, Amber Hunter, Fernando Tur, Justin Waller, Jeff Mullikin, Katherine Horton, Ling Walla, Marc Roeder, Austin Cornelius, Jamie Donohue, Joshua Fuchs, Brad Hart, Linda Huckabee, Ryan Moore, Christa Nemons, Paul Richardson, Paul Libby, James Polk, Wanda Perryman, Jon Wahl, Gary Brandon, Vinod Kumar, Faisal Qamar, Guohuan Wang, Keith Yun and Dean Repa



MANY PROJECTS IN THE BUSINESS EXCELLENCE CATEGORY INCLUDED DETAILS AND INFORMATION THAT HAVE NOT BEEN PUBLICLY RELEASED. THESE ABBREVIATED DESCRIPTIONS RECOGNIZE ACCOMPLISHMENTS AND THE NAMES OF ALL TEAM MEMBERS.



FROM LEFT: Rogel Dela Fuente, Gordon Phillips, Tristan Howes, Graham Johnston, Manish Bhatnagar, Sheldon Swanson, Denise Titus, Richard Massey, Barry Tunney and Brian Inglis

Business Excellence

APLNG megaproject shows immediate strong performance

The **Australia Pacific LNG** facility on Curtis Island shipped its first cargo in January 2016 and in the same year completed the 120-day operational Train 1 Lenders Test on the first

attempt. This immediate strong performance has created a solid foundation for the business unit to realize future efficiency initiatives and improvements. The program recognized early operations involvement as a critical component in facility startup. This work culminated in the formal corporate readiness review in December 2014, resulting in zero high or significant findings — a first for a ConocoPhillips major project.

APLNG Operational Readiness: Denise Titus (team lead), Charles McWattie, Mohssen Esghouei, Martin Harrison, Nage Moummar, Graham Johnston, Sheldon Swanson, Ben Connell, Barry Tunney, Manish Bhatnagar, Brian Inglis, Bernard Shyne, Richard Massey, Rogel Dela Fuente, Benjamin Rankine, Gordon Phillips, Tristan Howes, Dave Natoli, Mark Veach, Scott Wieting, Sriram Balasubraman, Kelly Larkin and Mick Currie



In January 2016, Australia Pacific LNG's first cargo was loaded onto the *Methane Spirit*. PHOTOGRAPHY BY WILLIAM DEBOIS

Business Excellence

APLNG LNG marketing team captures value and flexibility

During the startup of [Australia Pacific LNG](#) (APLNG) Trains 1 and 2, it was important to manage liquefied natural gas (LNG) levels in the storage tanks to ensure activities occurred without unnecessary interruption. The APLNG LNG Marketing team achieved this by ensuring all cargos were delivered under long-term sales

contracts or sold on the spot market. Conoco-Phillips and APLNG developed an effective marketing plan, as well as shipping solutions, that enabled APLNG to supply LNG to its long-term customers while ensuring that plant performance was not restricted by the inability to offtake LNG.



Mark da Roza

APLNG Marketing: Mark da Roza (team lead), Ling Yang, Hiroshi Imura, Stephen Harty, Leonard Lim, Ameet Divekar, Matt Parnall, Erwin Chan and Akiko Matsushita



Business Excellence

APLNG delivers superior cost performance

The [Australia Pacific LNG](#) (APLNG) project team delivered two liquefied natural gas trains, along with related utilities, storage and loading facilities, within 0.6 percent of the original authorization for expenditure. This superior cost performance required a high-quality cost estimate, a good understanding of the risks that could materialize, a commitment to the agreed project scope and diligence in cost



Kent Anderson



reporting and contract management. As a result, the APLNG project far exceeded the cost performance seen on other global megaprojects.

APLNG Cost Performance: Kent Anderson (team lead), Garry Hutcheson, John Davies, James Williams, Martin Williams, Martin Harrison, Todd Rapp, Charles McWattie, Reza Moradi, Mike Johnson and Loraine Whitehead

Jon Lowry (left) and West Neville examine piping in a bulk separation plant.



Stephanie Erickson

Business Excellence

In the Bakken, bulk separation minimizes equipment requirements and reduces costs

A drive to lower costs led to implementing bulk separation for Bakken core-area wells. The new design resulted in multiple wells sharing a common separator instead of each well having an individual separator skid. The team developed an innovative method to deliver a work product

that makes sense in an ever-changing business environment. The project played a significant role in decreasing cost of supply and overall costs for ConocoPhillips' operated wells.

Bakken Bulk Separation: Stephanie Erickson (team lead), Kyle Volf, Ben Eisterhold, Joshua Viets, Clint Brasuel, Sergey Skvortsov, Peter Nezaticky, Karla Orth, Dryonis Pertuso, Donna Williams, Dan Kirkpatrick, Dave Stewart, Rory Ketterling, Chuck Ulbricht, Roger Belman, Greg Ashdown, Brent Selph, Emily Jones, Colton Loehr, Aris Bitanga and Tim Kustka



Business Excellence

Creating a strategy to support the company's future growth

The Exploration & Business Development (E&BD) group developed a new strategy to support ConocoPhillips' future growth. The overhaul utilized a two-stage process: engaging a broad cross-section of the organization and then charging a small, diverse team with developing the strategy. To create a strategy that best met

the company's goals, resources and portfolio, the team utilized the CDQ process, recognizing that effective strategies need to be well framed, communicated and executed. As a result, the E&BD group was reorganized to focus resources into fewer, higher-priority projects.



Jason Lore

E&BD Strategy Development and Implementation: Jason Lore (team lead), Peter Cramer, Richard Lunam, Melissa Coleman, William Burkett, John Schell, Alan Bruce, Jeff Cooke, Lorna Richmond and Mohan Chahal

Business Excellence

Securing liquidity in a challenging market

In early 2016, oil prices hit the mid-\$20 per barrel range, and the rating agency Moody's issued a pessimistic near-term view of the exploration and production sector. Improving ConocoPhillips' liquidity and securing its cash needs was critical. The team acted decisively to secure additional liquidity in March 2016, providing the financial flexibility necessary to continue strategic investments and meet commitments to stakeholders. The ability to raise substantial funding when the commodity price outlook was so negative improved confidence in ConocoPhillips and helped stabilize the company's stock price.



Mehmet Muftuoglu

Liquidity Risk Management: Mehmet Muftuoglu (team lead), Bjarne Rasmussen, Joan Qiong Wu, Josh Kozel, Jennifer Kislingbury, Michael Plotz, Stephen Elison, Dave Moehrman, Wei Cui, Kevin Ford, Rachel Conn, Brandon Essigmann, Michelle Blackmon, business unit finance organizations and the Commercial Finance organization



Business Excellence

Norway team increases gas exports from Heidrun Field

The Heidrun field, located in the Norwegian Sea and operated by Statoil, has produced oil and gas since 1995. ConocoPhillips has promoted

increased gas production since 2012. Starting in 2015, the Heidrun team applied different strategies for increasing exports. The final breakthrough was based on effective stakeholder management and development of a strong technical case. This solution is expected to result in permanently increased gas exports from Heidrun starting in late 2017.

Heidrun Gas Export: Stein Wolden (team lead), Sindre Soerensen, Oivind Mathisen, Goeran Jakobsen, Ole Haavard Aambakk, Olaf Knoth, Graham Hill, Vegard Knutsen and Tom Arve Raunehaug



Stein Wolden



Business Excellence

Successful Willow discovery program will add value for years to come

The **Willow discovery** program, portfolio development and acreage capture undertaken by the Alaska Exploration and Land organizations represent

exceptional business practices that will add value for years to come. The team successfully executed a two-well exploration program, safely and under budget. They also applied geoscience in new-play exploration methodology, leveraging competitive knowledge from Willow. The two discovery wells, positioned four miles apart, are located about 28 miles west of the Alpine Central Facility. Initial commercial production could occur as early as 2023.

