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Left: Skye Scrutton.



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This is an interactive feature and therefore unavailable in PDF format. The interactivity is available on the Chevron intranet (<http://linerider.chevron.com>) or you may email for more information (linerider@chevron.com).



Part of the Conversation

With the rapid growth of social media, telling the company story entered a whole new dimension.

Newspapers, magazines, radio and TV: These were once the only places a company could get its message across. They provided a vast landscape on which a company's public identity could be made or destroyed. Now that landscape is even bigger.

With the Internet came a new space for companies to discuss issues and manage their reputations. Some call it the blogosphere. A collective reference to all of the blogs online, the blogosphere has become a significant mechanism not only for sharing our personal stories but hard news reporting as well. This reality made it a place where Chevron had to engage.

"It's interesting, because it's not like interacting with traditional journalists," said Justin Higgs, media advisor and the voice of Chevron in the blogosphere since early 2009. "Everything is on the record at all times."

Higgs combs the Internet every day for chatter about Chevron and updates the growing community on Twitter with company news (see video opposite).

"If people have questions or are making incorrect assertions about anything, I'll attempt in a very transparent way to correct what they're saying and lay out the real facts behind whatever the case may be," Higgs explains. "We don't expect to always budge people from their positions, but we want to be part of the conversation and provide them with the right resources about the topic."

That includes links to our Web sites, videos or any other Chevron materials that share our side of a story.

"You need to correspond in these forums on a more personal level than you might with traditional journalists," he explains. "That's why it's called social media. Blogger engagement is not just about getting a hit one time on the Internet – it's really about forming relationships."

Guided by colleagues in the corporate Media Relations group based in San Ramon, Calif., Higgs builds those relationships through email, special conference calls to promote the latest company news – like first oil at a major capital project – or even educational field trips to our facilities. Through our membership of the American Petroleum Institute, bloggers visited our steamflood operations at Kern River, Calif., in January last year and, in August, another group saw in person the work of Chevron Energy Solutions at a U.S. Postal Service building in San Francisco.

The trip to former Texaco sites in Ecuador, however, was a critical component in the company's approach to a challenging issue.

The \$27 billion lawsuit against Chevron for alleged environmental pollution by Texaco in Ecuador, Higgs says, is not a story that "tells well" in the traditional media. Rife with factual inaccuracies, traditional media reports were missing our side of the story.

"The story is overly complex and not easily told in 500 or 1,000 words," Higgs explains. "In the blogosphere, people can write as much as they want."

So in June, Higgs and Latin America media advisor Jim Craig led a small group of bloggers on a tour of the Oriente, the rainforest-dense region of Ecuador that is home to the oil field operations at the heart of the lawsuit.

The group visited sites operated by national oil company Petroecuador as well as remediated Texaco sites and a sewage outflow site, which Higgs describes as the real cause of the health problems the plaintiffs identify in the case.

"Because the bloggers had more time to devote to researching the story, the trip resulted in more balanced, in-depth coverage of our side," Higgs said.

Not only is the blogosphere becoming a force in its own right, it also can influence what gets covered by traditional media. Higgs described one blogger conference call with Vice President of Global Exploration Bobby Ryan. The call was focused on exploration technologies in the U.S. Gulf of Mexico and included discussion about our major deepwater capital project Tahiti.

"About two months later, I got a call from a *Newsweek* reporter with a distinct interest in Tahiti," Higgs said. "He said he'd read about it in *The Oil Drum*, a prominent blog that had participated in the conference call."

That reporter eventually visited the Tahiti platform and began developing a feature story that could reach more than 17 million readers.

Chevron's participation in cyberspace is not new. Our Web site was one of the first sites specifically dedicated to an open discussion of global energy issues – and remains one of the few today.

As Web technology has developed, so have our social media offerings, including , an online game that helps increase understanding of how energy is produced and consumed. Chevron's most recent social media initiative has been

the development of its own [YouTube](#) site.

"Taking a proactive approach to social media not only enables us to share our company story and prevent misinformation about us from spreading, but it can also benefit our bottom line," said Don Campbell, external communications manager. "Getting out in front of issues and being part of the conversation helps us protect the company's reputation, maintain the trust of the investment community and continue to build strong partnerships to deliver energy for the future."

While traditional media remains an invaluable place of engagement for corporate reputation management, Higgs explains, social media is increasingly important.

"It's really about staying in touch with trends, with the understanding that a lot of media has moved to the online forums," he says. "In order to be where many of the eyeballs and influencers are, we need to be appropriately engaged in this space."



Energy Generations

We've been in business for 130 years but many Chevron families also go back through the decades.

Throughout our company's history, relatives have repeatedly recommended Chevron employment to each other. It is not uncommon to hear that a colleague is a second- or third-generation employee, making for a rich fabric of company experience. Here are a few of Chevron's multigenerational stories.



Only the Best for Us

Change management business partner Sharon Sloan's 27-year-long Chevron career has taken her to the sand dunes of Saudi Arabia, the brisk climate of the United Kingdom and many other exciting locales.

But the seeds of her company connection were planted long ago at her great grandfather's Texaco station in the small town of Cleburne, Texas, called *Graves and Sons*.

Sloan's grandfather, Ralph T. Graves Sr., is pictured here with her infant father, Ralph T. Graves Jr., in front of the family store. Her father went to work for Texaco in 1955 as an accountant, retiring in 1989 after 34 years.

"When I was first hired, I called my grandfather to tell him," says Sloan. Though it was before the Chevron-Texaco merger, he was overjoyed. She gifted him a Chevron hat, which he wore everywhere proudly – even into competitors' stations. "I'll always wear this hat," he said, "because Chevron is the best."

