Inspiring students

ExxonMobil’s Business Support Centers

PLUS
- Future leaders
- Everyday plastics
- New director profiles

2013 – Number 2
Let’s prime our economic engine.

Science and technology are the catalysts for 21st-century economic growth. Today there are millions of vacant jobs in the country because there aren’t enough applicants with adequate math and science skills. If we champion those subjects now, our students will excel in the jobs of today and tomorrow. Let’s get our economy running at full speed. Join ExxonMobil in advancing math and science education. Let’s solve this.

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Upfront

ExxonMobil has long been involved in improving educational outcomes. Like most companies, we rely on our employees to have critical reasoning and problem-solving skills as well as the ability to tackle challenges with innovative thinking. On the following page, Mr. Tillerson discusses this topic, and the importance of Common Core State Standards that set the expectations students need for college and career readiness.

Other articles in this issue also explore the power of education. A story on page 15 highlights this summer’s African First Ladies Summit that focused on how effective investments in educational and other services can lead to greater stability and prosperity in emerging nations.

A program started by ExxonMobil engineers and scientists that helps young students discover science and engineering through video chats is described beginning on page 17. These are just a few examples of our company’s commitment to advancing the role of science, technology, engineering and mathematics in the world today.

Our cover story beginning on page 19 discusses ExxonMobil’s network of Business Support Centers. These offices handle critical company activities supporting controllers, tax, procurement, sales support and other day-to-day activities. The specialized jobs at these centers, and the people who perform them, are highlighted.

An ExxonMobil project called Hebron currently under construction in Canada is profiled on page 11. Plus, a new campaign to promote plastics (page 5), an in-depth interview with Alan Kelly, president of the newly formed ExxonMobil Fuels, Lubricants & Specialties Marketing Company (page 7) and new exploration in Africa (page 34).

We hope you enjoy this issue of The Lamp.

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Your math teacher was right: Algebra matters. Common Core standards are vital, too.

ExxonMobil Chairman and CEO Rex W. Tillerson is chairman of the Business Roundtable’s Education & Workforce Committee. In the following Wall Street Journal op-ed, he urges support for Common Core State Standards.
With headlines announcing unemployment rates above 8 percent in some parts of the country, many people I talk to are surprised to learn that jobs by the hundreds of thousands remain vacant today.

The reason for that is clear: American employers do not have enough applicants with adequate skills, especially in science, technology, engineering and math. The “STEM-related” positions that U.S. industry needs to fill are not just for biochemists, biophysicists and engineers. More and more jobs are applying cutting-edge technologies and now demand deeper knowledge of math and science in positions that most people don’t think of as STEM-related, including machinists, electricians, auto techs, medical technicians, plumbers and pipefitters.

In fact, after more than 30 years working in the energy industry, and now as I work with business leaders from every sector of the American economy, I can attest that your high-school math teacher was right: Algebra matters.

These days the energy industry tests for math and science aptitude when hiring for entry-level positions. Our industry is seeking to fill positions that range from mechanics and lab support to blend and process technicians. But many applicants fail these basic tests, losing out on opportunities for good pay and good benefits.

The U.S. military is also being forced to turn away applicants because of a lack of preparation in math, science and other subjects. Each year, approximately 30 percent of high-school graduates who take the Armed Forces entrance exam fail the test.

Even more concerning, many of these educational shortfalls are apparent before students reach high school. According to the 2011 National Assessment of Educational Progress, only 35 percent of eighth graders performed at grade level or above in math.

As a nation, we must unite in recognizing the mounting evidence that the United States is falling behind international competitors in producing students ready for 21st-century jobs. According to the most recent Program for International Student Assessment, U.S. students rank 14th in the world in reading, 17th in science and 25th in math – and the trend line is moving in the wrong direction.

Course correction
We have an opportunity to reverse this trend, but it will take setting the right priorities. That starts with establishing high standards. It means leaders from government and business, as well as parents, need to defend the Common Core State Standards. These standards have been adopted wholly or in part by dozens of states in recent years but are increasingly under attack from across the political spectrum.

These voluntary, state-driven standards are a set of expectations for the knowledge and skills that students from kindergarten to 12th grade need to master for college and career readiness. Some oppose the standards, complaining that they undermine the autonomy of teachers; while at the other end of the spectrum, others decry the standards as a takeover of local schools by big government.

The criticism is misguided. The Common Core State Standards are based on the best international research. They are built on the standards used by the most effective education systems around the world, including Singapore, Finland, Canada and the United Kingdom. The standards are also designed to allow each state to make its own decisions regarding the curriculum, technology and lesson plans to be used in local schools.

In other words, the standards stipulate what we want all students to know and be able to do, but each state retains the explicit authority to determine how it teaches its students. The standards are a tool to help educators, not a straitjacket for them.

A major benefit of the Common Core State Standards is that they encourage students to analyze and apply critical reasoning skills to the texts they are reading and the math problems they are solving. These are the capabilities that students need as they prepare for high-skill jobs in the 21st-century workforce.

Raising expectations
We need to raise expectations at every grade level so that, for instance, students who do well in math in lower grades are spurred to take algebra and more advanced math. But we need high standards to drive efforts to improve educational outcomes in every subject.

With these education standards under attack in many states where they have been adopted or are being considered, the Common Core needs support now more than ever if America is going to reverse its education decline and prepare its young people to compete in today’s dynamic global economy. To abandon the standards is to endanger America’s ability to create the technologies that change the world for the better.

The Common Core State Standards are the path to renewed competitiveness, and they deserve to be at the center of every state’s effort to improve the education – and future – of every American child.
Imagine a world without plastics – no food packaging, smart phones, furniture, car parts, kitchen appliances, sports equipment, building materials and an almost endless list of other products made from plastics.

Plastics are everywhere in our lives. But while ubiquitous, many consumers are unaware of plastics’ contribution to better living and environmental sustainability. That’s why the American Chemistry Council (ACC), of which ExxonMobil Chemical Company is a member, has launched a program to inform the public of the many benefits of plastics.

**Plastics Make it Possible** explains how these materials can make consumer and industrial products stronger, lighter, less expensive and more environmentally friendly.

“We sometimes forget that plastics are essential to maintaining our quality of life,” says Margaret Mattix, vice president of global marketing, ExxonMobil Chemical. “Plastics are so commonplace that it’s easy to overlook how much they can contribute to reduced energy use and improved product quality and safety. That’s why we view this communications program as so important.”

The campaign informs consumers of the wide range of innovations that plastics make possible and how such innovations benefit everyday living. Messages focus on the areas of greatest interest to consumers and of greatest importance to the ACC’s member companies. Key categories include smart packaging, transportation, fashion, homes, medicine, safety and

A new campaign promotes these versatile materials’ contributions to better living and environmental sustainability.

A video series with Taniya Nayak (pictured above and at top of page) promotes recycling and the everyday uses of plastics throughout the home.
environmental sustainability.

Two current promotional themes are “Recycling Makeover” and “Bathroom to Bin.”

“Recycling Makeover” shows consumers how recycled plastics can live on as functional home décor. The campaign teamed with popular designer and TV personality Taniya Nayak to create a video series that demonstrates how everyday plastics from around the home can be recycled and made into stylish home decoration items. The videos show Nayak redesigning the interior of a Southern California home and demonstrating how products made from recycled plastics can create modern, trendy living spaces.