Integrated Willow Discovery/Play Capture: Greg Wilson (team lead), Tunde Akindipe, Dominic Armitage, Aaron Berger, Peter Brakora, Russell Carter, Jacob Cartwright, Juntao Chang, Carlotta Chernoff, Connor Dunn, Jennifer Goyette, Garrett Haag, David Hansen, Jason Lyons, Christophe Mornet, Laura Mutch, Heather Perfetta, Tiffany Piercey, John Schell, Chris Seaman, Evan Staples, Mark Stevenson, Rebecca Swensen, Layla Unger, Max Urish, Trey Wagner III, Brett Wendt, Paul Wharton, Mark Wiley, Jianbing Wu, Johanna Moutoux, Anton Wroblewski, William Morris, Bradley Huizinga and Jamie Nollner



Business Excellence

Successfully settling a tax dispute with Timor-Leste

For **Bayu-Undan**, located in the Timor Sea, an agreement between the Timor-Leste government and ConocoPhillips establishes the tax regime for operations and prohibits changes in applicable tax law. In 2010, the government imposed four improper tax assessments. ConocoPhillips disputed these as constituting changes in Timorese law, contrary to the agreement. A team led by Legal worked to resolve the dispute as well as future related tax liability. The parties also agreed on improved dispute resolution procedures, more-defined penalties and time limits for tax assessments. As a result, the team rehabilitated the relationship with Timor-Leste and secured a critical asset.

Timor Arbitration and Settlement: Alberto Ravell (team lead), Samuel Francis, James Booth, Dane Paddon, Alexandra Thompson, Michael Gardiner, Jack Griffin, Kayleen Ewin, Apple Paget, Jose Lobato Goncal, Mike Nazroo, Patrick Walsh, Gavin Bennett, Dave Corman, Joe Kotarski, Dagfinn Nygaard, Suzana Blades, Michele Lipscomb, Sheldon Patterson and Kris Sava



Alberto Ravell

Wellness

Biometric screenings bring healthy awareness to employees

Last year, ConocoPhillips celebrated the culmination of a three-year effort to encourage individuals to reduce their health risks. The “Know Your Numbers” campaign, launched in 2013, urged all employees to take part in annual biometric screenings.

“When we started, more than two-thirds of employees were overweight or obese, and the trend was rising,” said Grant Logan, regional medical director. “Focusing on biometric screenings was a natural first step.”

Screenings help employees understand their health risks and the need for regular exercise and a healthy diet to lower the risk of chronic diseases. The “Know Your Numbers” campaign was customized in each location to encourage employees to participate in biometric screenings.

The China business unit paired its biometric screenings promotion with the popular wellness



Grant Logan

competition *Energy in Action!*, and achieved 100 percent participation. Other countries hosted screening events and provided educational materials. In the U.S., screenings are a key requirement to earn a reduction in health care premiums. On average, 75 percent of the total global employee population participates in screenings each year.

The Global Biometric Risk Reduction team analyzed results from the screenings and used the information to develop customized wellness programs to help employees further reduce their health risks.

Over the last several years, the combined efforts have contributed to a significant reduction in obesity, high blood pressure and high cholesterol.

Global Biometric Risk Reduction: Grant Logan (team lead), Paul Garforth, Paul Hodgins, Allison Van Natter, Tatjana Bergsland, Eric Thompson, Stephanie Held, Alicia Stoffers, Claire Smith, Amanda Woodill, Marla McPhail, Lisa Shepherd, Charmaine Grant, Margaret Hoeiesen, Barbara Cristinziani and Morgan Craig-Broadwith



Wellness Runner Up

WOW factor energizes employees in Alaska

The Wealth of Wellness (WOW) team developed a multichannel approach to help employees manage stress and boost engagement, beginning with a selfie campaign. “The campaign was such a success that we used it to launch *Energy in Action!*” said Assurance & Audit Supervisor Teri Kostka. “Interest grew when our president, Joe Marushack, shared his own selfie.”

The added inspiration helped Alaska move up



from seventh place to second in their division in the 2017 *Energy in Action!* challenge. North Slope personnel also took part by participating in *Energy in Action!* and the selfie campaign.

Wealth of Wellness: Teri Kostka (team lead), Dawn Bridges, Linda Petrie, Mona Bremont, Megan McKay, Jeanie Shifflett, Sherry Billings, Paul Provencio and Donna MacKenzie



Individual Lifetime Achievement

Chuck Mosher

Innovating and inspiring through technology

BY JAN HESTER



THROUGHOUT HIS CAREER, Geoscience Senior Fellow Chuck Mosher has been known for breaking new ground. This year’s SPIRIT of Performance Award for Individual Lifetime Achievement represents yet another first. This year the category’s scope was expanded, making Chuck the first recipient for career technological achievements.

For more than 35 years, Chuck has been at the forefront of game-changing geophysical innovations. After joining ConocoPhillips in 2003, he led a collaborative effort with Halliburton/Landmark to create SeisSpace, a supercomputing platform for seismic data processing and imaging that allows ConocoPhillips to compete on an even footing with the largest operators in the business.

Our success with CSI has been a nice capstone to my career. Nearly all the surveys ConocoPhillips is currently acquiring are based on CSI, and all are being processed in-house. It has been a real pleasure to participate in the team effort that led to this success.”

Chuck began his career in geophysics in 1980 with ARCO, where he demonstrated an aptitude for combining hardware and software into a single superior solution. He continued to push the boundaries in geophysics, driving standards for parallel computing and seismic data compression.

“Chuck has great vision and passion for his work,” said Subsurface Vice President Ken Tubman. “He has a long-term view of what might be possible and couples that with an amazing ability to pull people and resources together to get those things done, resulting in repeated big advancements. Chuck is a gifted scientist who maintains the highest technical standards and a continued focus on having business impact.”

Chuck has a reputation for being a consummate team player. He also gets great satisfaction from mentoring younger geoscientists.

“I tell them that the formula is easy. You show up, listen and then do something to help,” Chuck said. “The listening is the difficult piece. I remind them that Technology is a support organization and that our job is to make sure our business units succeed at delivering their production targets. You must listen, read between the lines and try to come up with a way to add value. That’s the last part: Do something to help.”

While Chuck will display his SPIRIT Award in his office, he plans to post his certificate or letter from CEO & Chairman Ryan Lance in the coffee room to remind others that a technology guy can get recognition at the highest levels of the company.

“I hope that provides some inspiration for the younger folks coming up,” Chuck said. ■



Chuck in his 1961 Ford Ranchero

Chuck most recently played a critical role in the development and application of a revolutionary technology called compressive seismic imaging (CSI). CSI enables the company to acquire better-quality data for a reduced cost and has resulted in significant savings. The technology has also resulted in improved seismic image quality, leading to new exploration opportunities and partnerships with national oil companies who are eager to learn and adopt this new technology.

“The computing revolution has really changed the way we do our business,” said Chuck. “During my time at ConocoPhillips, we have continued to pursue both supercomputer applications and my lifelong work on signal process and imaging.







Lifesavers



Adam Estabrooks

Saving a shipmate's life

TEXT AND PHOTOGRAPHY BY JAN HESTER

ABOARD CONOCOPHILLIPS' POLAR ADVENTURE, southbound from Valdez, Alaska, to Bellingham, Washington, seven shipmates finished dinner and gathered in the machinery control room to plan the rest of their shift.

When somebody set their bag of peanut M&Ms on the coffee table, a yellow one rolled out.

"I took the M&M and popped it in my mouth," said Angelo Fisher, oiler, musician and known prankster. "At the same time, I inhaled, and it was stuck in my throat."

Angelo knew he was choking but couldn't get his coworkers' attention.

"I'm kind of a clown, so nobody believed me," Angelo said. "I used my last bit of air to say, 'I'm choking!'"

Polar Tankers Second Assistant Engineer Adam Estabrooks sprang into action. "I started performing the Heimlich maneuver. I knew the procedure from first-aid training but had never actually used it. At first I was a little too high on the ribcage, so I repositioned and moved my arms lower. On the third try, the M&M popped out."

Coincidentally, several years ago, Angelo went through the same process with his mother, who had choked on a chip.

Adam hails from Hanover, Massachusetts, near his current home in Pembroke, and followed in the footsteps of his father, who graduated from the Massachusetts Maritime Academy and went to sea. Adam and his wife Kim share their home with Rossi, a yellow lab named after Italian motorcycle racer Valentino Rossi, two friendly tabby cats, two finches, a turtle and the most recent addition, six chickens that inhabit an

impressive dwelling built by Adam.

"They aren't laying yet," said Kim. "But when they do, we'll have eggs for friends and neighbors."

