

PEOPLE



At Noble Energy, our intent is to enable all employees to become strong leaders who can help us achieve our vision. In 2014 we continued to work toward this goal with programs that support our workforce diversity and leadership development.

A TOP WORKPLACE

In 2014, we expanded our participation in the annual employee survey conducted by Workplace Dynamics to include all employees globally. This survey, which in the U.S. is the basis for the Top Workplace awards, has proved to be a valuable source of feedback regarding our organization, leadership and culture as we work toward our goal to be the energy partner of choice.

Based on the responses, we were named one of Houston's Top Workplaces for the fifth consecutive year, ranking tenth among 52 large companies. In Denver, we ranked 22nd in the large company category.*



A traditional clothing day celebration in Cameroon, whose diverse cultures and geography have led it to be referred to as "Africa in miniature," was one of several events during the year that celebrated our diversity. Others included a Houston cultural diversity luncheon hosted by the offshore region and a celebration of International Women's Day at the Equatorial Guinea office.

SUPPORTING DIVERSITY

We took steps in 2014 to support further development of a culture of diversity and inclusion. As one step, we partnered with leading organizations such as the Human Rights Campaign (HRC), One Colorado, The Center, The Denver Urban League and the NAACP to solicit guidance on talent recruitment and best practices in the workplace.

We increased our focus on hiring and retaining U.S. military veterans in 2014 by creating a program within our finance department for junior military officers. This formalized rotational program prepares these veterans to use their leadership and management skills within the organization and helps them develop a strong network within Noble Energy.

We also introduced cultural diversity training for our employees who are taking short or long-term assignments outside their home countries. This full-day workshop is offered to employees and their families to ease the transition to a new environment and enhance their ability to be successful in their assignment.

As a growing organization that values diversity of ideas, we have brought into Noble Energy many individuals who are new to the energy industry. To support their professional development, we created an affinity group called WAVE that helps those with less than 10 years of industry experience increase their understanding of energy terminology, operations and issues.

LEADERSHIP DEVELOPMENT

Several steps we took in 2014 strengthened our ability to become an organization in which every employee is a leader.

We further developed our Leading Performance program, encouraging all leaders to have a performance and career development conversation with each of their

*Based on 2013 survey; Denver rankings based on 2014 survey will be announced in spring 2015.

CULTURE



Wellness

We strengthened our wellness program for U.S.-payroll employees during 2014, adding more flexible opportunities for employees to earn incentive points by adopting healthy behaviors. We also built a fitness center in our Greeley, Colorado, office. These changes and ongoing wellness communications encouraged 46 percent of U.S. payroll employees to participate in the wellness program at levels that earned them a discount on their health insurance premium. The Fit Company Institute, a for-profit organization that encourages workforce health by hosting fitness events for companies and business leaders, named Noble Energy the “Fittest Company in Houston” in 2014.

employees during the year. To facilitate these discussions, we developed a new self-assessment tool that identifies 33 breakthrough leadership capabilities. These 33 key behaviors provide a roadmap for developing leadership capacity as an individual, as a team member, and as part of Noble Energy and our communities.

In the Eastern Mediterranean, to develop leadership skills within the growing Israeli management workforce, we held breakthrough leadership training for individual contributors and mid-level managers, most of whom are local Israelis. The training included three days of intensive leadership sessions.

In its third year, our LEAD (Learn, Excel, Achieve, Develop) program – designed to accelerate the development of key talent – included a total of 62 participants. We increased the stringency of the graduation requirements to encourage participants to take full advantage of the program, including monthly meetings with an internal or external coach and completion of three Harvard leadership development modules.

In Equatorial Guinea, a similar leadership development program launched in 2013 has graduated a total of 31 leaders, 52 percent of whom are Equatoguineans.

Noble Spirit, a highly customized first-level leadership program we launched in 2013, had 72 participants in the U.S. during 2014. We plan to expand this program to our international locations in 2015.

WORKING WITH LOCAL BUSINESSES

We work to support local businesses in the communities and countries where we operate. We hosted an event in our headquarters for Israeli companies that were attending the global Offshore Technology Conference in Houston as part of a delegation organized by the Israeli Ministry of Economy and the Israel Export Institute to showcase Israeli technologies. Each company had the opportunity to present its products and services to Noble Energy and to our major service companies.

In Equatorial Guinea, we continue to use the services of almost 200 local contractors employed via Equatoguinean employment agencies or consultancies. These contractors work in areas including security, logistics, supply chain, maintenance, catering, operations, IT and administration. We also provide English language training classes for our contractors and in 2014 provided more than 8,000 man-hours of computer skills training for 31 contractors.

In the Falkland Islands, we are working to ensure opportunities for local people and local companies by engaging with the Falkland Islands Petroleum Licensees Association to develop a local content policy. We also awarded more than 15 local contracts.



Jeroboam Beaka Tojaka, a purchasing agent in Equatorial Guinea, was a member of the 2014 Washington Fellowship

for Young African Leaders, a U.S. program to invest in the next generation of African entrepreneurs, educators, community leaders and innovators.

After an initial six-week academic residency studying business and supply chain management, he traveled to Washington DC to participate in a three-day summit hosted by President Barack Obama, where he networked with U.S. business, government and non-profit leaders. Now back in Equatorial Guinea, he continues to participate in professional development and networking as part of the Young African Leaders Initiative Network.