Everyday plastics
The “Bathroom to Bin” theme explains the benefits of recycling the packaging and containers of beauty and personal care items people use every day. When many consumers think of recycling, they think primarily of food packaging. Plastic containers that once held shampoo, lotion, mouthwash, medicine and other personal care products can also be recycled to make everything from outdoor furniture to cooking tools to fashionable clothing.

The ACC has joined with chef and television personality Robert Irvine to highlight innovations in plastics that make food preparation and packaging safer, more convenient and more environmentally sustainable. In a demonstration at the Plastics Make it Possible booth at this year’s Food Network New York City Wine & Food Festival, Irvine showcased the plastic packaging and cooking tools that help make preparing meals easier and less time consuming.

Previous promotions included participation in the Food & Wine Classic in Aspen, Colorado. At that event, ACC teamed up with entertaining-and-food expert Sissy Biggers to showcase the latest trends in plastic innovations in outdoor entertaining.

“Plastics allow you to have a sophisticated outdoor party using shatter-resistant, affordable and lightweight products,” says Biggers. “Plastics make it easier to prepare, transport and serve food outdoors. And the bottles, bags, wraps and containers can all be recycled to live again as decking, T-shirts, cutting boards, carpeting and more.”

Another campaign involves creating a video with TV personality and celebrity stylist Gretta Monahan. In the video, Monahan highlights the rapid rise in the use of recycled plastics in clothing and accessories, citing such examples as faux leather, nylon, and chiffon and metallic fabrics.

“Recycled plastics have quickly become a preferred material for making fashionable, chic clothing and accessories such as oversized sunglasses, affordable costume jewelry, easy-care work outfits and sportswear for workouts,” she says.

Importance of recycling
A key message of the Plastics Make it Possible campaign is that many plastics are easily recyclable. “Looking just at the United States, many households have access to a plastics-recycling program in and around their community,” says ExxonMobil’s Mattix. “Recycling provides the plastics used to make second-generation products. This fosters environmental sustainability by reducing raw material use, cutting energy use across the product’s life cycle and reducing the need for landfills. That’s why we encourage consumers to always look for products made with recycled plastics.”

Celebrity Chef Robert Irvine has added his star power to the American Chemistry Council campaign to promote plastics.
With the consolidation of its fuels and lubricants companies, ExxonMobil created a powerful global marketing organization aimed at accelerating growth of the entire downstream business.

When ExxonMobil combined its Fuels Marketing and Lubricants & Petroleum Specialties divisions in 2012, it created a marketing company of unsurpassed size—one that would rank No. 5 on the Fortune 500 as a standalone company.

Alan Kelly, president of ExxonMobil Fuels, Lubricants & Specialties Marketing Company (Fuels & Lubricants), discusses how the new organization is capitalizing on its exceptional workforce, globally recognized brands, world-class marketing and leading-edge technology to boost growth and create shareholder value.

How has the consolidation benefited ExxonMobil and its shareholders?

First, it enables closer collaboration with ExxonMobil’s other downstream organizations. ExxonMobil Refining & Supply manufactures our fuels, lubricants and specialty products, while ExxonMobil Research and Engineering provides us with a competitive advantage through technology development for our manufacturing and products. This
integration of world-class refining, technology and marketing is important to our customers, who value our capabilities as reliable suppliers of high-quality products and services. Further, this value that we create for our customers translates directly into strong returns to our shareholders.

Keeping the downstream context in mind, the Fuels & Lubricants combination creates a competitive edge in the marketplace and a platform for growth. We saw an opportunity to build on the knowledge, skills and practices that were present in the two companies. By bringing them together, we are also broadening professional-development opportunities for our employees. For us, the consolidation is as much about effectiveness as efficiency.

Externally, the new company is providing a much clearer focus on our customers as well as our target geographies and sectors. We forecast that global transportation demand for energy will increase by more than 40 percent through 2040, led primarily by the commercial sector. We are positioning the downstream to capitalize on that growth with new investments in refineries and technology, especially in our distillates and lubricants businesses.

We understand where future opportunities will be, and we are shifting our focus to growth regions. Some markets, such as Asia, areas of Latin America and across parts of the Middle East and Africa, have exciting growth potential. But we also see potential in areas that have experienced economic downturns, such as parts of Europe and North America. We will ‘fish where the fish are,’ directing our resources to where there is growth, where we are a strong competitor, and where we can deploy resources efficiently.

Please describe how the new company is organized.

Fuels & Lubricants affiliates market almost 2,000 fuel, lubricant and specialty products for automotive, industrial, aviation and marine use in more than 100 countries. We are also the world’s largest supplier of base oils for the manufacture of finished lubricants. Mobil 1 is the world’s leading synthetic motor oil. There are nearly 24,000 branded retail sites globally.

As we designed the organizational structure for this larger organization, we focused on two essential qualities required for success: sales excellence and functional excellence, with a strong focus on marketing.

To better support sales, we created five distinct global business units (GBUs) – Retail, Lubricants, Aviation, Marine, and Wholesale & Specialties. These GBUs serve their customers and markets both directly and indirectly through a network of leading distributors and branded wholesalers.

On the functional side, our Marketing, Planning and Customer Service teams support these GBUs around the world. They are responsible for everything from market insights, consumer research and brand identity to development of professional training materials, promotional advertising and loyalty offerings. They also provide outstanding support for our distributors and branded wholesalers to help build stronger brand recognition and marketing capabilities.
What sets Fuels & Lubricants apart from its competitors?

We really have a number of key advantages, and we’re committed to extending these by investing in them.

Foremost is the quality of our employees. How we recruit and develop our people, either as marketing or technical professionals or as leaders across the business, sets us apart. I have been impressed with the commitment of our employees throughout the consolidation process and their support for further advancing our world-class marketing organization.

Our technology is another key differentiator. In the Lubricants business, we have superior technology in products such as Mobil 1, Mobil SHC and Mobil Delvac 1, which our customers value for their productivity and energy-efficiency benefits. We’re expanding that technology advantage to our Retail and Wholesale Fuels businesses by introducing new products, including premium fuels, as well as new information technology for customers, such as mobile phone payment at the pump.

The Esso, Exxon and Mobil brands also have unique strengths in many markets around the world. We’re investing in these brands so that our customers are aware of the quality and technology we provide.

In our branded wholesale fuels and in our lubricant distributor network, we work with strong commercial entities who understand our business and distribute our products exceptionally well in their local communities. Our branded wholesalers and distributors share our view of what consumers value, and they are willing to invest considerably in their own businesses so we can grow together. They also help us understand changing consumer trends so we can adapt our programs and products.

All of these advantages enable us to focus on our customers’ needs better, faster and more reliably than our competition.

What are some of the organization’s early successes?

There are a number of them. We’re sustaining worldwide growth of our flagship lubricant products, including Mobil 1 and Mobil SHC, as well as our premium products. In fact, Mobil 1 is setting sales records. We extended our Mobil 1 contract and strategic relationship with Porsche, having filled well over 1 million Porsche cars with Mobil 1 synthetic motor oil. We also just celebrated the 60th anniversary of the strategic partnership with Toyota. To continue to supply these and other key customers, we’re expanding lubricants capacity in the United States, Singapore, Finland and China.

The aviation lubricants business is currently testing Mobil Jet Oil 387, the next generation of aircraft-type gas turbine lubricant designed for more-advanced aircraft. And we’ve also launched new services and flagship products in our Marine business.

