



Under Forty

**Recognizing Today's Rising
Technology Influencers**

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E&P 40 Under Forty

**Recognizing Today's Rising
Technology Influencers**



Technology for Today and Tomorrow

There's been a great deal of talk about the energy transition. In the midst of those conversations, oil and gas executives are asking themselves, "How do we become more efficient, more diversified and better able to manage our climate impact?" Inevitably, the dialog turns back to technology and innovation.

Innovation is the key to the industry's future. From advanced technology to productive business practices, innovators are changing the way the oil and gas industry operates on all levels. E&P has touted innovations in its publication for years. Now we're celebrating the innovators who brought them to the industry.

Welcome to E&P's 2021 "40 Under Forty" recognition program for technology influencers and innovators. In the following pages, you'll read about our first honorees in what we plan to become an annual program. From engineers to company founders, from C-suite execs to chief scientists, this year's honorees represent a broad array of organizations, from oil and gas producers, service companies and technology providers, to industry associations.

How did we come up with our list of honorees? All of our honorees were nominated by their peers, colleagues or superiors in an open process. All are being recognized for their positive impact and significant individual technological contributions to their organizations. In short, they've demonstrated workplace leadership as innovative

minds who will lead the oil and gas industry toward a brighter future.

Our honorees represent global majors such as BP America, Exxon Mobil Corp. and Saudi Aramco. They represent the top independent U.S. producers such as Occidental, Devon Energy, Apache Corp. and Pioneer Natural Resources. Many represent the all-important service sector, from companies such as Schlumberger, NOV and Siemens Energy. There are many more from large technology providers and smaller specialists. The one thing they all have in common is that they all are developing a path forward for the industry through the energy transition and beyond.

In addition, we are honoring Dr. Scott W. Tinker as the recipient of our special Energy Leadership Award. He is being recognized for his influential writing, speaking and documentary production and appearances, which advance understanding of resource development and the world's energy needs. Dr. Tinker serves as director of the 250-person Bureau of Economic Geology, the State Geologist of Texas, and a professor holding the Edwin Allday Endowed Chair in the Jackson School of Geosciences at The University of Texas at Austin.

It is with great pleasure and the utmost respect, we congratulate these 40 rising technology influencers for their work, and we look forward to many more milestones that they'll reach in their careers. +

HART ENERGY Conferences

2021

You should know the steps we're taking to safeguard health in our venues as we prep relevant programs to help get our industry moving. From increased sanitation and social distancing to touchless registration and catering, safety for speakers, attendees and exhibitors remains foremost in our minds.

In surveys, our attendees always cite two principle benefits from business conferences. They value programming – the topics addressed, by whom, and “lessons learned” – and they value networking – collaborative interactions with fellow professionals. Our goal is to inspire new business ideas and opportunities for every participant in any of our events.

Months of physical isolation taught all of us to work remotely, yet we value the unique benefits of face-to-face communication, whether virtual or “live” at appropriate distance. Connections between human beings propel the beating heart of business.

Please keep the opportunities shown here top-of-mind in planning your own 2021 calendars.



VIEW EVENTS

We invite you to participate in Hart Energy's 2021 conferences and events. We're planning a potent mix of **VIRTUAL**, **IN-PERSON** and **“HYBRID”** experiences to deliver maximum value for you and your business.

IN PERSON
CONFERENCE & EXHIBITION
DUG
HAYNESVILLE
May 26-27, 2021
Shreveport, Louisiana
Shreveport Convention Center

IN PERSON
Sept. 28-29, 2021
Dallas, Texas
Fairmont Hotel – Dallas
A&D
STRATEGIES AND OPPORTUNITIES
CONFERENCE

IN PERSON
energy capital
CONFERENCE
June 2, 2021
Houston, Texas
Omni, Houston

IN PERSON
Nov. 3-4, 2021
Midland, Texas
Midland County Horseshoe Arena
EXECUTIVE OIL
CONFERENCE & EXHIBITION

CO-LOCATED & IN PERSON
CONFERENCE & EXHIBITION CONFERENCE & EXHIBITION
DUG DUG
PERMIAN BASIN EAGLE FORD
INCORPORATING MIDSTREAM TEXAS
July 12-14, 2021
Fort Worth, Texas
Fort Worth Convention Center

VIRTUAL CONFERENCE
Nov. 29, 2021
Networking Reception
Houston, Texas
Westin Memorial City
25
INFLUENTIAL
WOMEN
IN ENERGY

VIRTUAL CONFERENCE
DUG
BAKKEN AND ROCKIES
Sept. 8, 2021

IN PERSON
Dec. 6-8, 2021
Pittsburgh, Pennsylvania
David L. Lawrence Convention Center
DUG
EAST
MARCELLUS-UTICA
MIDSTREAM



Water Management
Virtual Conference
May 19, 2021



**Building an Energy
Transition Company**
Virtual Conference
Summer 2021



Shale 3.0
Virtual Conference
June 29, 2021



**Carbon
Management Forum**
with DUG Permian
Basin and Eagle Ford
Conference
July 12, 2021



Minerals Forum
with A&D Conference
September 28, 2021



**Digitalization
in Energy**
Virtual Conference
October 6, 2021



Offshore Executive
Virtual Conference
October 20, 2021



Water Forum
with Executive
Oil Conference
November 3, 2021

For more information, visit HartEnergyConferences.com



1616 S. Voss Rd., Suite 1000
Houston, TX 77057
1.713.260.6400 Fax: 1.713.840-8585
HartEnergy.com

Editorial Director

Len Vermillion
lvermillion@hartenergy.com

Senior Managing Editor,

Publications

Ariana Hurtado
ahurtado@hartenergy.com

Creative Director

Alexa Sanders

Art Director

Melissa Ritchie

Ad Coordinator

Carol Nunez
io@hartenergy.com

**Senior Vice President of Events
and Media/E&P Publisher**

Russell Laas
rllaas@hartenergy.com

Vice President, Sales

Darrin West
dwest@hartenergy.com

**Global Director of
Business Development**

Henry Tinne
htinne@hartenergy.com

Director, Business Development

Chantal Hagen
chagen@hartenergy.com

Director, Business Development

Taylor Moser
tmoser@hartenergy.com

Oil and Gas Investor Publisher

Kevin C. Holmes
kholmes@hartenergy.com

HARTENERGY

Chief Financial Officer

Chris Arndt

Chief Executive Officer

Richard A. Eichler

40 Under Forty Table of Contents

Introduction 1
Energy Leadership Award Winner 4
Advice for YPEs from MEA Winners 8

Meet the Honorees

Colt Ables 10 <i>NOV</i>	Jessica Iriarte 32 <i>Well Data Labs</i>
Abdulaziz S. Al-Qasim 11 <i>Saudi Aramco</i>	David C. Johnson 33 <i>Chief Oil & Gas LLC</i>
Ahmed S. Amer 12 <i>Newpark Fluids Systems</i>	Lillian Comegys Jones 34 <i>Apache Corp.</i>
Jorel Lopes Rodrigues dos Anjos ... 13 <i>Petrobras</i>	Artem Khasanov 35 <i>TGT Oilfield Services</i>
Mervin Ekpen Azeta 14 <i>Schlumberger</i>	Chad Lavender 36 <i>Mustang Extreme Environmental Services</i>
Sanda Baciu 15 <i>Siemens Energy</i>	Jason Long 37 <i>WaterBridge Operating LLC</i>
Abby Strickland Ballard 16 <i>Validus Energy</i>	Jonathan Martin 38 <i>Black Mamba Rod Lift</i>
Jørgen Bruntveit 17 <i>FourPhase</i>	Joe McKie 40 <i>Alamo Pressure Pumping</i>
Brett Chell 18 <i>Cold Bore Technology</i>	Jocelyn McMinn 41 <i>Peloton</i>
Erica Coenen 19 <i>Reveal Energy Services</i>	Camilo Mejia 42 <i>Enovate Upstream</i>
Panagiotis "Panos" Dalamarinis ... 20 <i>Seismos Inc.</i>	Nitish Mittal 43 <i>ExxonMobil</i>
Molly Determan 22 <i>Energy Workforce & Technology Council</i>	Max Bran Nikolaev 44 <i>CARBO</i>
Katy (Holst) Dickson 24 <i>Patterson-UTI Drilling Co.</i>	Nathan Ough 46 <i>VoltaGrid LLC</i>
Brian Dorfman 25 <i>PropX</i>	Troy Ruths 48 <i>Petro.ai</i>
Shahram Farhadi 26 <i>Beyond Limits</i>	Jim Shaw 49 <i>Land Information Services</i>
Kyle Haustveit 27 <i>Devon Energy</i>	Xukai Shen 50 <i>BP America</i>
Clay Hebert 28 <i>H&P</i>	Blake Thomson 51 <i>Pioneer Natural Resources</i>
Brandon Hinderliter 29 <i>U.S. Well Services</i>	Daniel "Dan" Williams 52 <i>Master Flo Valve Inc.</i>
Caleb Hurd 30 <i>Zeeco Inc.</i>	Mitch Winnick 54 <i>REV Energy Services</i>
Michael Incerto 31 <i>Solaris Water</i>	Nancy Zakhour 56 <i>Occidental</i>



Energy Leadership Award

Dr. Scott W. Tinker

- *Director, Bureau of Economic Geology and State Geologist of Texas*
- *Professor, Allday Endowed Chair, Jackson School of Geosciences, University of Texas at Austin (UT)*
- *Chairman, Switch Energy Alliance*
- *Chairman, Tinker Energy Associates*

This year E&P recognizes Dr. Scott W. Tinker as the recipient of its special Energy Leadership Award for his contributions to the oil and gas industry. He is being recognized for his influential writing, speaking and documentary production and appearances, which advance understanding of resource development and the world's energy needs. He works to bring industry, government, academia and nongovernmental organizations together to address major societal challenges in energy, the environment and the economy.

Born in Illinois, Tinker worked in the energy industry for 17 years before joining UT Austin in 2000, where he serves as director of the 250-person Bureau of Economic Geology, the State Geologist of Texas and a professor holding the Allday Endowed Chair in the Jackson School of Geosciences. With Director Harry Lynch, Tinker coproduced and is featured in the award-winning energy documentary films *Switch*, which has been screened in more than 50 countries to more than 15 million viewers, and *Switch On*, which shines a light on global energy poverty. Tinker is the voice of *EarthDate*, which focuses on remarkable stories of Earth and is featured on more than 400 public radio stations in all 50 United States. He has served as president of AAPG, AASG, AGI and GCAGS.

His awards and recognitions include best papers in AAPG Bulletin and Journal of Sedimentary Research, distinguished lecturer for SPE and AAPG, the AGI Campbell Medal, AAPG Halbouty Medal and GCAGS Boyd Medal.

In an exclusive interview with E&P, Tinker shares details from his vast career, his advice for pushing forward and insights into his most memorable projects and accomplishments.

E&P: What or who motivated you to enter the oil and gas industry?

Tinker: Dad was a geologist with Shell. He never pressured me, but in retrospect, it seems resistance was futile.

E&P: What was your first energy-related job?

Tinker: With Sneider Exploration as a geologist from 1982-84.

E&P: Describe a career milestone that you've reached and who helped you get there.

Tinker: I worked 40 years in the oil and gas industry and academia and was never laid off or let go, thanks mostly to my parents who instilled in me a work ethic that is at times obsessive and unapologetic, and to my wife Allyson, who has put up with me for nearly 40 years.

E&P: What keeps you motivated and passionate about the oil and gas industry?

Tinker: Energy is the engine of the modern world and has improved lives for all those who have access. The net impact of oil and gas has been remarkably positive. I am motivated to work to expand energy access to all humans.

E&P: What advice can you offer for young professionals in energy?

Tinker: Remember that energy underpins all human endeavors, and as such, you represent the foundation of the modern world. Always be proud of that, but at the same time work to continue to minimize the environmental impacts that all forms of energy have on the planet. And don't forget physics wins in the end. Power density matters.

Mentors and Best Advice Received

- **DON WHEELER:** *My grandad taught me that everyone puts their pants on each morning.*
- **BOD SNEIDER:** *The harder I work, the luckier I get.*
- **JAMES LEE WILSON:** *Look at the rocks.*
- **DAVE EBY:** *Look at the rocks.*
- **CHARLIE KERANS:** *Look at the rocks.*
- **BILL FISHER:** *It all depends on talented people.*
- **PETER FLAWN:** *You are limited only by your own ambition.*
- **HARRY LYNCH:** *Never sacrifice quality.*
- **MARLAN DOWNEY:** *Smile, kid.*
- **ALLYSON TINKER:** *Take a breath; it will be there in the morning.*
- **CLAIRE TINKER:** *Keep talking, dad; it's what you do best.*

E&P: What professional and/or educational experiences have been most formative for the development of your business leadership and entrepreneurship skills?

Tinker: I have a business degree and did about half of an MBA early in my career, and some of that has been useful along the way. Serving in leadership roles in high school and college, and as president of several professional associations, provided a great opportunity to problem solve with professionals who brought different experiences and backgrounds to the table. Also, visiting 65 countries on six continents, from the poorest to the wealthiest, has exposed me to divergent cultural, educational, religious and economic perspectives, impacted my worldview and improved my tolerance for human difference.

E&P: When you first entered the industry, what goals had you set for yourself, and what goals do you have today as an executive?

Tinker: When I entered in 1982, my goal was to make myself valuable enough to keep a job! Forty years later, same goal! Although the way I add value now is very different. Take the long view to see what is coming. Set goals that can be accomplished in the near-term. Build teams of talented people, let them run, and provide support to keep everyone moving in the same general direction.



When Scott Tinker isn't working out in the field or in the office, he also enjoys tennis, biking, bird dogs and lecturing.

Most Memorable Technology Projects/Accomplishments

Early 1980s:

He worked under James Lee Wilson at the University of Michigan and assembled a regional interpretation of the Cretaceous Pearsall/La Pena System from the East Texas subsurface to outcrops in Mexico.

Early 1990s:

He worked with Mike Uland, Don Caldwell, Mike Brondos and Dick Merkel at Marathon's Petroleum Center to build some of the first advanced 3D computer geocellular models of major carbonate and clastic reservoirs.

Early 2000s:

He worked with Sue Hovorka to form the Gulf Coast Carbon Center and create the nation's leading CCUS team, still actively leading in that space in 2021.

Late 2000s:

He worked with Jay Kipper to create the Advanced Energy Consortium, which worked globally with industry and academe to create intelligent subsurface micro and nanosensors.

Mid-2010s:

He worked with Harry Lynch to create the extensive, globally awarded Switch Energy education film and curriculum library, including the feature length films Switch and Switch On, energy primers, energy series and episodes, the Switch Energy Lab, and more.

Late 1980s:

He worked with Dave Eby and Kent Kirkby at Champlin/UPRC assembling an integrated regional assessment of the Devonian Keg River/Winnipegosis System in the Western Canada Sedimentary Basin.

Late 1990s:

He worked with Dave Budd and Charlie Kerans to interpret the sequence stratigraphy of the Permian Seven Rivers, Yates, Tansill System exposed on the major wall in McKittrick Canyon, West Texas.

Mid-2000s:

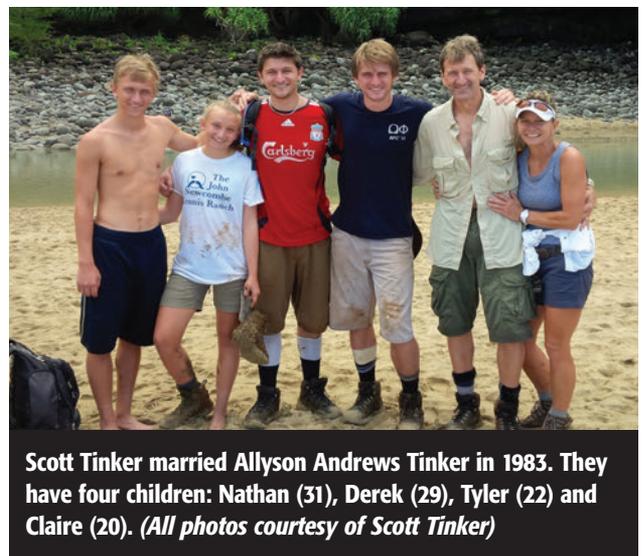
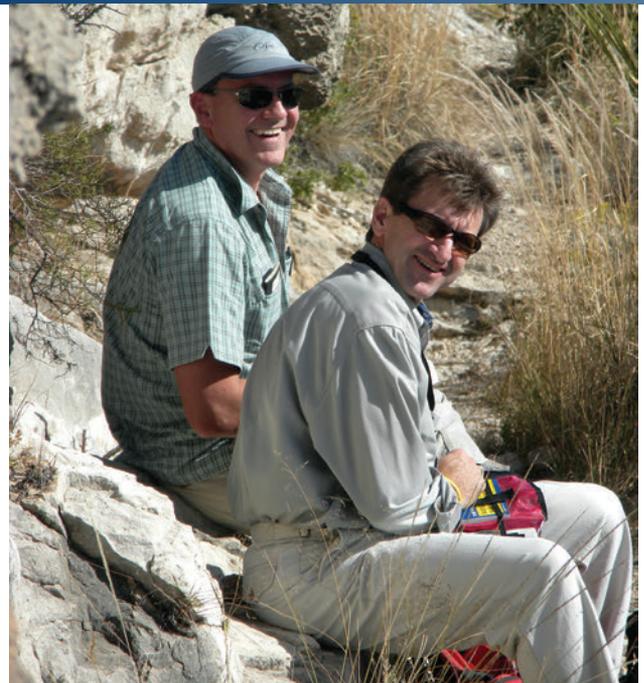
He developed the concept that energy, the economy and the environment are inextricably linked and communicated this broadly through a series of nearly 1,000 keynote and invited lectures in more than 50 countries.

Early 2010s:

He developed a major shale gas and shale oil resource and reserve research initiative working with Jesse Ausubel and the Sloan Foundation, DOE and the private sector.

Late 2010s:

With the support from the Texas Legislature, he formed TexNet, the state seismological network that comprises more than 150 seismometers, and the Center for Integrated Seismic Research, now led by Alexandros Savvaidis and Peter Hennings, respectively.

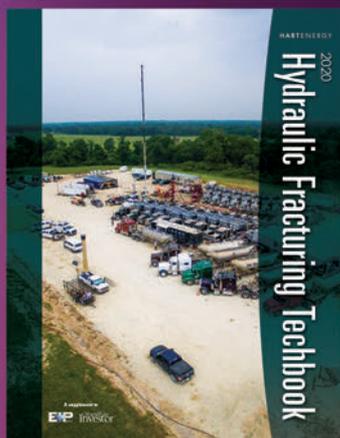


Scott Tinker married Allyson Andrews Tinker in 1983. They have four children: Nathan (31), Derek (29), Tyler (22) and Claire (20). (All photos courtesy of Scott Tinker)

E&P: What transformations—in approach, culture, technology or otherwise—do you think the industry must undertake for it to thrive in the future?

