

The future is here



New ExxonMobil campus promotes collaboration and teamwork.

▶ Scott Francis, senior safety advisor with ExxonMobil Development Company, used to spend a lot of time emailing colleagues back and forth during the course of a business day. Today, at the new ExxonMobil Campus in North Houston, he meets with those same colleagues at the nearest open work table, in a small library or in the Hub – a village green designed to promote community in each campus building.

“We power up our laptops or iPads and share information face-to-face, instead of waiting for return emails and phone calls,” Francis says.

These types of impromptu, serendipitous meetings are exactly what campus designers and project team members envisioned when developing the new site 25 miles from downtown Houston. From open stairwells and workspaces to common coffee hubs



An open work environment and a variety of meeting spaces enable employee collaboration and teamwork.

Photo by Terry Vine

and a variety of meeting areas, campus buildings create natural interactions among people.

Competitive advantage

By the end of the year, more than 3,600 employees will call the new campus home, moving from office locations throughout the Houston area. Another 6,400 will relocate to the campus by mid-2015 – including 2,000 employees from Fairfax, Virginia – bringing

ExxonMobil's upstream, downstream, chemicals and functional teams together in one location.

For Sara Ortwein, president, ExxonMobil Upstream Research Company, it will be the first time in her 34-year career that researchers will be located right next to the businesses they support.

"I get excited when I think of the possibilities," says Ortwein. "Proximity will enable even stronger relationships across our



Photo by Robert Seale

A sustainable campus

The new campus recently achieved *Wildlife at Work* certification from the Wildlife Habitat Council in recognition of its conservation efforts. Other sustainable highlights include:

- ▶ 40 percent more energy efficient versus traditional office buildings
- ▶ 90 percent less potable water use compared with the national average for typical office buildings
- ▶ 86 percent of the site maintained as green spaces
- ▶ 6,000 trees planted, with more than 70 new tree species

groups, allow for rapid testing of technologies, and help to ensure that the products we deliver are timely and directly address the needs of the business. There is no doubt that this will provide a competitive advantage and accelerate cycle times for discovery and implementation."

Construction on schedule

The massive construction project – comparable to building a college campus similar in size to Houston's 102-year-old Rice University in just five years – is on schedule, with seven of 14 initial office buildings to be occupied by the end of 2014.

Ultimately, the campus will consist of 14 office and six specialty buildings designed around a central three-acre commons.

A child development center – the Explorers Club – opened

in August. Designed for total enrollment of 280 children ages 6 weeks to pre-kindergarten, the center features a science- and math-centered curriculum developed by a team of education specialists and ExxonMobil scientists and engineers. The center offers a safe, secure environment where parents can easily drop by to have lunch with their children or just check in, a convenience that promotes employee flexibility, productivity and peace of mind.

At the 100,000-square-foot Wellness Center, which opened at the end of October, employees have access to the latest fitness offerings, including yoga, spinning and Pilates classes, and new cardio and resistance machines, with personal training available. The center also is home to the Medical and Occupational Health Clinic, where employees have



The signature building on campus – the Energy Center – will be completed next summer. The state-of-the-art meeting and learning center features a floating cube positioned 80 feet above an outdoor plaza.

Photo by Doug Boyle

access to travel health services and work-related injury and illness management. Employees can visit the Wellness Center any time during the workday, a step designed to improve health and wellness.

Two dining venues in the center of the campus – Shade Market (which opened in March) and Sizzle (opening in January) – offer 14 cuisines, from French, Indian and Mediterranean to New York deli, coastal and sushi. Other popular eating spots include a café and demonstration kitchen in the Wellness Center and two cafés that serve popular drinks, such as specialty coffees. In total, when completed in mid-2015, the campus will offer 26 different dining options. All venues will offer healthy food and beverage options, consistent with the company’s Culture of Health program, which encourages healthy behaviors leading to lower health care costs.

The Mercantile, specifically designed to provide employees

with easy ways to handle day-to-day activities and errands, also is now open. The “Merc” includes banking and dry-cleaning services, a pharmacy, an optical store, hair and nail salons, gourmet food and gift shops – and a concierge service, designed to enhance employee productivity.

Tech savvy

Employees have access to the latest technology at the campus, and can quickly connect with others to share new ideas and work on common challenges. Three of the campus’ meeting centers, several computer visualization labs and two IT solution centers are now open. Meeting rooms feature an IT helpline where, with the push of a button, employees can contact an IT Solution Center for support or in-person assistance. With Wi-Fi pervasive across the campus, employees can use their computers in courtyards and other outdoor spaces, expanding

work locations beyond traditional office areas.

