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You can only
do so much
with data

A large, semi-transparent white text box contains the slogan 'You can only do so much with data'. In the background, there is a blurred photograph of two professionals in a control room. One person, a woman wearing glasses and an orange safety vest, is looking at a large screen displaying complex data visualizations like contour maps and graphs. Another person, a man, is visible behind her, also looking at the screen. The overall theme is data analysis and technology.

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DIVERSITY IN OIL AND GAS: WHERE WE'RE AT TODAY

Progress on D&I in the oil and gas industry was slow prior to 2020, but the events of this year could help drive more rapid change despite the challenges that have come with them

The oil and gas industry has long been renowned being one of the least diverse globally. According to the International Energy Agency (IEA), women account for only 22% of the oil and gas labor force, despite making up 48% of the global labor force. The sector lags on ethnicity too – for example statistics from the US Department of Labor show that 88.1% of workers in oil and gas extraction and 77.1% in petroleum and coal products manufacturing were white in 2019.

This is not to say that progress on diversity and inclusion (D&I) has not been made. To focus on women in particular, their representation in the oil and gas sector has been rising – albeit slowly – including on company boards. This has come both as companies have sought to attract talent from a new generation of workers whose needs are changing, and as evidence that diversity boosts company performance has mounted.

Improved performance

A 2018 gender diversity study prepared for the Petroleum Equipment & Services Association (PESA) by Accenture found that 48% of US companies with more diversity at senior management level improved their market share the previous year. This compared with only 33% companies with less diverse management reporting similar growth.

Others have also reported finding that diversity improves company performance. Management consultancy McKinsey & Co.'s 2019 analysis found that companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile. This was up from 21% in 2017 and 15% in 2014.

"Companies which have more gender diversity up top tend to have more inclusive leaders and a company culture which creates the type of environment for all employees to excel and advance – leading to material business results," explains Keri Macaluso, a senior energy strategy manager at Accenture.

Up to this year, this growing body of evidence in favor of diversity, and the slow progress among oil and gas firms that accompanied it, were the major trends characterizing the sector's performance on D&I. But of course the picture has since been complicated by the upheaval of 2020,

including the impact of the Covid-19 pandemic, but also a wave of protests against racial injustice that centered on the US but spread globally.

2020 vision

In some respects, the pandemic has compounded the challenges for those seeking to boost the oil and gas sector's diversity.

"Recent research by LeanIn.org said as many as one in four women could leave the workforce due to increasing responsibilities at home and online education," says Rachel Everaard, US-West people advisory services leader at EY. "Other research reports similar patterns. This is a problem companies need to understand and address with urgency," she adds.

On the other hand, there are ways in which the pandemic is accelerating the uptake of certain approaches and business practices, leading to suggestions that not all of its impacts will be negative in the longer run.

"The pandemic is accelerating trends that were already taking shape in the oilfield sector, including automation, digitalization, artificial intelligence, internet of things and remote work options," says Molly Determan, vice president of strategy and programs at PESA. "We've heard from our



members that they're considering providing remote work options for their teams even when the pandemic is over."

Accenture's Macaluso also sees remote working proliferating beyond the pandemic.

"Remote working is definitely something that will be here to stay to some degree – and I believe it will be an enabler in talent retention," she says. "The key will be in truly making the experience 'flexible' by allowing employees to have a say in how they work. For example, mandating something like 'everyone works at home one day a week' and not allowing employee input into which day isn't 'flexible' in reality. Managers should seek to bring employees into the conversation of how they work best."

The PESA-Accenture study on gender diversity identified a previous lack of flexible working options as one of the main reasons that women opt to leave the oil and gas industry. But EY points out that it is not women alone that stand to benefit from the more widespread availability of remote and flexible working.

"Our research would suggest that flexible and remote working options are attractive to the entire workforce," says Tim Haskell, US oil and gas people advisory services leader at EY. "There is a misconception that this is just for working women, but across every age group and demographic, the idea of flexible work is seen as a really important feature of work. It's also important that it's marketed that way – women and working parents should not be marginalized because they need or want flexibility. This is something that the whole workforce can leverage for their own idea of success while contributing to a company's bottom line," he continues.