In Retail Fuels, we’ve introduced joint promotions with supermarket chains to attract more customers to our fuels outlets, including Safeway in the United States, Tesco in the United Kingdom and Foodstuffs in New Zealand. As a result, we’re gaining customers and market share in Europe and in the United States, increasing volumes even in tough economic times.

By the numbers
The new Fuels, Lubricants & Specialties Marketing Company has:

- Nearly 9,000 employees worldwide
- Selling 1,800-plus products
- In more than 100 countries
- 55,000-plus distributors and other business customers
- And 24,000 retail sites
- Supplied from 31 refineries and 25 lubricant oil-blending plants
- Supported by 9 Business Support Centers
- Contributing approximately 40 percent of the corporation’s total revenue
And we have strong pipelines of sales opportunities across all our other global business units.

You spoke about delivering superior returns to ExxonMobil shareholders. Can you elaborate?

During the last decade, we fundamentally changed the way we go to market by reducing the capital employed across the entire sales and marketing organization. We made some tough choices about the markets and businesses in which we want to compete. This has allowed us to direct our resources and funds toward more strategic and profitable businesses. As a result, we’ve increased the value of the integrated downstream to the benefit of the corporation and its shareholders.

For instance, in the United States, we are working to grow the value of our brands and back them with the highest-quality fuels and innovative services. Our branded wholesalers and their dealers have ownership of their stores while selling our fuels and other products under the Exxon and Mobil brands. Our research tells us that customers want an outstanding retail experience. So we invest in the brands, programs and fuel products while our wholesalers and dealers invest in the stores themselves, creating that outstanding store experience. We’ve created a winning formula that strengthens our brand reputation and earns repeat customers for us as well as for our wholesalers and dealers.

Based on my more than 30 years in this business, I see this as an exceptional time for us. With the consolidation of our Fuels, Lubricants and Specialties marketing companies and the strategic investments we’re making in the downstream business, we are in a strong position to capitalize on profitable growth opportunities and maintain industry-leading returns.
ExxonMobil’s Sadie Sellars, Hebron project technical manager, and Geoff Parker, senior project manager, visit the Bull Arm fabrication complex, where the gravity-based structure (GBS) for the Hebron platform is under construction. The base of the GBS, visible in the background, measures more than 400 feet in diameter.
About 1,000 years ago, a Norse merchant ship making its way from Iceland to Greenland was blown off course by a powerful storm. After the storm passed and as the ship worked its way back north, the crew sighted a thickly forested coast to the west. The ship’s captain, trying to make up lost time, had no interest in exploring this newfound land and continued on his way. It may well have been the first time European eyes took in a portion of what is now the Canadian province of Newfoundland and Labrador.

The story intrigued Leif Ericson, who led an expedition 10 years later to find and explore the forested coast. He was impressed by the richly wooded flatlands, grassy meadows, salmon-filled streams and abundant resources – enough to maintain a settlement.

Fast-forward a millennium. Ericson’s discovery is at the center of a different kind of exploration – the global search for oil and gas. ExxonMobil Canada Properties is one of the leaders in that effort.

**Large-scale project**

More than 200 miles southeast of St. John’s, the capital of Newfoundland and Labrador – near the famous Iceberg Alley, where towering icebergs flow down from Greenland – lies the Hebron oil field. It’s in the same region as the Hibernia field, where in 1997 the world’s first iceberg-resistant gravity-based structure was installed.

Hebron is in about 300 feet of water in the Jeanne d’Arc basin. The resource is estimated at up to 1 billion barrels, with first oil expected in 2017 at a peak flow of 150,000 barrels a day.

ExxonMobil Canada Properties is operator of the $14 billion project with a 36 percent interest. Co-venturers are Chevron Canada Limited (26.7 percent), Suncor Energy Inc. (22.7 percent), Statoil Canada (9.7 percent) and Nalcor Energy.
The Hebron production platform consists of two elements: a standalone gravity-based structure (GBS) and a topsides deck. The pedestal-like GBS will be about 400 feet high and have about the same diameter at its base. It will be built with 4.6 million cubic feet of reinforced concrete and have storage capacity of 1.2 million barrels of crude oil. The 65,000-ton topsides deck incorporating facilities for processing Hebron’s heavy oil will sit atop the GBS.

“We will conduct the oil, water and gas separation on the platform,” says Parker, “and the resulting stabilized oil will be stored within the GBS. The oil will then be transported by pipeline to tankers that will transfer it to land-based terminals or refineries.”

Modules for the topsides deck, which will provide living quarters for 220 workers and facilities for drilling and production, are under construction in different locations. Much of the engineering and fabrication work, including the GBS and two topsides modules, is taking place in Newfoundland and Labrador. In addition, two topsides modules are being built in South Korea.

When completed, the four modules will be brought to the Hebron platform construction site for integration and hook-up with the GBS. After commissioning, the platform will be towed to the field to begin operations.

Designing for extremes
The Hebron platform will be built to stand up to some of nature’s worst weather.

“It’s designed to withstand sea ice, icebergs and the harsh weather typical in this part of North America,” says Geoff Parker, senior project manager.

Oil and Gas (4.9 percent).

“Hebron is one of several large-scale oil developments that ExxonMobil will bring into production over the next five years,” says Neil W. Duffin, president of ExxonMobil Development Company. “The company will employ its expertise in Arctic development and project execution to develop this world-class resource in challenging operating conditions.”

Custom design
Construction of the Hebron platform is under way at the

The Bull Arm fabrication yard, encompassing some 6,300 acres, is the largest on Canada’s Atlantic Coast. It was custom-designed in the mid-1990s for building the Hibernia field’s gravity-based platform.
largest industrial fabrication site on Canada’s Atlantic Coast, Bull Arm, about 90 miles from St. John’s. Bull Arm is close to international shipping lanes and has unobstructed deepwater access to the Atlantic Ocean. It’s an ideal location for supporting oil and gas developments offshore Newfoundland and Labrador.

During the construction phase of the Hibernia project in the mid-1990s, the fabrication site was custom-designed to meet the requirements of constructing a GBS structure and mating it with the topsides deck.

The first step for the Hebron platform involved building a bund wall, or levee, to prepare the dry dock area where the fabrication work can be carried out. Water was then pumped out of the enclosure to establish a dry construction site.

When the time comes to float the Hebron structure out to sea, water will be let back into the dry dock, causing the GBS to float. Following removal of the levee wall, the structure will be floated to deep water for completion of GBS construction and mating with the topsides deck. The assembled platform will then be towed to the field for installation.

Information center
The Bull Arm Information Center, near the construction site, is open to the public. It houses information panels to help visitors learn more about the project, view photos of the work being done and learn about work planned for the future.

The center is a significant part of the constructive relationship between ExxonMobil Canada and local community and provincial interests.

“Understandably,” says Parker, “the project has received a lot of attention, and we have worked closely with local and provincial authorities. It’s a pleasure to work with communities that understand the importance and benefits of resource development.”

Leadership and experience
The design and construction of the Hebron platform incorporates ExxonMobil’s longstanding leadership in ice technology and its years of experience in Arctic and sub-Arctic environments.

“Hebron is another demonstration of ExxonMobil’s ability to operate in the new frontiers of the Arctic and sub-Arctic,” Parker says. “It also reinforces ExxonMobil Canada Properties’ position as a major operator in offshore eastern Canada.”

The job of applying and advancing that expertise to build a complicated structure such as Hebron, designed to withstand conditions unique to the world’s northern extremes, is daunting.