The signature building of the 385-acre campus – the Energy Center – is a state-of-the-art meeting and learning center that will showcase the corporation’s heritage, people, technology and leadership. Featuring a floating cube positioned 80 feet above an outdoor plaza, the building is on track for completion in June 2015.

With employee moves to the campus having begun in March 2014, the business lines have already seen increased collaboration and efficiency enabled by open work environments, multiple meeting options, increased access to new technology and sheer proximity to colleagues.

“The opportunity to leverage the campus potential and capture strategic benefits as we all come together is enormous,” says Bryan Milton, president, ExxonMobil Global Services Company. “We can see the future; it’s right here, and it’s exciting.” [theLamp](#)





The campus will feature 14 office buildings, such as this recently completed one in the Wellness Quad. Outside courtyards will expand work locations beyond traditional office space.

Photo by Lynda Ingram

Workspaces that spark innovation, drive productivity

ExxonMobil's Workplace Evolution 3 concept gives employees flexibility in their work environment to foster collaboration and capitalize on the latest technology.



▶ For most of his 33-year career, Jim Robin worked in an office with four walls and a door. So when he learned that his ExxonMobil Information Technology (EMIT) team was piloting a new activity-based work environment – one where he could choose where to work each day – he was not a happy camper.

“Wouldn’t an open environment be disruptive?” Robin recalls thinking. “How would I personalize my space? What if I needed to make a private phone call? These were just a few of my reservations.”

Today, the EMIT data consultant

is one of the biggest advocates of the Workplace Evolution 3 (We3) environment. We3 is ExxonMobil’s latest innovation in designing facility space to increase collaboration, improve productivity and reduce costs.

“Every doubt I had has been allayed,” says Robin. “I look forward to coming to work.”

Flexibility to choose

Evolving from previous design concepts of private offices and open-plan workspaces, We3 supports the different work styles and dynamics of a new generation of employees.

“In an activity-based work environment, employees are no longer required to work at an assigned desk or location,” explains Bryan Milton, president, Global Services Company. “They have the flexibility to choose different workspaces that are best suited to perform different tasks throughout the day and different locations depending on their collaboration needs that day.”

In developing the We3 design, ExxonMobil visited the collaborative office environments of many leading companies, such as Microsoft and Cisco as well as other energy companies.



From left: Jan Jorissen, We3 program manager, Kevin Gerrity, We3 portfolio manager, Mike Schwehr, Global Real Estate manager, and Bryan Milton, president of ExxonMobil Global Services Company, gather for an impromptu exchange.



Early results capture improvements

Using employee surveys and seat sensors to track how space is being used in the We3 environment, ExxonMobil found:

- ▶ Collaboration space use: Up 59 percent
- ▶ Access to outdoor views: Up 30 percent
- ▶ Employee pride: Up 20 percent
- ▶ Environmental footprint: Down 32 percent
- ▶ Operating costs: Down 17 percent

According to a recent global cross-industry survey, 75 percent of companies are implementing some form of flexible workspace design.

"We3 reflects the needs of a multigenerational, multicultural workforce and leverages the latest in workplace technology," Milton says.

Where will I work today?

Differing from a traditional open-space plan with dedicated seating, We3 seating is organized around "neighborhoods" – a collection of spaces that support individual work groups or depart-

ments. While a neighborhood provides a "home base," employees may move freely within and among neighborhoods, depending on their work and with whom they might need to collaborate that day.

Flexible spaces and seating include those designated for specific types of work.

For example, focus rooms allow for individual, closed-office, concentrative work. If a high amount of collaboration from others is needed, groups of various sizes can use team tables, huddle rooms and think tanks to meet and share ideas.

"The space provides opportuni-

ties for people to bump into each other, so to speak," says Mike Schwehr, Global Real Estate manager. "People meet each other, talk about something, engage with each other and come up with new ideas. From collaboration comes results."

Within the We3 space at the new Houston campus, Michele Snider, ExxonMobil Environmental Services Safety, Health and Environment coordinator, now interacts with more people than she would normally encounter in a traditional work setting.

"You have a lot more access to your peers and the next level

of management. Before, you would send an email and wait for a response. Now you can immediately ask a question of a colleague nearby, get an answer and move forward. That's been the biggest benefit."

