



## Measuring Sustainability Performance

January 19<sup>th</sup>, 2011

**Pathways to Urban Sustainability  
Workshop**

**Bruce Wilcoxon**  
Director, Climate Change



## Exploration & Production



## Midstream



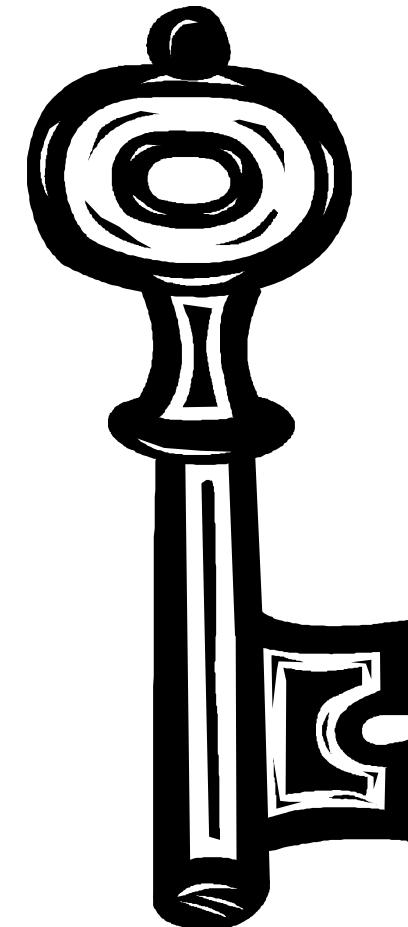
## Refining & Marketing



## Chemicals



- Aligned with Sustainability Program
- Not a Trivial Exercise
- Integrated Feedback



# Programs that Impact Performance



**Company Values**



**Philanthropy**



**Regulatory Compliance**



**Sustainable Development**

# Sustainable Development



- Are we producing energy in a **cost-competitive manner**?
- Are we able to **grow our business**?
- Are we **identifying and managing risks**?
- Are we **identifying and capitalizing on new opportunities**?
- Are we **providing a fair return to shareholders**?

Environmental and Social Performance Increasingly Critical to Success

- Organizational complexity
- Resource the effort
- Buy-in and commitment
- Measuring “Soft” impacts
- Time frame
- Considering trade-offs
- Stakeholder expectations
- Communicating results



Integrated Feedback rather than Simple Metrics

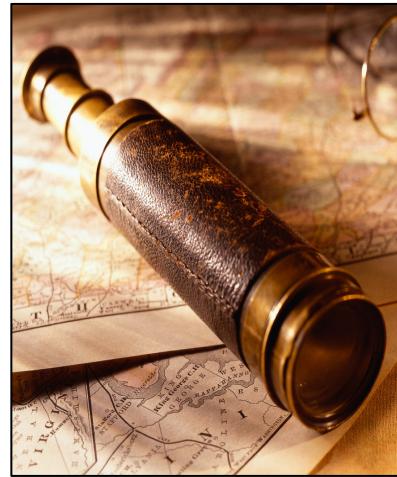
# Sustainable Development Feedback



## Business Performance



## Planning and Processes



## HSE Metrics



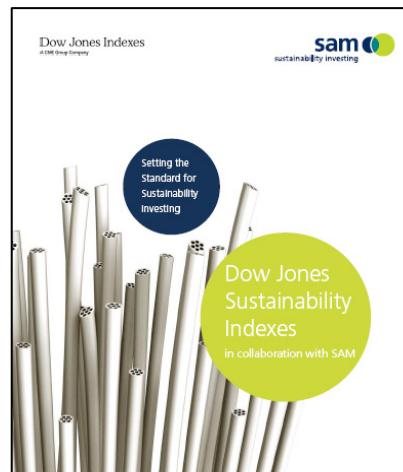
## SD Goals



## Benchmarking



## SD Ratings



## Stakeholder Engagement



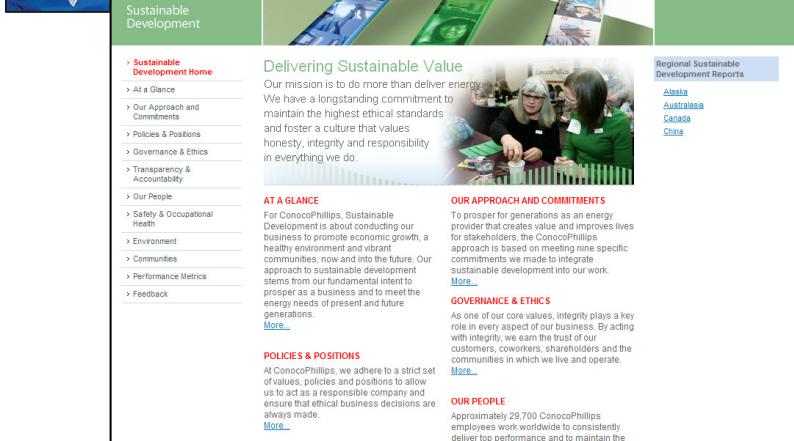
## Activism



# Communicating Performance



The image shows the front cover of the ConocoPhillips 2006 Sustainable Development Report. It features three photographs: a woman in a white shirt, a young boy in a bathtub, and a man in a hard hat. The title 'ConocoPhillips' and '2006 Sustainable Development Report' are at the top, with 'Global Values' and 'Local Action' in the center. Below the images is a screenshot of the ConocoPhillips website.



The website screenshot shows the 'Sustainable Development' section. It includes a sidebar with links like 'Sustainable Development Home', 'At a Glance', 'Our Approach and Commitments', 'Policies & Positions', 'Governance & Ethics', 'Transparency & Accountability', 'Our People', 'Safety & Occupational Health', 'Environment', 'Communities', 'Performance Metrics', and 'Feedback'. The main content area features a 'Delivering Sustainable Value' section with a photo of people at a table, 'OUR APPROACH AND COMMITMENTS' with a photo of a presentation, 'GOVERNANCE & ETHICS' with a photo of a presentation, and 'OUR PEOPLE' with a photo of a presentation.



A world map showing ConocoPhillips' global operations. It highlights various countries with colored squares, indicating the presence of different business units or operations. Labeled countries include Canada, United States - Alaska, United States - Lower 48, Greenland, United Kingdom, Ireland, Switzerland, Germany, Austria, Poland, Russia, Kazakhstan, Azerbaijan, Georgia, Turkey, China, South Korea, Vietnam, Malaysia, Singapore, Indonesia, Timor-Leste, Australia, Saudi Arabia, United Arab Emirates, Qatar, Libya, Algeria, Nigeria, and Peru.



A photograph of an internal meeting in a conference room. A woman in a suit is standing and speaking to a group of people seated around a long table. A presentation screen in the background shows a slide with text and a small graphic.

**EXTERNAL**

**INTERNAL**

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