With the company since 2008, Adam started higher education by studying mechanical engineering at UMass Lowell. "My first summer Dad got me a job on a tugboat on the Hudson River in Albany, New York. The following year I got my own job in Boston Harbor."

After that second summer, Adam transferred to Mass Maritime. To graduate, the academy required cadets do four 60-day tours — three training cruises and an on-board internship. He completed the final assignment aboard ConocoPhillips' Polar Resolution.

"The company wasn't hiring, but several months later I applied and was brought on as third assistant engineer."

Among his basic responsibilities are managing the ship's fuel and "anything having to do with potable water." All five Polar Tankers use an evaporator system to convert sea water to fresh potable water for use by the crew and throughout the ship.

After Adam saved Angelo's life, Kim wasn't surprised that he didn't make a big deal of it. "He's very modest," said Kim. "My mother called to tell me she saw a posting on Adam's Facebook page from Angelo that told the story."

Adam is proud to have been recognized for saving a shipmate's life and displays his SPIRIT Award on the bookshelf in his living room.

Four days and a doctor's appointment after the choking incident, Angelo had some torn rib cartilage. "But I'm alive! A shoutout to Adam for saving my life. Seriously, thank you." ■







Lifesavers


Mark Hildebrand

Helping people is in his DNA

BY JAN HESTER

GROWING UP IN THE CANADIAN PROVINCE OF SASKATCHEWAN, Mark Hildebrand became accustomed to helping others.

“That’s what everybody did. Besides, if I didn’t help I would be in trouble with my parents!” said Mark, who was with the Western Canada business unit and is now drilling superintendent, Gulf Coast business unit.

Last summer, while working at ConocoPhillips’ Elmworth plant, Mark was driving down a freshly graveled road with limited visibility due to the dust. As he approached a corner, he noticed two vehicles stopped ahead and quickly realized he was at the scene of an accident. A fuel truck had collided with a small truck and two people were lying on the ground. That’s when Mark’s years of safety training kicked in.

“The driver of the fuel truck was on the phone with 911, two people were on the ground crying out in pain, and one person was trapped in the vehicle,” Mark said. “I checked in with each person and called our Integrated Operations Centre to get some help.”

While down on the ground checking one of the injured persons, Mark noticed a small fire had started under the smaller truck. He immediately extinguished it and disconnected the battery to prevent further issues.

That’s when his colleague Clark Smith, contractor, came upon the scene and stopped to help.

“It was a pretty serious situation, and I was grateful for the help. The smaller truck was jammed under the fuel truck and had clearly been dragged for a bit before coming to a stop,” Mark said. “One guy was going into serious shock, so I asked the driver to advise that we needed an air ambulance.”

In what probably seemed like a lifetime but was actually a matter of minutes, four more people from ConocoPhillips Canada staff arrived to help, including James Deitner, contract operations specialist.

“Mark had really done everything he could — he assessed the situation, reached out for help and removed any further danger by dealing with the fire,” said James, who has a military and police background. “The most important thing you can do in a situation like this is breathe.”

Mark believes that many of his colleagues deserve to be recognized for helping that day, including James, who helped calm one of the victims and reassured him as he struggled in pain and shock.

“You could tell James was used to dealing with crises, and he was amazing at keeping this guy calm,” Mark said. “I was so thankful when my co-workers showed up — it’s nice to know they are just a phone call away.”

“We’re trained to be able to handle a situation like this. It’s easy to get complacent, but then you realize you can help, thanks to the training you’ve had. You know you have the skills, and you know it’s your duty. The last I heard, all accident victims were healing well, and we’re proud we could play a part in that.”

Mark acknowledged other colleagues who responded that day: contractors Tim Toews, David Toews and Jeff Kazakoff.

“One of the paramedics who arrived on the scene even commented on how great it was to have the extra help and was pleasantly surprised to hear that all responders were from one company,” Mark said. ■



Lifesavers

Anna Wunderlich

Acting calmly and quickly to save a choking victim

BY DAVY KONG, PHOTOGRAPHY BY PATRICK CURREY

BORN IN MINOT, NORTH DAKOTA, Production Assistant Anna Wunderlich was taught by her parents at an early age to think of others. Anna, the youngest of six children, was raised in Dickinson, located in the southwestern part of the state.

“Mom and Dad raised us to remember to do the right thing and to be helpful to others,” said Anna. “Growing up, my parents entrusted me with a lot of responsibility, which taught me to always remain calm even under the most stressful situations.”

Anna has worked as an operations production assistant for the last 3 1/2 years in the company’s Dickinson field office supporting the Bakken asset. She is responsible for quality check and data entry of oil run tickets. She also works with production accounting.

“I really like my job, but last year I decided to get a second job for the extra income.” Anna began waiting tables at Sanford’s Grub and Pub, a local chain serving burgers and steaks.

A month into her job, Anna began the dinner shift as usual. “It was a normal evening, and I started my shift by taking an order from my first table,” Anna remembered. When she walked back to the kitchen to get the customers’ drinks, she heard another waitress in full panic mode yelling, “Help her!”

When Anna looked over she saw another coworker with her hands around her neck. “I immediately recognized the universal sign of choking,” Anna explained. “I remembered learning the Heimlich maneuver in health class and quickly walked over to my choking coworker.”

Choking occurs when a foreign object — in Anna’s co-worker’s case a piece of chicken

— becomes lodged in the throat or windpipe, blocking the flow of air. The Heimlich maneuver is a first-aid procedure that involves using abdominal thrusts to dislodge the foreign object.

“I stood behind my coworker and wrapped my arms under her breast bone,” added Anna. “Then I performed two thrusts.”



Seconds later, the piece of chicken flew out of her mouth.

“The waitress thanked me, and we all went back to work,” said Anna. It sounds like just another day at work, but it could have ended badly.

Anna stayed calm under pressure, quickly assessed the situation and acted to save a life. The ConocoPhillips safety culture is not just something Anna uses at work.

“I use our safety values every day. Our safety culture informs the way I live and has become second nature,” Anna said. ■





Process Safeguard

Keith Gantenbein

Creating a safer workplace at Lost Cabin

TEXT AND PHOTOGRAPHY BY PATRICK CURREY

KEITH GANTENBEIN, TURNAROUND PLANNING AND SCHEDULING SPECIALIST

at ConocoPhillips' Lost Cabin Gas Plant, started working at the facility 13 years ago as plant operator, so he knows how things work. When a significant safety challenge was identified at the plant, Keith was the perfect person to devise a solution.

Located in Lysite, Wyoming, the Lost Cabin facility processes gas from the Madden Field, located in the Wind River Basin near the geo-



graphic center of Wyoming, and has three trains with a processing capacity of 310 million cubic feet per day. The Big Horn wells in the field are deep, up to 25,000 feet, and produce

methane, carbon dioxide and hydrogen sulfide. Over time, the sulfur builds up, decreasing the equipment's cooling capabilities and requiring annual maintenance.

Lost Cabin shuts down 2 to 3 weeks every year for required maintenance. During that period, contractor ranks can swell to 300 people, presenting a safety challenge.

"The need for strict safety procedures is heightened during annual maintenance turnarounds," said Keith. "After we had some contractor injuries, we knew we needed to put a more robust safety protocol in place for these events."

Several years ago, Keith began the process of developing and refining the facility's

permit-to-work process and has made numerous improvements based on an extensive review of processes used by other ConocoPhillips operations worldwide. Permit-to-work systems are used to control certain types of work that are potentially hazardous. A permit document details the work to be done, precautions to be taken, such as lockout/tagout to isolate energy, and gives approval for the work to proceed.

"We studied permit-to-work systems in Alaska, Australia and the U.K.," Keith said, "and really from our operations all over the world." He also sought input from the Lost Cabin workforce and from Lower 48 HSE.

"We now have a level one permit-to-work system," Keith said. "It's our way of managing our work — knowing where people are and what they're working on so we can stay on top of job-related risks."

"Since implementation, we've had five turnarounds without incident or injury. It's been recognized as best in class and is being implemented elsewhere."

When the Lower 48 leadership team decided the Lost Cabin system would be the basis for a standardized permit-to-work process for the entire business unit, Keith was tasked with briefing and providing implementation assistance to the other facilities that would adopt the process. He hosted visiting groups at Lost Cabin, worked through the details of the procedure and demonstrated the permitting process in action.