Robin agrees. "I'm more productive here. I don't look at it as not having a desk anymore. I now have a variety of desks to choose from. I can walk over and talk to someone for a quick exchange or meet ad hoc in a huddle room to work through an issue. The environment leads to better group interaction and information exchange."



The focus on technology is well-received in the We3 environment. The highest-used areas are collaborative spaces, especially those with the greatest technological capabilities.

High-tech, high-touch

Pervasive technology throughout the We3 workspace fosters employee connections via broadband Wi-Fi. Employees use phones that allow them to make telephone calls over the Internet using a computer rather than from a dedicated device. *Apple TV* and *ClickShare*, a plug-in device, enable easy sharing of content from a laptop, smartphone or tablet onto a large screen.

“The environment really brings data and information to people firsthand so they can collaborate on a work product,” says Jan Jorissen, We3 program manager. “It’s easy to organize informal discussions with people versus sitting in a private office, sending out a meeting invitation and waiting for people to accept. Work happens in much more real time.”

Reduced footprint

Besides increased collaboration and improved productivity, the We3 space reduces the company’s footprint, lowering costs and impact on the environment.

“With the same amount of space, we can support 20 to 25 percent more employees,” says Kevin Gerrity, We3 portfolio manager. “The shift to We3’s activity-based working environment results in reductions in square footage, equating to millions of dollars of cost savings in office real estate.”

Gerrity says the space meets the needs of a changing workforce.

“In today’s business, people work in teams. Some may travel or work remotely at times, so

they don’t need an office every day. Others will be on vacation. We know, on average, that one-third of employees are not in their offices on any given day. In developing space for employees, we conduct a mobility analysis to understand a group’s work patterns to determine if We3 is a good fit. In most cases, it is.”

Competitive advantage

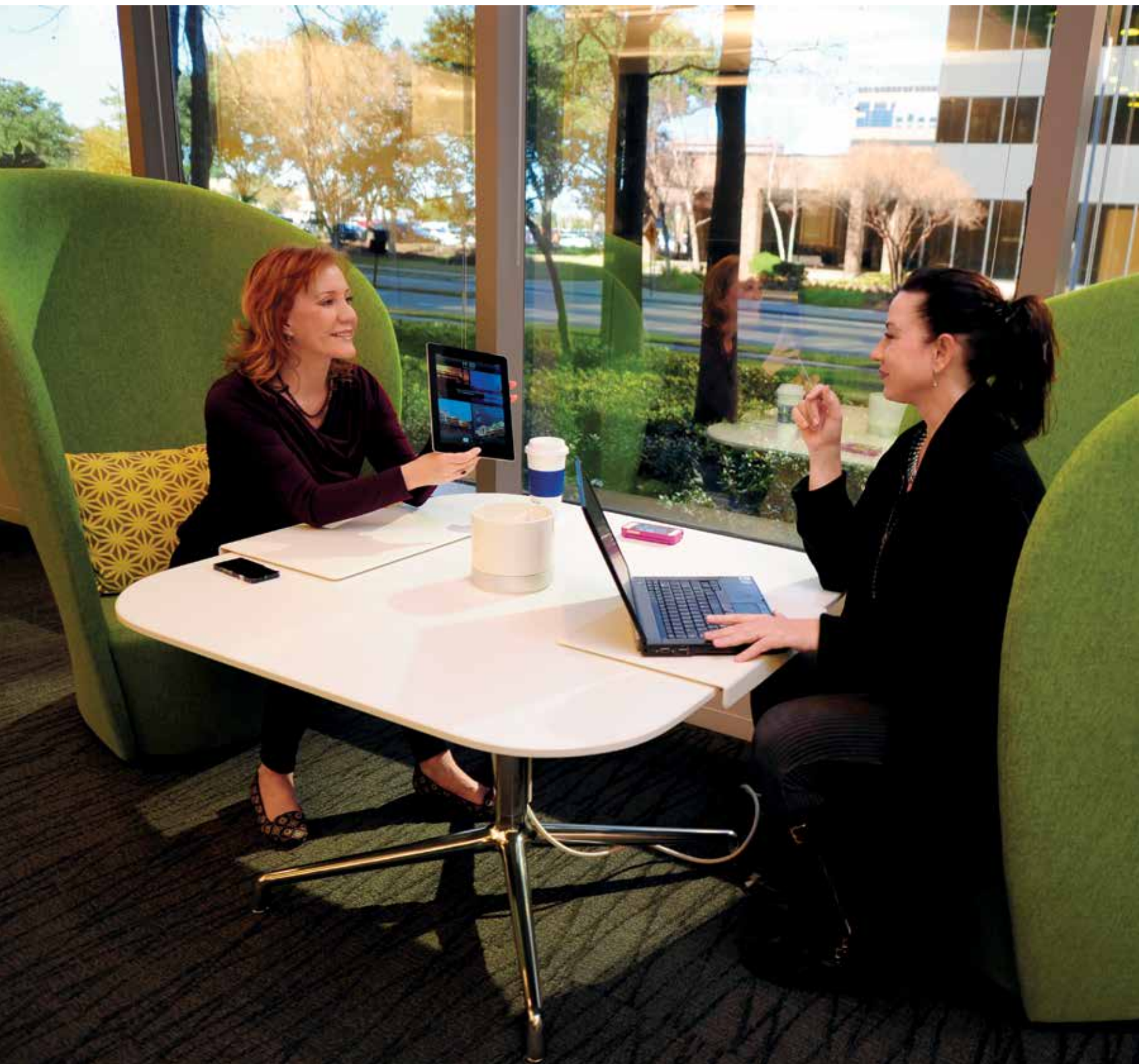
Currently, some 300 employees are working in the We3 environment at pilot offices in Houston and at the new ExxonMobil campus in North Houston. Over the next two years, the company will expand the concept to satellite offices near the new campus and to sites in Singapore and Calgary. This will increase the number of employees working in the new environment to 3,000.