Tinker: Technological transformations are vital and must continue. But the greatest transformation needed is in public understanding of energy. The level of passion and faith driving some of today's investments and divestments, politics and policies, ignores basic physics and economics and could result in poor environmental stewardship and increased human suffering. The industry and those who work in it must find pride in their work again and the courage to share what they understand about energy in schools and churches, with civic groups and scout troops, and beyond. Otherwise, the narrative of 'clean and dirty' will spread, and the generations to come will feel duped when they realize it was a myth. Energy changes lives for the better. All forms of energy impact the environment. The real energy transition is from poverty to prosperity. +

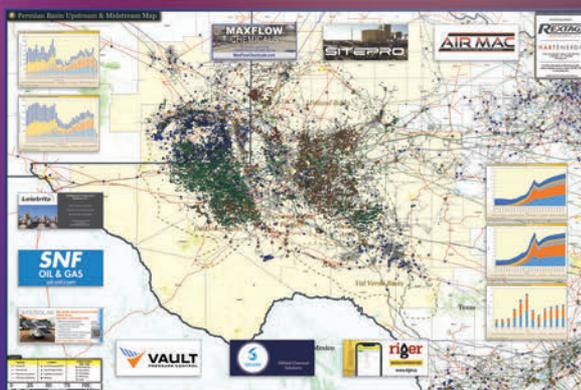
REACH YOUR TARGETS with this FOCUSED SUPPLEMENT and MAP



Hydraulic Fracturing Techbook

In its 10th year, Hart Energy's Techbook ranks among the industry's most anticipated reports. The Techbook delivers market analysis and a producer roundtable, plus insights on pressure pumping, water management, well interference and spacing, ESG performance, improved operational efficiencies – and more.

Publishes August 2021



Permian Basin Upstream & Midstream Wall Map

Hart Energy's exclusive map provides visual insights to Permian Basin activity from horizontal drilling and producing wells to pipelines and gas processing plants. Insets include rig counts, production data, top operating companies and more.

Publishes November 2021

For more information contact

Darrin West
dwest@hartenergy.com

Henry Tinne
htinne@hartenergy.com

HARTENERGY

Tips from the pros: Former MEA winners share insights for YPEs

As established, seasoned and award-winning individuals in the industry, these 2020 Meritorious Awards for Engineering Innovation (MEAs) honorees are sharing their advice for young professionals in energy (YPEs).

“Don’t worry too much about making mistakes. Have confidence in your ideas and convictions, and do something every day that takes you toward your goal. Instead of doubting, follow your intuition and press on.”

—Andrew Bruce, CEO, Data Gumbo



“Never stop innovating. New ideas, alternative views and different perspectives help your company succeed—but more importantly, they help you stay engaged, enjoy your job and have a successful career.”

—Adrián Ledroz,
Vice President of Technology, Gyrodata



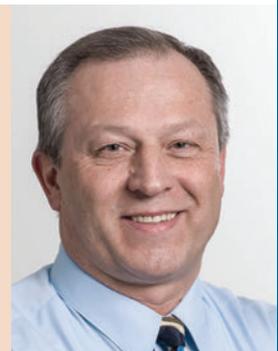
“To individuals in the early stages of their careers, I advise you to take on the challenges that others avoid and don’t fear failure. Every great success is born out of a legion of so-called failures that redirect the journey.”

—Samy Helmy, Vice President, Fluids & Completion Services, TETRA Technologies



“Making innovation a part of our professional culture and thinking helps us be innovative in everything we are doing, including our private lives, too.”

—Vladimir Navrotsky,
Vice President Technology and Innovation, Siemens Energy



The Special Meritorious Awards for Engineering Innovation (MEAs)

is the industry’s most established and widely respected engineering awards program. Each year the world’s best new tools and techniques for finding, developing and producing hydrocarbons are recognized.

MEA entries are judged on their game-changing significance, both technically and economically. Judges include respected professionals with engineering and technical backgrounds who have extensive knowledge of the categories they are judging.

We invite you to enter the 2021 awards competition. Entry is FREE!

Deadline: July 30, 2021
hartenergy.com/mea

“Early in your career, it is important to understand how your role fits into the larger picture of your organization—try to find mentors and work opportunities that expand your perspective on the high-level structure, operations, economics, technologies and general direction of your industry.”

—Cully Cavness, Co-founder, President and COO, Crusoe Energy Systems Inc.



HARTENERGY

CALL FOR ENTRIES

2021 Special Meritorious Awards for **ENGINEERING INNOVATION**

Annually Hart Energy bestows the **Special Meritorious Awards for Engineering Innovation (MEAs)** to honor the best new products, methods and services for finding, developing and producing hydrocarbons.

MEA entries are judged by respected industry professionals based on game-changing significance, both technical and economic. The judges are well-versed in their respective award categories and have engineering experience and technical backgrounds specific to the areas being evaluated.

Nominate your product or technology to be recognized among the **MEAs**. Entry is free, and awards will be presented virtually in October 2021.

Submit your Entry in 3 Easy Steps!

- 1** Gather the required documents to support your award submission. A complete list is available at **MEAentry.com**.
- 2** Go to **MEAentry.com** and create an online account.
- 3** Use your personal entry page to submit and edit your entry. **Enter at MEAentry.com**



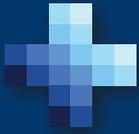
MEA AWARD CATEGORIES

- Artificial Lift
- Carbon Management
- Digitalization
- Drillbits
- Drilling Fluids/Stimulation
- Drilling Systems
- Exploration/Geoscience
- Floating Systems and Rigs
- Formation Evaluation
- HSE
- Hydraulic Fracturing/Pressure Pumping
- IOR/EOR/Remediation
- Marine Construction & Decommissioning
- Nonfracturing Completions
- Onshore Rigs
- Subsea Systems
- Water Management



Deadline for submissions is July 30, 2021.

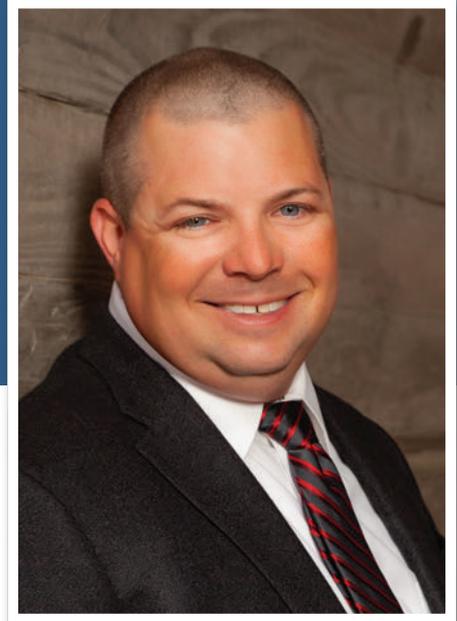
Contact meainfo@hartenergy.com with any questions.



Colt Ables, 38

Coiled Tubing and Nitrogen Technical Sales Representative,
NOV, Houston

“Volunteer for special projects. Volunteering for the special projects, or operations out of the norm, that your company is conducting will keep you on the cutting edge of technology.”



Being from central Mississippi, Colt Ables admits that he had no idea what the oil field was until Halliburton presented an info session at his college. He graduated from Mississippi State University (MSU) in 2006 with a bachelor’s degree in mechanical engineering and landed his first job in the industry that same year.

“Shortly after graduation, I started my first job with Halliburton as an associate technical professional for the Production Enhancement (Frac) product service line,” he said. “I worked my way up the ranks over 11 years. I was a field engineer in frac and coiled tubing. I also managed several teams from engineers, lab department, field hands and multiple training programs.”

After leaving Halliburton in 2017, Ables moved into the role of completions consultant working with QEP Resources, specifically the startup of its SimulFrac operations in West Texas. Then he moved to Pumpco Energy Services in 2018 where he was the director of operations and managed 13 frac crews in Texas. Pumpco closed its doors at the end of 2019, and now Ables is a technical sales rep for coiled tubing and nitrogen with NOV, where he is involved in multiple high-level projects working with new equipment and technologies.

Formative experiences

“The entrepreneurship program at MSU was phenomenal. My best friend, Roger Tankesly, and I started a successful landscaping company in high school and continued it into college, so entrepreneurship was already

ingrained in me. The MSU entrepreneurship program allowed me to get the basics of business courses (legal, accounting, etc.) and interface with executives and industry leaders on a weekly basis to have honest and frank conversations regarding what it takes to run a Fortune 1,000 and up company. In addition, Halliburton, in conjunction with Texas A&M Mays School of Business, put me through their Business Leadership Development program (a crash course MBA program). Halliburton also sent me to several trainings such as Frontline Leadership and Financials for non-Financial people.”

Memorable projects and milestones

“I have always had opportunities to be involved in deploying new equipment/technologies throughout my career. I’ve traveled the world to 16 countries deploying tubing-assisted fracturing and other new completion techniques as well as helping field test new software and designs of completions equipment. Reaching 15 years tenure in the oil and gas industry was a career milestone. It’s not been easy through the ups and downs, but I’ve always been able to get through by challenging myself in whatever position I have been in and finding a way to enjoy it. I am also proud of my patent. It was thought of in a truck on the side of a West Virginia tubing-assisted frac location in the middle of the night and sketched out in a tally book. The patent lawyers didn’t know what to think when we sent that in!”

Advice for young professionals

“Don’t be afraid to challenge the norm. Just simply asking ‘why do we do it this way?’ will drive you to develop new methods/

processes/procedures, because you will find that often the answer is ‘this is the way it has always been done.’ Don’t try to rush to the next career position. You should learn as much of the basics for the equipment, processes and industry before you try to advance, and yes, this means you should be as close to the action as often as your job responsibilities allow.”

Hobbies and charitable work

“My wife (Sarah Ables) and I own a Frios Gourmet Pops franchise selling hand-made popsicles, covering Montgomery and Brazos counties [in Texas]. We often partner with charitable and community organizations to perform ‘Give Backs,’ where a portion of our sales are given to an organization. We also partner with other locally owned small businesses to provide pops for community service members (first responders, teachers, health care workers, etc.) as a thank you. As far as hobbies go, I love anything and everything related to working with my hands involving precision. I have several vehicles that are slowly getting restored, with the help of my 2-year-old son. I also love reloading, precision rifle shooting and refurbishing firearms. Last but not least, I enjoy deep-sea fishing when I have the opportunity!” +



Abdulaziz S. Al-Qasim, 36

Champion of CCUS/EOR, Saudi Aramco
Dhahran, Saudi Arabia

"The oil and gas industry is the lifeblood of the global economy. It provides affordable, reliable and sustainable energy for all."



Dr. Abdulaziz S. Al-Qasim has been a steward for sustainability and carbon management in the oil and gas industry, promoting the circular carbon economy to address climate change challenges. He has actively participated, led teams and shared his learnings with local, regional and international audiences.

He graduated from King Fahd University of Petroleum and Minerals (KFUPM) in 2007 with highest honors and went on to join Saudi Aramco. His first assignment was in Safaniya Reservoir Management to work with the team to oversee production from the world's largest offshore oil field. In 2008 he joined the Southern Area Reservoir Management to work on the Ghawar Field, the world's largest onshore oil field.

He has since been named a trailblazer and is the recipient of several prestigious national and international awards. Al-Qasim is the sole Saudi member of the World Energy Council's (WEC) Future Energy Leaders (FEL-100) and was nominated to join the FEL-100 Board from 2020-2021.

According to Al-Qasim, his greatest career milestone was leading the CCUS/EOR pilot program and upstream carbon management within Saudi Aramco. He is the company's champion for CCUS/EOR, and he disclosed his 50th patent in April.

Entering the oil and gas industry

"In 2001 my high school selected me to participate in a program that aimed to identify the Kingdom's most gifted students. I attended a series of lengthy screening tests and interviews. Tens of thousands of students participated and only 50 were selected from

across the Kingdom and an additional 10 students joined from neighboring gulf countries. The intensive program involved innovative workshops, meeting with the Kingdom's governing and business elite, and a one-month program at Aramco. It was my first contact with the company, and it was at that time when I fell in love with the oil and gas industry and made my decision to be the first petroleum engineer in my family and, as a matter of fact, the first one from my town."

Memorable technology projects

"In 2017 we were the first to introduce the use of jobaba oil in our oil operations, a resource abundantly available in the Kingdom. Its derivatives are used for a number of specific upstream applications related to EOR, drilling and productivity enhancements within Saudi Aramco. In 2018 I joined the Khurais Field increment subsurface development team, one of the largest of its kind and the largest intelligent oil field in the world. The team managed to complete the increment, setting another world record for the company. Then in 2019 I led the monitoring and surveillance program of the first CO₂-EOR demonstration project in Saudi Aramco, the largest of its kind in MENA and the world's first intelligent CCS pilot. In 2020 I led the upstream carbon management and sustainability initiative."

Goals

"I would like to play a part in the great energy transition toward a low carbon economy with reduced CO₂ emissions. Innovation will play a significant part, and for that I joined the Ministry of Energy Innovation Committee. I'm also part of various organizations and committees, including CSLF, ISO/TC 265 and OGCI."

Industry transformations

"The oil and gas industry is under tremendous pressure to reduce its carbon footprint. It is in urgent need for rapid, far-reaching technological advancements and unprecedented changes in policies. These changes should not result in added costs and lead to exacerbating global inequality. Balanced-scale shift to low-carbon energy will ensure equal access to affordable, reliable, sustainable and clean energy for all. CCUS is viewed by many as a critical area for technological progress to enable a wide-range decarbonization solution and a successful response to climate change. One of the top-down policy approaches to push transition toward oil and gas decarbonization is to provide meaningful incentives for the development of CCUS projects."

Awards/recognitions

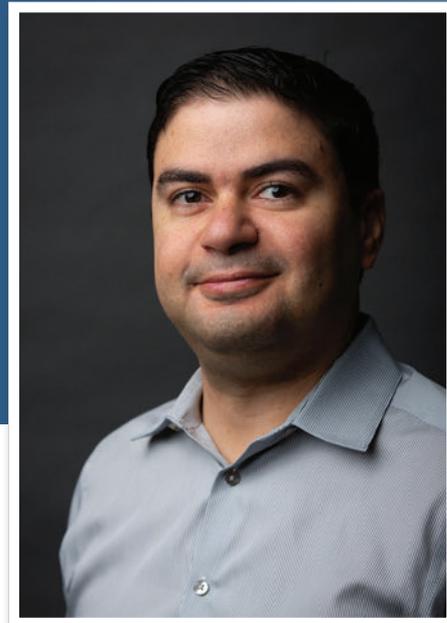
- 2021 CERAWEEK Future Energy Leaders program by IHS Markit;
- 2020 S&P Global Platts Energy Rising Star;
- 2020 World Oil Innovative Thinker Award;
- Energy Institute's Young Energy Professionals 2019 and 2020;
- Recognized by the WEC for his role in piloting the WEC first Transition Radar; and
- 2019 Aramco Innovation Week. +



Ahmed S. Amer, 36

Digital Solutions Product Line Director, Newpark Fluids Systems, Katy, Texas

“Operators and service companies need to find ways to test and vet technologies faster in the field. Some technologies wait a long time until they are tested. Also, there needs to be more of ‘let’s try this’ than ‘I know many reasons why this will not work.’”



Born in Cairo, Egypt, Ahmed Amer grew up watching his father work in the oil field and witnessed his enjoyment for the industry. He obtained his bachelor’s degree from Cairo University before jumping into his first energy-related job as a drilling fluids specialist.

“The energy industry is fascinating by itself, especially oil and gas,” Amer said. “When you think of oil and gas, you can’t help but think of how it improved the quality of life of most of the world population. When you read books about how it all started, in a way, it created a new world order, and much of the geopolitics is around energy and resources.”

Amer’s career spans more than 15 years during which he held field, operational, technical and R&D roles in fluids and pressure control domains with a focus on deepwater operations and lost circulation solutions. He is currently Newpark’s product line director for digital solutions, supporting software initiatives that enhance the customer experience by providing insights through analytics.

Amer is also a member of API Subcommittee 13, Chairman of the 2020 and 2022 AADE Fluids Conferences, and the vice chairman for AADE Fluids Management Group.

Industry passion

“You learn to keep yourself motivated in the oil and gas industry in the good times and in the downturns. The reality is companies are built in downturns. Innovation is key to survival. From a motivation point of view, it is the desire to do our best every day that keeps

us going but also to represent everything that one represents in the best way possible. The passion is always there, because there is always more to learn on how everything is related and connected in our industry.”

Career milestone

“A key milestone in my career was when I was selected last year as an SPE Distinguished Lecturer for 2020-2021. The Distinguished Lecturer program in general has always been something I aspired to reach, but the process is not easy and requires a lot of dedication. The reality is that just going through the process refines your presentation and technical skills and lets you meet some of the most knowledgeable people in the industry.”

Advice for young professionals

“Always think holistically. Think of how the various elements come together to create a system. Don’t be early to judge the results of an experiment; present the results and let others decide if this is what they are looking for.”

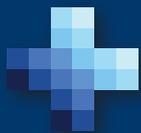
Leadership skills

“At a later stage of my career, I worked for a manager that reminded me of the fact that careers are not only about a mentor or what we put in them, but the fact that our managers see something in us and put us on the right path for it. This manager is Ole Iacob Prebensen, who at some point when my father was at the hospital would actually bring lunch and come visit us. He simply taught me the personal aspect of management.”

Call for transformation

“The industry is truly at crossroads. There are calls for various forms of transformation from within or outside of the industry that can be categorized as follows:

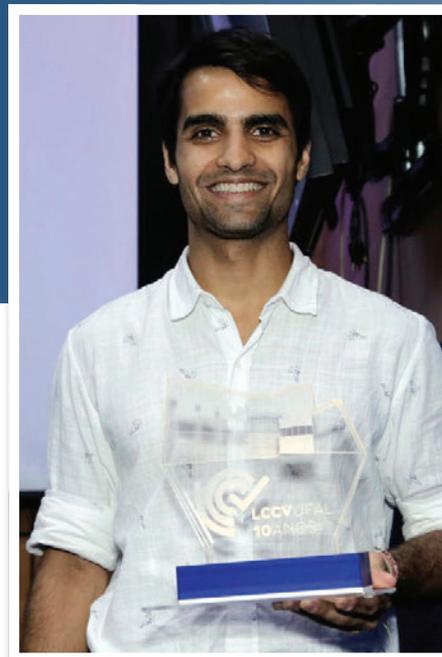
- Internal call for transformation: This one is more from within the industry and it is more around automation and digitalization. The key is to automate where it makes sense and where there is value to be gained including making people safer by automating higher risk tasks. The idea of automation is to also increase efficiency, performance and reduce costs. As for digitalization, the key is to be able to measure and benchmark performance, so this goes hand in hand with automation. The industry has access to massive computing capacity that can be repurposed as fit for the future.
- External call for transformation: These would be more around global or local agreements around climate among other key components of ESG as well as investors driving that. This is a great challenge for every company to be asked to do their activities in a way that is sustainable and rewarding for the surrounding society.” +



Jorel Lopes Rodrigues dos Anjos, 34

Performance and Efficiency Sectorial Manager, Petrobras
Rio de Janeiro, Brazil

"Being an engineer, my responsibility is to deconstruct, rethink, question and understand 'what we need' and not 'what we are used to doing.' It's my role to change and reshape things to better serve our society. For me, engineering is all about that."



Jorel Lopes Rodrigues dos Anjos is a frenetic rock climber who spends almost all of his free time climbing mountains in Brazil. His gravitation toward his other passion—engineering—likely came from his father.

"If I'm not working, I'm climbing," he said. "My dad is my true inspiration, from life to work. People think I'm creative ... they don't know my father. We have a small factory in Brazil, and I'm really proud that he designed and built all the machinery!"

His first energy-related job was as a researcher with Federal University of Alagoas studying numerical methods, scientific computing and visualization technics for structural analysis. He graduated as a civil engineer from there and then later obtained a master's degree in mechanical engineering from Federal University of Rio de Janeiro.

Anjos has worked as a petroleum engineer with Petrobras for the last 12 years. For almost nine of those years, he focused on R&D and led projects related to well design (casing and cement) and automation. He also led the development of a real-time well integrity surveillance system that receives data from production units and performs well integrity calculations to monitor the well loads envelope.

In recent years, Anjos moved to a corporate position and led a digital transformation team to develop 13 applications. He also introduced the concept of agile system development for the Wells department. Currently, as wells performance sectorial manager, he is implementing the usage of AI to categorize operational data and automate well design and benchmarking.