But, as Parker says, “It’s what we do.”

An economic boost for the province
The Hebron project will bring significant benefits to the province of Newfoundland and Labrador.

“Hebron development will provide employment for up to 3,500 people in the province during the construction phase,” says Sadie Sellars, the project’s technical manager. “It will also generate royalties and taxes to fund provincial infrastructure, social programs and services.”

At the end of September 2013, 72 percent of the more than 6,400 people employed on the project were residents of Newfoundland and Labrador. In addition, goods and services from Canada and the province accounted for more than half of the project spending.

“A substantial amount of the engineering work is done in St. John’s,” says Sellars. “To increase our pool of qualified workers for the construction phase, we are providing training for steelworkers and crane operators — specialties where we have projected shortages. And we’re making a concerted effort to hire a more diverse workforce.”
Investing in women

The ExxonMobil-supported African First Ladies Summit explores educational, economic and health-care improvements for women and their children in Africa.

A proverb states: “When women move forward, the world moves with them.”

That was the underlying premise of this summer’s African First Ladies Summit in Tanzania hosted by the George W. Bush Institute, in partnership with ExxonMobil. The “Investing in Women: Strengthening Africa” summit focused on effective investments in women that lead to greater stability and prosperity across the continent.

The July meeting brought together heads of state, current and former first ladies, government officials, academics, the private sector and representatives from a variety of organizations worldwide. Participants focused on ways to improve educational and economic opportunities and health services for women and children.

For more than a century, Africa has played a key role in ExxonMobil’s success, and the company is one of the largest investors in the region.

In addition to its exploration and production projects, the corporation works to create partnerships with communities to promote health, education, economic empowerment of women and social well-being. This includes improving schools, building local workforces and contractor networks, implementing malaria-eradication programs and supporting women entrepreneurs and farmers.

For example, through its Women’s Economic Opportunity initiative, ExxonMobil has invested more than $60 million in skills training, technology programs and research since 2005, reaching tens of thousands of women in Africa and around the world.

“We know that when women have access to the right tools,
training and opportunities, they act as catalysts for broader economic and social advancement,” says Suzanne McCarron, president of the ExxonMobil Foundation. “This summit was a critical part of the ongoing dialogue and collaboration between governments, the private sector and community organizations to advance women’s economic development and improve lives across the continent.”

Attended by eight African first ladies from Burkina Faso, Mozambique, Zambia, Tanzania, Sierra Leone, Uganda, Ethiopia and South Africa, the summit underscored the role women play as advocates for a better life. The two-day meeting included examples and models of programs designed to improve the lives of women and girls in Africa.

**Unique opportunities**

Michelle Obama and Laura Bush kicked off the two-day event with a conversation moderated by journalist Cokie Roberts, sharing the unique opportunities first ladies have to spotlight and to become advocates for important issues, such as economic empowerment, education and health.

“Each first lady in this room has a unique platform and a podium to speak to the needs and challenges of the people in her country. You are advocates and agents of change,” Mrs. Bush said.

“Being able to pursue our passions and do things that help our country and connect us with the rest of the world is a great privilege,” added Mrs. Obama.

**Technology impact**

The summit included discussions of the role of technology in creating new economic opportunities for women. ExxonMobil supports the deployment of technologies that aid women as they expand their income-generating activities.

For example, through KickStart, ExxonMobil assists women farmers in Angola and Chad in using advances in irrigation technology to extend their growing season, allowing them to farm throughout the dry season. “We are also assisting women in Uganda and Nigeria by increasing their access to energy so they can work, meet or travel at night,” McCarron says. “By empowering women with technologies that help them meet basic needs, this program helps save them time and labor. In turn, this enables them to invest more of their energies in growing their businesses and caring for their families.”

In addition to technology, the benefits of providing women greater access to finance, technical training, education and technology are undeniable. The United Nations reports that eliminating gender disparity would increase food production by as much as 4 percent in developing countries and pull upwards of 150 million people out of hunger. Such gains would particularly benefit many African nations, where high population growth poses a threat to the continent’s food supply.

“When women have control over their income, they propel their children forward as well as other women, which further benefits entire communities,” McCarron says. “This creates a powerful multiplier effect that advances all of society and lays the groundwork for future economic growth.”

Improving educational opportunities for women and girls in developing countries yields other benefits. A child whose mother can read is 50 percent more likely to live past age 5. An extra year of primary school increases girls’ working wages by 10 to 20 percent, seems to influence them to marry later and have fewer children, and makes them less likely to experience domestic violence.

“It’s for these reasons that the Bush Institute and ExxonMobil are committed to fostering partnerships between public and private institutions in their efforts to help advance Africa’s women and develop their abilities,” McCarron says. “We believe providing economic opportunities for women is one of the best investments we can make.”

*the Lamp*
Angela Stanford’s young science students in Hot Springs, Arkansas, likely had never met a real scientist or engineer. Most come from low-income, inner-city homes with parents who didn’t attend college. But when they came face to face with ExxonMobil technical experts in New Jersey via a Skype video chat, their views of the world, and their own career possibilities, were suddenly broadened.

“The personal connection really made a difference,” Stanford says. “They realized, ‘I can do this; it’s not out of my reach.’”

Linda Kurtz, a science teacher at Dunleith Elementary in Marietta, Georgia, could overhear her students in the hallway discussing career options following their Skype session with ExxonMobil employees.

“They really connected with the students more than any book ever could to spark their interest in a science, technology, engineering or mathematics (STEM) field,” she says.

And that is the ultimate goal of ExxonMobil’s latest STEM education initiative.

“If we can get students excited about science and math at an early age, they will be willing to do the hard work that’s required in STEM disciplines in middle and high school, and carry that on to college,” says Emil Jacobs, Research & Development vice president at ExxonMobil Research and Engineering Company (EMRE) in Clinton, New Jersey. “This program puts a face on real people who are excited about what they do. All of a sudden, students realize, ‘I can do that, too.’”

The Skype initiative is a natural extension of the Clinton Technology Center’s involvement in STEM education outreach, from classroom presentations in local school districts to participation in the nationwide Mickelson ExxonMobil Teachers Academy (MEMTA). The academy brings together third- through fifth-grade teachers for weeklong professional development to enhance their knowledge in math and science.

“Two years ago, teachers at the MEMTA expressed an interest in continuing their contact with ExxonMobil post-academy,” says Jeff Morrison, EMRE business advisor, who coordinates the site’s STEM-related volunteer outreach. “Since many of the teachers are not near ExxonMobil operations, we needed a different communication approach, and the Skype program was born.”

The site developed a stand-alone portable Skype system – with large-screen monitor, camera and microphones – that enables researchers to video chat with a classroom of students. The hour-long Skype sessions have been held with classes in Arkansas, Georgia, Florida and Wisconsin. More are planned.

“Teachers tell us the program transforms their students,” Morrison notes. “After talking to the researchers via Skype, stu-

ExxonMobil’s Liza Montalvo answers questions from students during a recent video session.
students find that they are not all that different from them. They see that through hard work, they can achieve their goals, too."

**How it works**

Prior to the Skype session, the classroom teacher shares biographies of the ExxonMobil professionals with students, who then research the individuals and the type of work they do.

After the session starts, the students visit with typically four to five scientists, engineers and technicians and pose questions to them about what they do and how they became interested in STEM careers. Questions often range from “How is a plant and laboratory engineer different from other positions that require a chemical engineering degree?” to “How does math help you in your job?” to “Why did you choose this career?”