We3 also meets the needs and expectations of the future workforce.

“Students coming out of college today are used to working in teams in collaborative spaces,” Gerrity notes. “The next generation of workers is more attracted to a variety of work, the ability to travel and the opportunity to earn good salaries. Having an assigned office isn’t high on the list.”

ExxonMobil sees We3 as a truly strategic asset.

“Collaboration is increasingly important for business success,” Schwehr says. “More and more work groups are looking to modify their space to We3 to take advantage of the collaboration and productivity improvement opportunities. This type of work environment is crucial to keeping our company competitive.” **theLamp**



We3 relies on technology, so employees can be more mobile, flexible and better connected – anywhere and anytime – at work.

Inspiring future leaders



ExxonMobil Corporation Senior Vice President Mark Albers meets with academy candidates in Houston.

The ExxonMobil Future Leaders Academy is designed both to recruit top engineering talent and to help minority students achieve their full potential.

▶ The list of schools represented by students attending this year's ExxonMobil Future Leaders Academy in Houston read like a Who's Who list of the nation's top universities: Columbia, Georgia Tech, Louisiana State University, Stanford, Texas A&M, Tuskegee University and the University of Texas at Austin – to name a few.

Similarly impressive was the list of participating ExxonMobil executives.

Alan Kelly, president, ExxonMobil Fuels, Lubricants & Specialties Marketing Company, welcomed the 32 students to Houston during an opening dinner. Sara Ortwein, president, ExxonMobil Upstream Research Company, and Mark Albers,

ExxonMobil Corporation senior vice president, shared personal thoughts on leadership during tours of the Upstream Research labs and the new ExxonMobil campus in North Houston. Steve Pryor, president, ExxonMobil Chemical Company, and Neil Duffin, president, ExxonMobil Development Company, hosted students at dinner and final lunch gatherings.

Attracting top students

The academy, begun as a recruiting pilot in 2013, brings top-tier minority students together with ExxonMobil senior management over a two-day period to inspire and educate them about careers in science, technology, engineer-

ing and math (STEM).

ExxonMobil started the academy in response to two major concerns.

First, demand for engineers is projected to grow significantly. According to U.S. Department of Labor statistics, industry will add approximately 250,000 engineering positions over the next 10 years.

Second, there is a serious need to foster more diversity in the engineering field. A recent government report found that women comprise half of the U.S. workforce but only 14 percent of engineering positions. Research conducted by Change the Equation showed African-American, Hispanic and Native

A chance to change the world

Mark Albers, Exxon Mobil Corporation senior vice president, told students at the Future Leaders Academy that affordable energy is the solution to the world's most pressing problems of poverty, unemployment and environmental challenges.

"You have an opportunity to impact the world – literally – to help raise people's standards of living and to meet some of our world's great challenges."

Overcoming many of these problems requires engineering solutions, Albers said. "Engineers need to learn to speak up and to lead."