When his peers asked how he could say such a thing at a competitor's station, Graves replied, "Chevron is the only company that has my granddaughter working for them."



Pass the Hat

"Chevron paid for your braces," HES lead advisor Carlos Adams told his daughter, retail business consultant Leah Adams Sutherland, when she pondered a job offer from the company in 2007.

Though she "didn't even know how gas got to a station," Sutherland was intrigued by the offer from what was a family industry: a mother with Mobil, stepfather with Exxon, and husband with Schlumberger. And her great-grandfather, Carlos Escamilla, and grandfather, Joseph "Smokey" Adams Sr., were Gulf men for 35 years.

Escamilla joined the Port Arthur Refinery in 1924 at age 25 as a laborer, after emigrating from Spain. "Smokey" Adams joined the refinery in 1951 and worked as a burner, boilermaker and lead mechanic.

"He was a really funny, good man," Sutherland says of her grandfather, whose hard hat her father keeps in his office. "When my dad retires, I want his hard hat too."

Her dad is pictured with Leah at her 2002 wedding.



Chevron is Family

"It happens to me at least once a week," says Ernesto De La Torre, HIV/AIDS global coordinator. "Someone will look at me funny and ask, 'Are you related to...?'" As a third-generation employee, De La Torre experiences this frequently.

"Most often the name is Estrella, my mom, but others are Dave, my dad, David, my brother, or Eleanor, my

aunt. My response is always, 'Yes, I come from a Chevron family.'"

Starting with his grandfather, who retired in 1968, nearly each person had more than 20 years of service, mostly at the Richmond Refinery. His brother is there now.

"My grandfather chose the refinery because it was a stable place to work and a sure way to raise his family," says De La Torre.

Ernesto's father, Dave, is pictured far right in this early '80s photo, with colleagues at the Richmond Refinery.



Match Made at Chevron

You may not think of an energy company as a place for love connections, but in one family's case, it was. "My great-grandfather introduced my grandfather and grandmother, and my grandfather introduced my mother and father," explains Alana O'Connell, marketing communications manager for Chevron Energy Solutions.

The family's more than 100 years of combined Chevron history began with her great-grandfather, Jack McGrath, who joined the Richmond Refinery in 1905. Her grandfather, Cornelius Reardon, joined in 1912 and her father, William O'Connell, began in 1950 – each contributing more than 30 years. All were Irish immigrants.

"I remember my father always saying to me, 'If you have to work – you can't beat working for Chevron,'" says O'Connell. "He treasured the company's integrity – especially its emphasis on safety." She said though the company has changed over 100 years, what hasn't changed are its values.

O'Connell's grandfather Cornelius is pictured with his wife, Mary McGrath Reardon, and her mother Marian Reardon O'Connell, at her mother's college graduation.



A Legacy of Service

Working for Chevron was almost a rite of passage for the sons of William B. Lingley, a long-time Chevron employee in southern California.

It started with a good-paying summer job at a Standard service station for the oldest son Bill, then for his brother Bob. Soon after, Jim followed. Bill and Jim went on to marketing careers within Chevron. Bob is now a Chevron dealer. Jim's son Chris is a pricing specialist in San Ramon. Four other grandsons and two granddaughters would eventually work for Chevron. At last count the Lingleys accounted for 243 years of Chevron experience.

The "Lingley Legacy," as the family calls it, began when William B. took his first job at a company-owned station in 1938. He worked his way up to station manager, then trainer – seen here, the second from the right. Later the patriarch became a retail representative, retiring after 35 years of service.

Son Jim says, "We took pride in knowing we had the best products, gave the best customer service, and worked with wonderful people. Chevron was like a second family to us."



Chevron Way Began at Home

When a recruitment agency called him with news of a job opening at Chevron, Adrian Gounder could not contain his surprise. "This coincidence was unbelievable!" says Adrian. "I immediately phoned my dad and shared my excitement."

The recruiter was unaware the Gounder family had already accounted for more than a century of

employment with Chevron in South Africa. Adrian's grandfather Peter worked as a depot manager for 30 years. His father Roy is a field support coordinator in Durban. His uncles, Siva and Morgan, were managers in Natal.

When he was hired as a purchaser at the Williams Road Maintenance Workshop in Durban, Adrian says, "My entire family was thrilled. We knew that this was the start of something great."

Adrian (pictured left with dad, Roy) realizes now, he began receiving training in The Chevron Way as a youngster. "Growing up I heard my family, especially my dad, talk about Chevron with the greatest pride and respect."



Growing Up With Chevron

Lai Looi Thien first saw the inside of a Chevron facility when he was six years old. It was the depot his father worked at in Kuala Trengganu, West Malaysia. As he grew up, his father, Lai Chee Hing, brought Looi Thien and his brothers to company-sponsored outings and the annual family dinners.

Looi Thien has warm memories of swimming in the hotel pool, playing games and eating the delicious food. Five years ago Looi Thien, seen here – far right, followed his father's footsteps and joined Chevron as a marketing and supply operation executive in Singapore.

Company spirit was deeply engrained in the Lai family. "Chevron's values not only apply in working life," says Looi Thien, "but in my family life as well." Hard work and scholarship have paid off for his brothers. Each has earned a Chevron scholarship.

After 33 years with the company, Chee Hing is retiring from his terminal manager position in Pasir Gudang Terminal, West Malaysia. He is pictured in the middle of the photo with (from left): his son Looi Seng; wife Neik, Siew Hung; son Looi Sing; and Looi Thien at Looi Sing's convocation in the National Technological University.