“One of the students looked into the camera and asked me, ‘Did you ever flunk an exam?’” recalls Keith Wilson, distinguished engineering associate. “Absolutely,” I answered, “but I still got here in the end,” says Wilson, a 30-year ExxonMobil chemical engineer whose work involves developing new processes to refine oil and produce fuels.

“I want to inspire them and let them know that engineering and science are fun. I tell them the pathway of life is not smooth. What’s important is to not give up when a setback happens. Increase your resolve because you’re going to get there.”

Chemical engineer Michael Harper shares how, as an advanced researcher in predictive modeling, he develops computer models to better understand experiments in reactors ranging from as small as a piece of spaghetti to as large as a car.

“I remember doing science projects every year in elementary school,” says Harper, “but I didn’t think of it as something that I could apply in my real life until I got my hands on lab work in 10th-grade chemistry. We want to ignite that spark and passion for whatever they want to pursue early on.”

**From unachievable to possible**

For Liza Montalvo, an EMRE patent attorney, the experience hits close to home. Born and raised in Newark, New Jersey, and the child of factory workers from Puerto Rico, Montalvo wants young students to know she was once in their shoes.

“I tell them that only in the dictionary does success come before work. It’s important for them to stay in school, learn as much as they can and get involved.”

Montalvo was the first in her family to graduate from college. In addition to an undergraduate degree in chemical engineering, she holds master’s degrees in environmental engineering and business administration, as well as a law degree with a specialty in intellectual property.

“They want to know what my favorite subject in school was and what I like to do in my free time,” says Montalvo. “They find out that I’m a real person, not someone with a big job title in a career that is completely unattainable. They see we are people like them, and that they, too, can pursue their goals.”

Linda Kurtz sees Montalvo’s message resonating with the students.

“I had a young girl who went from acting cool and disinterested to talking about how she was going to be a lawyer and maybe a scientist.”

Jane Savatski, science teacher at Janet Berry Elementary in Appleton, Wisconsin, adds that one of her low-achieving students said the Skype chat was one of the best days of his year.

“Because he spoke with someone who is a scientist or engineer, he now knows about these occupations and that they are a possibility for him. I believe that really says it all.”

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ExxonMobil Research and Engineering’s (from left) Michael Harper, Heather Elsen, Jeff Morrison and Keith Wilson chat with students via Skype sessions. Entire classrooms of students get to meet “real people” with careers in science, technology, engineering and mathematics.
In much the same way that Mobil 1 motor oil lubricates critical parts of a car’s engine, ExxonMobil’s Business Support Centers in the Americas, Europe and Asia Pacific keep a vast array of vital company operations running smoothly.

From a pilot program in Bangkok in 2001 consisting of just five accounts payable employees, the concept has proven so successful that the centers, known as BSCs, today comprise a network of 10,000 individuals working in Argentina, Brazil, Canada, China, Czech Republic, Guatemala, Hungary, Malaysia and Thailand. Staff members at these centers handle a range of complex and routine activities, including accounting and tax services, credit, payroll, procurement, human resource services, computer support, customer service, product distribution and more.

The volume of information, contracts, invoices, paychecks, orders, phone calls and associated activities is staggering but
The global network provides a host of highly effective financial, procurement, human resource, customer assistance and other services.

not surprising for a corporation operating in 200 countries and generating an average of $428 billion in annual revenue over the past five years:
- 180,000 monthly payroll payments in more than 60 countries;
- Some 9,000 procurement agreements managed, with a total value of nearly $200 billion and $500 billion in total annual disbursements;
- Support for 13,000 in-house servers and 99,000 company computers, notebooks and tablets as well as 3.6 million emails, 3 million voice minutes and 228 million Internet business transactions every day.

The Budapest center is on the Pest side of the city, about 20 minutes from the famous Chain Bridge.
Impressive activity
As impressive as these numbers are, they represent a relatively small snapshot of the overall BSC scope. For example, Controllers handles accounting for more than 600 of the corporation’s reporting units, in addition to processing 20,000 invoices for approximately $40 billion in third-party crude oil purchases and sales a month. For ExxonMobil Fuels, Lubricants & Specialties Marketing, and for the Chemical Company, BSCs handle more than 1 million customer calls a year and process 9 million invoices totaling in excess of $250 billion annually, in addition to coordinating a fleet of 17,000 railcars in the United States. And for ExxonMobil Gas & Power Marketing, the Budapest BSC alone supports business in 19 countries in Europe, the Middle East, Asia Pacific, the former Soviet Union, North America and Africa.

“During the 12 years of operation, the BSC network realized improved efficiencies, execution and economies of scale by centralizing and integrating processes,” says David Abrams, BSC advisor for ExxonMobil Global Services Company. “In the area of safety, they’ve achieved some of the best records in the corporation due to safe-operating practices and other programs. We have also shared process improvements and best practices within and between locations, which has resulted in significant improvement in our process performance.”

Abrams adds that locating different support and other functions at a given BSC has enabled employees to gain valuable experience in diverse ExxonMobil businesses. An increasingly experienced staff has also allowed the centers to take on more complex work such as project management, engineering applications, contract and benefits administration, pension accounting, tax preparation, credit analysis, audit support, product movement, inventory management, and gasoline card and customer loyalty programs.

“We have groups in the BSCs that are issuing weekly marketing updates, including product volumes and pricing trends to various ExxonMobil companies as well as generating external reports to governments, tax authorities and regulators. Others are preparing and managing seismic and well data for our upstream companies, or performing engineering studies and analysis for our downstream research company.”
Pictured (clockwise from top left) are Zsuzsanna Ujlaki, Budapest; Yuttana Ua-Amporn, Rosananees Salee, Nion Sutapunnakun and Boontarik Varodompun, Bangkok; Barbara Fior, Ezequiel Reydak and Fernanda Miguez, Buenos Aires; Richard Paulin, Budapest.
Business Support Center activities

Chemical
- Customer and sales support
- Supply chain and rail car coordination
- Access administration and data management

Controllers
- Financial and general accounting, and reporting
- Operations accounting
- Payroll and accounting
- Product movement and inventory
- Auditing

Fuels, Lubricants & Specialties Marketing
- Customer sales, marketing and technical support
- Delivery management
- Card and loyalty operations

Gas & Power Marketing
- Contract management and administration
- Business analysis and reporting support

Human Resources
- Data management
- Benefits and policies administration, compliance
- Compensation consulting and administration
- Expatriate and mobility services
- Recruiting and corporate learning

Information Technology
- Application development and support
- Data and technical services
- Customer service
- Infrastructure engineering and operations
- Project management

Procurement
- Purchase agreement negotiation and execution
- Vendor and other payment documents/requests
- Travel accounting and purchase card activities
- Supply chain management activities

Refining & Supply
- Terminal operations support

Research & Engineering
- Application development
- Operations analysis and support

Tax
- Tax return preparation
- Tax accounting
- Audit support

Treasurers
- Customer creditworthiness analysis
- Credit exposure monitoring and management

Orsolya Virag, license management supervisor, at the Budapest center.
Staff opportunities
Given the many processes being conducted at the BSCs, ExxonMobil can provide career development opportunities for employees. The quality and specialized expertise of BSC staff members also has led to job opportunities for a number of them at other ExxonMobil locations where their multilingual, cultural or business skills are needed. The typical BSC staffer speaks two or three languages, and it's not uncommon for some to have mastered five or more. These attributes can be readily applied to global opportunities within ExxonMobil from recruitment of new employees to on-site audit, engineering or computer support at company facilities.