To be an effective leader, he advised:

- ▶ Know your job and do it better than anyone else.
- ▶ Learn to lead instead of seeking a title.
- ▶ Learn from your failures.
- ▶ Define success for yourself early on; don't let someone else define it for you.
- ▶ Blossom where you're planted. Be willing to take on tasks that other people won't. You never know where the opportunity may lead.



American students also earn disproportionately fewer degrees in STEM fields.

"The academy exposes top engineering students to the company so they get to know who we are and we get to know them," says Rosendo Cruz, ExxonMobil Public & Government Affairs manager for U.S. Production. Cruz helped develop the Future Leaders Academy pilot for the company's upstream business.

"But it's more than a recruiting program," says Cruz. "It also provides them with leadership skills they can take back and use in their education and later in their careers, no matter where they may end up working."

Students invited to the academy are recipients of ExxonMobil-supported scholarships through associations that support academic and professional advancement of minorities, such as the Society of Hispanic Professional Engineers, the National Society of Black Engineers and the LOFT (Latinos On Fast Track) Institute.

After two days of presentations and tours, the students interview with members of the ExxonMobil recruiting team on the final day for summer internships across the corporation.

In the two years ExxonMobil has run the program, 52 students have participated, with internships having been offered to approximately 50 percent of those attending the sessions.

Motivation to excel

The level of senior executive involvement and their messages on leadership at the 2014 academy made an impact.

Ortwein's talk about the importance of reputation, results and relationships for business success especially resonated with Christy Lopez, an electrical engineering major at New Mexico State University.

"This program helped me see how I can make a difference on a personal level," says Lopez, a sophomore who will intern at ExxonMobil's Baytown Refinery next summer. "Sara's talk has given me more confidence as a

woman entering this field."

When Albers told students that they had an opportunity to change the world through a career in energy, that struck a chord with Christopher Graham, a University of Arkansas chemical engineering major.

"I want to have an influence and do something that changes the world in an effort to help other people. Why not be that engineer or scientist who finds a way to use energy more efficiently or discovers a renewable energy resource that benefits our environment? That's my aspiration."

This type of motivation is exactly the goal of the academy.

"We're hoping to inspire students to excel and reach their potential," says Cruz, whose own interest in becoming a civil engineer was sparked 22 years ago after visiting the Baytown Refinery as a high school sophomore.

A key message

For Carolyn Ramirez, a chemical engineering sophomore at the University of Texas at Austin, the academy opened her eyes to

the wide range of opportunities.

"I want to use my chemical engineering skills to advance the energy industry, to help develop new kinds of energy and to make the sources we already have safer and cleaner. I can accomplish all that by working at a company like ExxonMobil," says Ramirez, who will intern at the Baton Rouge Refinery next summer.

For Ortwein and other executives, that's a key message they want to impart.

"Our world needs more scientists and engineers to solve our future challenges," Ortwein says. "The academy offers us an opportunity to give them a peek at what they can do if they are successful in their studies. They can come to work for a great company like ExxonMobil or go to work doing something else, but it's important for them to see how much of a mark they can make. And it gives me hope for the future when I meet young adults so bright and energetic, and so ready to make a difference." **theLamp**

Developing the next generation of geoscientists

ExxonMobil is working to stem the shortfall of geoscientists predicted within the next decade. Through outreach programs for kindergartners to postgraduate students and teachers, the company hopes to spark interest in technical careers.

▶ As a geology major at Appalachian State University, Hehewutei “Cody” Amakali aspired to work in the mining industry. But a field course to Wyoming’s Bighorn Basin, sponsored by ExxonMobil and the Geological Society of America (GSA), convinced her to change career plans.

“It was my first exposure to petroleum geology, and I fell in love with it,” says the senior geoscientist with ExxonMobil Exploration Company.

Today, Amakali assists the instructors for that same field course to the Bighorn, where undergraduate and graduate students as well as faculty get a firsthand look at how petroleum geologists explore for oil.

The course is one of more than 20 outreach efforts ExxonMobil supports globally to promote geoscience careers and stem a projected shortfall of geoscientists.

Filling the talent pipeline

According to the Bureau of Labor Statistics, there are 297,000 geoscience jobs in the United States. With 143,000 geoscientists expected to retire in the next 10 years, and the job growth rate projected to outnumber graduates with geoscience degrees, the American Geosciences Institute (AGI) pre-

dicts a net deficit of more than 135,000 geoscientists by 2022.