Entering the industry

"I still remember the day I was watching TV on my mom's couch after my undergrad classes and I saw a marketing campaign from Petrobras showing an offshore platform and the challenges of producing oil and gas from deep water. At that moment, I said to myself, 'I want to work with that!' Some years passed, and I had the opportunity to join the company and become a petroleum engineer."

Memorable projects/accomplishments

"As I started my career at the Petrobras Research Center and Development, I explored my structural engineer background and started to work with casing design, considering probabilistic analysis and limit state design. That was a hot topic during that period, but from that, I started to scratch the surface of what would become the software that essentially designed all Petrobras wells considering hydrostatical loads. The thermal model is still under development. That project is designed to drastically automate the structural design."

Staying motivated

"What makes me motivated as a manager of the oil and gas industry is the ability to provide energy and fuel countless business worldwide. And it's our responsibility to deliver that energy safely with high respect of human life and environment."

Advice for young professionals

"Be curious! Life is changing in front of us all the time. Be generous and share your knowledge! Remember that learning and teaching happens at the same time."

Formative experiences

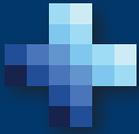
"Preparing and teaching high school students for university admission exams was a formative educational experience for me. I think my speech ability was molded during that time. Also, several years later, I was invited to lead Well's geomechanical team of Petrobras Research Center. That was definitely a turning point of my career as a leader having to deal with much more than finite element analysis, and I learned how to enhance results with team work."

Digital perspective

"I used to say that the term 'Digital Transformation' is outdated as we already live a 'Digital Reality.'"

Best advice received

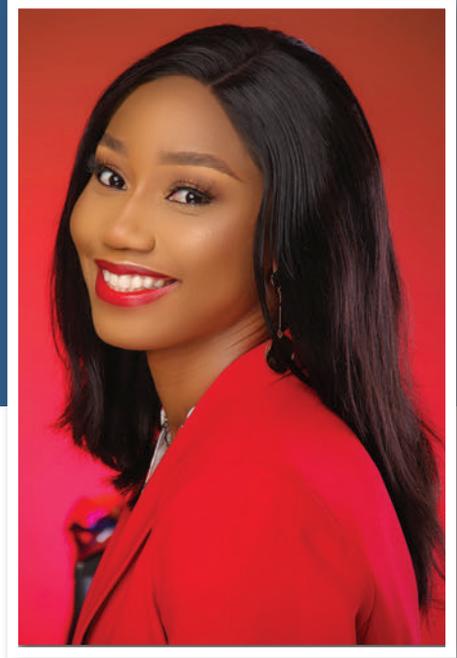
"I started my career as young as 22 years old, and the most important advice I received from my mentors was how to grow as a group, not as an individual, and that sharing knowledge is the best way to be recognized of it." +



Mervin Ekpen Azeta, 34

Business Line Product & Service Delivery Manager
Schlumberger, Nigeria

"I revel in the opportunity to share knowledge and experiences, imparting sparkle and wisdom to people."



Mervin Azeta is currently a product and service delivery manager for two business lines with Schlumberger. She has been featured in media publications as an influencer, leader and trailblazer; and she serves on multiple boards inspiring a shared commitment to deliver a cleaner, healthier, secure and sustainable energy future for all.

She holds a bachelor's degree with first class honors in chemical engineering from the University of Benin as well as a master's degree with distinction in sustainable energy futures from the Imperial College London.

She was motivated to enter the oil and gas industry by "a powerful desire to address the energy challenges in the country and continent" as well as "to prevent deaths from power cuts like I experienced as a girl," Azeta said. In addition, she wants to leave "a positive legacy for younger women and show them, among other things, that they can thrive in any male-dominated industry."

Memorable accomplishments

"I designed and deployed new, game-changing technologies/solutions in many high-profile projects on the continent. I also delivered exceptional business performance in my first managerial role, driving huge margin improvements year-on-year."

Career milestone

"I successfully executed a global project that was closely aligned with the digital transformation agenda of the company. I had to wade through numerous challenges

(including a downturn in 2014/15 and moratorium), galvanize the support of several key stakeholders (locally and globally) and secure the necessary HQ approval to develop an application that leverages the latest IT architecture to track, report on and analyze sandface completion projects, well components and equipment in use on these wells. Today, tracking those gives the company better visibility on its oilfield activity or technology deployment levels, and traceability for remedial work. It also enables us to make informed, data-driven decisions on tenders/proposal submissions, and product augmentation, development or modification."

Advice for young professionals

"Dare to discover and do not be complacent about your future. Do not let anyone or anything hold you back or make you feel less of yourself or stop you from achieving your goals! And there is so much one can achieve if one stays humble and curious, willing to serve with a mix of purpose, courage, kindness and professionalism, and determined to create value."

Formative experiences

"I have had the privilege of being raised by parents, who as professionals-cum-entrepreneurs couldn't miss teaching us the rudiments of business leadership and entrepreneurship, and making us recognize the value of innovating rapidly in a competitive environment. I really can't help but be grateful for that. I was also fortunate to get a sense of what it took to manage a business during my undergraduate study; a mentor

gave me some of his merchandize to trade, and this helped me master the art of selling and generating profits. It was really interesting to have such support and investment from someone external to my family. It taught me a whole lot more, especially what it meant to mentor others who may not necessarily be like me, to take chances on younger women and to pay it forward."

Career goals

"Rise through the ranks to become the youngest black, female CEO of a multinational company, while inspiring many more women to bust stereotypes, shatter barriers and thrive boldly in their careers."

Awards/recognitions

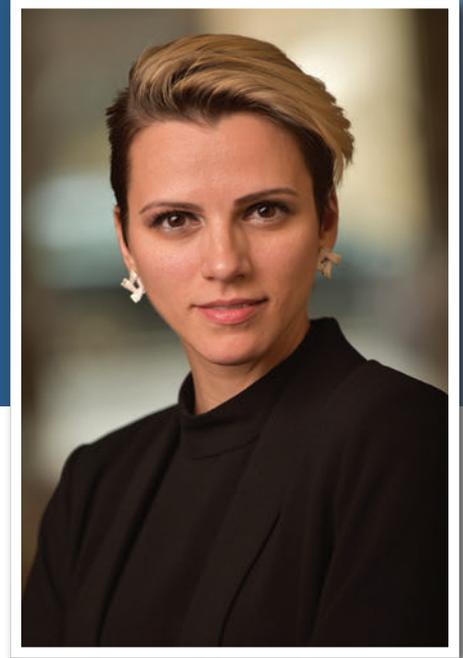
- Best Undergraduate Research Thesis (2010)
- Presidential Special Scholarship for Innovation and Development (2012)
- The Young Independents SADC Top 100 (2019)
- SPE TWA Energy Influencers (2020)
- ExxonMobil Power Play Awards (2020)
- Multiple awards/recognitions within Schlumberger (including Schlumberger Global Excellence in Execution Award); and, from clients such as Total and Chevron. +



Sanda Baciú, 36

Head of Compression Portfolio, Siemens Energy
Houston

"I am not a patient person at all, and I like to be in control. So, I pray every day. My biggest mentor is God."



Sanda Baciú labels herself "a Romanian living in Texas, a fashion designer, bookworm and foreign languages aficionado."

She graduated college from the Lucian Blaga University with a master's degree in international relations - business. As a student, she started her career in the automotive industry in supply chain with Caucho Metal Productos in Romania. After seven years, she pursued an opportunity as category manager for diversified components in Spain with Guascor Generator (her first energy-related job). A couple of years after joining, she was promoted to category manager for forgings and raw materials for the Americas position with Dresser Rand and moved to Houston.

Three years later, after Siemens' acquisition of Dresser Rand, Baciú took over the global responsibility for iron and aluminum castings with Siemens Energy. In 2019 she became responsible for the Siemens compressor package portfolio in the R&D group as a product line manager. Then in 2020 she was assigned her current position as head of the compression portfolio with Siemens Energy's Technology Innovation department.

"Switching from supply chain to R&D was quite a challenge, but I wanted to prove that it can be done and that versatility across-function experiences are valuable," she said.

Baciú also recently completed the Innovation and Entrepreneurship Program with Stanford University.

Entering the O&G industry

"I started my career in the automotive industry. I learned a lot and very fast, as this industry never sleeps. My mentor, Jesus Parra Arroyo, introduced me to the oil and gas world by offering me a job in Spain as category manager for Guascor Generator. I soon realized that the oil and gas industry is like an old wine—strong taste, complex and timeless. And I liked it!"

Memorable accomplishments

"All the design changes that I worked on with my colleagues, some of the smartest people out there, are memorable. When you're able to help improve a machine (compressor, engine) that supports essential activities for the good of the people, it is shaping you as a person. I love testing new technologies and pushing boundaries. No matter if we talk about turbocharger efficiency improvement, changing manufacturing processes to improve components, additive manufacturing, design simplification or fugitive emissions solutions, they are all career accomplishments."

Career perspective

"When I started my career, I just wanted to be the best professional out there. I used to learn more than needed and do more than expected. I wanted to be the best in everything I did. Today, as an executive, I want to be a great leader. I want to make a positive impact with people and projects. I stopped chasing perfection, but I pursue relentlessly excellence and impeccable work ethics. I guess I'm all grown up now."

Staying motivated

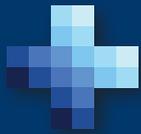
"Well, I like old wine. Joke aside, the oil and gas industry is a tough industry, but there's a logic to the toughness. There are a lot of aspects that we can improve, so it continues to be interesting and challenging at the same time. And I love a good challenge. It is also an industry that the world relies on, whether we like it or not, and we need to do our best to keep it going at the highest level of performance, while we also find solutions to protect our environment."

Best advice received

"Progress is critical. It should not be sacrificed waiting for perfection. Keep progressing even if it's not all perfect."

Embracing new technologies

"I believe our industry needs to step a bit outside the comfort zone of existing tech to pursue new technologies more, without sacrificing safety of course. This is the only way, in my opinion, that we can go beyond performance and become environmental and socially responsible as well. This is how the industry survives." +



Abby Strickland Ballard, 32

Senior Data Engineer, Validus Energy
Denver

“By playing it safe and fearing failure, you are only limiting your own personal growth and opportunity for improvement.”



Abby Strickland Ballard joined the Validus Energy team in March 2021 as a senior data engineer. She leads the data management infrastructure, building the company’s data analytics platform and automating processes throughout the organization.

Ballard most recently worked as a senior production engineer/data scientist with Bruin E&P Operating LLC, where she designed and built its business intelligence platform. Her work with Bruin E&P covered operations, finance, accounting and business development project needs as well as engineering studies.

Prior to joining Bruin E&P, she consulted in oil and gas where she worked with more than 40 clients throughout major U.S. basins. She also held traditional production engineering roles with Chesapeake Energy and Antero Resources in the Haynesville, Devonian, Utica and Marcellus asset teams.

In her free time, she loves remodeling and is always tinkering with home projects. She has also completed five full marathons (Oklahoma City, Houston, Honolulu, Montana and Walt Disney World) and several more half marathons.

Getting into the industry

“Both of my parents are engineers in the oil and gas industry. I did not know much about their day-to-day work while growing up, but I knew that they had an incredible network of coworkers who had become lifelong friends. Their work allowed us to live in Alaska, California and Texas, where my dad was working offshore the GoM [Gulf of Mexico] when I left for college.

In 2007 petroleum engineering was a popular career path with oil prices on an upward trajectory. The overall program experience offered at OU’s [University of Oklahoma’s] Mewbourne College of Earth and Energy was incredibly enticing as well as the opportunity upon graduation to travel and live abroad in this industry. The college’s job placement rate for graduating seniors was nearly 100% at the time. For someone who did not want to return home to Houston, this was a huge plus. The possibilities seemed endless as I entered this career path! Although I stayed in Oklahoma after graduating and gave up some of my grand plans for travel, I have experienced the same incredible network of friendships that I was exposed to growing up through my parent’s friends. I am proud to actively participate and contribute to the O&G community!”

Career milestone

“In my previous role at Bruin E&P Operating, I built an analytics platform in Spotfire from the ground up. In the end, it was used by all facets of the company—accounting, engineering, land and finance. The platform ultimately influenced our daily operations and was utilized from field personnel to C-suite.”

Formative experiences

“Quitting my salaried corporate production engineering role in the spring of 2016 to open my own consulting business was a leap of faith in my own abilities and knowledge base. From the outside looking in, making that decision with WTI hovering around \$40/bbl probably looked more like a nosedive than a leap of faith. I saw the

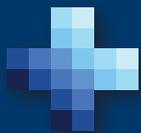
future need for more efficient, automated processes throughout all disciplines of our industry, and I wanted to concentrate on perfecting that skill set. That leap of faith completely changed my career trajectory. It encouraged me to trust my instincts, step outside of my comfort zone and take on more risk and challenges.”

Changing goals

“My goals have changed so much in my almost 10-year career; part of that is due to a career path pivot into data analytics and part of that is due to starting a family. My role as mom to my three kids is just as important to me as my professional aspirations. Each is challenging and satisfying in very different ways but equally important for me to stay engaged and present.”

Advice for young professionals

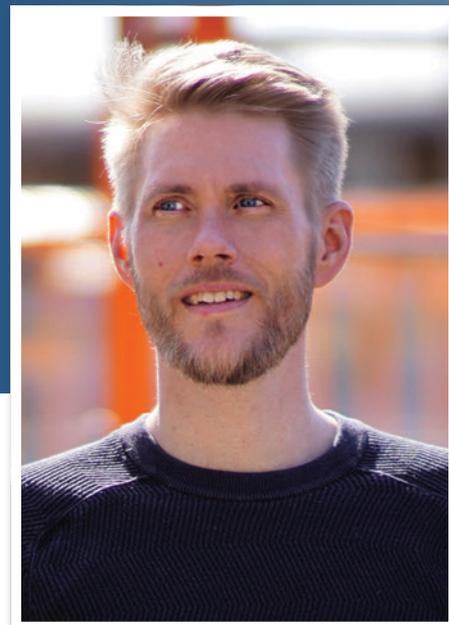
“Learn from failures—yours and others! You will hear a lot about successes in technical conferences, white papers, and lunch and learns, but much, much less is shared on failures. Everyone makes mistakes, but become a professional who learns and grows because of it. Own the mistake, communicate the impact, devise a plan to remediate and move forward while executing an improved process.” +



Jørgen Bruntveit, 34

COO and CTO, FourPhase
Bergen, Norway

"I am constantly encouraged by the opportunity this industry has to promote and act change. Knowing that my actions can impact positively on such a large scale is rewarding."



Jørgen Bruntveit is an inventor and holder of multiple patents with 17 years of experience in the oil and gas industry. "I think my timing joining the oil and gas industry was fortunate," he said. "This was in the mid-2000s, and the company I was working for at the time, Byron Jackson Services (BJS), was in a transition phase between old and new technology, so I got to experience a full technology cycle."

Bruntveit started his career with BJS in 2004 as a coiled tubing (CT) apprentice and held various positions from operator to superintendent. The Norwegian branch of BJS was often the first to adopt new technology, he said, adding that he was often involved in testing and developing new products.

A few years after Baker Hughes Inc. acquired BJS, he joined the newly founded company FourPhase (formerly DWC) in 2013 as operations manager. Bruntveit is currently with the company in a dual role as COO and CTO. With FourPhase, he has developed and implemented multiple products related to production optimization and solids management. He has a high focus on enhancing processes and products, with the goal of ensuring safe operations and subsequently resulting in high uptime. His current focus is on the decarbonization of the industry and how technology can be the enabler.

Entering O&G

"The region where I grew up has a close connection to the oil and gas industry, and I got exposed to companies and people within the industry at a very young age. The industry was at the time looked at as the pinnacle of technology, and it just had a natural attraction on me.

However, I found it quite challenging to choose a profession within O&G as there were so many opportunities that I found interesting. I made an overview of the different options that were available and successively drilled down until I landed on the one that I found most exciting and promising—coiled tubing."

Career philosophy

"Since joining the O&G industry, I have always had visible goals with a two-year horizon of where I would like my career to go. And I think that two years are a sensible horizon for most of us. Anything shorter would not build consistency, and anything longer would reduce the flexibility. I have always had colleagues and leaders who have been encouraging and supporting growth, and to me having that safety net and support is the difference between failure or success."

Professional development

"There is an invaluable link between theory and practice. Reading the theory, performing the theory in practice and updating the theory with your own experiences is the ultimate cycle of developing a skill. Personally, having such a gradual career and not skipping steps has probably been the most formative for my professional development. Being able to gradually develop and learn the theory before each step has been beneficial for me to develop my skills."

Goals

"My goals can be divided into two main categories:

- Nourish the company culture: Many challenges arise with company growth, and for me, the biggest challenge is progressing the company culture. We need to

ensure that we have a work environment where we encourage knowledge-sharing and allow mistakes.

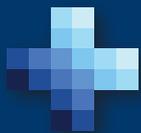
- Stay relevant and adapt: Be aware of your competition but do not waste your time on them. Spend time developing products and service and ensure that you are the lead-runner. Do not allow yourself to become attached to your ideas and products, and always adapt to the market and available technology."

Industry perspective

"We are at a crossroad, and I think that we are struggling to find a new identity as an industry. If we are to have a thriving industry in the future, we need to become more transparent, especially when talking about decarbonization. To reach our decarbonization goals, we need to be even more aggressive in the development of carbon-reducing technology. Our industry needs to adapt to sustain, but I am confident with a joint focus that we will thrive in the future."

Advice for young professionals

"Acknowledge and appreciate your mistakes. Spend enough time to understand the mistake and how you can learn and progress from it. I think we all focus too much on who's to blame rather than appreciating the opportunity to learn and grow." +



Brett Chell, 39

President, Co-Founder and CEO, Cold Bore Technology
Alberta, Canada

“Culture has shifted. Technology has shifted. Everything has shifted.”



Brett Chell is the president, CEO and co-founder of Cold Bore Technology. He is a prolific oil and gas entrepreneur and leader with more than 20 years of experience in the industry.

“My brother-in-law, Kevin Johnson, was a push on the rigs and was a big influence for me to join the industry when I was 22,” Chell said.

The oil and gas industry is full of individuals that have overcome challenges, both personal and professional. For someone that didn’t finish grade 12, Chell has proven that with a good idea (or two or three) and perseverance, you can be unstoppable and lead an incredibly successful career.

Chell started his career working as a lease hand on drilling rigs with Technicoil. His in-the-field background has informed his practical approach as he’s built disruptive technologies, processes, hardware and software to reduce workload, infrastructure and cost for the completions industry.

Before leading Cold Bore Technology, Chell spent a decade building other startups that have modernized the oil and gas industry through automation and connectivity. He is also the founder of Energy Block Services, a company that provides custom performance-based smart contracts to oil and gas companies, and a founding partner at Raptor Rig, the world’s first fully automated drilling and coil rigs. Additionally, Chell spearheaded the creation of an oil and gas technology-focused partner company, Axial Energy Technologies, in 2010.

When he’s not at the office, you’ll find this motorhead rebuilding cars, enjoying backcountry snowmobiling or operating his other company—a successful graffiti and portraiture business.

Familial role models

“My dad and mom are huge mentors—all my family really—because every single person in my family had their own businesses. Growing up in this family, where my grandpa was the butcher, my grandma was the florist, my other grandpa was an RV dealer/owner and an oilman, that was just life. In the 70s and 80s, they weren’t called entrepreneurs; they just had businesses and it wasn’t as cool back then. But those are the most influential people in my life.”

Staying motivated

“The shift in technology adoption and the speed of change that we’re seeing now—it was a really slow hard slog to push technology into oil and gas for a long time, and now we are really seeing a shift in speed of adoption and the move toward controls automation and standard platforming, which is exciting.”