"There are some early adopters among oil and gas, but there is still strong resistance to remote and flexible work in many parts of the industry," adds Everaard. "This is something that should be challenged, and I suspect will evolve quickly as data becomes clearer on productivity, innovation, and financial measures."

Next steps

Another significant impact of the pandemic is that it has highlighted a need for change and innovation as the sector adjusts in the wake of major upheaval and has its future increasingly thrown into question. There is a growing consensus that the oil industry's best years are behind it, and that it is oil demand – rather than supply – that could peak eventually.

Against this backdrop, some may welcome a reason such as Covid-19 for a major overhaul of their operations. The non-profit Energy Diversity & Inclusion Council – launched this year under the auspices of the US-based National Diversity Council – expects D&I to be critical to business revitalization and reimagination in the wake of this year's events.

"The most noticeable difference I see around diversity and inclusion is that we are ready to move beyond the business case of D&I," says a spokesperson for the council. "While the data clearly shows that diverse organizations outperform financially their peers, boost innovation and retain employees, we need to understand that demographic diversity in the workplace is a reality. Companies need to effectively utilize the diversity that already exists to create an equitable workplace."

The council believes that all of the uncertainty surrounding the energy industry means it is imperative that companies redefine their business models.

"An improved approach to diversity, equity and inclusion is critical to the long-term survival of the industry," the spokesperson adds.

The good news is that there are practical steps available to those companies seeking to step up their pursuit of D&I, some of which are outlined in the next article in this series.

It is also worth noting that the renewable energy industry is ahead of oil and gas on gender diversity, with women making up 32% of the workforce as of early 2019 according to the International Renewable Energy Agency (IRENA). The two industries appear to be converging, however, as a growing number of oil companies embraces the energy transition. As these oil companies increasingly make forays into renewables, it is possible that they will be compelled to catch up on representation. ■

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D&I: THE CHALLENGES AND THE SOLUTIONS

Efforts to promote D&I in oil and gas have significant obstacles to overcome, but there are practical steps that can be taken

There has been much talk about the need for greater diversity and inclusion (D&I) in oil and gas, but this needs to translate into meaningful action. It is here, however, that obstacles of varying magnitudes start to crop up. Fortunately, several practical steps have been identified that can be taken on both the company, team and individual levels that can help drive progress.

Foremost among the practical steps is obtaining better data. Comparison of changes over time both internally and between organizations will allow baselines to be established, and will make it easier to quantify D&I successes and failures. Moves such as Chevron's decision to include gender representation in its corporate sustainability report (see case study) since 2019 are helpful in this regard.

There is an even more fundamental challenge, though.

"One of the biggest challenges we face in the I&D space – especially in energy – is awareness of the need for change," says Keri Macaluso, a senior energy strategy manager at Accenture. She cites initiatives by the Petroleum Equipment & Services Association (PESA), including the Inclusion & Diversity Business Champion program, launched this year.

PESA's vice president of strategy and programs, Molly Determan, describes the program as bringing together industry leaders to "interact with a curriculum designed to identify opportunities for inclusion, equity and diversity growth, and create an action plan to make change within their companies".

This, of course, relies on at least some buy-in from the participating companies in the first place.

"It ultimately depends on the commitment from executive leadership to make meaningful changes and reinforce a culture that values inclusion and diversity," Determan agrees.

She believes that oil industry executives understand that greater diversity improves company performance and staff retention. However, there is a fine line to be walked here, so that oil companies do not find themselves accused of paying lip service to the issue of D&I while avoiding meaningful change.

Lip service risk

"For many companies, diversity and inclusion initiatives

are developed only to comply with corporate governance," says a spokesperson for the non-profit Energy Diversity & Inclusion Council, part of the US-based National Diversity Council. "The best way to target this issue is by educating organizations and leaders about the importance of leveraging diversity by fostering inclusivity," the spokesperson adds.

"The real risk is if company executives believe they can pay lip service to issues of diversity," says Cyntressa Dickey, global energy people advisory services leader at EY. "The demands for change are coming from all corners – investors and shareholders, regulators and governments, employees and potential candidates," she continues. She is optimistic about the willingness to move forward in a meaningful way, though. "As we talk to clients, we see genuine interest in making a step change and many want to lead from the front," Dickey says.