The Lost Cabin Gas Plant has benefited from his commitment to keeping people safe.

"I definitely notice a culture change," Keith said. "People have to think about their work in advance and not just show up in the morning. Since we implemented the permit-to-work system, we are at 410 days with no injuries or accidents." ■



WaterStrickland

ConocoPhillips

KEI

Phillips
Gantenbein

CONOCO PHILLIPS
2017
SPIRIT
AWARDS
PROCESS SAFEGUARD
Keith Gantenbein
ConocoPhillips



Lifesavers

Lance Raymond, Ian Braconnier, Chad Lacina, Dan Oviatt, Chris Chakaipa and Kyle Pacholok

Surmont employees team up to save a colleague's life

BY JAN HESTER

MATT CURRIE, A CONOCOPHILLIPS CANADA WELL PAD OPERATOR AT SURMONT,

was coming off the hockey rink at the Surmont Regional Residence lodge when a colleague noticed him dropping to his knees, unconscious. In a moment that Matt will never forget — February 6, 2016, at 7:45 p.m. — his life was saved by his colleagues: Ian Braconnier, shift supervisor, BT & WTDO; Chris Chakaipa, Bitumen Treatment operator; Chad Lacina, Bitumen Treatment panel operator; Dan Oviatt, WTDO operator; Kyle Pacholok, WTDO operator; and Lance Raymond, Bitumen Treatment operator.



Matt Currie

"I heard some guys hollering for help. When I realized what was happening, I ran and pulled the AED (automated external defibrillator) from the wall," said Lacina. "I couldn't see very well at first, so one of the other guys, Kyle Pacholok, helped. The defibrillator told us to administer the shock, so we knew things were serious."

An AED is a portable device that checks the heart rhythm and can send an electric shock to the heart to try to restore a normal rhythm. Generally used in cases of sudden cardiac arrest, it provides simple audio and visual commands to the user. AEDs are available at all ConocoPhillips facilities.

Matt was in full cardiac arrest. After several shocks, he regained consciousness, just as a nurse and an emergency response team

member arrived to help and emergency services had been notified.

"I don't remember anything after I passed out, but I remember wondering what had happened as I came to and my buddy was holding my head. I could hear the nurse telling them I was back," said Matt. "The doctors told me later that I was really lucky — apparently only 8 to 15 percent of people who suffer a full cardiac arrest like this survive."

For Chad and his five colleagues, it was a good reminder of what to do in an emergency.

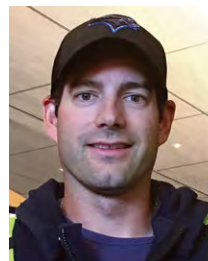
"You take the training and don't think you'll ever have to use it. It was such a good reminder of how we all rely on each other; it was a team effort, and we were playing a heck of a game when it happened," Chad said with a chuckle. "The best reward of all is that he's back at work and we can give him a hard time and tell him to stay away from the fries."

For Matt, it was a good reminder to keep things in perspective, continue to live a healthy lifestyle and stay active. It was also a reminder of how much the people he works with and plays hockey with twice a week mean to him.

"I guess I got a second shot at life. And yes, I need to stay away from my favorite chicken wings here at the lodge," he said. "Seriously though, these guys who helped are my heroes, and all I can keep saying is thank you." ■



Chris Chakaipa



Chad Lacina



Ian Braconnier



Supriyadi Umar and Asok Khumar

A quick response saved a coworker's life

BY IIS MATTJIK

ON THE MORNING OF NOVEMBER 10, 2016, there was an electrical issue on the jetty at Ramba, a facility owned and operated by a state-owned oil and gas company. ConocoPhillips Indonesia uses the facility to transport condensate and oil from producing fields in the Corridor Block to storage tankers.

Maintenance Electrician Supriyadi Umar, Electrician Technician Dias Andaya and Mechanic Helper Andi Supriyadi were assigned to the maintenance team dispatched from Rawa to Ramba to conduct repairs on the transformer facility. The team used proper procedures, secured the necessary approvals before starting the work and coordinated with the other company's team at the facility.

Asok Khumar, loading master at the Ramba jetty, was loading a boat and noticed the electrical team taking the necessary precautions in preparation to do their work.



Supriyadi Umar

Meanwhile, 15 meters away, two electricians from the other company — without prior notification — tried to remove an overhead fuse and inadvertently reconnected the electrical power. As a result, Andi was electrocuted by a 11,000-volt system.

"Sparks came from the transformer and Andi fell to the ground," said Supriyadi. "I helped him lie down and opened his coverall so he could breathe easier. He did not respond to my voice, and a few seconds later he was unconscious."

"Suddenly I heard an electric shock followed by people shouting that someone was electrocuted," said Asok, who also serves as a first responder and second medical officer on the boat. "I immediately stopped the loading activity, shut down all valves

and told the boat crew to stand by. Then I ran to check on Andi and noticed some burns. I assessed his condition and determined there was no fracture, but I found no pulse."



Asok Khumar

Together Supriyadi and Asok started to perform CPR.

"After four CPR sequences that only took a few minutes, but felt like forever, Andi regained consciousness. I supported his head and I felt so relieved when he was able to communicate his pain," Asok said.

Andi was promptly evacuated by ambulance to the local hospital for treatment.

It's no surprise that Asok and Supriyadi jumped in to help Andi. Indonesians view their coworkers as an extended family and care for one another.

"We work there together like a family," said Supriyadi. "It was shocking to see a coworker, who I consider as my brother, in that condition. Everything I did was reflex. I thank God every day that we took the right actions to help him survive."

It was not Asok's first time to save a life. In 2004, at a crowded bus station in East Jakarta, he helped a woman deliver a baby while she was waiting for medical help. Then in 2007, on vacation with his family, he saw a young man who was rescued from drowning and was unconscious. He and his wife performed CPR and saved the man's life.

On that November day, the Ramba team learned a valuable lesson: whenever a facility is used jointly, procedures must be understood and agreed upon by workers from both companies prior to performing the job.

"It was all God's will; I was only there to help," said Asok. "But I am grateful for my knowledge of CPR and first aid." ■

Employee safety top concern during unprecedented Hurricane Harvey

BY JAN HESTER

AS HURRICANE HARVEY BATTERED THE HOUSTON AREA WITH TORRENTIAL RAIN, MANY EMPLOYEES AND THEIR FAMILIES WERE FORCED TO LEAVE THEIR HOMES DUE TO FLASH FLOODING. SOME SOUGHT REFUGE WITH FAMILIES AND FRIENDS, WHILE OTHERS WERE EVACUATED TO AREA SHELTERS. THROUGHOUT THE DISASTER, THE COMPANY MAINTAINED A STEADFAST FOCUS ON EMPLOYEE SAFETY AND SECURITY AND THE WELL-BEING OF THE HOUSTON COMMUNITY.

As Harvey made its initial impact, ConocoPhillips Human Resources launched an employee hotline so that employees could register their storm status and supervisors could get updates on their teams. The Communications team followed by establishing

the Hurricane Harvey Employee Resource Site to provide relevant information and resources to help employees weather the storm. Employees and contractors also received notifications about the event from the ConocoPhillips Global Alert System.

“We know our employees have a strong commitment to the community.” — RYAN LANCE

As the disaster unfolded, the company activated its Disaster Assistance Loan Program and Natural Disaster Cash Assistance Program, providing qualified employees with financial support to help them and their families recover from the impacts of Harvey.

The second prong of the response was support for the impacted Houston community.

“We know our employees have a

strong commitment to the community,” said Chairman & CEO Ryan Lance. “Many of you have already asked about ways to assist in the historic relief efforts that are underway. I want to let you know that our company intends to step up, as always.”

On August 30, the company increased its initial donation to the American Red Cross to \$2.5 million and announced a \$2.5 million donation to the United Way of Greater Houston. Employees were encouraged to use the company’s Matching Gift Program,

which will match donations to eligible 501(c)(3) organizations.

“Our thoughts are with all of those who are dealing with the impact of this unprecedented natural disaster,” Lance said. “Our priority remains ensuring the safety of our employees and our operations. However, as members of a much larger community that needs our help, we stand ready and willing to do our part. We encourage others to follow.” ■

Asset sales continue to high-grade ConocoPhillips portfolio

IN KEEPING WITH ITS LONG-RANGE STRATEGIC PLAN AND COMMITMENT TO OFFERING SMART GROWTH AND SUPERIOR RETURNS, CONOCOPHILLIPS RECENTLY ANNOUNCED AN AGREEMENT TO SELL ITS BARNETT ASSET AND FINALIZATION OF THE SAN JUAN BASIN SALE.