Memorable technology projects

“We built a dual-mast fully autonomous drilling rig, which was the first of its kind in the world. We then built coil units that were 20% faster and more efficient than what’s currently available over in Saudi. After that, we built acoustic telemetry for drilling—an MWD tool. And then the one we are most proud of: we built the SmartPAD, the world’s first master control system for fully autonomous frac, which is now being deployed across

the industry. It’s an industrywide automation platform for the entire frac fleet.”

Career milestone

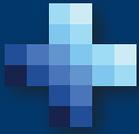
“I’m probably most proud of the amount of money we were able to raise to self-fund. Combined, we’ve raised more than \$60 million for our projects over the last five years. We’re really proud of that because a lot of that money was not brought in one big chunk; it was brought in a lot of different raises and a lot of different scenarios with private equity and venture capital firms, which is very hard and very technical to do.”

Formative experience

“Getting a board. Getting a legitimate outside independent board associated with my company has absolutely been the best learning curve and the hardest.”

Advice for young professionals

“Fail fast! The people who are most successful are the ones who take the most chances the earliest and fail and then get back to figuring it out and fail again and fail again. The people who are unsuccessful are the ones who try to plan out too much to never fail, because you don’t learn s*** from not failing.” +



Erica Coenen, 39

Vice President of Operations and Chief Scientist
Reveal Energy Services, Houston

"This industry matters. It makes headlines almost every day. It is so dynamic and has already reinvented itself multiple times. There are so many opportunities to positively impact the future of this industry."



Erica Coenen is determined to understand how mechanical things work and make them better. This enthusiasm is the foundation of her successful career and various activities. She obtained her bachelor's and master's degrees as well as her Ph.D. in mechanical engineering from Eindhoven University of Technology in the Netherlands.

Her Ph.D. thesis on fracture mechanics was awarded the prestigious ECCOMAS Award. ECCOMAS is the European Community on Computational Methods in Applied Sciences. During her undergraduate and graduate studies, Coenen pioneered lead-free solders in microelectronics, which are now widely recognized for their minimal environmental impact.

In 2015 Coenen moved to the U.S. from the Netherlands and joined Reveal Energy Services as the second employee. She worked on the development and market introduction of the company's pressure-based diagnostics by setting up the services business, in addition to leading the engineering team.

Her passion for tinkering, building and repairing also shines through in her choice of hobbies. She works on her stained-glass art, which involves cutting glass, grinding and soldering. She also supports her husband during his drone competitions; as the "pit boss," she charges batteries and replaces broken propellers.

She added, "We live in a horse community, which is a lot of fun. What I enjoy most is all of the repairs. I can really appreciate the simple but robust technologies that keep the water well and lawn mower running. These simple technologies are an interesting contrast to the high-tech world of oil and gas."

Entering the O&G industry

"My experience prior to joining the oil and gas industry was at the national laboratory of the Netherlands working in the high-tech innovation space. I focused on advanced manufacturing technologies that are used in the production of phone screens, solar panels and wearables. Curiosity and the opportunity to discover a whole new domain was what got me started in oil and gas. Once in a while, you must challenge yourself and go far out of your comfort zone. Those are the moments of personal growth. There is no looking back, only forward."

Formative experiences

"My Ph.D. in mechanical engineering gives me the ability to go deep into science. The work experience at the national laboratory taught me how to apply technology and shape it into solutions that address real market needs. I learned the fundamentals of leadership at the business school of St. Gallen in Switzerland. All of these steps required dedication and hard work. I think that is the best preparation for any next step, always being prepared to put in the work and see it through."

Career growth and leadership

"I hit the ground running when starting at Reveal Energy Services. In the first months, I focused on learning the lay of the land and spoke to as many people as possible. I have worked with a lot of fantastic people, from which I have learned so much about the industry. Leading a team of young engineers, I see it as my responsibility to pay attention to their career development. For example, by getting them involved with

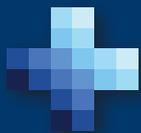
all facets of our business, including sales, software development and marketing. I promote publishing and presenting at conferences, which contributes toward networking and personal confidence."

Advice for young professionals

"Lean in and be bold. This industry needs fresh and new ideas. Those ideas can come from 30 years of experience or even better from a fresh perspective. I give a lot of responsibility to the young professionals I hire. With the right coaching, this is the fastest way they can make their mark and find their voice."

Support system

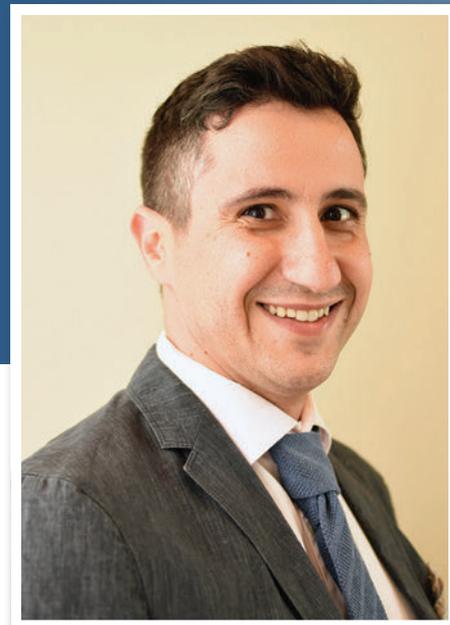
"Pivoting industries and making an impactful contribution has been a significant milestone. I would not have been able to do this without the excellent education, research and operational experience gained from my previous roles. However, a lot of the success can be attributed to my strong work ethic and support from my husband and family. This support mostly came in the form of understanding—understanding that I was on a mission. It gave me the freedom to unapologetically focus on accomplishing the goals I set out for myself." +



Panagiotis “Panos” Dalamarinis, 38

Completions Manager, Seismos Inc., Austin, Texas

“As a professional, I try to have the same goals and not limit and exclusively focus developing professionally in a single topic. I believe that for someone to be successful as an engineer or executive, they need to have a wide range of knowledge and understanding of the business.”



At 38 years old, Panagiotis “Panos” Dalamarinis has already accumulated a wealth of experience and notable achievements in his 15 years in the oil and gas industry. Dalamarinis has continuously applied his early career goals of accruing a wide range of knowledge and understanding of the oil and gas business. Among his areas of expertise are well design and optimization, drilling fluids design and optimization, hydraulic fracturing design for conventional and unconventional reservoirs, production optimization, stimulation and economic analysis of hydraulic fracturing operations.

Dalamarinis has also performed integrated engineered completion designs and optimization studies on both well and field development levels on more than 400 unconventional wells in the U.S., Australia and China. To top it off, he has co-authored more than 20 technical papers in international journals and conferences, and he holds four U.S. patents in hydraulic fracturing operations.

Getting started

“I would say that [entering the oil and gas industry] happened by pure coincidence, considering that I studied in Greece, with minimal oil and gas exploration and production sector [experience] and no personal ties to the industry. It was in my third year at the university when I saw a posting for some volunteer work in the drilling fluids lab. That was my first exposure in the industry in which I have been working for the last 15 years.”

Early and current goals

“When I joined the industry about 15 years ago, still a student in college, I was hoping to acquire as much knowledge as possible, not only in a certain field or discipline of oil and gas, but to have as much exposure as possible in different aspects of engineering and research. Today, as a professional, I try to have the same goals and not limit and exclusively focus developing professionally in a single topic. I believe that for someone to be successful as an engineer or executive, they need to have a wide range of knowledge and understanding of the business.”

Formative experiences

“Probably one of the most important experiences that I had was during my tenure with C&J Energy Services. Transitioning to a company that gave me the opportunity to be involved in numerous well design and evaluation projects allowed me to apply many principles and out-of-the-box thinking in everyday well completions. That was a big career transition for me because it helped me utilize the theoretical knowledge and skills I had accumulated the previous years.”

Keeping motivated

“Although oil and gas as an industry is almost 200 years old, we have experienced over the last few years a technological revolution. With the development of unconventional resources in the U.S., and with more countries following this example, we are at a very critical crossroad. Conventional fields are something in which

as an industry we have a lot of experience; unconventional resources are something new and challenging. We have just started understanding this type of resource. It is fascinating the innovations required and challenges we face in our effort to explore them.”

Transformation trends

“Today, as society, we are transitioning in an energy transformation era where the environment, efficiency and quality of life need to co-exist in balance. We must be receptive as an industry to these initiatives and apply a positive mentality to this change. We need to become more efficient and productive through innovation and technology developments to provide the world the necessary energy resources but with the minimum environmental footprint.” +

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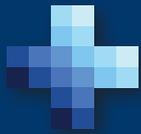
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Molly Determan, 40

COO, Energy Workforce & Technology Council, Houston

“Having worked with oilfield services firms on a few projects, I saw the innovative spirit and drive within those companies, and the technology that is developed here. I was so impressed by the work ethic of the men and women of the sector and wanted to be part of it.”



Molly Determan readily admits that one of her hobbies is “running very slowly.” But while she may not win any track meets, what Determan has done quickly is establish herself as a leader at one of the most respected and well-known industry associations.

And if one’s career were to be considered a 100-m sprint, Determan would have been an early leader. Her first industry experience included working at a PR consulting firm that served many industries, including oil and gas. She also held senior positions with the Girl Scouts. In both of these roles, Determan won regional and national awards for publications and marketing campaigns.

Since joining the Energy Workforce & Technology Council in 2013, Determan has led its communications efforts, including rebranding the association. She oversees the Council’s committees, including those focused on leadership development, best practice sharing and benchmarking, as well as the acclaimed Foreign Service Officer Training Program.

Determan attributes her success to her genuine interest in getting to know and developing strong relationships with those around her.

“I love getting to know people and building real connections,” she said. “Working at a trade association, I get to work with a variety of people across companies, disciplines, and figure out how best to leverage their strengths to benefit their own organization and the sector.”

Getting started in O&G

“Having worked with oilfield services firms on a few projects, I saw the innovative spirit and drive within those companies, and the technology that is developed here. I was so impressed by the work ethic of the men and women of the sector and wanted to be part of it.”

Accomplishments

“When I started at the Council (then PESA) in 2013, it had almost no external communications footprint—no presence on social media, not even an email newsletter for members. I led the team that developed a strong voice for the association, created a new brand, built an industry-leading website, established social media channels and e-newsletters, and made engaging videos about our sector. Working with the board to develop a brand that would take the association into its next phase—founded in the workforce and technology that we represent and what we provide for the world—was not only challenging and rewarding but also a lot of fun. We built a legacy that our members could be proud of and a vision that continues to grow.”

Keeping motivated

“OFS companies have a history of leading transformative technological innovations that scale to meet the world’s energy needs. It’s hard not to be motivated by all the technology out there and the potential impact it could have on the global energy challenge that the world faces. But the transformations in AI, data analytics and automation that our member companies are leading, require a workforce transformation, too. I’ve had the amazing opportunity to lead an extraordinary sector-wide effort into diversity, equity and inclusion, helping to build pipelines for diverse talent into our sector and providing tools for our companies to develop inclusive cultures. We focused initially on gender and moved into racial equality, and helping companies embark on this journey keeps me motivated and passionate about moving forward.”

Career milestone

“The recent merger and rebranding of the association was a significant undertaking that brought together two organizations of historic legacy to form a global association representing the entire energy technology and services sector of the oil and gas industry. As COO, I was tasked with overseeing the integration.”

And while that has been a challenging task, I drew upon the skills I've learned over the past decade—from culture creation and leadership to change management—to lead our team in accomplishing this goal. We now represent more than 600 companies and 600,000 workers in the technology-driven energy supply chain, and I'm proud to have developed the support system for the organization."

Formative experiences

"Rotary International provided immense opportunities at a young age. The members saw something in me that I didn't see yet and helped push me into positions that made me grow quickly. I was the youngest president of

a club, leading weekly meetings with senior executives in the community. Then I was the youngest person to lead a vocational exchange team representing the state of Alabama in Portugal. Those experiences taught me how to lead those who are senior to me, delegate effectively within committees and quickly build a team under high pressure. I continue to use all of those skills today."

Mentors and best advice

"There are so many people I've looked to for mentorship—some on a formal basis and others are people whose guidance I respect. Council Advisory Board Member Dave Warnick, VP HR, SPM Oil & Gas, a Caterpillar company, generously gave his time and helped me build an amazing team while transitioning my role as the organization has grown.

Council CEO Leslie Beyer and I have nurtured a close working relationship over the years, and open communication has allowed us to maintain healthy boundaries and respect the boss-employee dynamic. Leslie is a dynamic leader and working with her has been a true collaboration. Some of the best advice I've received has been around keeping teams focused on the organization's values. When the entire team is aligned with the vision and mission of the organization, and all are working with shared values, goals achieved together are even more meaningful." +

CONGRATULATIONS!

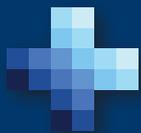


Molly Determan

Energy Workforce & Technology Council COO

Congratulations on being named one of the top 40 Under Forty by E&P Plus. We're proud to be on your team.





Katy (Holst) Dickson, 39

Vice President, Technology, Patterson-UTI Drilling Co.
Houston

"I've had the opportunity to influence the design of nearly all aspects of our drilling rigs, from the mast and substructure to the control systems."



Katy Dickson is very good at building things. From cabinets to cars to drilling rigs, Dickson's construction capabilities run deep.

"I love building things and rehabilitating items, from house projects to old cars," she said. "I recently got into cabinet building and have completed a couple of large projects."

In high school, Dickson rebuilt a 1972 MGB, which she still drives today. And throughout her career, she has gone to build increasingly larger projects.

After receiving her mechanical engineering degree in 2004 from Montana Tech, Dickson began her career as a rig engineer for Transocean, where she worked on the *Discoverer Enterprise* and *Deepwater Horizon* projects in the Gulf of Mexico. Positions with increasing responsibility followed at Nabors Drilling and Sidewinder Drilling. In 2012 Dickson made the move to Patterson-UTI Drilling.

"I spent the first two years of my career working on the rigs as a roustabout, roughneck and shadowed all other positions to better understand the operation and equipment," she said. "Being provided this foundation at the start of my career was incredibly important to my ability to take on large projects early on."

Early motivation

"Montana Tech has a prominent petroleum engineering department. I never considered the industry before I went to school there.

Once I learned more about drilling operations and the broad range of equipment used to drill wells, I became interested in pursuing a career in the upstream oil and gas sector. As a mechanical engineer, I enjoy being able to utilize and expand my technical skill set to structural, electrical and even software development scopes of work."

Memorable projects

"I've had the opportunity to influence the design of nearly all aspects of our drilling rigs, from the mast and substructure to the control systems. Four or five years ago, I led a team of engineers to design Patterson-UTI's proprietary Apex-XC and Apex-PKC centerpieces. We set out to design a structure that was forward-looking in hookload and setback requirements, but still easy to move and rig up. We also had to take into account the various pad layouts that we may encounter with different well spacing to ensure the rig could efficiently walk from well to well. Today these rigs are one of the most sought after in the Patterson-UTI fleet."

Career milestone

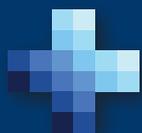
"I joined the Patterson-UTI team in 2012 as the vice president of technical services. PTEN President Mike Holcomb and SVP Mike Garvin had a vision of further developing the technical support services of Patterson, which led to investing in new technologies. It has truly been a privilege to be entrusted with guiding the organization's path in these areas."

Staying motivated

"Land drilling operations are very fast-paced, and technology changes at a rapid rate. I've had the opportunity to work on all rig systems and most recently have been focused on controls and software development. We are developing a line of automation and optimization programs on PTEN's CORTEX rig control platform. It's rewarding to see ideas quickly grow from mock-ups on paper into digitized and automated solutions."

Offering advice

"Be proud to be working in an industry that is so incredibly vital to the wellness, stability and development of our society. Also, roll up your sleeves and be willing to get to work to get the job done. Demonstrating your capabilities and willingness to make your team and your company successful will be the quickest way to advance your career." +



Brian Dorfman, 31

VP Operations, PropX, Denver



"The people in the industry must advocate for the benefits it provides to the world. We must be proud of what we do and make sure to be informed and engaged with people who may have the wrong impression or misconception of how oil and gas benefits their lives. We need to continue to keep our head down and continue to move forward on better and cleaner ways to perform our work."

Competing for top honors at a chili cook-off took Brian Dorfman's career onto an unexpected track. It led him to help build a successful service company from the ground up. At a cook-off in Williston, ND., Dorfman struck up a friendship with one of his competitors, Kevin Fisher. Fisher shared with Dorfman his vision of creating a new company focused on a cleaner, faster and better way to handle the growing supply chain problems the oil and gas industry was facing.

The result was Dorfman leaving Halliburton, for which he was working in the Williston Basin, to join Fisher in creating PropX. The company is now on the leading edge of developing a new technology in unconventional development—wet sand—which Dorfman and others co-authored a technical paper about and presented at the SPE Unconventional Resources Technology Conference.

Today Dorfman continues to apply what he described as some of the best advice he ever received from his father: "Extraordinary customer service and exceptional attention to detail is a winning formula across the board."

He also follows Fisher's motto of treating every single person you come across in the world with respect, kindness and giving them the attention they deserve.

Early career motivation

"I was looking for something interesting, challenging and different to do out of college outside of the finance industry. At the time, the energy industry in Colorado was booming and I was excited to come back home. I had a few interviews with Halliburton and really enjoyed spending time around the people. I decided to give it a shot."

Memorable technology projects

- "Being part of the startup team of a successful service business run by Kevin Fisher, the visionary behind PropX;
- Being part of the team that commercialized a product that provided the complex frac sand supply chain to change dramatically for the better. This has happened at PropX twice in the last five years since we started PropX—once with our original container solution which is safer, faster, more efficient and cleaner than the 'old way' and more recently pioneering and commercializing wet sand equipment, which has potential to really change the business for the better; and
- Co-authoring, patenting and presenting our work at a global SPE conference on a technology we developed as a team."

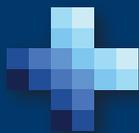
Staying motivated

"Oil and gas products make people's lives better. Despite the poor publicity and reputation the industry has at times, it is an essential commodity to modern life

that we all depend on. I really enjoy trying to improve processes and doing my small part to help extract oil and gas the right way."

Industry transformations

"The people in the industry must advocate for the benefits it provides to the world. We must be proud of what we do and make sure to be informed and engaged with people who may have the wrong impression or misconception of how oil and gas benefits their lives. We need to continue to keep our head down and continue to move forward on better and cleaner ways to perform our work. Ultimately, the best, safest, cleanest most responsible place to extract this necessary commodity in the world is right here in the U.S. Chris Wright (CEO of Liberty Oilfield Services) is an excellent personification of this statement. He is an inspiration to all young people seeking careers in the energy business." +



Shahram Farhadi, 35

CTO, Industrial AI, Beyond Limits
Glendale, Calif.

"I think there is more to art than science."



Shahram Farhadi knows exploration, whether it be of the interstellar variety or of the subsurface type. While Farhadi has spent his career in the oil and gas industry, a recent side project has taken him to NASA to help develop simulations of propulsion components of the Orion spacecraft, which serves as an exploration vehicle to carry crews to space and sustain crew during space travel.

In his more traditional role, Farhadi and his team develop next-generation AI systems for the entire life cycle of the energy industry. His experience includes a variety of unconventional development projects as well as EOR, which he explored in his first job as a reservoir engineer with Occidental Petroleum.

Early formative experiences

"My career journey has been a process with many learnings along the way as I've developed professionally. The culmination of all my experiences has taught me the importance of continuously learning from different sources and people, especially when you're contributing to a high-growth industry that develops emerging technologies."

Gaining entry

"I was originally motivated by the interdisciplinary nature of the industry from exploration to drilling and facilities. Later I became really interested in the natural porous materials and how intricate they can become."

Technology accomplishments

"I joined Beyond Limits to bring emerging technologies to the industry with the goal of helping it evolve with our changing times. The most valuable projects I've worked on are those that incorporate AI/machine learning into traditional processes to improve asset performance and augment human expertise."