Accenture's Macaluso agrees that the risk of any company simply paying lip service is high, noting that the energy sector is not alone on this.

"Management must create a clear vision and goals for how they see I&D evolving within their organizations and ultimately hold themselves and their reports accountable to drive change," she says. "However, for change to become reality takes effort from everyone in the organization – not just management. For example, anyone involved in talent selection or promotion decisions must become more aware of their own biases; Questions like 'Do I tend to prefer people who went to the same school as me?' or 'Do we make experience 'requirements' in job postings that may discourage certain groups from applying?' are a good starting point."

Seeking balance

The task ahead for the oil and gas industry becomes all the more challenging because numerous companies are currently in the process of reducing their workforce in response to this year's severe industry downturn. They thus have to balance an overall reduction in staff numbers with improving the ratio of women and minorities.

"Balancing workforce reductions and improving diversity is an incredible challenge," says Dickey. "Yet, there is also a great opportunity. Oil and gas companies are already thinking about the technical and adaptive skills they need to 'change the game' in their operations, which opens up opportunity to rethink their employee value proposition

and reshape more equitable employee experiences necessary to create a better future forward."

One of Dickey's colleagues, EY's US oil and gas people advisory services leader Tim Haskell, already has anecdotal evidence of this playing out.

"I was speaking with a client who said their workforce reductions were forcing them to rethink everything," he says. "The organization needs to be flattened and streamlined and they need to drive more collaboration and innovation. In this transition, it was opening up opportunity for a new set of leaders to step into roles that would have taken years to realize under different circumstances," he adds. "It's anecdotal and early, but I hope the data will bear out that companies seized the opportunity to truly reimagine their workforce."

Rethinking "everything" is where many oil companies find themselves right now, not only on the question of D&I, but on surviving in a world that is increasingly pivoting away from oil and towards renewables. Not all companies will survive the current turbulent period, but those that go on to thrive may be the ones that seized the opportunity to make significant changes. ■



Diversity champions—don't miss!

Profiles in the Advancement of Women: Making an Indelible Mark

Decie Autin

Vice President, Central Project Management
ExxonMobil Global Projects Company

Lucinda Hanover

Founding Partner and CEO
Lumeri

Nov. 4, Session 15, 10:00 a.m. – 10:45 a.m. CST

2020: Game Changer for Diversity

Kevin Edwards

Chief Diversity & Inclusion Officer
Bechtel Global Corporation

Peggy Williams

Senior Partner
Lumeri

Nov. 5, Session 29, 10:00 a.m. – 10:45 a.m. CST



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2020 WGLC+ Senior Leaders Track

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ENHANCING DIVERSITY AND INCLUSION THROUGH ANALYTICS

By Lees Rodionov, Global Director Sustainability,
Schlumberger

One of Schlumberger's greatest strengths is the diversity of our workforce. As an energy service company, we believe that our ability to develop innovative, fit-for-basin solutions for our customers, and to execute on our business strategies, relies on attracting and retaining top talent—including local talent—through a combination of cultural, educational, and individual perspectives. As such, achieving nationality and cultural diversity and gender balance across all parts of our organization has been a focus for Schlumberger for many years. This broad range of perspectives—including experience, education, geography, nationality, culture, gender, and age—stimulates creativity and innovation, helping us maintain our competitive edge.

We offer our employees a challenging work environment where they are treated fairly with equal access to opportunities across different business areas and locations, accelerating their development while fostering an agile workforce and the next generation of business leaders.

We also recognize that our ability to attract, develop, motivate, and retain a highly competent and diverse workforce has been the key to our success for many decades. We believe it is critical for our people to be able to communicate with our customers in their native languages and to share the values of the people in the countries where we work. We are known as a company with global resources and local expertise, able to understand, respect and work in the local culture of our customers. As such, we recognize that diversity and inclusion is not just the right thing to do—it is a business imperative. It is about attracting the best talent from around the world and enabling creativity and innovation to drive business success.

To take advantage of the creativity spurred by broad perspectives, we remain committed to promoting a culture of diversity and inclusiveness—as individuals, as a company, and as an industry.