In late June, the company announced an agreement to sell its Barnett interests to Miller Thomson & Partners LLC for \$305 million. Proceeds from this transaction will be used for general corporate purposes.

ConocoPhillips has interests in approximately net 124,000 acres in the Fort Worth Basin, located in north Texas. Production is focused in the liquids-rich unconventional Barnett tight oil play.

Full-year 2016 production associated with Barnett was 11,000 barrels of oil equivalent per day (BOED), of which approximately 55 percent was natural gas and 45 percent was natural gas liquids. Year-end 2016 proved reserves

were approximately 50 million barrels of oil equivalent.

As of May 31, 2017, the net book value of the assets was approximately \$0.9 billion. The transaction is subject to specific conditions being satisfied, including regulatory approval, and is expected to close in the third quarter of 2017.

The impact to full-year 2017 production guidance is expected to be less than 5,000 BOED. The company does not expect any material impact to 2017 cash flow or other 2017 guidance items because of this transaction.

On July 31, the company finalized the sale of its San Juan Basin assets to Hilcorp Energy Company for up to \$3 billion

— \$2.7 billion in cash and contingent payments of up to \$300 million. The transaction enables the company to further reduce its exposure to North American dry gas. The cash proceeds of \$2.5 billion will make an immediate positive impact on ConocoPhillips’ balance sheet and will be used for general corporate purposes.

“Completion of the sale of our San Juan Basin assets is a key milestone in the continuing high-grading of our portfolio,” said Chairman & CEO Ryan Lance. “We believe the proceeds from this transaction along with our other dispositions are strengthening our balance sheet and allowing us to deliver on our value proposition.”

As of June 30, 2017, the net book value of the San Juan Basin assets was approximately \$2.5 billion. The company’s 2017 guidance already reflects the impacts of the sale. ■

Pathways to a low-emissions future

BY JENNIFER LEAHY

Despite the current political environment, oil and natural gas companies continue to find ways to reduce greenhouse gas emissions. IPIECA, the global oil and gas industry association for environmental and social issues, has done significant work exploring technologies and perspectives on low-emissions futures.

Climate Change Director Malcolm Fawcett led the development of IPIECA's "Exploring Low Emissions Pathways," a publication that provides perspective on the elements and enablers of pathways toward a low-emissions future. "The paper was published by IPIECA to address some of the challenges in getting to a world where the increase in temperature is limited to two degrees Celsius compared to the temperature in pre-industrial times. It lays the groundwork to describe our industry's role in a low-emissions world," Fawcett said.

The publication highlights three common elements found in the construction of two-degree scenarios: improving

efficiency and saving energy; reducing emissions from power generation; and deploying alternative low-emission options in end-use sectors. The paper also describes the challenges to achieving the aims of the Paris Agreement and concludes that, with collaboration, effective



Malcolm Fawcett

policy, and market-oriented solutions, they can be met. Notably, it concludes that natural gas and oil will still be a significant source of energy in 2100. "There were substantial efforts to publicize this paper, including a multinational, multi-industry, multistakeholder workshop on the subject held in Paris using the convening power of IPIECA and the United Nations. These key efforts ensure that the oil and gas sector is recognized as working on the issues and has a seat at the table for policy negotiations," Fawcett added. ■

Technology expert joins ConocoPhillips board of directors

In July, the ConocoPhillips board of directors elected Sharmila Mulligan, founder and chief executive officer of ClearStory Data Inc., to serve as a board member. The appointment increases the number of ConocoPhillips directors to 11, of which 10 are independent. Mulligan will serve on the Audit and Finance Committee and Public Policy Committee of the ConocoPhillips board.



Sharmila Mulligan

Mulligan spent her career building innovative software companies, most recently founding ClearStory Data Inc. in 2011. She previously served in senior roles at numerous software companies, including Aster Data, Hewlett-Packard, Netscape and Opware Inc.

"We are pleased to add a new director who brings technology expertise to our board," said Chairman & CEO Ryan Lance. "Sharmila's experience in cloud computing, scalable data analytics and a broad range of big data technologies will add exceptional value to our board of directors as we increasingly utilize our global data assets to monitor and optimize our operations. We look forward to her contributions as we continue to execute the company's value proposition to deliver double-digit returns to our shareholders."

Mulligan holds bachelor's degrees in business and economics, as well as computer science, from Northwestern University. She also holds a master's degree in management from Northwestern's Kellogg School of Management. ■



Early developments are producing in Wyoming's Powder River Basin

Powder River Basin Operations Supervisor Keith Bailey keeps a watchful eye on the early developments. Well locations include Ghost Rider 8-1FH, 7-1 FH and the Rufous 13-1FH.

Ryan Lance leads delegation to meet Chinese premier

In June 2017, a delegation of U.S. business leaders headed by Chairman & CEO Ryan Lance — including Carlos Gutierrez, former U.S. Commerce Secretary, and Charlene Barshefsky, former U.S. Trade Representative — attended the 9th U.S.-China CEO and Former Senior Officials' Dialogue, where they met with Chinese Premier Li Keqiang.

Held at Zhongnanhai, central headquarters of the Chinese government, the 2017 event featured discussions about the current global economic situation, U.S.-China business relations, and infrastructure and investment opportunities in the U.S. and China.

Lance told the group that U.S.-China economic and trade relations

“We know that political barriers can result in increased business barriers. We believe these barriers and obstacles can be reduced.” — RYAN LANCE

are of great significance to the global economy, and the two countries are in a critical period. “As a global enterprise,” Lance said, “we know that political barriers can result in increased business barriers. We believe these barriers and



obstacles can be reduced.”

Premier Li reiterated the significance of economic and trade cooperation as the cornerstone of the bilateral relationship between the U.S. and China. “The Chinese side is willing to strengthen communication with the U.S. business community,”

“win-win” cooperation.

The annual event has been held since 2011 and is a joint effort by the U.S. Chamber of Commerce and the China Center for International Economic Exchanges. It aims to build a platform on which U.S. and China business leaders, former officials and scholars can discuss ways to improve the economic relationship between the world’s two largest economies. Although the meeting occurred against a backdrop of increased uncertainty in relations between Washington and Beijing, the recent agreement between the two governments to encourage China’s liquefied natural gas purchases from the U.S. shows the positive role a stronger energy partnership can play in bolstering the relationship between the two countries. ■

Drilling begins at 1H NEWS

In late July, three years after submitting the necessary permit applications to regulatory agencies, ConocoPhillips began drilling at the uniquely named 1H NEWS well site. Located in the Kuparuk River Unit on Alaska’s North Slope, 1H NEWS (Northeast West Sak) is a viscous oil development targeting the West Sak reservoir. A nine-acre extension to the existing 1H drill site, 1H NEWS includes surface facilities to support four penta-lateral production wells and 15 injection wells. Those facilities include a new pipe

header, wellhead infrastructure, modules, tanks and tie-ins to existing pipeline infrastructure. The project provided 150 jobs during construction and cost approximately \$460 million gross to develop. Estimated peak production at the field is 8,000 BOPD. Viscous oil is thicker and more difficult to produce than conventional crude, mainly because it is at shallower intervals and closer to the permafrost that underlies the North Slope. This makes the oil cooler and technically challenging to produce. In



contrast, conventional oil on the slope is deeper, warmer and flows more easily to producing wells. ■

ConocoPhillips China and CNOOC Limited launch Bohai Field Phase 3

ConocoPhillips China (COPC) and CNOOC Limited recently held ceremonies in Tanggu and Qingdao to officially mark the start of fabrication on components of Bohai Field Phase 3. The launch ceremony featured first steel-cuttings for Wellhead Platform V (WHPV) topsides and drilling, completion and workover rig in Tanggu and the WHPV jacket in Qingdao. ConocoPhillips China President Mark Wheeler and Chad Huffman, vice president, Capital Projects & Asset Management, attended the ceremonies at the CNOOC Tanggu and Qingdao yards.