Activity at the Budapest office is typical of the wide-ranging services conducted at ExxonMobil BSCs worldwide. The 1,300 employees working on four floors of a high-rise office building on the Pest side of the city are young, professional and committed to the work they do. Most are college graduates, with degrees ranging from computer science and business administration to accounting, economics and engineering. All speak multiple languages and are adept at working with both internal and external customers to administer contracts, handle accounting matters, answer questions, solve problems, track shipments and provide sales support.

“I take pride when I’m asked by various ExxonMobil businesses for additional support from the BSC, either by having the center perform a new activity or when an employee goes on assignment elsewhere in the world,” says Bruce Jolly, Hungary lead country manager and head of the Budapest BSC. “This is a direct reflection of the high-quality work performed by our staff, and recognition of the professionalism and expertise they have developed over the years.”

Global coverage
Jolly says the geographic location of the Budapest center is a benefit in not only conducting activities throughout European countries, but also in Asia Pacific and North America, due to overlapping business hours in the three regions.

“Our team members manage their portfolios accordingly,” he says. “In the morning, they focus their attention on clients in the Asia-Pacific region. Conversely, they support activities in the United States or Canada in the afternoon.”

The open office design with clustered work environments at all the BSCs promotes collaboration and sharing of ideas among employees. In fact, the concept has proven so successful at the centers that it's being incorporated into design plans for other ExxonMobil offices.

“People working here are approachable,” says Livia Borka, human resources supervisor in Budapest. “They discuss issues and help each other. You notice that the first moment you walk into our office. We’ve found that’s especially important for our new hires, who quickly discover that we have an open office with open communication. They appreciate that they can proactively seek out experienced employees for advice and help.”

The overall success of the BSC concept – from the continuous improvement of processes, to the significant corporate cost savings, to the ever-growing staff experience that allows the transfer of increasingly more complex activities into the centers – has not gone unnoticed by ExxonMobil senior executives.

Integral to business
“The men and women in our Business Support Centers provide a valuable contribution to our financial reporting integrity,” says Pat Mulva, Exxon Mobil Corporation vice president and controller. “Through their efforts, we can assure our shareholders and the financial community around the world that our financial statements are solid and can be counted on at any time.”

“We are extremely proud of the thousands of employees we have in the BSCs around the world,” says Bryan Milton, president of ExxonMobil Global Services Company. “And this is because they are a vital and integral part of how we run our business. They support everything we do, and they do it very efficiently and effectively, with a great deal of enthusiasm and vigor, which we greatly appreciate.”

Around the BSC circuit
“My exposure to the business segments of ExxonMobil through my varied BSC assignments not only helped me contribute to those efforts, but also gain an appreciation for how large this corporation is and how different its business lines are.”

Tamas Toth
Budapest

“The experience and knowledge our employees have developed over the years have enabled the shift of more complex roles into the BSCs to better serve our customers.”

Jean-Marc Taton
Houston

“I treat everyone I’m interacting with as a customer. And because we’re a global organization and work with people all around the world, communication is critical to everything we do.”

Suda Na Songkha
Bangkok
The United Nations Foundation and the ExxonMobil Foundation have joined forces to research the most effective ways to help increase women's economic opportunities in developing countries.

A study, funded by the foundations and led by Mayra Buvinic, an international expert on gender and social development issues, brought together more than 35 economists and other professionals from top universities, international agencies and nonprofit groups. In this interview, Buvinic discusses what the group found.

What did you try to understand about women's economic empowerment in your research, and why is it important?

We looked at the evidence through three prisms: what works, for whom and where. We also wanted to know what is cost effective.

It's important because research shows investing in women reduces poverty. In particular, poor women, when they have money, invest it in their children's well-being. The result is more educated and healthier children today ... and more productive adults tomorrow.

But perhaps the most interesting and most consequential aspect of increasing economic opportunities for women is that it really changes the aspirations for the next generation of women and girls. When families see that women go to work and earn money, they invest more in the health and well-being of their girls.

What community investments work?

There's no silver bullet. The investments that work depend on the characteristics of the woman and her environment. We discovered a simple truth: the very poorest women need more interventions because they face so many more constraints.

For example, we visited Nigerian farmers who had planted a new, improved variety of soybean. While the male farmers were doing well, the female farmer had a much smaller farming area and had not been able to grow the improved variety of seed. It was pretty obvious why. She was in the field, with a baby on her back and three children around her. She was very poor and had no time to plant the seed and no money to hire labor to help grow her crops. It underscored that if you're very poor, you need complementary inputs, like agricultural training and day-care, in addition to improved seeds, to help you compete.

You mentioned money. How were women in the study able to earn more?

Capital, when coupled with other investments, can make a big difference in women's economic success. There is an amazing project in Bangladesh where poor women were given a cow. They were also provided dairy-related training and technical assistance for two years. At the end of that time, their earnings had grown by 40 percent. Not only that, four years later, the women are doing so well that they are starting to buy land.

Evidence also shows that saving even small amounts of money makes a difference in empowering women economically. Significantly fewer women have access to bank accounts, so they save more informally, and this is not efficient.

We found that while access to credit works well – especially for women who aren't poor – accumulating cash savings is important for women in all economic groups. That's because in many cultures, it's expected that women share their cash and earnings with relatives. If women are given credit, often they don't invest it all in their businesses. That doesn't happen with savings, which presumably accumulates after family obligations are fulfilled.

Another interesting study occurred in 26 villages in Western Kenya, where people were asked...
to choose how much they would invest in a business. Men and women were randomly assigned to different situations. When women could choose privately, they invested larger amounts of money. When choosing publicly, they invested less because they didn’t want people seeing how much money they had. When relatives were around, they invested even less. However, for the men, they invested the same amount whether they were asked privately, publicly or with relatives around. It is clear that women have a lot more pressure to share cash with the family and that’s why it’s so important to understand that with the very poor, capital alone in the form of small cash loans or grants doesn’t work. You have to pair capital with other opportunities to increase women’s business investments.

How is communications technology playing a role in economic empowerment?

Using mobile phones for financial transactions solves mobility constraints women often face, and they also provide privacy for female entrepreneurs, making them more independent and autonomous. In a project in Niger, poor households affected by famine were given cash transfers via mobile phones. These households grew more crops, and their children were much better off. The use of mobile phones for money transactions was much more cost effective than a regular bank. And the most important thing that the researchers found was that the mobile phones gave women the privacy to buy the crops they wanted to grow.

What other factors are influencing women’s economic empowerment, particularly in Africa?

In terms of agriculture, land registration is incredibly important. There was a successful land-registration program in Ethiopia where 6 million land titles were given. In the land title registration form, they left a space for the name of the husband and the name of the wife, as well as a space for photos for both. Putting women’s names on the title is so simple, but it really makes a difference. It gave women a heightened sense of empowerment and caused them to invest more in the land they owned jointly with their husbands or singly, if they were heads of households. The result was increased land productivity.

I mentioned training earlier. There’s a program in Liberia where young women are given skills training tied to the labor demands of local markets. They are then offered job placements and internships to help them enter the workforce. Two years later, the employment of young women is 50 percent higher and their earnings are 100 percent higher than those who didn’t have access to the training.

