

THE WAY WE WORK AT HESS

We aspire to be the best. That requires everyone on our team to be aligned with our direction and continually driving for results. The way we want to work – The Hess Way – looks like this:



PEOPLE

Everyone is expected to **continually learn, grow and develop**. Our **development plans** are compelling and include **challenging and stretching tasks and assignments**. Leaders hold **frequent discussions** with their people about development and career goals, check that plans are executed, and participate in the company's development process.

Our leaders view themselves as **'servant first,'** focusing on the needs of others, especially team members, before they consider their own. They build a sense of community within the team. *Leaders are teachers* and coaches, helping their teams develop the problem-solving skills they need to **discover answers for themselves**. In doing so, we will create an *Army of Problem Solvers*.

We build **effective teams** and foster a **collaborative work environment** where there is a **team spirit**, and **wins and successes are shared** with colleagues.

There is **open dialogue** and individuals take responsibility for their work. Teams understand from their **metrics** how they are performing versus target, can identify problems and **close any gaps**, and are **empowered** to make **daily improvements**.

We build **trusted relationships** with internal and external customers, partners, suppliers, contractors and other stakeholders, and keep them in mind when taking action.

We **routinely engage** with these stakeholders where the work is actually performed – in the field or office – to understand their processes and how we can **add value**. We call this *going to gemba*. With first-hand information, we can better appreciate their expectations and requirements. We can also improve our deliverables and services by working as a team to **identify improvements, eliminate waste and solve problems**. By doing this consistently over time, we hope to be considered the **most trusted energy partner in the world**.

DIRECTION

We **think strategically**, have a **compelling vision** for the future we are trying to create and a **credible action plan** for making a personal contribution on the journey.

Using a **disciplined business planning process**, teams are able to convert multi-year objectives into a few, key **breakthrough actions**. Business units and functions ensure that they are **aligned** through a process called *catchball*.

Dashboards are posted on walls in the work area so that everyone can see where the team stands on leading and lagging metrics versus target.

Creativity and **innovation** lead to breakthroughs. To inspire that outcome, we set stretch objectives that **challenge our thinking** and follow a structured approach to problem solving. Our leaders are effective **coaches** who bring out ideas from others. And the best solutions **benefit the enterprise**, build trusted relationships, are elegant in their **simplicity**, and don't rely on capital.

We are good at figuring out how to get things done: organize people and activities; separate and combine tasks into **efficient work flow**; determine what to **measure** and how; and find opportunities for **synergy** and **integration**.

Our focus is on getting things **done right the first time** so that there isn't any re-work. *We don't ship junk* – pass along defects or problems to someone else.

We believe in *making problems visible*. We **don't hold back** anything that needs to be said, and we have the **courage** to take difficult actions when necessary.

When a problem arises we surface and handle it **quickly** and **directly**. These are **opportunities** for improvement, so our focus is on why there is a problem, not who caused it or is to blame.

RESULTS

Hess is **bottom-line oriented** and strives to be the **best performer** over a **sustained** period of time.

We make **quality decisions** based upon a mixture of **analysis, wisdom, experience** and **judgment** with what's best for the enterprise at the forefront.

Important items are posted as **simple visuals** and the focal point for discussion and decision-making.

We set **high expectations** for our teams and ourselves and we are all accountable to **continually improve**.

Individual and team performance is regularly **recognized**. And peers routinely recognize each other visibly for a job well done, the Hess Way.

We focus on **processes** and **systems** that **deliver repeatable results**, not one-time improvements. Improving the work is the work.



HESS VALUES

Our purpose is to be the world's most trusted energy partner. Hess Values set the framework and establish the ethical standards by which we conduct our business.

INTEGRITY

We are committed to the highest level of integrity in all our relationships.

PERFORMANCE

We are committed to a culture of performance that demands and rewards outstanding results throughout our business.

SOCIAL RESPONSIBILITY

We are committed to meeting the highest standards of corporate citizenship by protecting the health and safety of our employees, safeguarding the environment and creating a long lasting, positive impact on the communities where we do business.

INDEPENDENT SPIRIT

We are committed to preserving the special qualities and unique personality that have made us a successful independent enterprise.

VALUE CREATION

We are committed to creating shareholder value based on sustained financial performance and long term profitable growth.

PEOPLE

We are committed to attracting, retaining and energizing the best people by investing in their professional development and providing them with challenging and rewarding opportunities for personal growth.