Goals

"Initially, I wanted to develop digital technologies for subsurface characterizations. Currently, I want to deliver cutting-edge technologies for the digital transformation of oil and gas, and its transformation into a low carbon future."

Milestone achievement

"My most memorable milestone was the first time I pivoted from individual project contribution to assembling a team to work on delivering multiple projects. I enjoy motivating teams to achieve a shared goal and helping others to problem solve on some of the more complex projects that involve combining expertise know-how [and] physics-based packages with machine learning techniques."

Motivation and passion

"The oil and gas industry has a lot of potential to achieve digital transformation within the coming years as it continues to adopt more advanced technologies within its various sectors. I'm motivated by this opportunity to play an impactful role in the industry's transformation and advance it toward realizing a low carbon and abundant

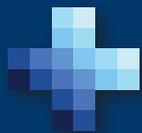
energy future. One of the most significant benefits of AI technology is the potential to improve people's lives by meeting the industry's ambitions for cleaner, more efficient energy options."

Industry transformations

"The most important change should be the industry's ability to absorb top technology talents. This is important as the role of technology is increasingly growing in making E&P more efficient but also the expansion to other energy sources."

Career advice

"The industry is undergoing an important transformation, and this change offers the next generation a lot of opportunity within their careers. Young professionals have a chance to make an impact during the energy transition, and those with technical expertise in the fields of AI and data science are going to play a critical role in the coming years." +



Kyle Haustveit, 31

Geoscience Manager, Devon Energy
Oklahoma City

"Our industry must strive to use data more effectively. We need fewer 'gut decisions' and more data-driven decisions."



It might have been inevitable that Kyle Haustveit would emerge as a leader in the oil and gas industry, having visited drilling sites with his grandfather in North Dakota at a young age. An interest in science and math at school helped craft his interest in petroleum engineering, and today Haustveit is one of the industry leaders in unconventional development.

He earned his bachelor's degree from Montana Technological University and an Executive MBA in energy from the University of Oklahoma. From there, his career began when he served as a field summer intern for his future employer, Devon Energy.

Now Haustveit serves on the Montana Technological Petroleum advisory board, SPE Completions Advisory Committee, the SPE Hydraulic Fracturing Technical Conference committee, International Hydraulic Fracturing Technical Conference committee, the Oklahoma City SPE board and the Well Completions for Unconventional Resource Development committee. He was also recently named SPE Distinguished Lecturer 2020-2021.

Setting goals

"When I first entered the industry, my goals included learning as much as possible, earning my professional engineering license and obtaining an advanced degree. My current goals still include learning as much as possible, building strong relationships, helping to create opportunities for others to succeed and advancing real-time decision-making using advancing technologies and streaming data."

Formative experiences

"Being active in the Society of Petroleum Engineers through committees, publications and volunteering has allowed me to develop countless relationships across the globe, and these relationships have opened the door to learning from a diverse background of experiences. The patenting process has been a formative experience, it has given me the opportunity to learn the legal process of protecting data and intellectual property (IP) and how we can translate IP to value through licensing."

Notable accomplishments

"The integrated teams and visionary leaders I have had a chance to work with at Devon Energy have created many great opportunities to succeed. Sealed wellbore pressure monitoring (SWPM) has been a highlight in recent years. I am also grateful for the opportunity to represent Devon Energy as a 2020-2021 SPE Distinguished Lecturer."

Career milestone

"Being part of the team that discovered, developed, patented and commercialized SWPM has been a milestone I'm thankful for. Wolfgang Deeg first recognized the pressure signatures that later led to our 'aha' moment once coupled with fiber-optic strain data. Travis Black led our team and allowed for a major time investment into developing the technique. Jackson Haffener, Trevor Ingle and Brendan Elliott are three of the many team members who have been instrumental in advancing SWPM. Chad Holeman led the effort to secure our IP, and Trey Lowe, Ken Pfau, David Harris and Garrett Jackson were the executive

leaders who supported the progression of commercializing the technology with our partner in Well Data Labs. My wife, Brea, has always been my biggest supporter and a big part of the milestones throughout my career."

Industry transformations

"Our industry must strive to use data more effectively. We need fewer 'gut decisions' and more data-driven decisions, and in certain areas the decisions need to be made in real time to capture full value. The digital revolution is paying dividends for those who made the investment early in the transition and will continue to do so as data science skill sets become more engrained within our petrotechnical professionals."

Three fun facts

1. My wife and I started dating when we were juniors in high school.
2. My grandma and I hiked the Grand Canyon when she was 77 years old.
3. I am a retired cage fighter." +



Clay Hebert, 31

Regional Director, West Operations, H&P
Odessa, Texas

"My existing goals today are driven by building and leading teams that not only provide value to the external customer, but the internal customer."



As far as early grade school projects go, Clay Hebert couldn't have picked a more appropriate topic.

"My first school project growing up was a field trip followed by a presentation around the circulating system of the H&P Flex 3 rigs," he said.

It was an introduction to the oil and gas industry that would serve him well throughout his formative years and well into his professional career. A third-generation collegiate athlete, having himself played for the Rice Owls, Hebert is also a legacy Texas oilman. His father worked for drilling contractors throughout his career, and Hebert today counts him among his most significant influencers.

"I was fortunate enough to be raised in the oil and gas industry," he said. "My dad worked for several drilling contractors, and I was lucky enough to realize the value and closeness of the oilfield family from a young age."

That second-generation knowledge has helped Hebert lead cross-functional teams across a multitude of plays and operations including the Eagle Ford, SCOOP/STACK, Bakken, Niobrara and both basins in the Permian.

Early goals

"Entering the industry, I originally set the goal of being a sponge and soaking up as much possible knowledge from the field personnel around me. Albeit an extremely broad goal, the intent was to eliminate the knowledge gap between myself and the leaders before me.

My existing goals today are driven by building and leading teams that not only provide value to the external customer, but the internal customer. I continue to strive to push my teams to challenge one another and the industry norms."

Career milestone

"Although I have had many career milestones that I am proud of, my greatest has been the progression from rig performance analyst to regional director. Early in my career, I enjoyed providing value to our operators by identifying areas in need of improvement and efficiency. I now have the opportunity to lead teams who can make an impact through all levels of the organization."

Memorable accomplishments

"Continuous improvement is a passion that I have fostered throughout my career. I initiated with the help of an outstanding operations team the initial wellbore scripting project in the early stages of my career. I was a fundamental cornerstone of our initial 24-hour rig move project. As a superintendent, I was an early adopter of implementing automation through utilizing the use of the original Bit Guidance System acquisition. Today I continue to champion H&P's growing performance contract portfolio. Many of these contracts are complimented by our suite of technologies advocated."

Mentorship

"I've been blessed. My list of mentors through my career development is extremely long, but my father has been the stalwart mentor I have always been able to lean on.

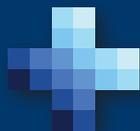
Not only in my personal but in my professional life, his 40-plus years of industry experience has been something that I have used and continue to use daily."

Formative experiences

"Being a varsity football athlete at Rice University, where playing time for me came sporadically at best, was one of my most formative experiences to date. The push to 'get on the field' and eventually to start is something I relish over daily. The continuous push to strive to get better and provide value for my teammates has most definitely formed my leadership acumen."

Needed transformations

"As an industry, we have highly skilled personnel that use tribal knowledge and undefined or unwritten drilling practices to be differentiators. The next step change in our industry will require the utilization of automation and technology to implement best practices throughout our industry to drive safe and sustainable efficiency." +



Brandon Hinderliter, 32

R&D Engineer Supervisor, U.S. Well Services, Houston

"The culture in oil and gas has already made a large shift since I first started out 10 years ago. Fear of change and the 'stick with what we know' attitude has been becoming less common."



Just 10 years into his career in the oil and gas industry, Brandon Hinderliter has several notable technological accomplishments notched on his belt. Working with the team at U.S. Well Services, Hinderliter has played a significant role in the development of the company's Clean Fleet frac equipment, consolidated gas conditioning equipment, microgrid power distribution, mobile turbine generators and the company's PowerPath project, in which electric fracturing equipment is powered through overhead powerlines.

"The projects I work on, with the help of my hard-working coworkers, are focused on making oil and gas the center of innovation," he said. "Every day I strive to make our equipment safer, cleaner and more reliable, and I will continue to dedicate my career to doing so."

Entrance into O&G

"I knew very little about oil and gas when I was in college and had never even heard of hydraulic fracturing at that time. I had several job offers as graduation was approaching, but none of them were very interesting and most of them seemed to promise a stagnant career. I met a representative from Universal Well Services at a career fair on campus and his description of the equipment, frac process and field life was appealing and much more exciting to my young mind. And, to be honest, it also seemed like a much quicker way to be able to pay off my student loans. A single visit to one of their equipment yards was all it took to join the oil field and never look back."

Staying motivated

"Opportunity is everywhere in this industry, for new ideas, new technologies, personal advancement, personal growth, meeting people from different backgrounds and traveling to different parts of the country that I never would have otherwise. Without being part of this industry, I most likely never would have left the Pittsburgh area, met my beautiful wife or became part of a team that is helping to change the industry for the better."

Early career goals

"My goals were very different when I was a 21 year old just getting out of college. I didn't have knowledge or concern of the industry itself, nor did I realize that I could have any capability of changing or shaping it. My primary goals were to pay off my student loans, support myself and gain that coveted three to five years of experience that every other job seemed to require. As I became assimilated into the job and culture, I began questioning the equipment and processes around me. My biggest question became why does everything, including new equipment, seem to be decades out of date from modern technology? Instead of answering the question directly, I began working to change it. My goal became not just to adopt and adapt technology and ideas from other industries, but to be on the leading edge of technology so other industries would be forced to adopt and adapt technology from us."

Industry transformation

"The culture in oil and gas has already made a large shift since I first started out as

a field E-Tech 10 years ago. Fear of change and the 'stick with what we know' attitude has been becoming less common. The next hurdle in my opinion will be learning to blame the implementation of technology for failures instead of blaming the technology itself. The real root cause of a failure is often surprising and unexpected, otherwise it already would have been caught. Don't let a great idea be discarded because of a single avoidable flaw. My fear is that certain technologies and ideas can still become taboo in our industry after one bad experience."

Patents

"I have written or co-written more than 26 of the 42 granted patents for U.S. Well Services based on innovative technology. The vast majority of these patents are centered on electric hydraulic fracturing equipment as well as supporting equipment such as fuel conditioning and power distribution. I have also written or co-written 144 of the 187 pending national and international patents."

Fate in the breakroom

"Katie Hinderliter (my wife) also works at U.S. Well Services, and we met for the first time in the breakroom during my first day at our corporate office." +



Caleb Hurd, 36

Applications Engineering Manager, Zeeco Inc.
Broken Arrow, Okla.

"The opportunity to be a part of the advancement in oil and gas is a huge motivator for me, and I especially enjoy the daily problem-solving process that comes with it."



Caleb Hurd grew up on a small farm in what he calls "God's Country" in Bridgeport, Texas. It was there that he says he learned the value of hard work and the importance of respecting people and the land.

"This foundation served me well in school as I competed in academics and football," he said. "I was not the biggest kid on the field; in fact, I was smaller than our placekicker at the time. But what I lacked in stature, I made up for in intelligence and determination."

That determination landed Hurd on the Texas High School Academic All-State and AP All-State teams as a defensive back.

"I'm still a country boy at heart and enjoy a hard day's work," he said. "To me, this means enjoying the job at hand—even when it's not something I want to do—and recognizing that I'm blessed by the opportunity to do it and learn from it. I strive for excellence and look forward to the satisfaction of completing something difficult."

Early introduction to energy

"My family owned Hurd Oilfield Services, so naturally, my exposure to the energy industry began at a young age. My dad taught me how to drive the backhoe at the age of seven, and it was around this time when we were also stopping off to check on local well sites along the way to school. When I was old enough to drive independently, I started officially working for the family business, doing basic labor/grunt work when I wasn't in school or at football practice. This experience gave me a newfound respect for the level of effort required to support one of the world's most essential resources."

Entering the industry

"Even though my family owned an energy-related business, beginning my post-education career in this field was by happenstance, as my degree path and career plan revolved around the aerospace industry. I was looking for a summer internship with a company in proximity to my future wife. Fortunately for me, I found an internship with Zeeco's global headquarters in Broken Arrow, Okla. The internship experience was excellent and allowed me to see how my efforts could make an impact on a worldwide scale. This, coupled with the idea of playing with fire for a living, made accepting a full-time position an easy decision to make."

Career accomplishments

"I had the opportunity to take part in testing the first U.S. LNG barge for refueling LNG-powered ships, which was an extremely memorable experience. As part of the barge testing trials, we needed to test the LNG storage chamber on the recently constructed vessel. We helped design, build and operate the shoreside equipment to control emissions and recycle the product to ensure a safe trials operation. It had never been done in the U.S. before, so the project required intense planning and preparation from everyone involved."

Motivation

"In my opinion, oil and gas are the basic building blocks for all other forms of energy (electric, renewable and other sources). They are essential and pervasive components of our modern way of life, and I believe

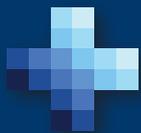
it's crucial to improve the way we utilize them. The opportunity to be a part of that advancement is a huge motivator for me, and I especially enjoy the daily problem-solving process that comes with it."

Leadership

"While most leaders want to be in the limelight, my goal has been to gain experience and knowledge so that others can turn to me as a resource to help them with a problem. I've always wanted to be more of an influencer than just a person with an important title. As I progress through my career, I continue to pursue that goal and strive to build on my knowledge to be a resource for others."

Hobbies

"While I love my job and the opportunity to impact the world with each project we complete, I also like to make a long-term impact through relationships with my local community. I worked as a youth leader for eight years and am currently an adult small group leader in our local church. I'm also a professional mentor for engineers through Zeeco's Young Professionals group." +



Michael Incerto, 32

Senior Vice President, Water Resources
Solaris Water, Houston

"My career goals have always centered on identifying opportunities, learning new spaces and bringing an entrepreneurial mindset to grow smaller businesses into something meaningful."



Michael Incerto is no stranger to charting his own course. Raised among a family of lawyers, Incerto never considered pursuing a career in law, he said. Instead, he chose engineering and earned a bachelor's degree in systems and information engineering.

After getting his start in oil and gas with Bosque Systems after starting his career with Deloitte Technology Consulting, Incerto again chose the path relatively untraveled. He started his own business, co-founding Upslope Energy Partners in 2015, one of the first water midstream companies in West Texas and New Mexico.

"It was formed with the primary purpose of developing and operating commercial pipelines to transport produced water from oil and gas operators to saltwater disposal wells and water recycling facilities," he said.

Fortunately for Incerto, more people have recognized his success in the oil and gas industry rather than on the golf course.

"I've managed one hole-in-one," he said. "Sadly, there was nobody there to witness it."

Career goals

"My career goals have always centered on identifying opportunities, learning new spaces and bringing an entrepreneurial mindset to grow smaller businesses into something meaningful. At Solaris Water, I see incredible opportunity in water recycling, and my goal is to continue to work with the team to build a sophisticated, best-in-class business."

Formative experiences

"Taking deliberate and calculated risks has really defined my career and informed my leadership style. From leaving Deloitte for the energy industry to co-founding Upslope to leading the charge on the produced water recycling at Solaris Water after co-leading the company's initial commercial efforts, I have always sought out new opportunities, and I am energized by the challenges."

Staying motivated

"The people I work with keep me passionate. My colleagues at Solaris Water are talented, smart and hardworking, and their dedication to excellence in our industry is incredibly motivating."

Career milestone

"Co-founding Upslope Energy Partners with Greg Mullin will always stand out as a career milestone and professional accomplishment in my mind. Taking big risks and seeing successful results has really informed my perspective and outlook."

Technology accomplishments

"A memorable career accomplishment is my first water recycling project following Upslope's merger with Solaris Water. There were no existing processes or roadmaps to follow, so I had to figure things out from the ground up with the help of early hires to the group, such as Todd Carpenter, director of water resources. By assembling the right team and establishing a methodology and process, we were able to achieve success shortly after creation of the group and set the standard for the future. In a few short

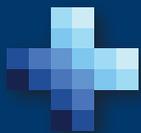
years, Solaris Water has established itself as the recycling leader among its water midstream peers and E&P customers. In 2021 we are projecting the sale of an unprecedented 47 MMbbl of recycled water, replacing 47 MMbbl or 1.9 MMgal of freshwater that might otherwise be procured by E&P customers. In the prior two years, Solaris Water has recycled approximately 23.4 MMbbl of produced water."

Industry opportunity

"Produced water management is one of the big areas of opportunity for our industry. Continuing to innovate and bring sustainable water practices to oil and gas operators will only improve and progress the industry overall."

Mentorship

"I have a circle of industry colleagues and confidantes that I lean on for both unique perspectives and advice. Gabe Collins, Fellow in Energy & Environmental Regulatory Affairs at Rice University's Baker Institute, and Randy Stevens, CEO at Stanolind, are two people that always offer valuable insights and viewpoints." +



Jessica Iriarte, 33

Data Science Manager, Well Data Labs, Denver

"Kindness and humbleness can go really far in professional relationships."



- 2017 Outstanding Student Award, SPE, Denver Section

Digital transformation

"When I started working in the industry, I thought I would follow a long-term career as a drilling engineer (I laugh now). I realized quickly that was not my passion when I started working in well stimulation and became fascinated by it. Today I want to be a part of the digital transformation that's happening in the industry, where we use data and automation to operate more efficiently, prioritizing value over volume and remodeling the way we operate with more sustainable and environmentally friendly strategies."

Diversity and work culture

To thrive in the future, the industry must "embrace change, innovation, technology, and a collaborative and iterative environment—particularly, having an encouraging work culture to fail. A thriving digital culture encourages information sharing and collaboration. I would also say that fostering a diverse culture where every voice is heard and respected is important. While building the data science team for Well Data Labs, I've ensured that diversity plays a defining role. It is a fundamental part of any successful team but especially in research and data science, as we are constantly facing biases from all directions." +

Jessica Iriarte is a petroleum engineer, published author and creator of several patent-pending technologies. With 10-plus years of experience working in data science, research and field operations, she has demonstrated outstanding effort in promoting and adopting data science and engineering analytics practices in the oil and gas industry.

Born in Maracaibo, Venezuela, Iriarte's first energy-related job was as a drilling and measurement field engineer with Schlumberger. Now she is based in Denver as a data science manager with Well Data Labs.

Iriarte said the "technical and operational challenges" are what keep her motivated and passionate about the oil and gas industry. "I find them fascinating!"

She also feels fortunate to have been able to travel the world and learn from different cultures. "I love science and the opportunity to travel for work in different countries," she said. Throughout her career, she has had the opportunity to travel around Venezuela, Ecuador, Abu Dhabi, Dubai, Italy, Croatia, Romania, Denmark, Canada, and several states in the U.S.

As she navigates a successful career, she said the best advice she has received has been to "work from the assumption that people are doing the best they can."

Most memorable project

"Launching and growing a high-performing data science team. The team has been working on automating previously manual processes by developing robust models for time-series sensor data. We utilize a combination of machine learning and rule-based models leveraging subject matter expertise using strong feature engineering in Python.

It has resulted in 30-plus high-quality solutions deployed into our cloud-based software that allow customers to increase operational efficiencies in real time."

Career milestone

Her greatest career milestone was "launching the research and data analytics department as the sixth employee to join Well Data Labs while continuing to drive innovation in the industry through involvement in technical committees. I've filed five non-provisional patents, published work in a book and published 12-plus papers that describe the integration of multivariate high-frequency datasets and the applications of machine learning to time-series sensor data. Well Data Labs and my team have helped me getting there."