There is another factor that’s often overlooked, but it can be an engine to increasing women’s incomes, and that’s rural electrification. In South Africa, bringing electrical power to rural areas increased the employment of women by nearly 10 percent within five years. That translated to 15,000 more women employed. The increase in male employment was insignificant. Some think this is because rural electrification frees a woman’s time, but that’s only part of it. Rural electrification enables women to establish home-based businesses, and that really makes a difference.

To read the complete report – A Roadmap for Promoting Women’s Economic Empowerment – visit www.womeneconroadmap.org.
Xerox Chairman and CEO Ursula Burns has a tendency to get right to the point, and she has little patience for those who don’t.

Consider a thank-you letter she received for taking part in a business conference. “It was four paragraphs long,” she says. “It didn’t have to be more than two.”

It’s not surprising, then, that her management style has been described as frank and direct. “That’s just the way I am,” she says.

In part, it’s also a carryover from the family environment in which she was raised. “We got to the point quickly,” she says. “We didn’t waste words.”

High expectations
The daughter of Panamanian immigrants, Burns, the first African-American woman to lead a major U.S. corporation, grew up on Manhattan’s Lower East Side, one of the city’s poorest and most ethnically diverse sections.

“You might think my future options would have been limited,” she says, “but that wasn’t the case. The environment inside our house was very different from that of the neighborhood around us.”

Burns, along with her older brother and younger sister, was raised by her mother, who drilled into her children the conviction that circumstances around them did not dictate their future.

“My mother constantly reminded us that where we were was not who we were,” she says.

Though her mother never made more than $4,400 a year, she was determined to provide her children with a quality education. She saved enough money each month to pay Burns’ tuition at a private Catholic school.

Choosing the right career
“At that time – in the late sixties and early seventies – a woman graduating from a Catholic school faced limited career expectations,” she says. “You could be a nurse, a teacher or a nun. None of those fields fit my personality.”

Her proficiency and interest in math drew her to a career in engineering. After graduation from high school, Burns entered Polytechnic Institute of New York, graduating with a Bachelor of Science degree in mechanical engineering. She earned a master’s degree in the same field at Columbia University.

She joined Xerox in 1980 as a mechanical engineering summer intern, was hired as a full-time employee and has been at the company ever since.

She went on to assume roles in product development and planning. In 2000, she was named senior vice president, Corporate Strategic Services, heading up manufacturing and supply chain operations. Alongside then-CEO Anne Mulcahy, Burns worked to restructure Xerox during a critical and difficult time in the company’s history.

In 2007, Burns became president of Xerox and was elected to its board of directors. She was named CEO in 2009, succeeding Mulcahy – marking the first time a woman leading a Fortune 500 company was succeeded by another woman.

Same but different
Burns sees similarities between her company and ExxonMobil. “Both companies need engineers, and both rely on research and development,” she says.

But she notes some differences as well. “The two companies have vastly different cultures,” she says. “ExxonMobil is a very formal company. At Xerox, we’re a little more casual.”

Burns believes she brings some important assets to her position as an ExxonMobil director.

“I am a versatile thinker,” she says. “I think about things from different perspectives, and I’m a fast learner.”

She is married to a Xerox retiree, Lloyd Bean. The couple has a son and a daughter.

For relaxation, Burns likes to run and walk, and especially enjoys reading. Her tastes are diverse, ranging from David McCullough biographies to novels by Japanese writers.

What does she like most about her work?
“I feel lucky,” she says. “I like the people, the challenges and even the stress. I have one of the best jobs in the world.”

Understand your business
Her advice to young professionals: “Work hard and be really good at something. Then take advantage of the opportunities
that come your way. Be patient. Move deliberately through different assignments, and take the time to fully understand the components of your business.

Burns has a special interest in the growing role of women in American corporations.

“There’s a tidal wave of women in business coming soon,” she says, noting that more women than men are graduating from college. “It would be foolish not to take advantage of this new resource.”

But, she says, change won’t happen overnight.

“In time, more and more women will enter the professional and managerial workforce. But integrating women into leadership positions will be a slow process.”

Still, Burns says women are accelerating this process through their own examples.

“Women are creating great opportunities for themselves every day in the marketplace.”
In the business world, adapting to change is an essential skill. The same is true in life, as William Weldon, former chairman and CEO of Johnson & Johnson, can testify.

When Weldon entered college, his goal was to become a doctor. When his circumstances changed, so did his priorities. Married and with a child on the way, he graduated with a degree in biology and the need to support his family. He went to work for Johnson & Johnson in 1971 and never left.

Weldon rose through the ranks to become the company’s chairman of the board and CEO in 2002, only the sixth person to lead the company in its then-116-year history.

Changes in his life forced him to change his goals, but, he acknowledges, with a hint of understatement, “It worked out well.”

**Focused and serious**

Weldon was born in Brooklyn, the son of a Broadway stagehand and a seamstress. He graduated from Quinnipiac University in Hamden, Connecticut, and married his high-school sweetheart,
A credo for success

ExxonMobil Director William C. Weldon, former Johnson & Johnson chairman and CEO, says business goals can be met by paying attention to customers, employees, communities and shareholders.

Barbara, after his sophomore year. He credits her with helping him get his life in focus. “Prior to getting married, I didn’t take life too seriously,” he says. “Barbara helped get me back on track.”

Weldon started his career with Johnson & Johnson in the sales and marketing department of its McNeil Pharmaceutical subsidiary. Johnson & Johnson comprises more than 250 separate companies in 57 countries. Those businesses make up a “family of companies” in three principal business segments: consumer healthcare, medical devices and diagnostics, and pharmaceuticals.

Weldon progressed through several overseas executive assignments. He became a company group chairman of Johnson & Johnson and Worldwide Franchise chairman of Ethicon Endo-Surgery. Ethicon develops new procedures for minimally invasive surgery and designs related products.

Putting science to work

Weldon holds a longstanding interest in science, especially its application to helping others in diverse ways.

“I like the satisfaction of putting science to work in helping people and saving lives,” he says. He values this on a deeply personal level.

“There is nothing more emotional and exhilarating than meeting people whose lives have been improved by what Johnson & Johnson has done.” He remembers one such encounter in particular.

“A concert pianist with rheumatoid arthritis came up to me at a conference several years ago,” he says. “He told me that because of one of our drugs, he was able to perform again. He thanked me for giving him his life back. It was a very moving experience.”

Weldon’s philosophy of doing business is straightforward and reflects the values of Johnson & Johnson’s credo. The credo was developed in 1943 by Robert Wood Johnson, a member of the company’s founding family and company chairman from 1932 to 1963.

The credo spells out Johnson & Johnson’s responsibilities to its customers, employees, communities and shareholders.

“Over the years,” says Weldon, “I’ve learned that if you do things right in those four areas, you’ll achieve your goals.”

Different industries, same approach

Johnson & Johnson and ExxonMobil share more similarities than differences, Weldon notes.

“Both companies devote significant financial resources to research and development. We both invest for the long term, and we have a significant impact on people’s lives.”

He points out that both companies are leaders in their respective industries.

“Like Johnson & Johnson, ExxonMobil is clearly one of the elite companies in its industry and in the world. I’m fascinated by the breadth of ExxonMobil’s business, and its people are extraordinary.”

Moving ahead

The former CEO believes that young men and women can rise through the ranks by adapting some fundamental values.

“Success will come if you work hard and smart,” he says. “Taking advantage of every opportunity will create more opportunities. You have to go beyond the 9-to-5 routine if you want to get ahead.”