In addition to Wellhead Platforms V, G and K, the project consists of three drilling, completion and workover rigs, the Central Processing Platform (CPP), 162 recommended wells and 24 potential wells.

COPC and CNOOC have jointly approved this project to optimize the reservoir development plan, increase production and recovery and upgrade Peng Lai Field processing capabilities — including increased water handling capacity, improved water injection quality and additional power generation.

The project was sanctioned pursuant to the petroleum sharing contract for

Bohai Block 11/05 and with full alignment between COPC and CNOOC. The PL19-9 comprehensive adjustment project (PL19-9 Oilfield WHPJ) was an excellent example of the successful ongoing partnership between the two companies. In 2017, COPC and CNOOC will maintain this positive momentum with the execution of Bohai Phase 3, one of the largest developments sanctioned by ConocoPhillips in the past few years.

[COPC and CNOOC signed the China Bohai 11/05 Contract Zone Petroleum Contract in 1994.](#) ConocoPhillips has a 49 percent working interest. At the time,



the Bohai Peng Lai Fields were the largest offshore development with the greatest reserves in China. COPC delivered the Bohai Phase 1 project in 2002 and the Phase 2 development in 2004 as operator. CNOOC became the Peng Lai operator in 2014. Over the past three years, COPC and CNOOC have delivered positive business outcomes through rigorous cost management, quality control and cooperation. ■



Bringing Accountability + Performance to life

BY MARIA LORENZO

From unique products and packaging to catchy slogans and brand characters, companies are always looking for ways to differentiate themselves from competitors. So how can a company like ConocoPhillips distinguish itself to be the exploration and production company of choice for all stakeholders? More than a logo or an advertising campaign, the essence of ConocoPhillips' brand is Accountability + Performance.

"It guides not only what we do, but how we do it," said Chairman & CEO Ryan Lance. "It's about being willing to own our behaviors and actions and deliver on our commitments."

Beyond the company's brand, Accountability + Performance describes the qualities that unify ConocoPhillips' employees across the world. It is one of the four leadership behaviors for sustainable change, defined behaviors that help employees do business better. Committing to Accountability + Performance means taking ownership; holding each other accountable to stakeholders, communities and each other; and setting the right goals to achieve optimal performance. Displaying Accountability + Performance every day can also help build trust and strong reputations with the company's stakeholders.

Here are some insights from Eagle Ford colleagues in Houston and Kenedy, Texas, on how to bring Accountability + Performance to life.



On what Accountability + Performance means:

"Accountability + Performance means taking responsibility for the deliverables that I produce."

It means to commit, be proactive and be able to engage and communicate."

— Michelle Voog, Eagle Ford project cost engineer/analyst



On how it helps enhance employees' performance:

"When we set the right expectations and hold our employees accountable, they're able to perform better and know the right amount of energy and resources to dedicate to get the work done. The most important part is that it's not just me holding them accountable but that they hold themselves accountable by showing me the decision made, the solution, what the outcome will be and how we're going to control that to include resources, costs and any impact to any other groups."

— Gabe Aparicio, Eagle Ford construction superintendent



On the need for alignment for teams with joint goals:

"For Asset Integrity, we have many joint goals with operations, maintenance and project teams. So, we need a mutual understanding among the interdependent organizations to drive performance and achieve our annual business goals. For us, accountability is being able to rely on each other, and if we don't have that, we won't perform as an organization overall."

— Karen Blackburn, supervisor, Gulf Coast business unit Asset Integrity



On the importance of planning:

"Before starting a long-term project, we create a project execution plan — a written record of exactly what we are going to achieve. Especially when working with broader interdisciplinary groups, we need to make sure everyone is on the same page, so we have everything written out explicitly before we start."

— Megen Maginot, optimization engineer

VOLUNTEERING

Inspiring young minds with science

BY GUS MORGAN

It's rare that a child gets to see dinosaurs, mummies and butterflies all in one day.

But for 60 Houston children that's exactly what happened, thanks to a collaboration between ConocoPhillips and HYPE Freedom School that took place at the [Houston Museum of Natural Science](#) on June 29.

The museum trip, dubbed "Bigs for a Day," was designed to provide a

science-related educational experience and raise awareness among ConocoPhillips employees about [Big Brothers Big Sisters \(BBBS\)](#), a nonprofit mentoring network. Grouped with



ConocoPhillips volunteers, the children started their visit in the paleontology hall among an array of ancient beasts, including a Triceratops and a giant ground sloth. The tour also included the Foucault Pendulum, Texas and Africa wildlife dioramas and a planetarium film called *Dark Universe*.

The volunteers consisted of individuals from Exploration, Business Development & Other International and the Black Employee Network. The team collaborated with volunteers from HYPE Freedom School, a six-week summer literacy and enrichment program that serves children from Houston's Southeast/Sunside area.

A 'BIG' DEAL FOR MENTORS

The educational outing, which involved children grades three through eight, also provided ConocoPhillips volunteers with a simulation of what it's like to be a "Big" in BBBS.



"Part of our SPIRIT Values is to be good citizens in the communities where we operate," said Mike Powers, geologist, who helped organize the event. "Given that ConocoPhillips' headquarters is in Houston, it's our responsibility to give back to the community through acts of civic engagement like this event."

Powers said not knowing with whom they will be paired beforehand turns a lot of people away from joining BBBS.

"This event served as a trial run for what it's like to be a 'Big,'" Powers said. "It allowed people to get acquainted with a potential 'Little' before making a long-term commitment."

INTRODUCING YOUTHS TO THE JOYS OF SCIENCE

Ayelet Harris, staff petrophysicist, said interacting with the children gave her the opportunity to share her passion for science and learning.

"As scientists," Harris said, "it's imperative to show kids what we do and why science is critical to their quality of life."

Dallam Masterson, geologic fellow, said the four boys in his group were keen on seeing dinosaurs and gemstones.

"Because the museum has such an amazing collection," Masterson said, "the kids could see almost anything that they asked about. It was fun to see the exhibits through their eyes."

PROVIDING OPPORTUNITIES TO THRIVE

The day's interaction underscored a major principle of the HYPE program: having a caring adult in a child's life helps them thrive.

"We believe every child has the potential to succeed, but not every child has the opportunity," said Brandi Brown, executive director. "With a collective commitment to serve children, such partnerships can lead to sustainable change."

Brown said it was an honor to work with Powers to pull the project together.

"We are extremely grateful to the ConocoPhillips team for taking time out of their schedule to show young people they're valued," Brown said. "Actions really do speak louder than words." ■



ConocoPhillips honored with prestigious Coast Guard Foundation award

During the second annual Tribute to the [United States Coast Guard](#) in Houston, held on May 24, the 2017 Guardian Award was presented to ConocoPhillips. Chairman & CEO Ryan Lance accepted the award on behalf of the company. Also in attendance were employees from Polar Tankers, Global Marine and Richard Lunam, president, Exploration, Business Development & Other International.

“It is an honor to receive the Guardian Award from the distinguished leadership of the [Coast Guard Foundation](#) and to join with so many others to pay tribute to the men and women of the U.S. Coast Guard,” said Lance. “I consider it a privilege to accept this recognition on behalf of the employees of ConocoPhillips, and I know that they believe in this cause just as much as I do.”

The organization’s premier award recognizes an individual, company or organization that has provided significant support to the Coast Guard Foundation, the Coast Guard or other members of the

U.S. Armed Forces and their families.

Polar Tankers works closely with the Coast Guard on vessel safety, and employees know

that the Coast Guard is always there to aid them in times of peril. Additionally, Polar Tankers partners with the organization to offer the ship-rider program, a training platform for new Coast Guard officers.

For more than 20 years, ConocoPhillips has been a leading advocate of the Coast

“I consider it a privilege to accept this recognition on behalf of the employees of ConocoPhillips, and I know that they believe in this cause just as much as I do.” — RYAN LANCE

ABOVE: (Left to right) Karen Davis, manager, Marine Assurance; Jerry White, director, Marine Technical; Chairman & CEO Ryan Lance; Lauren Moore, HSE advisor; Nelson Bourgon, master; Bob Hayes, manager, Polar Engineering; Joy Hall, training director; and Richard Lunam, president, Exploration, Business Development & Other International

Guard Foundation’s key strategic initiatives, including education, morale and relief programs. The company’s contributions also support the Fallen Heroes Scholarship Fund for children who lost a parent in the line of duty.