It’s a global problem. The geoscience community as a whole is responsible for finding the resources society needs, which includes the oil and gas resources ExxonMobil itself requires. The corporation has some 1,500 geologists and geoscientists working in exploration, production and research positions worldwide.

“Geoscientists and other technical experts are key to oil and gas exploration and production,” says Nick Way, ExxonMobil Geosciences recruiting manager. “By understanding the geology of a basin, our exploration geoscientists evaluate prospective areas to identify the highest-quality opportunities to lease and subsequently explore.

“When they make a discovery, development and production geoscientists and engineers work as a team to determine the best way to develop and produce the resource. Considering the importance of this collaboration across so many technical specialties, it’s critical that we have diverse geoscience candidates available so that we can hire the best and most creative individuals.”

The company’s multi-pronged approach to



attract students to geoscience careers ranges from elementary through high school classroom programs and teacher training, to college- and graduate-level scholarships and field courses. Many of these courses are run at professional geoscience organizations, including AGI, GSA and the Society of Exploration Geophysicists (SEG).

Starting early

"It's important that we capture student interest early on," says Bob Stewart, Geoscience recruiting supervisor.

Besides classroom geoscience training for elementary and middle school teachers, the company also gets students out into the field to discover the science behind the rocks. One of the largest and most successful pre-college outreach programs is GeoFORCE, a University of Texas at Austin outreach to minority high school students. ExxonMobil has contributed more than \$1 million since the program started in 2005.

Minority honor students from southwest Texas and the Houston area go on geological field trips across the country to educate and excite them about earth sciences.

"Of the 475 students who have completed the program, 100 percent have graduated from high school, and 96 percent of them have gone on to college, with 64 percent pursuing studies related to science, technology, engineering or math (STEM)," Stewart says.

At left: Geosciences recruiting manager Nick Way has seen the success of his team's efforts.

Reaching minorities

While ExxonMobil is funding programs that promote geoscience in general, GeoFORCE and similar outreach programs encourage the participation of minority, underrepresented and women students. ExxonMobil awarded more than \$450,000 in grants and scholarships for minority students in the U.S. in 2014.

"While 30 percent of the U.S. population is minority, only 9 percent of the U.S. STEM workforce is minority," Way says. "We can't lead in advancing technology with a large segment of our population drastically underrepresented in STEM fields." (See story, page 25.)

Amakali, a Lakota Sioux American Indian, recently taught a course on geoscience career opportunities at the national convention of the American Indian Science and Engineering Society (AISES). She is among more than 30 ExxonMobil geoscientists worldwide who volunteer to teach classroom and field courses for high school to post-graduate students.

Engaging postgraduate students

One of the most successful programs for master's- and Ph.D.-level students is the SEG/ExxonMobil Student Education Program (SEP), which shares the breadth and challenges of an oil industry career. ExxonMobil will provide \$1 million over the next five years for the worldwide program.

"The students get hands-on experience in the type of work geophysicists do for an oil company," says Sue Nicholson, International Geoscience recruit-



ExxonMobil's Bob Stewart, recruiting supervisor, and Cody Amakali, senior geoscientist, lead field studies in geology for students.

ing coordinator and one of 10 ExxonMobil volunteers who teach the two-day SEP course.

Elsa Velasco, SEG University and Student Programs manager, says a high rate of students attending the courses stay in the geoscience field. "Students get a glimpse at how fascinating the world of geoscience is. ExxonMobil employees help them understand that geoscience is not a job; it's a passion. Sometimes we have engineering majors attend the course who later graduate as geophysicists."

Making an impact

And that's a win for ExxonMobil, as well as a host of other industries that depend on the geosciences, including the mining, environmental and engineering geology fields.

Geoffrey Feiss, GSA Foundation president, says geoscience often gets overlooked because most parents or high school counselors aren't as familiar with the field as

they are with careers in chemistry or biology.

"In Houston, you're likely to have a geologist or petroleum engineer live down the street. But if you grow up in locations where the oil and gas industry doesn't have a strong presence, you probably have never met a geologist.

"It's important that we communicate to students interested in careers in science and technology that there are amazing opportunities in geoscience," Feiss says. "ExxonMobil is helping us attract more students to geoscience in general, and that helps other industries, too."

The efforts appear to be working. Over the past five years, there's been an uptick in undergraduate students majoring in the geosciences.

"We're headed in the right direction," Way says, "which means that ExxonMobil will have the geoscientists we need to run our business in the future."

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