Formative experiences

"My ability to adapt to different environments and career challenges has been the most formative experience for developing my business leadership and entrepreneurship skills. I have lived on three continents, made friends in 20-plus countries and learned multiple languages, [while] taking risks to redefine my career outside of the traditional path for a petroleum engineer. I have worked in the field, office, academia and in the tech industry. From working in tech, the most formative has been experiencing an encouraging work culture to fail, learn and try again."

Awards and recognitions

- 2021 Distinguished Lecturer, SPE International
- 2020 Young Member Outstanding Service Award, SPE International (5)
- 2019 Regional Young Member Outstanding Service Award, SPE Rocky Mountains
- 2018 Top Women in Energy Honoree, Denver Business Journal (6)



David C. Johnson, 31

Senior Operations Engineer, Chief Oil & Gas LLC, Dallas

"In my experience, the most successful projects require a stack of hands rather than just your own. This collaboration gives more opportunity for industry outreach, company cooperation and operational flexibility."



David C. Johnson grew up a "military brat" whose father served 23 years active duty in the U.S. Marine Corps.

"I have lived in eight different states, and my nomadic genes run deep with extended family in Texas, Ohio, Virginia, West Virginia, North Carolina, South Carolina, New Jersey and Maine," he said. "I am no stranger to travel and hotels, so this bodes well with our geographically diverse industry."

Johnson obtained a B.S. in petroleum engineering from Marietta College before accepting his first energy-related job as a field production engineer with Anadarko Petroleum Corp. (APC) in Pennsylvania. There, he pioneered many field-based engineering roles in unconventional assets such as the Marcellus, Utica and Haynesville shales.

"I am proud of the fact that my early career is rooted in the field," he said.

"At the time, I was the only field-based completion engineer for APC's southern region and I believe the only one of my engineering peers to serve five consecutive years in the field."

Currently, Johnson is a senior operations engineer with Chief Oil & Gas LLC based out of Dallas. Since joining the company in 2016, he has worked within the technical team, focusing his duties on completion operations, production surveillance and unconventional asset development/research.

Entering the O&G industry

"I'll be honest, the hiring opportunities and salaries caught my attention at first. In hindsight, my 9th grade occupational aptitude test was not far off; it predicted I would either be a farmer or a rocket scientist—truth be told, our industry is a little of both. All in all, I like to think I joined for the wrong reasons but have stayed for the right reasons: the work ethic and the people."

Memorable projects/accomplishments

"In the field, my most memorable projects were a few locations where primary equipment failures left the potential for a loss of well control. While well control was maintained, these were very delicate operations until we could restore redundant flow barriers. We had a great corporate support team, but I really enjoyed how the hour-by-hour operations were left to us, those with our 'boots on the ground.' More recently at Chief, we optimized our completion designs adding not only PDP value but additional operated acreage. By leveraging prior work, integrating different teams, obliging robust debate and adding a pinch of statistics, this was a textbook group effort and an experience I will treasure for years to come."

Career milestone

"I never saw myself as a published author, but I had the good fortune of co-authoring and presenting SPE 199717-MS in February 2020 for SPE's Hydraulic Fracturing Technology Conference and Exhibition. This publication would not have been possible without Chief's management recognizing the bigger picture and promoting the value of our offset mitigation workflow. Concurrently, the guidance and knowledge of my supervisor and co-author made this milestone a reality."

Formative experience

"Ironically, being laid off helped me develop a professional brand and prioritize my industry goals. While the chance of being laid off in this industry may be higher than others, it has helped me from being complacent in my career and forces me to look forward rather than dwell in the past."

Motivation and passion

"What motivates me also happens to be one of the most challenging aspects of our industry—understanding and explaining downhole phenomenon. From the mathematically complex to the practically creative, I enjoy exploring different perspectives and the challenge that comes with communicating such an abstract science. While unconventional fracture/propagation theory is today's hot topic, nothing gets my engineering juices flowing quite like some old-fashioned production diagnostics."

Familial mentorship

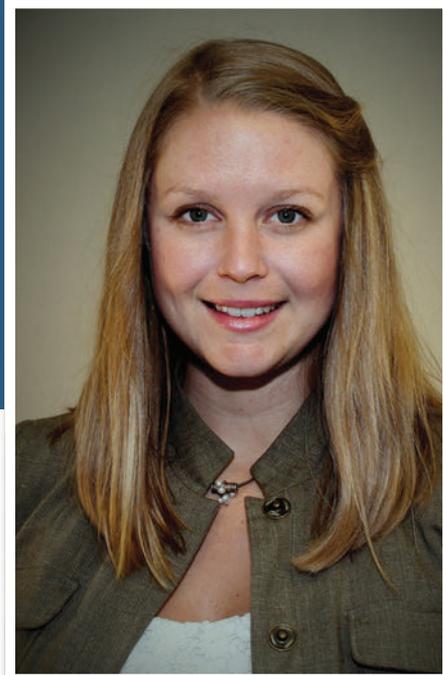
"While neither were involved in the oil and gas industry, my grandparents were extremely influential in my life. From career advice to personal growth, they covered it all in bite-sized quotes that packed a large philosophical punch. I'll give you a freebie: 'Never be more bitter than your coffee in the morning.' I miss them both every day but will forever carry their memory and cherish their mottos." +



Lillian Comegys Jones, 33

Geophysicist III, Apache Corp., Houston

"I've learned the geography and geology of many different countries, and the excitement of seeing data for a new area (and imagining the opportunities that data will reveal) is enough for me to stick to the industry as long as it will have me."



Lillian Jones started on her E&P path at the age of 17 as a runner with Clark Energy in Shreveport, La. She said what motivates her about the oil and gas industry is that there is always more to learn.

"I've never had a day where I've thought, 'I know everything there is to know about this project or process,'" she said. "This knowledge does not dissuade or frustrate, but only encourages me to continue the work."

Jones has been a geophysicist with Apache Corp. for nearly eight years and is currently an appraisal geophysicist for the Suriname team.

Prior to Apache, she obtained her bachelor's degree in geology from the College of Charleston and her master's degree in geophysics from the Colorado School of Mines. Interestingly, she almost took a gap year to go to culinary school. "Luckily, I went to graduate school instead," she said.

Jones is active in her local professional society, the Geophysical Society of Houston (GSH). She has held the board roles of secretary (2016-2017) and SEG Council Representative for the GSH (2020-2022). Recently, she was the committee chair for NextGen, the early career group within the GSH, organizing a lecture series exploring the different roles of geophysicists outside of the petroleum industry as well as several trivia events. As part of the NextGen committee, she received the GSH Presidential Award for her work engaging younger geophysicists in their local professional society.

Entrance into geology

"My father is a Louisiana oilman. His company, Security Exploration, sponsors a 'mock dig' at the Shreveport Red River Revel Arts Festival each year. Kids sift for quartz crystals, pyrite and shark teeth in a giant, sectioned-off sand box. That, and the dinosaur books he gifted me later, inspired geology to be the natural choice for my college science requirements. By the end of my first semester, I had declared geology as my major. I never questioned that I would pursue a career in petroleum exploration after."

The first year

"One year into my career, I moved to Midland and assumed the position of operations geophysicist for the Wildfire and Azalea projects in the Midland Basin. That year my team drilled 12 horizontal wells, executed a microseismic monitoring project and planned a new 3D seismic survey. Working so closely with the drilling and completions engineers gave me early insight into the parsing of geophysical information to what is relevant and communicating it effectively. Communication is one of the biggest drivers of success in one's career—if you can't explain your work, then no one will understand its value."

Memorable projects

"For the past 2.5 years, I have had the opportunity to work on the Suriname team at Apache. This period has included the portfolio development, presentation of the asset at multiple farm-ins resulting in our partnership with Total S.A., four

exploration discoveries in Suriname Block 58 and now appraisal planning for those discoveries. The magnitude of this responsibility has been challenging but incredibly rewarding."

Advice for young professionals

"Become engaged in your local professional society—your career should not just be the daily grind; it should include continuous learning in a sociable setting. Always retain the student mindset."

Industry messaging

"I've seen amazing corporate social responsibility projects carried out by Apache in the Egypt and Suriname teams, and I believe this aspect of the petroleum industry is not widely understood. Also, there are very good arguments to why petroleum should remain in the energy mix, e.g. Scott Tinker's, but these are somehow not delivered in the international media. I would like to see the conversation around O&G evolve to a more realistic representation than is currently portrayed." +



Artem Khasanov, 32

QHSE Testing Laboratory Team Leader
TGT Oilfield Services, Kazan, Russia

“One day, after a couple of hundred years, our great-grandchildren, roasting marshmallows by the fire on Mars, will remember us with gratitude.”



From an early age, Artem Khasanov was interested in learning how the world works, so he started studying physics and technology. He studied physics at Kazan Federal University, where he was first engaged in semiconductors research and then, in collaboration with the Kazan Institute of Chemical Technology, was engaged in the research of silicone rubbers.

“I am 107% sure (this is an accurately measured value) that the main quality of a researcher and developer is the ability to be a good observer,” he said. “Many secrets of the world are revealed if you are thoughtful enough.”

In 2013 Khasanov started working with TGT as a laboratory assistant, and he became a research engineer a year later.

He added, “Once I realized that there is an industry where people who are passionate about technology and research are rewarded well—the oil industry—there was no stopping me!”

In 2019 Khasanov became the head of the testing laboratory. He devoted a significant part of his work to the study and application of acoustics in oil and gas wells, as a means to locate and characterize fluid flow. Acoustic technology is a key ingredient in TGT’s diagnostic systems—used by its customers globally to keep wells safe, clean and productive.

Career goals

“When I started my career, I met so many competent and talented people who strive to innovate and develop new technologies. My first task was to catch up with my peers in terms of competence and knowledge.

Now I am studying international quality standards to ensure that our diagnostic systems and products continue to set and exceed industry standards.”

Memorable technology projects

“I have led several projects that have helped the company advance diagnostic methods and technology. For example, I designed and manufactured laboratory models for researching and developing sophisticated multisensor acoustic devices. I also developed systems to study the acoustic signature of fluids flowing through rocks and barrier leaks, as well as an apparatus to study the acoustics of sand production and automatic testing devices for our diagnostic systems.”

Motivation from within

“After a certain age, a person needs to stop looking for a mentor and become one. All the necessary information is available; you should just lend a hand. You don’t need a mentor to make history. All you need is purpose, motivation and health. And believe it or not, your best adviser is yourself! One of my guiding principles is, ‘If you are in doubt about what to do, just do what is right.’”

Formative experience

“The most important thing in any business is to control emotions and direct personal energy to an ultimate goal. Therefore, among the many educational programs I’ve undertaken, one of the most useful was all about emotional intelligence.”

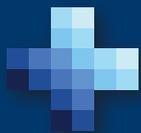
Sustainability & decarbonization

“Whilst renewable energy sources are gradually increasing, more than 50% of

the world’s energy supply still comes from hydrocarbon resources, so the extraction of oil and gas is a necessity. Our mission at TGT is to help the industry keep oil and gas wells safe, clean and productive. We are helping our customers to decarbonize and reduce harmful emissions. I’m motivated by the fact that the diagnostic systems and products that we create make it possible to use the planet’s resources more sustainably.”

Industry’s future

“I believe that the ultimate goal of any industry is to make our lives healthier, happier and more sustainable. Collectively, we need to find the right balance between maintaining human existence and protecting the planet and other species that live beside us. We need to keep in mind the countless scientists, engineers, analysts and other oilfield workers who dedicate their lives to advancing this vital industry. Digitalization and automation will be important enablers of our future, together with the use of predictive diagnostics to improve the safety and integrity of well systems.” +



Chad A. Lavender, 39

VP of Water Treatment, Mustang Extreme Environmental Services LLC, Fort Worth, Texas

“Learning patience, customized communication and how to laugh at yourself are life skills required to succeed.”



Chad A. Lavender, son of a Southern Baptist minister, started his career teaching seventh-grade Texas history. He did this for two years before making his way into the oil and gas industry, making the switch because the “oil field was booming with lots of opportunity.”

His first energy-related job was with Bosque Systems as a regional operations manager. Lavender later started working in water treatment for Halliburton in Iraq. He spent four years there and subsequently two years in Afghanistan designing, setting up and operating water treatment facilities.

“Oilfield water treatment was a relatively new concept with a lot of potential for development and growth as an emerging market,” he said. “I transitioned into the sector in 2014, started my first oilfield service company [Aria Rose Oilfield Solutions] in 2016, and then my company, along with my patents, were acquired in 2019.”

Lavender now serves as vice president of water treatment with Mustang Extreme Environmental Services.

He obtained two bachelor’s degrees in economics and finance from Texas Tech University as well as a master’s degree in education from the University of Texas at Arlington—all three times graduating summa cum laude. He was the only person to ever graduate from Texas Tech University who received the Highest Ranking Graduate award from the School of Business and from the School of Arts and Sciences on the same day.

Now he is the proud father of a six-year-old son and 11-year-old daughter with hobbies that include “searching for artifacts and lost treasures with my kids.”

Formative experience

“Being a middle school teacher and coach. Learning patience, customized communication and how to laugh at yourself are life skills required to succeed.”

Career perspective

“[When I first entered the industry], I wanted to see how far hard work could actually take me. As an executive, I would like to see how many people I can help realize that anyone is capable of achieving anything.”

Memorable technology projects

- “Mobile chlorine dioxide generator for rapid water disinfection;
- Aeration and chemical injections for bulk water storage; and
- Remote fluid monitoring systems for distance viewing (projects center on recycling water for use in the oilfield operations, improving the environment, industry and efficiencies of operations).”

Milestone

“Successfully building my first eight-figure valued company [was a career milestone]. My grandmother helped a lot as she taught me what hard work really was and always encouraged me to do better, dream bigger and accomplish more.”

People in the industry

“They are hardworking men and women doing the jobs not many have the strength to do, in the interest of bettering their family’s position in life. I like it here. It is an awesome culture of hardworking, dedicated and loyal members.”

Mentorship

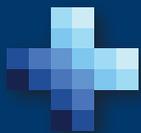
“Mickey Tucker, an energy industry entrepreneur, gave me the best advice anyone has ever given me: ‘Grind through this; it will be worth it.’”

Industry needs

“Environmental protection—i.e., water recycling, omissions, energy consumption.”

Advice for young professionals

“You will go as far in this industry as you are willing to work for.”+



Jason Long, 39

Co-CEO and COO, WaterBridge Operating LLC, Houston

"In an industry that is constantly evolving, I continue to be motivated by the younger generation and their ability to bring innovative solutions to our day-to-day business."



Jason Long is a West Texas native and has spent his entire career as an oil and gas entrepreneur. He obtained a bachelor's degree in communications from Texas Christian University, and he has more than 16 years of experience founding and operating businesses within the upstream and midstream value chains.

Long's first energy-related job was as a surface landman. Fast forward and he became president and founder of EnWater Solutions LLC and Pelagic Water Systems LLC, the precursors to WaterBridge's Permian platform. He led the funding, construction and commercialization of the company's produced water gathering and disposal system located in the Southern Delaware Basin. After the company was strategically acquired in 2017, Long and his family moved to Houston to join WaterBridge. He currently serves as the Co-CEO and COO of WaterBridge Operating, a portfolio company of Five Point Energy and one of the largest produced water midstream companies in the industry.

Memorable accomplishments

"From the start, we focused heavily on both the D&C side and our ability to move quickly with ROW and pipelines, which we felt separated us from our peers. As the business has evolved, it's been amazing what our talented team has been able to accomplish in all aspects of the business. Over the last year and half with the pandemic and downturn, we were able to focus our attention on automation and analytics to continue to drive our operating costs down. Our team was able to bring all of our automation and controls in

house as well as develop our own app that allowed more accuracy in tracking day-to-day operations from the field level to corporate."

Career milestone

"It has been very rewarding to see how my first company in the water midstream space, Pelagic Water Systems, ultimately developed into a market leader through the EnWater formation and then WaterBridge acquisition. I founded Pelagic Water Systems in 2013 with a vision to provide a redundant and reliable water midstream network that could handle peak flowback scenarios across the Southern Delaware Basin. I was fortunate to bring on one of my best friends and talented engineer, Chop Reitz, as a partner who brought the additional operational expertise we needed. Pelagic had a competitive advantage, as we understood that producers would soon evolve from the delineation phase to exploitation in a high water to oil region, and they would need an immediate and effective solution for their water production. With continued growth and the need for capital, we later merged with a TPH-backed company and formed EnWater Solutions. Shortly after, we sold to WaterBridge, sponsored by Five Point Energy Partners. The relationship with FPE has been mutually beneficial, as we shared our vision for the company and its position in the water midstream space, which was to expand the existing gathering business into a full-cycle, closed-loop water infrastructure system that offered regional producers an integrated, all-in-one array of water management solutions. Today WaterBridge has more than 220 employees and operates roughly 1 million miles of produced water pipelines."

Networking

"I have learned that relationships are extremely important in all business but none more than in the energy business. Being in such a niche industry has taught me the importance of building and maintaining relationships and has proven to be beneficial throughout the years."

Advice for young professionals

"Put yourself in a position where you can truly learn all aspects of the business you are in, and make sure you have a good understanding of all aspects of what you are doing. In doing this, you will always earn the respect of your peers."

ESG efforts

"ESG is something that is very important to our industry, and we are in a unique position to have a large impact in that regard. With our large pipeline network early on, we are able to track the amount of emissions we are reducing by pulling trucks off the road, by tracking that we are able to provide carbon avoidance reports to each customer on the system." +



Jonathan Martin, 32

President, COO, Black Mamba Rod Lift
Oklahoma City

"Trust, respect and relationships are key to business success, your career and life outside of work too. Integrity will lead to opportunities."



After studying mechanical and petroleum engineering at Oklahoma State University, Jonathan Martin has gone on to work for a variety of energy product and service providers since 2010. He started with R&M Energy Systems (now NOV) in plastics for sucker rod guides and then moved into valves and valve seats with Cameron International. Martin then stepped out into the entrepreneurial space by contributing his skill set and know-how to RFG Petro Systems, introducing, developing and commercializing thermoset plastics for traditional rod guides.

Later, his knowledge of sucker rods, rod guides and material science led him to dream up a new concept of complete sucker rod control, an industry first, co-founding Black Mamba Rod Lift with Jeff McDougall in 2019. Martin leads engineering, operations and sales as active president and COO for Black Mamba, where he said he is "driven by thinking and doing differently."

"It is imperative to invest time and resources into innovation for the betterment of our industry, mankind and the world," Martin said. "Not every idea is a good idea, but no idea is a bad idea. People, relationships, integrity and ethics are what create a sustainable future in business."

The youngest of three and the son of an architect, Martin is now the father of four boys who all want to work at Black Mamba one day. "Because of our robots, and of

course, because they want to work with dad," he added. Even more endearing, his three-year-old nephew believes his Uncle Jon is Tony Stark.

Initial interest in the industry

"Honestly, in high school and in the DFW [Dallas-Fort Worth, Texas] area, energy and oil and gas for the people I surrounded myself with was not really ever an interest. Only after going to school at Oklahoma State and deciding to jump into their petroleum engineering minor did I find interest in oil and gas. I like what I do. I have sort of specialized in manufacturing and product development for plastics in the oil and gas space, but my job at the end of the day is more mechanical."

First energy-related job

"I did an internship in May 2010 with R&M Energy Systems (now NOV) for sucker rod guide manufacturing and sustaining engineering. This then turned into rod guide product engineer upon graduation. Great operation and people."

High standards, higher goals

"I remember when I was working at Cameron, the vice president was in town just after I was hired and somehow I was asked to dinner as a new engineer for the Distributed Valves division, just to get to know me. They asked where I saw my career leading and I remember saying 'to the top.' And he asked 'to the top?' I said, 'CEO.' I think there may have been a round of shots after that.