“We are grateful to the people of ConocoPhillips for their longstanding and steadfast commitment to the foun-

dation and their dedication on behalf of our efforts to support the Coast Guard and its members,” said Susan Ludwig, president, Coast Guard Foundation. ■

Jetty provides modern crisis management tool

BY DAREN BEAUDO

CONOCOPHILLIPS RECENTLY REPLACED ITS CRISIS MANAGEMENT SOFTWARE WITH JETTY, A WEB PLATFORM THAT ENABLES TWO-WAY INTERACTION WITH STAKEHOLDERS VIA A MODERN AND SIMPLE INQUIRY ENVIRONMENT FOR ENGAGING AND POSTING WEB CONTENT.

During an actual event, a trained crisis management team would continuously update the website with the goal of reassuring the public and making it convenient for them to follow the company's response.

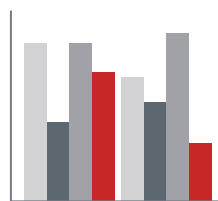
The initial response to stakeholders and the media sets the tone for how the company's handling of an incident is perceived, making it imperative for ConocoPhillips to develop clear, consistent messages and share them in a timely fashion. This helps the company maintain credibility with key audiences, including the media, employees, contractors, shareholders, government officials, community leaders, those affected by the incident and the general public. A website powered by Jetty is an effective way to manage this kind of information sharing.

The Investor Relations & Communications team has created several unpublished sites that are ready to go public

in the event of an emergency or crisis situation. The company also uses two internally accessible training sites to allow communicators and web designers to practice during scheduled training



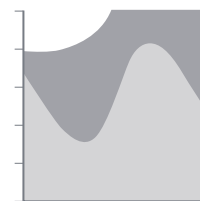
Inquiry Categories



Visits



Post Categories



Trending

events and on their own time.

When the website goes live following an event, visitors will find options to submit questions by filling out a series of registration fields. Communicators can respond directly to inquiries from individuals or groups of stakeholders with similar interests through the creation

of distribution lists to alert them to information of unique interest. Contact information remains on file in the website database and can be easily accessed if additional outreach is desired.

Jetty also helps in responding to daily media interest. Reporters looking to contact ConocoPhillips will find an inquiry link on the conocophillips.com site. Clicking the link and completing the form immediately places the inquiry into the system to be handled by media relations specialists in the company.

Jetty is owned by The Response Group, which provides other crisis services to ConocoPhillips, including common operating environment (COE) and

incident action plan (IAP) software. The COE, used both in the field at the incident management team level and by the crisis management support team, visually captures emergency response activities. The IAP database comprises action plans and details of activities executed by the entire crisis response organization. ■

Jetty Enterprise Conversation Management System

The complete tool for communicating with your stakeholders

Collect



Collaborate



Distribute



Bartlesville Buzz

BY DAVID AUSTIN

CAM learnings help Brian Williamson focus on passenger needs

In September 2016, Brian Williamson took the toughest test of his life. "I really wondered what I had gotten myself into," said Williamson, trip coordinator with Global Aviation Services (GAS).

By passing the exam, Williamson earned **Certified Aviation Manager (CAM)** status, something achieved by fewer than 400 people in the world.

Williamson and fellow trip coordinator Lisa Evans coordinate travel for the executive fleet.

"I've really enjoyed my time with ConocoPhillips," said Williamson. "I work with great people. You never know what a given day will bring, and the job is never dull. Plus, you get to be a problem solver, which I really like."

Williamson heard about the CAM program but "thought about it for a couple of years before deciding to go for it."

In October 2016, he learned he was successful.

"I was excited, happy and relieved," said Williamson. "I'm proud of my accomplishment, and I have a lot of respect for everyone else who has achieved their CAM status. It's not easy."

Assistant Chief Pilot Jeff Fellows is the latest ConocoPhillips employee to achieve CAM status. As he prepared for his exam, Williamson was an important resource.

To maintain CAM status, Williamson and his colleagues are required to complete continuing education classes.

"Anything I can learn helps me in my role," says Williamson. "My experience and the CAM process have helped me focus more on the needs, expectations and safety of our passengers."

Jeff Fellows earns distinguished Certified Aviation Manager status

In mid-June, a meeting at the Bartlesville Municipal Airport was interrupted by members of the Global Aviation Services (GAS) team bearing a cake, card and gift.

A surprised Jeff Fellows, assistant chief



Jeff Fellows

pilot, OK-TX Air Shuttle, had learned a few weeks earlier that he had reached **Certified Aviation Manager (CAM)** status with an exam score that was one of the best in the history of the program.

"It's a real honor," said Fellows, "To be able to say that I'm on the same list as some amazing people is really special."

Fellows joins the CAM ranks with two other ConocoPhillips people: Jeff Mroczenski, chief pilot, and Brian Williamson, trip coordinator.

"Jeff and Brian played big roles in helping me achieve CAM status," said Fellows. "I am very grateful for their help and support."

The CAM program identifies highly qualified professionals from the world of business aviation. The certification process tests applicants' knowledge and expertise of leadership, human resources (HR), operations, technical and facility services and business management.

"I've been a pilot for 30 years," notes Fellows, "so I know that area very well. But I have never worked in areas such as finance, legal, HR or maintenance. I had to seek help in those areas. The great thing is, our staff was happy to share

their knowledge with me. I really appreciate them."

Now that he has attained CAM status, Fellows will have to continue to take classes and attend workshops on a three-year cycle in order to retain it.

"I'm definitely going to maintain my status," said Fellows. "I worked too hard to just let it lapse."

Rick Boswell achieves shuttle pilot-in-command status

Toward the end of a long meeting at Bartlesville Municipal Airport, Rick Boswell was puzzled when he saw people he knew filing into the room with cupcakes and a special plaque. The surprise gathering celebrated his promotion to Global Aviation Services' (GAS) OK-TX Air Shuttle pilot-in-command (PIC).

"It was a complete surprise," said Boswell. "They did a great job of keeping that secret."

What isn't secret is the hard work that Boswell put toward earning his promotion. Marvin Janda, senior captain/standards captain, mentored Boswell, while Jeff Fellows, assistant chief pilot, led his final four training flights.

"I appreciated the opportunity to complete the upgrade," says Boswell. "It's the result of a lot of work."

In addition to his newly acquired PIC status, Boswell serves as manager of the Bartlesville Municipal Airport. Owned by the city of Bartlesville, the airport is managed by ConocoPhillips through a lease-operating agreement.

The path to PIC status involves learning more than just the technical aspects



Brian Williamson



Jeff Fellows and Rick Boswell

of being a professional aviator. The mentoring pilot addresses items such as situational awareness, communication, leadership, crew synergy, decision-making, stress management, workload management and effective briefings.

"I was impressed with Rick's professionalism and dedication to the program," said Fellows. "He's an excellent aviator and will make a fantastic shuttle captain."

Before enjoying a cupcake, Boswell thanked all who supported him.

"I appreciate the opportunity and all of those who helped to make this possible," said Boswell. "It was a long process, but definitely worth it."

ConocoPhillips labs achieve new safety milestone

The company's labs at the Phillips 66 Research Center (PRC) in Bartlesville, Okla., recently marked their fourth straight year without a recordable incident.

"We're very proud of this achievement," said Operations Supervisor Dan Paine. "What really resonates is the continued commitment of our employees to ensuring that we work in the safest environment possible."

ConocoPhillips has 42 employees and contractors at the PRC and operates in 107,000 square feet of leased lab and office space. The organization's safety milestone is especially significant given the nature of the team's work, including activities involving more than 2,100 chemicals, dangerous gases, high temperatures/high pressures and shipping and receiving large items such as drums of produced water and long sections of failed pipe.

"In all," Paine said, "we've worked more than 818,000 employee hours since our last recordable incident."

As ConocoPhillips' site leader at the PRC, Paine works closely with HSE Lead Jay Ely to ensure that safety is factored into every activity. All lab employees participate in a behavior-based safety program known as CLAWS (Continuously Looking at Workplace Safety) through which employees encourage each other to conduct safety observations and note

safe as well as at-risk behaviors.

The labs also earned their annual re-approval as an Occupational Safety and Health Administration Voluntary Protection Program (VPP) Star site.