At Schlumberger, diversity is core to everything we do, and achieving gender balance has been the focus of study, policy and action for our company for the past 25 years. In line with the United Nations Sustainable Development Goal #5 Gender Equality, we aim to support our female workforce at all stages of their careers, helping to position them to realize their full potential in the company. We're proud of our accomplishments to date and, as part of our

focus on continuous improvement, we continue to set ambitious goals and challenge ourselves and our industry to do better. We set our first gender balance target in 1994, with a goal of having women comprise 15% of our exempt workforce by 2015. We achieved that goal ahead of schedule in 2011 and, as of October 2020, women make up approximately 23% of our exempt workforce. Our current gender balance goal is to have women comprise 25% of our exempt workforce by 2025—a commitment shared by our CEO and senior management across our company.

The intersection of digital and sustainability is a strategic focus for Schlumberger. As the world's leading provider of technology and digital solutions for reservoir characterization, drilling, production, and processing to the energy industry, we rely on science and data to drive our business and solve problems for our customers—and to break down barriers to diversity. This is why we leverage data to analyze our talent management process. Viewing our talent management through a diversity and inclusion lens allows us to be deliberate about embedding equity throughout our process, from hire to retire.

Using data to propel change

To best address industry barriers, including the lack of gender balance across the energy sector, we work closely with data scientists and behavioral psychologists to understand trends and culture. External research has also highlighted the gap in pay and promotions between men and women for years. In fact, the Women in the Workplace 2020 report, conducted by LeanIn.org and McKinsey, states that only 85 women for every 100 men are promoted to manager, with a larger gap for some women in that only 58 Black women and 71 Latinas were promoted¹.

Staying informed and educated about these barriers is essential. We have found that one of the biggest challenges to inclusion is unconscious bias, which can occur at any phase of talent management. Learning how to prevent bias from influencing personal opinions and decisions is the most important—and often the most difficult—lesson when it comes to hiring and retaining a diverse workforce.

Collecting data analytics from each stage of the talent management process has shown us key areas where we can address things like unconscious bias with our managers. This better equips them to manage this topic and enables us to rectify trends that may deviate from our corporate commitment to diversity and inclusion. Along with

algorithms, machine learning and other technologies, this data can be used to handle complex business questions and statistically group information, such as gender and pay. This is only part of the solution as solving bias also requires a behavioral change.

Addressing unconscious bias in recruiting practices

Our goal is to empower our people to make more efficient, better informed and higher quality decisions in the aim of positively influencing our workforce. Data and analytics are meant to strengthen human decisions not replace them. By analyzing historical trends, engaging with focus groups and reviewing current policies and retention strategies, we help our managers become aware of their own unconscious bias. Then, by providing opportunities to course correct, such as diversity and emotional intelligence training and education, we endeavor to propel a positive change in behavior. We use a technique called “nudging” to successfully drive behavioral change in health and safety, so why not also apply that here? Through small nudges, we can influence behavior more broadly.

Leveraging an analytics tool that reviews historical trends and a broad range of characteristics on candidate profiles, including demographics, academic and behavioral attributes, we are able to find areas of improvement during the hiring process. We can then provide information back to hiring managers around their past decisions as well as current diversity statistics, nudging them to review their decisions with this new information. The tactic does not eliminate candidates we would have typically selected, instead it removes the potential barrier of bias, bringing forward candidates and qualifying them to the next step—allowing us to be even more inclusive.

Training and engagement

Data analytics have helped define key topics including cultural differences, sexual harassment, bystander intervention and reporting processes, which we have incorporated in our training focused on respect in the workplace. The training, which was rolled out to our workforce in 2019, reinforces our responsibility to safeguard our people and promote a nurturing and inclusive work environment across the entire organization. Encouraging individuals to be more aware of their own biases, intervene when witnessing inappropriate behaviors, and make changes to their own behavior,



SHANTONA

Process Engineer

Shantona, Process Engineer, is loving the chance to build on her strengths in an environment of continuous learning. “Be true to yourself and be ready to go wherever your strengths take you. Schlumberger is a huge company. Keep an open mind to all potential job opportunities and actively seek out things you are interested in.”

allows them to contribute to making a positive change to Schlumberger overall.