I have mega drive. People saying 'no' just increases that. Never give up. Anything is possible. Be humble, inclusive and promote innovation."

Career perspective

"I have always been mechanical. I turned a hobby, cars during high school, into a career path. I did not want to be an auto-mechanic forever, but I did want to work with machines, turn wrenches and build things. I know I struggle in big corporate. Red tape and politics have forced great cost savings or innovation to the wayside in past experiences. After those encounters, I had to jump into something more small company—quick and nimble. RFG allowed me to learn many lessons, good and bad. Entrepreneurship, mentorship and partnership with Jeff McDougall (Black Mamba CEO) has been absolutely wonderful."

Career milestone

"I have always wanted to work for myself. I know it is a process to get there; people do not fall into startup success with zero experience. I have always tried to take a next-step approach with every career move of mine. I have learned lessons throughout all of my work history of what to do and what not to do, the kind of people I want to work with and associate with, and the type of person and leader I want to be. Black Mamba Rod Lift reflects every bit of that. Our environment feels like family with trust and respect from all people and employees. Jeff McDougall has been a fantastic partner in Black Mamba.

We have been aligned from the beginning. I'd say a career milestone is me being able to lead an organization with my vision, both in product development and engineering, but also with people and ethics and the vision of that as well."

Advice for young professionals

"Jobs can come and go; the industry is always booming or busting it seems. Right now we are in a slower, sustainable pace with upward trajectory. Do not take that for granted. Be confident in yourself and your abilities, and be a good person. There is always room for good people to succeed in this industry. Trust, respect and relationships are key to business success, your career and life outside of work too. Integrity will lead to opportunities."

Industry need

"Acceptance of new ideas and testing them by way of justified risk. Without opportunities and collaboration of operators and manufacturers, product providers or service providers, innovation cannot exist. Even if a well is pumping just water and no oil, dedicating it to technology testing and mechanical systems testing, for surface pumping units, downhole pumps, rods, guides, stabilizers, sinker bars... these things can be tested in more life-like scenarios rather than surface well simulators or lab tension compression machines." +



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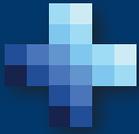
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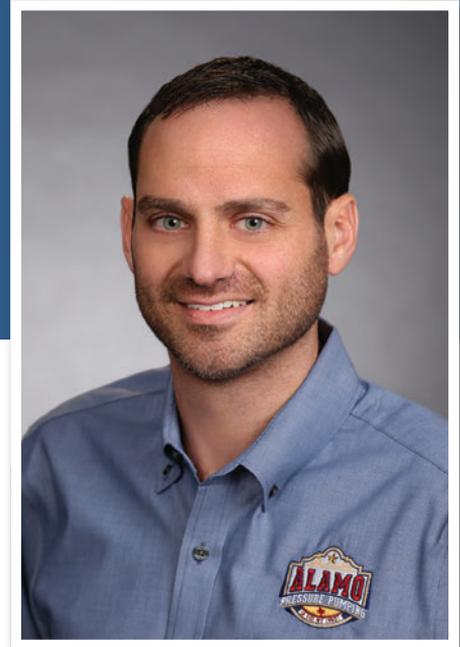
Legacy sucker rod guides



Joe McKie, 37

CEO, Alamo Pressure Pumping, Midland, Texas

"There are a lot of really smart people in this industry who are capable of solving incredible problems if you can create an environment that encourages them to do so."



Joe McKie is CEO of Alamo Pressure Pumping and co-founder of Alamo Pressure Pumping and Alamo E&P, Alamo's sister upstream operation. Before assuming his role at Alamo, McKie spent nearly a decade working in frac sand and logistics where he oversaw the startup of two businesses that each realized greater than 100% CAGR over the period.

Prior to entering his career in oilfield services, McKie was with the private equity firm Insight Equity, a generalist private equity investment firm in Dallas. He started his career as a management consultant for McKinsey and Co. working across a variety of industries.

McKie graduated from the University of Texas where he earned a bachelor's degree with honors in finance.

His hobbies include cooking and wine, sports with his family, travel and anything related to Texas Longhorn athletics. His civic contributions include coaching youth sports, sponsoring and organizing charitable events for Dallas Independent School District, and assisting his wife with her outreach and charity work related to children with autism.

Passion for energy

"While I've spent my whole life living in Texas, the energy industry was not something I was exposed to growing up or in college. It wasn't until I was assigned energy-related work as a management consultant and private equity investor that I gained exposure to the field. Once I got a taste, I fell in love with the same two aspects that continue to fuel my passion for energy many years later—the people and entrepreneurial spirit. It's the only industry I've ever worked in where 1) a handshake means almost the same as a contract and 2) almost every single employee works hard, cares about the people around them and actively seeks out ways to do their job better than the week before."

A dream come true

"My three primary professional development goals have always been to work at a place where 1) get to spend my days with people I enjoy, 2) can learn something new every day and 3) can be my own boss. I can thank my older brother and a long list of incredible mentors at McKinsey who ingrained in me, very early in my career, that the first two goals have to be key priorities when making any career decision. Growing as a professional takes hard work and often long hours. If you aren't able to surround yourself with people you enjoy spending those hours with, and who are willing to invest in helping you grow, it's hard to reach the next step and be happy once you get there. Being able to achieve the third goal without sacrificing the first two has been a dream come true that I owe to all the hardworking and amazing folks at Alamo. They are amazing people, they have taught me everything I know about pressure pumping and they force everyone around them to have fun. It's such an amazing group of people, and I'm fortunate to be part of their team."

Advice for young professionals

"Focus on finding the best people to work with, building a reputation for being an individual with high integrity and solving your customer's problems. If you have a team of talented people you enjoy being around, you give them a reason to trust you and you have a relentless focus to identify and solve problems for your customers, good things will happen. There are always opportunities to make money in energy, but it takes a willingness to think about how things should be done (as opposed to how they are done currently) and a focus on helping those around you to share that passion. There are a lot of really smart people in this industry who are

capable of solving incredible problems if you can create an environment that encourages them to do so. Just make sure that the idea will generate a cash return because you still have to pay your people with cash. And in energy, we don't have the luxury of writing checks with adjusted EBITDA or huge growth forecasts with negative earnings."

Mentorship

"I've been fortunate to have more mentors than I can count in my career, and I'm even more fortunate that many of them are now close friends. Much of the most impactful advice I received came from partners at McKinsey early in my professional career. They taught me that most problems in business can't be solved alone and that, while independent problem solving is an important skill, it's more fun and more impactful to find solutions as teams. It's very difficult to be an expert on everything, to see everything from every angle and to implement an idea by yourself. You need talented people who are willing to share your excitement about a problem and who are capable of helping find a better solution. At a minimum, it will result in an exciting and productive workplace. If you are lucky, it results in new friends, rewarding relationships and a level of success that couldn't be achieved alone." +



Jocelyn McMinn, 35

Product Manager of Peloton Frac, Peloton, Calgary, Alberta

"I have a profound respect for fellow entrepreneurs. The past year was the hardest I've ever worked, but the most rewarding in the end."



Jocelyn McMinn obtained her bachelor's degree in mechanical engineering from the University of Alberta and her MBA in executive management from the University of Calgary. She started her career as a fracturing engineer with Trican Well Service, eventually progressing to technical services manager and product owner for completions-related custom software.

With 13 years of industry experience, including promoting and designing new technology and driving digital transformation for one well service company, she created Cevian Technologies with a mission to standardize and structure data delivery using FracNet with benefits to service companies and producers alike. After various collaboration initiatives with the team at Peloton, it became apparent that FracNet was a fit for where the industry was headed. Peloton acquired Cevian in March 2021. She credits launching and selling a tech startup in oil and gas as her greatest career milestone thus far.

McMinn now manages the Peloton Frac software solution within the Peloton Platform, and she is tasked with expansion, product enhancements and integration with Peloton's suite of well data lifecycle management products.

Entering the industry

McMinn said her parents motivated her to enter the industry. "I used to go to my dad's office some days and look at logs on microfiche. He was a wellsite geologist at Esso in the 80s and early 90s, and I used to admire the hard hats covered in stickers, his cool car phone and staying up late getting logs by fax. I interned with Trican Well Service in 2004 and really enjoyed the outdoor field work, the people and of course the massive, mechanical equipment involved in fracturing. My mom, a driven HR professional, also spent time as HR manager for another large Canadian pressure pumper, so I guess oil and gas was

in my blood. Everyone goes into mechanical engineering thinking they are going to build airplanes or cars, but there are so many highly technical, mechanical parts of oil and gas. Steering a drill bit 2 km underground is an unreal accomplishment."

Startup tips

"Working in the oilfield services sector instills a strong sense of client-driven strategy, which helps in the startup world. Utilizing a lean startup approach was essential—figure out what the client will and won't pay for. [One of my most memorable accomplishments was] founding and leading an oil and gas tech startup (Cevian Technologies), which went from three clients and one fracturing company in December 2019 to 17 clients and five pressure pumpers in 2021. If you are going to pursue a startup, find an adjacency, ensure you have or hire the right subject matter expertise, and most importantly, find a partner or a few of them—going it alone is going to be tough. Expect conflict, and expect to work harder and longer than you ever have before."

To young professionals

"It can be a rollercoaster in the industry, and that's something you need to accept. Take time in the slow periods to focus on training and self-improvement. There is so much free education online now and a ton of educational grants that can be leveraged to move up."

Career goals

"When I first entered the industry, I didn't have a solid goal, but I knew I wanted to achieve an executive role. It's even more exciting making a pivot from oilfield services to software. Although it's always easier to pivot to an adjacency! I had some goals in mind I wanted to achieve prior to my 35th birthday, and I was only three months late on those goals, which is pretty good given

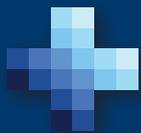
COVID-19 and negative oil prices, right? My next goals are getting my private pilot's license and continuing to seek board opportunities to ensure oversight and provide demographical insight to energy corporations."

Petroleum Services Association of Canada (PSAC)

"I adopted and developed a now industry-standard educational seminar on hydraulic fracturing, 'Talking Frac,' for PSAC. I am the point person for public information on fracturing. I have presented to and maintained dialog with landowners, political figures, associations, universities, non-technical departments at operator companies, technical retreats at adjacent businesses and first nations groups. I also received an award for recognition of outstanding contribution in 2019 at PSAC AGM. I really enjoy advocating for my industry and educating others."

Best advice received

- "If a report is telling you about a problem, that doesn't mean you have to solve it—listen and ask coaching questions, like what they think is the next step;
- Creating strong succession plans helps your own career. Spend more time with high performers; and
- Develop a management poker face for delivering news and having tough conversations—how you react will influence how your staff reacts." +



Camilo Mejia, 37

Founder CEO, Enovate Upstream, Houston

“Traditional leadership is afraid of breaking the corporate barriers for diversity. In an ESG-driven economy, diversity is not only paramount for a healthy society; diversity is the most powerful innovation maker.”



From Bogotá, Colombia, Camilo Mejia always knew his future was in oil and gas. His first-energy related job was in oil and gas software.

“I am the third generation of petroleum engineers in my family,” he said. “It became a family tradition to study petroleum engineering and then enter the oil and gas industry. I was proud and pleased to follow this 60-year tradition as I went to study petroleum engineering.”

Mejia’s experience as a petroleum engineer, scientist and business executive has enabled him to implement his artificial intelligence (AI) platform to increase production, sustainability and profits for the energy sector.

Mejia founded Enovate Upstream with a unique business concept: create the first hybrid energy technology company. As CEO, he brought together oil and gas executives and research leaders to build the cutting-edge ADA AI Digital Ecosystem.

“I have failed many times and in big ways, but I keep coming back and continuously learning,” he said. “It is never a straight line in technology evolution.”

Before striking out on his own, Mejia spent 13 years at Weatherford International. He specialized in operations, geosciences as well as R&D. He worked hand in hand with E&P companies in the U.S., Latin America, the Middle East, Russia and Europe.

Goals

“When I entered the industry, my goals were to lead a global division of experts in a multinational company. Now my goals are to build and lead a multinational company while building a world-class, new corporate culture to accelerate energy sustainability in

the industry by empowering E&P customers through digital intelligence.”

Career milestone

“Leading a global pool of scientists to deliver world-class software solutions for the industry. I found that exponential team performance is rarely linked to tangible metrics, and it is more about engagement, development and commitment. Effective communication in terms of goals and milestones were instrumental for this achievement. Stakeholders’ engagement and strategic alliances were fundamental for the success. The development of the first technical career path for data scientists was instrumental to lead the team from inside-out.”

Motivation

“It’s a \$3 trillion dollar industry at the center of people’s lives that needs a full technology makeover. This is an interesting challenge for any businessperson, scientist and technologist. The democratization of innovation is the opportunity to develop technology and business ecosystems that move oil and gas and energy forward. We probably live in the most exciting times for the industry from a technology perspective.”

Mentors and best advice received

“My father—my mentor in life—said, ‘It is fundamentally about being different even if you don’t fit. Eventually, you will.’ And Craig Barnett—my mentor in science/technology—said, ‘The difference between a good scientist and bad one is that the bad one stopped learning.’”

Industry performance

“The business performance is fundamentally the strength of the team and the direction of the organization. The conventional approach to evaluate talent should be upgraded to

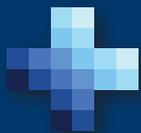
evolve in the new economy. A human-center approach driving internal and external technology development and business performance is a must in this evolving era. Talent assessment must be adjusted in oil and gas to embrace new generations driving technology evolution. The traditional approach is potential versus performance. The Enovate approach is values/passion versus talent/skills.”

Technology innovations

“Oil and gas is widely known as a successful industry driving incremental innovation. Embracing a higher level of innovation models will facilitate the development of the high goals in the industry. Radical innovation—building beyond the future and what customers haven’t seen that they need in this digital phase. Co-creation—taking risks and reducing failure by merging experience, technology and skills. Value creation—focus on tangible value and financial value. Physics and science will enhance the value of the digital applications. Data is important; the value from the data is critical.”

A generation’s responsibility

“We live in evolving times for society, industry and economy. The opportunity to create decentralized value through technology development is a unique opportunity of our generation. It is the responsibility of our generation to drive the future of energy in a market where the speculation seems to drive the market perception.” +



Nitish Mittal, 31

Senior Research Engineer, ExxonMobil, Baytown, Texas

“The oil and gas industry is facing unprecedented challenges and economic hardships. However, the interest and investments toward more sustainable and resilient assets keeps me hopeful and motivated.”



Dr. Nitish Mittal is an energy technologist and currently a senior research engineer with ExxonMobil in Texas. He has extensive experience in the process design, development and scale-up and techno-economic analysis of chemical and energy systems.

Prior to joining ExxonMobil, Dr. Mittal was a Ph.D. candidate research assistant at the University of Minnesota where he developed advanced models for membrane-based energy-efficient separation in the chemical and the energy industry. He has also interned with Indian Oil Corp. Ltd., Dow Chemicals and Cargill Inc.

Dr. Mittal has published a number of peer-reviewed journal papers, is an inventor on two international provisional patents, serves as a reviewer for distinguished international journals and session chairs for international conferences.

He has won numerous awards including the Global Technology Recognition Award (ExxonMobil), Process Technology Innovator of the Year (ExxonMobil), the Graduate Engineering Innovation Fellowship (University of Minnesota) and the Proficiency Medal (Indian Institute of Technology [IIT] Kanpur).

Dr. Mittal obtained a bachelor's degree and master's degree in chemical engineering from IIT Kanpur and a Ph.D. in chemical engineering from the University of Minnesota.

Entering the industry

“I got an opportunity to spend a month in a chemical refinery after my sophomore year during my bachelor's. I was fascinated by the giant scale of the refinery and that it operates continuously 24/7 amazed me further. Although I had read about the scale of plants in textbooks and visually experienced chemistry in a lab, the refinery seemed like a trip to

another planet. Seeing and working first-hand there for a month appealed to me as a young chemical engineer and the plethora of everyday products obtained from the refinery/plant ranging from fuel to various kinds of polymers made me appreciate the direct and significant role that the industry plays in everyone's life.”

Memorable accomplishments

“While pursuing my Ph.D. at the University of Minnesota, I developed a detailed model of a zeolite membrane separation process for accurate performance determination for several applications including bioethanol enrichment and butane isomer separation. This is a seminal accomplishment in the field of zeolite membranes as this work integrates the fundamental properties obtained via atomistic-scale simulations into continuum model for industrial-level designs and further provides a validated method to compare the emerging zeolite membrane technology to existing distillation technology. I also enjoyed presenting this work at several international conferences. I, along with a couple of colleagues, proposed a workshop out of my work, which has been accepted by North American Membrane Society, and we are excited to hold this workshop this coming August during the Society's annual meeting.”

Career milestone

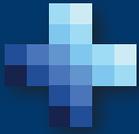
“I have been fortunate enough to lead the process modeling efforts on one of the major chemicals projects. We recently started a pilot plant that was designed and implemented based on my models. I was also instrumental in providing engineering support for the operations and maneuvering the unit to the desired operation regime. The whole experience was very gratifying, and to lead and contribute to this capacity was a milestone I would cherish forever.”

Mentorship

“Working for a big company has its own perks, one of which is the accessibility to a huge network and experts in different fields within the organization itself. ExxonMobil has different dedicated mentorship programs that help match mentees and mentors based on one's preferences. My mentors have played an important role in my progress and been instrumental in my career development. I have gained a lot of good advice on how to grow and maintain my network efficiently, develop my own brand, and time management skills.”

Diversity and inclusion

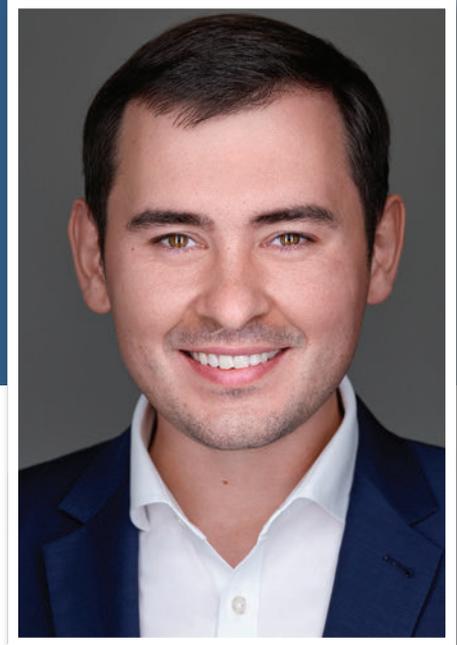
“The oil and gas industry has been a very traditional and rigid one. The industry, however, has taken gradual steps toward building a more diverse and inclusive workforce. For example, there is an increase of women in the senior leadership roles and more millennials are joining the industry. At ExxonMobil, we have now several local employee networks such as BEST (Black Employee Success Team), WIN (Women's Interest Network), PRIDE (LGBT Employee Resource Group), ACE (Asians Connection for Excellence), GOAL (Global Organization for the Advancement of Latinos), etc. across global locations to foster an environment committed to diversity and inclusion. I expect to see even more profound measures being taken to bring about progressive development.” +



Max Bran Nikolaev, 37

VP of Energy, CARBO, Houston

“Learn to be unbiased and listen to the ideas that are coming from the younger generation. Learn, learn, learn every day!”



Max Bran Nikolaev was born and raised north of Siberia, Russia, in the city of Nadym. He graduated from Gubkin National University of Oil and Gas, and his first energy-related job was as a well service operator with Gazprom.

He joined Schlumberger in 2005 as a field engineer and had a variety of different roles (senior field engineer, engineer in charge, design engineer and lead DESC engineer) before he took a functional role in supply chain in 2010. He then became a global supply chain manager in 2012. After growing his responsibilities, he moved to marketing in 2016 and became a product champion/portfolio manager/business development manager for Stimulation globally with Schlumberger. In 2019 he took a leadership role in the North America Production Group, and he was responsible for disrupting the supply chain process and implementing new technologies within the function.