"Four years without a recordable incident is something we've never achieved before," Paine said. "But this isn't about records or milestones, it's about keeping people safe. We'll continue to work every day to emphasize safety, stay focused and see how far we can extend our record."

Abby Hales rolls up academic achievements

Abby Hales didn't like her chances of being named the 2017 Examiner-Entrepreneur and Patriot GMC Hyundai Student of the Year and leaned toward not attending the May 11 awards banquet.

She had a Bartlesville High School (BHS) choir performance that evening and figured she'd find out later who won. When Robert Hales, ConocoPhillips' director of International Tax, heard about his oldest daughter's plans, he knew he had a problem.



Abby with father Robert Hales

"I had to make sure Abby went to that banquet," said Hales.

Organizers had let him in on their secret to make sure she would attend.

Abby is now the proud owner of a 2017 Hyundai Elantra, plus \$2,000 in cash to cover taxes and \$500 in gas money.

"I was utterly shocked," said Abby. "I was really hoping to get one of the runner-up prizes."

Earlier this year, Abby was chosen to receive a \$16,000 ConocoPhillips Dependent Scholarship. She plans to attend Brigham Young University in Provo, Utah.

"While I'm obviously a little biased, I think she's an incredible kid," says Hales. "Abby was very young when we lost her mother eight years ago, and I'm really proud of her."

Pranoy Behera gained rare insight through U.S. Senate program

ConocoPhillips summer employee Pranoy Behera was a senior at Bartlesville High School when he was accepted into the prestigious [U.S. Senate Youth Program](#). During the March 2017 event, 104 high school juniors and seniors from around the country spent a week in Washington, D.C., learning about the U.S. Senate and the federal government.



Pranoy Behera

Students compete statewide for two slots. Each one selected receives a \$10,000 undergraduate scholarship to the institution of their choice.

The son of ConocoPhillips IT Senior Analyst Babaji Behera, he currently works in the Content Support group led by ECM Support Supervisor Alex De La Rosa. Behera plans to attend the University of Oklahoma to pursue a double major in chemical and computer engineering.

"I learned through the program that you don't have to be a politician to serve the public," said Behera. "There is a need for people from all walks of life and vocations. Our group met doctors, engineers, scientists and others working in government fields. If I can master what I plan to do, and I can steer it to help people, that would be great." ■

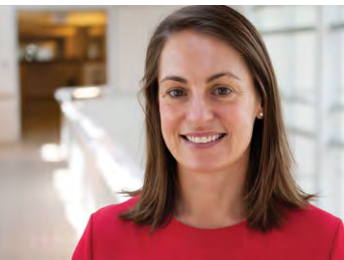
spirit

On Assignment

COCO JIANG (*China news, pages 60-61*) joined the company in June 2017 as a communications specialist for ConocoPhillips China in Beijing. In her current role, Coco supports communications and corporate social responsibility. Prior to that, she worked with a local public relations agency, specializing in Chinese mass and social media. Coco holds a master's degree in mass media communication from the University of Sydney. She is the proud mother of a two-year-old daughter.



The Houston Communications team is pleased to welcome **FIONA MCLEOD**, who is on temporary assignment from her home business unit in Brisbane, Australia. Fiona is filling in through the end of the year for employees on maternity leave. In her current role, she supports global business units and corporate functions with their media and communications requirements. Fiona has been with ConocoPhillips for eight years, most recently managing external affairs as a secondee to Australia Pacific LNG. Outside work, Fiona enjoys horseback riding and hopes to get some time at nearby ranches while she is in Texas.



DAN BLACKSON joined the ConocoPhillips video team in 2015, where he develops and creates films for both internal and external audiences. A skilled producer, editor and drone pilot, Dan began his career working in video communications and social media for the Walt Disney Company in Burbank, California. He graduated from Syracuse University in 2012 with a bachelor's degree in film. Dan is passionate about traveling, storytelling and seeing the world from above.



IIS MATTJIK (*Lifesavers, page 53*) has been with ConocoPhillips since May 2008. She is internal communications specialist for the company's Indonesia business unit and developed programs to promote workforce engagement. Aside from communications and special events, wellness



is her passion. She is one of the business unit wellness leads and a certified breastfeeding counselor. She enjoys running, CrossFit and yoga. Iis earned her bachelor's degree in communications from the University of Indonesia.

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Ray Scippa, Executive Editor

Jan Hester, Assistant Editor

Ashley Dillon, Marty Holtman and Gus Morgan, Contributing Editors

Michelle Gunnett and Tanyia Johnson, Designers

Kevin Bonny, Account Manager

COMMUNICATIONS: Emma Ahmed, David Austin, James Bartlett, Daren Beaudou, Jackie Bunce, Cathy Cram, Jan Hester, Christina Kuhl, Jennifer Leahy, Vinnika Johnson, Candy Leigh, Maria Lorenzo, Fiona McLeod, Gus Morgan, Kris Sava, Ray Scippa and Andrea Urbanek

CREATIVE SERVICES: Dan Blackson, Kevin Bonny, Carmelo de Guzman, Ashley Dillon, Danielle Doty, Michelle Gunnett, Tanyia Johnson, Balam Reyes, Richard Rogers, Jim Spanos, Mara Webster and Sara Wise

CONTRIBUTORS: Josh Corless, Helen Currie, Chris Dodson, Kathryn Donelson, Sandra Duncan, Stephen Elison, Stephen Ellison, Tore Falck, Drake Frazier, Wesley Heinold, Marty Holtman, Anna Jones, Shannon Kinney, Kristen Diane Merkle, Paul Reedy and Kjell Undall

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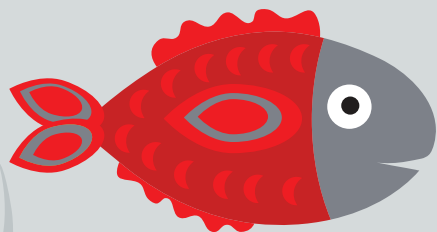
Did you get hooked?

During **2Q 2017**, ConocoPhillips IT Security performed a targeted phishing campaign, sending one of two different emails to over 20,000 employees and contractors globally. Here's what happened:

Of **20,331** emails sent:

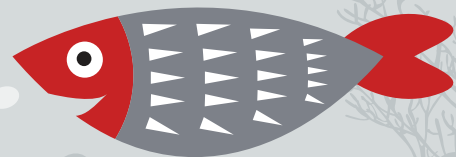
 **2,209** (~10%) clicked on a link in the email

Such campaigns are common in large organizations and are intended to raise awareness and educate workforces on the dangers of phishing and similar scams. **One click on a link in a phishing email is all it takes to put the company at risk.**

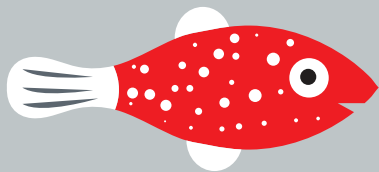


Does the email or link seem suspicious?
When in doubt, don't click!

In phishing, **cyber criminals "fish" for valuable information under false pretenses** – usually with a link to a phony website. The email appears to come from a trusted source, but it's designed to compromise the recipient's computer and maliciously obtain data. **Don't take the bait!**



Phishing emails can look like the real thing. **Don't get lured in!**



Forward all phishy emails to **Phishing@ConocoPhillips.com**



SPIRIT Awards 2017



INDIVIDUAL AWARDS

Chuck Mosher

INDIVIDUAL LIFETIME ACHIEVEMENT



LIFESAVER

CANADA

Ian Branconnier
Chris Chakaipa
Chad Lacina
Dan Oviatt
Kyle Pacholok
Lance Raymond
Mark Hildebrand

POLAR TANKERS

Adam Estabrooks

INDONESIA

Asok Khumar
Supriyadi Umar

LOWER 48

Anna Wunderlich



PROCESS SAFEGUARD

LOWER 48

Keith Gantenbein



2018 AWARDS

Outstanding Mentor

Outstanding Early Career Technologist

Technology Champion

2002 2017

15 YEARS
SPIRIT AWARDS

S **SAFETY**

2

P **PEOPLE**

2

I **INTEGRITY**

3

R **RESPONSIBILITY**

4

I **INNOVATION**

4

T **TEAMWORK**

10

BUSINESS EXCELLENCE

9

TEAM AWARDS



WELLNESS

2