We are also gathering data from our special interest communities throughout the company, such as our Connect Women and LGBT + Allies, to improve engagement on diversity and inclusion topics and drive action at a grassroots level. Since 2007, our Connect Women community—with its current 91 local chapters and over 6,000 members—has offered global discussion forums, webinars, roundtables and workshops promoting self-development and knowledge sharing to guide women through the technical career ladder. External events such as those held by Women in Technology (WIT) and Gulf Energy's Women's Global Leader Conference in Energy also have an important role to play—bringing together our female managers so that they can connect and share feedback about their experiences.

Together, women and men in Schlumberger are helping to lead the change that will further promote diversity and inclusion. As overcoming these challenges is not exclusive to Schlumberger, our industry must partner together to drive positive change.

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contribute to making a positive change to Schlumberger overall.

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1 "Women in the Workplace 2020." LeanIn.Org and McKinsey & Company, Oct. 2020, www.women-in-the-workplace.com



KIMBERLEY
*Product and Service
Delivery Manager*

Kimberley, Product and Service Delivery Manager, wanted to push herself further. Working at Schlumberger, she discovered a career without limits. "Schlumberger provides possibilities and infinite career paths. It's up to you how quickly you progress." Employees don't have to go it alone as they start their career here. Trainees are assigned a senior engineer as mentor and are free to choose various mentors as they progress in their career.



ANISHA
*Machine Learning
Engineer*

Anisha, Machine Learning Engineer, wants to make an impact. She is currently helping to lead the digital transformation and has found a truly supportive environment at Schlumberger. "My efforts are always acknowledged. My career progression is examined and rewarded in quarterly reviews, and I am encouraged to write technical papers and patents so that I am credited for my ideas."

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A photograph showing a red semi-truck with a yellow trailer driving across a multi-level highway interchange. The sky is clear and blue. The perspective is from below, looking up at the truck.

BHP

CASE STUDY: CHEVRON'S PROGRESS

Among oil and gas companies, the performance of majors on diversity and inclusion is more likely to be in the spotlight given their expansive global presence. For example Chevron – the US' second-largest oil company by market capitalization – has made progress on diversity in recent years and describes itself as being “on a continuous improvement cycle”.

The company's representation of women is at 25%, which it notes is above the industry's average of 22%, and it has also raised the percentage of women at mid- and senior management levels from 16% to 19% since 2015. These figures were included in Chevron's 2019 corporate sustainability report for the first time, with the aim to be more transparent about its performance on diversity.

“Chevron does not use quotas or hire individuals on the basis of race or gender to hit a demographic target,” the company says in a statement. “Instead, we compare our utilization of talent against the available labor pool. Our aspiration is for our workforce to reflect the diversity of all available talent.”

On this basis, Chevron's representation of women may be ahead of the industry average, but there is still some way to go, and the company says it is working to address this.

“Where we have under-representation, we study it and undertake proactive efforts to address,” Chevron says. “This could include broader outreach to under-represented groups, mentoring programs, investments in the educational pipeline and assessing and removing potential barriers to hiring or advancement,” it adds.

“Accountability for these proactive efforts is fundamental to ensuring the proportion of women and minorities at Chevron increases.”

Recent initiatives by the company include its Welcome Back program, launched last year and targeted at individuals who have left the workforce for child or family care, or other reasons. The program is designed to help individuals re-hone their skills and accelerate the process of re-entering the workforce, Chevron says.

However, this initiative comes at a challenging time, both for Chevron and the oil and gas industry as a whole. Hit hard by commodity price volatility and the impact of Covid-19 on energy demand, many oil companies are in the process of reducing staff numbers. In May, Chevron confirmed that it expected to reduce staff numbers globally by about 10-15%, in line with lower expectations of future activity. Based on staff numbers at the time – prior to Chevron's acquisition of Noble Energy, which was finalized in October – this equated to roughly 4,500-6,750 job cuts.

Efforts to return individuals to the workforce after a break thus stand to clash with broader moves to reduce overall staff numbers. This is not necessarily bad news for performance on diversity, though, and Chevron said in July that it expected the diversity ratio to improve upon the completion of layoffs, with senior level jobs held by women and ethnic minorities rising to 44% from 38% in 2019.