He is emphatic about the need for personal integrity. “If you compromise yourself,” he says, “you’ve had it.”

He also stresses the importance of maintaining balance. “You should take care of yourself physically, and find time to be with your family and do the things you enjoy.”

Weldon finds that balance with exercise and reading.

“I love to read,” he says. “I like all kinds of subjects. I enjoy learning about other people and about the challenges facing our government. And I’m always looking for new works of fiction.”

He also treasures time with his family. His son and daughter have been successful in their fields, and he gives much of the credit to his wife.

“She’s been a tremendous stabilizing force for all of us,” he says.

Reflecting on his business career and family life, he says simply, “I’m a very fortunate man.”

theLamp
Inaugural Class

ExxonMobil hosted 20 college engineering students from around the country for two days at its first Future Leaders Academy. The academy, designed to provide career options for potential employees in the science, technology, engineering and mathematics fields, included presentations on ExxonMobil and the energy industry, tours of company facilities, research laboratories and an interactive center for 3D seismic studies.

Mark Albers, Exxon Mobil Corporation senior vice president, hosted a leadership session at the company’s new campus, now under construction in north Houston. ExxonMobil Production Company President Tom Walters, ExxonMobil Upstream Research Company President Sara Ortwein and ExxonMobil Development Company President Neil Duffin conducted discussions on career development, opportunities within ExxonMobil, and the challenges and rewards of constructing and operating major energy projects.

The students were interviewed for summer internship positions that begin next year.
Cyprus honors ExxonMobil

The Cyprus Investment Promotion Agency (CIPA) has recognized ExxonMobil Cyprus Ltd. with an International Investment Award.

Presented during televised ceremonies at the country’s presidential palace, the award honored the company for its economic and social contributions.

This is the second year that CIPA has presented the International Investment awards, which recognize companies for their help in establishing Cyprus as a preferred country for investment and growth. ExxonMobil won in the energy sector.

ExxonMobil Cyprus has provided products and services under the Esso and Mobil brands in Cyprus for more than 55 years.

In addition to its longstanding presence and continued investments in Cyprus, ExxonMobil was recognized for its leadership in safety and environmental programs. Noteworthy were its equipment and processes to safely manage fuel in underground storage tanks as well as safety procedures established for contractors.

Another factor in the award presentation was ExxonMobil’s commitment to corporate social responsibility. Initiatives cited included donations of child car seats and the offering of free cholesterol, blood-sugar and blood-pressure tests to the public.

Johnny Milazzo (left), president of Lard Oil Company, confers with ExxonMobil’s Pat Schiro (center), territory manager, and Hector Herrera, Southeast Area manager for U.S. Branded Wholesale. Milazzo chairs the ExxonMobil Retail National Advisory Council of branded wholesalers.
Pryor addresses conference
Investments in petrochemical manufacturing and liquefied natural gas facilities must move ahead to make the most of U.S. shale resources, Steve Pryor, president of ExxonMobil Chemical Company, told attendees of the Shale Insight 2013 Conference held in Philadelphia.

In his remarks, Pryor noted that permit approval times are the leading indicators of how quickly the United States is capturing the benefits of shale energy.

“Delays could add billions to project costs, restrain job creation and erode America’s competitive advantage,” said Pryor. “As a nation eager for economic growth, the United States should be monitoring these approval times the same way it monitors other key economic indicators.”

Pryor explained that global demand for ethylene, a key petrochemical, is growing more than 50 percent faster than natural gas. The market for LNG is growing even faster. “Since most of this demand growth is outside the United States, this presents an outstanding opportunity to boost America’s exports,” he said.

Pryor said that the United States is also positioned to play a significant role in the global LNG market, which is expected to triple in size from 2010 to 2040. ExxonMobil estimates that LNG exports from North America, which were essentially zero in 2010, will increase to about 15 billion cubic feet per day in 2040.

Lead Alaska LNG site
ExxonMobil, BP, ConocoPhillips and TransCanada have selected a site in the Nikiski area on the Kenai Peninsula as the lead site for the proposed Alaska LNG project’s natural gas liquefaction plant and terminal.

More than 20 locations were evaluated based on environmental, socioeconomic, cost, and other project and technical considerations.

“This is a step forward for the Alaska LNG project and shows continued progress toward building Alaska’s energy future,” says Steve Butt, senior project manager for ExxonMobil. “The work that we have put into the site selection process gives us confidence that the Nikiski site is the lead location for the LNG plant and terminal. The Nikiski site also results in a pipeline route that provides an access opportunity to North Slope natural gas by population centers in Fairbanks, Mat-Su Valley, Anchorage and the Kenai Peninsula.”

A number of engineering, technical, regulatory, fiscal, commercial and permitting issues still need to be resolved as work progresses on the project, which carries cost estimates ranging from $45 billion to more than $65 billion to complete. While Nikiski is the lead site, the project team continues to consider other secondary locations.

In addition, the companies continue to refine the agreed project concept that includes a gas treatment plant on the North Slope, an 800-mile, 42-inch pipeline with up to eight compression stations and at least five off-take points for in-state gas delivery, and a liquefaction plant and terminal. The companies are currently preparing for more detailed engineering and design work.

A competitive, predictable and durable oil and gas fiscal environment will be required for a project of this unprecedented scale, complexity and cost to compete in global energy markets. The companies remain committed to working with the state to responsibly develop North Slope resources. A successful project could provide a host of economic benefits to Alaskans, including revenues for the state, new job opportunities, and access to decades of domestically produced natural gas for homes and businesses.

“While we don’t know how many LNG projects ultimately will prove viable, we need to let the competitive market determine which ones get built and which don’t,” Pryor said. “Beyond the issue of permitting, the United States must embrace free-trade policies for the products of natural gas, whether they are petrochemicals or LNG.”
New Cape Town office

With a continued focus to grow ExxonMobil’s presence in Africa, ExxonMobil Exploration and Production South Africa Limited (EMEPSAL) has opened a new venture office in Cape Town, South Africa, that will support offshore exploration activities.

In August, a deed was signed transferring a 75 percent participating interest in the Tugela South Exploration Right, a 2.8-million-acre area offshore of Durban to EMEPSAL from Impact Africa Limited. EMEPSAL serves as operator, with Impact retaining 25 percent interest.

Steve Greenlee, ExxonMobil Exploration Company president, and Pam Darwin, Exploration vice president for Africa, attended the venture office opening in October, which included representatives from the Petroleum Agency of South Africa and Impact.

“EMEPSAL’s venture office opening represents a significant milestone in ExxonMobil’s entry into South Africa and in our relationships here,” says Darwin. “We are excited to have an official presence in the country and look forward to advancing the evaluation of offshore opportunities.”

Gabon farm-in

In October, ExxonMobil Exploration and Production Gabon (Arouwe) Limited and Perenco Oil & Gas Gabon SA closed an agreement whereby ExxonMobil has acquired a 30 percent participating interest in the deepwater Arouwe block, offshore Gabon. The block contains the Sputnik prospect, which Perenco will drill in 2014.

“I am delighted to be able to partner with Perenco and Tullow in Gabon,” says Pam Darwin, ExxonMobil Exploration Company vice president for Africa. “The closing of the Arouwe farm-in represents a new country entry for ExxonMobil, and is a continuation of our successful Africa growth strategy.”

The Arouwe block equity participation is now Perenco (operator) with 35 percent, Tullow with 35 percent and ExxonMobil with 30 percent.
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