Chevron's performance on diversity has not gone unacknowledged by those who track it. Among other achievements, the company features on Forbes' America's Best Employers for Women 2020 List. While it only ranks 228th, it is narrowly outranked only by one other oil company, Royal Dutch Shell, which comes in at 201. Chevron has also achieved the EDGE Move Certification level, which it says places it among the top 14% of 200 global companies receiving the EDGE certification for gender equality.

The challenges that have arisen this year are unprecedented both for the oil industry and the world at large. But if Chevron manages to adjust to new realities as it expects to do, the upheaval of 2020 may actually help its progress on diversity, rather than holding it back. ■



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ATTRACTING STUDENTS INTO STEM CAREERS

"The internship program has so far delivered a 100 per cent employment rate... all students have gone on to gain full time employment with BHP or other employers in the area."

In support of inclusion and diversity, and science, technology, engineering and maths (STEM) development at BHP's Petroleum business, BHP's Gulf of Mexico Production Unit team in Texas, USA, has been working with local supplier, Danos, to provide a diverse pipeline of candidates to participate in our Gulf of Mexico Operational Internship Program.

The program has several objectives, including giving BHP a better opportunity to assess intern talent prior to full-time hiring. It provides educational experiences for students and offers support to schools in the Gulf of Mexico to help grow their STEM programs by offering real-world experiences for students. Several students have already completed the program.

And what's even more exciting is other operators in the region have taken notice and are working with Danos to replicate the program.

Stacey Gisclair, Vice President, Human Resources, Danos, explained that there's a growing interest by our customers to talk about diversity and inclusion, and there's more attention being placed on it.

"Customers have sought us out as a leader in our industry to help them to shape what that looks like," said Stacey.

Danos sources diverse talent from local schools in Louisiana

and Mississippi (BHP's Gulf of Mexico operating area) to take part in the program.

BHP's Gulf of Mexico Operational Internship Program provides participating students with vital work experience and educational opportunities to improve their employability and, importantly, provides them with exposure to the wide range of career paths available in the petroleum industry.

The program also assists BHP to build greater diversity in our talent pipeline and supports local schools in Louisiana and Mississippi to develop the capacity of students to meet the needs of local employers.

During the program interns perform a range of activities to provide them with the hands on experience they need to complement the theory they learn in school – from basic operations to instrument work and automation.

The internship program has so far delivered a 100 per cent employment rate – that is, all students have gone on to gain full-time employment with BHP or other employers in the area. Another positive outcome of the internship program is that local schools have been able to partner with BHP to identify, and rectify, curriculum gaps.

For John Ford, Field Manager, Gulf of Mexico Production Unit at BHP, the biggest win of the partnership with Danos is the opportunity to broaden the scope of inclusion and diversity:

"Developing a culture of transparent diversity sets the stage for true diversity," said John.

"For the industry to change, it takes more than one. The partnership with Danos will definitely bring many more to the table."

It's a view Yuliya Zhdanov, Vice President Petroleum Procurement, BHP, heartily echoes. Like John, she's excited about the power of partnership between BHP and its supply companies.

"I'm fully convinced inclusion and diversity will unlock tremendous value for the oil and gas sector. As we partner with our suppliers across the globe, we will continue to create conversations and influence positive change," said Yuliya.

"This internship program is yet another example of industry participants coming together to solve complex problems and to find creative solutions to our common challenges."

Click [here](#) to watch more and see more stories about BHP's work in inclusion and diversity. ■



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Global Energy Infrastructure (GEI) is a new market intelligence tool for the international energy industry. With the recent disruptions across all energy markets, it's more important than ever to get up-to-date information on projects, including project status.

Combining our well-established downstream project data set, used by the biggest names in global oil and gas, with new data sets for hydrogen, renewables, global pipelines, and LNG, GEI gives you the intelligence you need to grow as the energy industry recovers and transitions.

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For customers who need the data in spatialized formats, Energy Web Atlas continues to provide a superior tool which maps global energy assets for midstream, downstream, renewables, and hydrogen.

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