In 2020 Nikolaev joined CARBO as the vice president of energy, where he leads all operations serving the energy sector.

He is also the author of 20-plus technical papers.

Memorable technology projects

“I’ve had the pleasure of being involved in so many product developments (more than 20 different technologies) in my career, so it is hard to mention all of them, but I will highlight WellWatcher Stim. Bringing this technology to the market involved collaboration with so many great people and experts in machine learning, physics and reservoir, petroleum and electrical engineering.

The fun part was that it took a few years of ‘hobby’ work to convince management it was worth pursuing and attaining a budget for proper product development. Now this technology answers many interesting questions from operators in real time during completions. Kudos to Schlumberger’s Novosibirsk Technology Center! Receiving an American Business Award for this gave great recognition to the technology’s success!”

Mentorship

“I have had various mentors at different times. Initially, I sought out the most successful people to be my mentors, thinking they had all the answers to success. What I learned was most of them became successful through luck. There is no way to learn how to be lucky. I now choose mentors very carefully by looking for resilience—people who have experienced a fall or failure and risen, and those with inquisitive minds. I am blessed to have two mentors now who are extremely successful CEOs of large companies in the U.S. Some of the best advice I have received in my career is, ‘Your ideas may not be accepted, but that does not mean you need to stop pitching them. Collect feedback, don’t be defensive, restructure your pitch and come back stronger than ever.’”

Goals

“When I first joined the industry, I wanted to become a leader that people would love to follow. I didn’t have any idea why I needed that, but the thought was very appealing. As an executive, I have formed a life purpose where there is balance: space for work, community and personal life. The goal is to maintain that balance regardless of the shocks

and stresses that impact one or many parts of my life. Speaking specifically to work, my goals are to continue to challenge the status quo and to positively impact the industry and society we operate in, and to help the people around me grow and find their purpose.”

Industry transformations

“I think the industry has made significant progress in taking steps toward data-driven decisions, but we are far from that becoming the norm. Unfortunately, I still see biased decisions based on relationships, gender and nationality that slow the industry from moving forward. Overall, society will benefit if the oil and gas industry not only talks about automation and digitalization but actually does it. Many companies are talking about ‘innovations,’ but the organization is not enabled or allowed to innovate. CEOs must walk the talk and boost innovation by making the whole organization accountable.”

Hobbies

“Learning to fly an airplane! I love spending time with friends, singing karaoke, reading books to my kids, watching movies and having fun! I also love to participate in Junior Achievement events and teach children anything interesting or unique. Additionally, I perform at the local Russian Theater in Houston.” +



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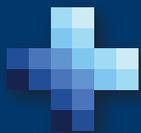
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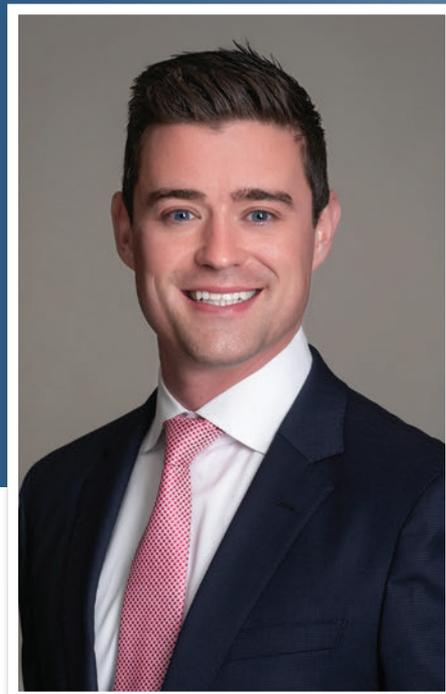
Connecting You to the Global Energy Industry



Nathan Ough, 33

President and CEO, VoltaGrid LLC
Houston

"Being a part of the oil and gas industry has put me into a world of community that runs deep in the veins of the people associated with it. It is truly remarkable."



Canadian Nathan Ough has an extensive background in natural gas fuel technology and generation deployment across North America. Prior to VoltaGrid, he co-founded Certarus Ltd. and its associated U.S. business unit, which included the development and expansion of the organization over the last decade to one of the leading low carbon energy solutions providers. Ough was an executive for Certarus since its foundation and was instrumental in expanding the U.S. platform from no presence in 2014 to now one of the leading natural gas fuel companies nationwide.

Prior to Certarus, Ough worked on Macquarie Capital's Global Energy Investment Banking Team covering the energy capital markets. His first energy-related job was with Irving Oil as a financial analyst.

He obtained a bachelor's degree in finance and economics from the University of New Brunswick in Canada.

"When I was nearing the end of university and reality set in that my next step was the real world, I spent hours researching what industry I felt would light my fire," Ough said. "I am a passionate person in all that I do, so I had to find that spark. The oil and gas industry was one that struck a cord in my soul."

From defeat to success

"When being a part of any company in a leadership role, the word bankruptcy is frightening to the core. When I co-founded Certarus, it was done with great aspirations of success. Unfortunately, I personally almost went into bankruptcy in the beginning. I remember only being able to go on dates with my girlfriend, now wife, on half-price wine Wednesdays as I knew my credit card would not process the transaction. Here I was young, driven, full of magical dreams and all I was finding was closed doors, financial hardships and nothing that looked even remotely familiar to what I thought my career would look like. To keep rowing my professional boat with what felt like a plastic spoon, my parents had to pay my rent so I could keep investing all that I had into growing Certarus. I knew that I had to try to pivot the trajectory of my first entrepreneurial endeavor from that of a complete personal financial loss to being something special. The universe has a funny way of working, and as luck would have it, four days before we were about to throw in the towel on Certarus and go home licking our entrepreneurial wounds, Encana called and gave us one drilling rig and said, 'don't screw it up, boys, and you will have a great business.' The amount of personal dedication we gave to the organization, customers, community and team members truly changed the tone and culture of the organization from one that was defeated and deflated to that of excitement, energy and an overwhelming feeling of wanting to

excel to do greatness in all that we could. Over the next eight years, we grew from \$1 dollar of revenue to a billion-dollar organization—call it hard work."

Biggest accomplishment

"I have been fortunate throughout my career to have been a part of several great success stories, none of which could have been possible without a strong and dedicated team working alongside of me. To date, I recognize co-founding VoltaGrid, successfully raising \$73 million on an initial capital round, and delivering a product on time to our first customer as my biggest accomplishment. When I am asked what is in the proverbial box that is a VoltaGrid unit, my initial response before getting into all the details is simple, magic."

Bold goals

"The constant evolution of the industry drives me every day to continue to better myself and VoltaGrid. If we are not always thinking about what's next and what can we do better, we will be left behind. When you look back at the last 10 years within the industry, the list of items that have changed are countless. I want to change the world of power generation.

To be successful at that, change must occur. Knowing where the industry is today, the trajectory of the next 10 years brings me much excitement. My goal today is bold: I want to change the world. I'm fortunate that I have the opportunity at VoltaGrid to meet that goal. What we are doing has never been done before and will truly revolutionize the world of power generation."

Entrepreneurial spirit

"My first entrepreneurial endeavor was to start a paper route so that I could purchase a pool cleaner for my parent's pool to eliminate the terrible Saturday morning weekly task of vacuuming the pool. While I will

always value my education, there is nothing that I was taught in a classroom that could have fully prepared me for leadership and entrepreneurship skills. Certarus was the greatest experience that has shaped me to be the entrepreneur that I am today. At Certarus there were many missteps taken along the way, but through those challenges, I was able to recognize the errors in either decisions, products or business plans, and file them away to not fall into the same patterns of behavior at VoltaGrid. Given my career and entrepreneurial paths, I have lived in five different cities over the last 10 years with the great opportunity to continue to develop new friendships all over various regions."

Cultural shift

"The workplace as a whole has undergone a major overhaul in the last few years, and the industry must also fall in line. Culture is critical to the future of the industry. As many of the workers from the 80s boom/bust exit the workforce, backfilling those positions could pose an issue, especially if the culture of the industry is not one of the current times. Diversity and inclusion are more important than ever, and we as an industry must make a conscious effort to be a part of the change." +

40 UNDER FORTY



Nathan S. Ough

President & CEO



As the emerging leader in portable, scalable and clean power to support electric fracturing, drilling, residential and industrial applications, we are proud to have our CEO, **Nathan S. Ough**, to be included as part of Harts E&P prestigious "40 Under Forty" honorees.

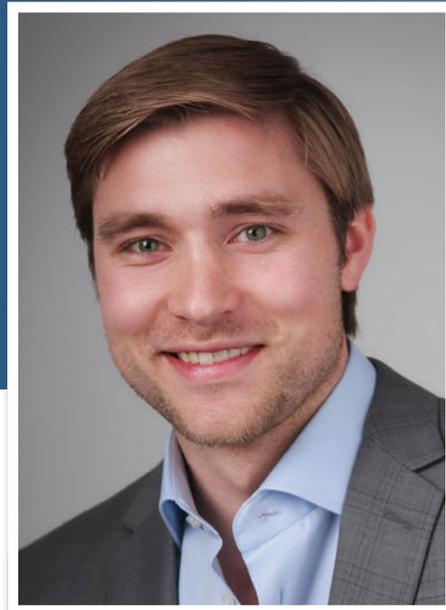




Troy Ruths, 35

CEO and Founder, Petro.ai, Houston

"I want to help write the next chapter as oil and gas takes its next form in the new world of energy: more complex, technical and dynamic."



Troy Ruths has enjoyed no small amount of success, not only professionally, but also throughout his education and personal life. While at college at Washington University in St. Louis, Ruths starred on a Bears Division III basketball team that won the NCAA Championship, earning Player of the Year and being named an Academic All-American.

As a graduate student at Rice University, Ruths was selected as one of a dozen delegates to represent the U.S. at a meeting of the Nobel Laureates in Lindau, Germany.

"During the day we would go to our selection of lectures, and at night we would have banquets with the laureates and watch the World Cup at the biergarten," he said. "I remember having a lunch discussion with (American physicist) Arno Penzias about discovering the cosmic microwave background radiation and his beliefs on what the Big Bang actually means to him."

Those experiences helped Ruths found Petro.ai in 2013, a company that delivers a breakthrough AI platform to solve the world's hardest problems in oil and gas.

"I previously was an intern and did light consulting on optimization and data problems as an undergrad," he said. "I realized the potential for data science to connect and bridge complexities of the reservoir to well performance. I really like the applied science, people and technology in the industry."

Entering O&G

"My dad was a career geophysicist for Chevron. I grew up on a small oil and gas camp in Indonesia, so all my friends were connected

to the oil patch. I didn't grow up thinking I'd end up in the industry. Instead, my brothers and I were very much into computers, and I started programming young (I think around fourth grade). It wasn't until my Ph.D., when I was working on computational biology, that I started seeing parallels between the methodologies successful in solving genomic/proteomic problems and how it could be applied to O&G. This was before 'data science' happened, so it was not a clear leap."

Formative experiences

"Leadership and entrepreneurship are difficult to teach, and the more I'm around other leaders I realize it's a unique journey and style for everyone. The challenge of competing for and winning the NCAA Division III Men's Basketball Championship inspires much of my leadership style. Your chances of winning are always greater if you have more pathways to victory. First, this means that you need to empower and invest in your teammates, and second, games may be played during the season but are won in the offseason. Everyone on the team wants to know their role and how they can contribute but are always willing to take on more; this is the balance that must be struck. As for preparation, it is all about pace and focus."

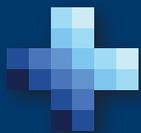
Staying motivated

"First, my team keeps me motivated and passionate about our work. In a startup, it can be a grind, and the people that are rowing beside you make the journey worthwhile. But at the end of the day, we are all technology enthusiasts and love the energy industry. Second, oil and gas is at a turning point. It's not

the beginning of the end; it's just the end of the beginning. I want to help write the next chapter as oil and gas takes its next form in the new world of energy: more complex, technical and dynamic."

Industry transformations

"Overall, oil and gas companies will be valued on returns and energy production. Natural gas is a key feedstock to meet energy forecast demand and carbon sequestration will start to scale in the coming years, so operators may need to address infrastructure gaps and reintegrate to make thriving companies. The good news is the focus on renewables will result in a balanced and rising oil price, but investor sentiment will stay out of the space until returns are good or the environmental hurdles are covered. This reboot will require leaner teams connected to operations and strategic decisions with technology. The hydrocarbons are only going to be more challenging to extract. With emerging environmental requirements, it is easy to see that the industry of the future will be more complex with more intricate tradeoffs. I believe this is all doable, but we must embrace a data-driven culture and high grade technology that improves technical productivity." +



Jim Shaw, 37

President and COO, Land Information Services
Oklahoma City

"Becoming an entrepreneur accelerated my maturity as a leader."



Jim Shaw began his career as an intern with Chesapeake Energy (CHK) in 2003 while he was a freshman at Oklahoma State University. He was then hired by CHK upon graduation.

"My uncle, who worked in IT with CHK, suggested I apply for an internship during the summer break [of my freshman year]," Shaw said. "My interview was with then VP of Land Admin Wade Brawley, the now founder and CEO of Land Information Services [LIS]. I started in the records center and eventually moved into increasing roles within land administration focusing on transactions, systems and processes."

Advancing into a supervisory role, he became an adviser for several processes within land, lease records, division orders and treasury. He also managed the support for all major monetization transactions and mortgages for A&D, land, treasury, finance and reservoir engineering. In addition to transaction support, Shaw helped design and implement multiple workflow applications that benefited interdepartmental communication and data integrity.

In 2012 Shaw joined LIS and now serves as president and COO. He is responsible for executing the company's strategy and vision, overall day-to-day operations, oversight of LandVantage development and client implementations, internal technology, project management strategies and more.

Milestones and mentorship

"Becoming president and COO for LIS is the most recent milestone and certainly the one I'm most proud of. I've known and worked for Wade Brawley for nearly 18 years.

From a professional standpoint, he's had the most influence on my career. Early in my tenure at CHK, I made a request to switch my career path to a more common landman or A&D role. He politely encouraged a different, and somewhat unique, path within land admin. This positioned me to become more familiar with data and technology and the impact systems and processes can have within our industry. In 2012 he took a chance on me again as I left CHK and joined him at LIS. Fast forward to today and I'm grateful for the trust he's placed in me to help ensure the long-term success of our business."

Memorable projects/accomplishments

"Most notable is our current LandVantage system (Enterprise Land Records & Workflow Management Software) at LIS. We've taken countless workflows we've implemented over the course of our careers and embedded them within one platform so land and land admin users can live within one application all day without requiring frequent transitions to dozens of other ancillary workflow systems. The efficiency gain is incredible and offers tremendous ROI across the organization as other departments contribute to various processes within LandVantage as well. The technology we use in our product as well as our approach to process and user experience is truly unprecedented across the land software market. There were other systems I was responsible for implementing while at CHK that benefited interdepartmental communication and data integrity between land, A&D, treasury, finance and reservoir engineering of which I was very proud to be a part."

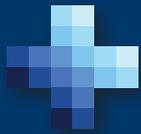
Industry transformations

"This past year has been a harsh reality check. We should always be willing to take risks, and

it's more natural to do so when commodity prices are at attractive levels, but we should never return to the frivolous methods we once employed. We need a culture that keeps each other accountable. We need to keep working harder, but working smarter should be paramount. We need technology that provides more than just incremental advances in data accuracy, data integrity, process efficiency and overall value proposition for companies to scale their businesses without proportionally scaling their G&A. Best-of-breed technology is winning more than it used to, so we need more meaningful collaboration between vendors who serve different areas in the organization to create a larger value proposition for both vendor and client alike."

Advice for young professionals

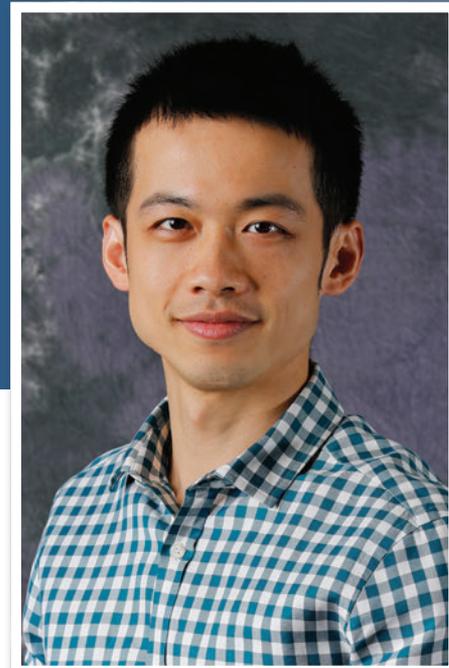
"Don't follow the crowd. It's so tempting to aspire for the most glamorous or popular position, but you will often get lost in the mix and become just another employee. If you want to be normal, have low risk and follow the status quo; there's a lot of opportunity to do just that. However, I would encourage young professionals to find a niche they can become both an expert in and passionate about, that may not be what anyone else is interested in and have a relentless pursuit to deliver value where others are not. Warning, be prepared to have an appetite for risk." +



Xukai Shen, 35

Geophysicist, BP America, Houston

“What keeps me motivated is the fundamental challenges of finding advantaged oil and the fact that the world will need oil and gas for many years to come.”



Xukai Shen joined BP America in Houston in 2015 as a geophysicist with a focus on seismic imaging. He has since worked with the seismic imaging teams to deliver high-end seismic processing technologies and projects to address a variety of challenges in BP’s worldwide portfolio from the U.S. Gulf of Mexico (GoM) to the North Sea.

In his second year at BP, he developed and applied a novel full waveform inversion workflow at the Atlantis Field in the GoM, which is not only the first successful application in the industry that led to the discovery of “a field within a field,” but it also transformed the way seismic data are acquired and processed for salt model building, especially in the GoM.

Besides seismic imaging, he has also worked with the BP exploration team to deliver AVO, rock properties and uncertainty characterizations.

Prior to joining BP, Shen obtained his Ph.D. degree in geophysics from Stanford. Outside work, he enjoys reading and rock climbing.

Career mentors

“There are probably too many to list here, both within BP and across industry/academia. Among them, I consider John Etgen, distinguished adviser of seismic at BP, who influenced me the most since I joined the industry. Not only through his words but through his actions, I saw how scientifically exciting ideas, when combined with the support of the open-minded business, can really bring big materials impact to the company and even the industry, and we should always try to improve industry standard practice.”

Setting goals

“When I first joined the oil and gas industry, I told myself to do things I enjoy and am passionate about, and be surrounded by like-minded people. I would say I have been successful in that so far.”

Technology accomplishments

“Being from the background of seismic processing R&D, the following projects are both related to the development of seismic processing technologies. The first is the development and application of a seismic processing technology breakthrough that led to not only an immediate business impact for BP (1 Bbbl-plus of additional oil discovered), but also led to the transformation of seismic processing in GoM subsalt reservoirs. Second is the development of a seismic processing technology, which in principle is not too different from the one mentioned above, that can drastically shorten the seismic processing cycle time and has been picked up by third-party vendors and are being aggressively developed and promoted.”

Milestone achievement

“My milestone would be the recognition and external report/comms about the first mentioned project above. The seismic imaging team at BP and the collaborative and innovative culture of the team, the business units and in-house high-performance computing center are the key enablers of the project.”

Formative experiences

“I’d say for [business leadership and entrepreneurship] skills, while classes are

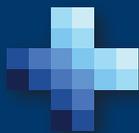
useful, the most I have learned has always been from on-the-job training, where the job, in a way, forces me to think and apply these skills on a daily basis on very concrete things.”

Industry transformation

“I think the industry, the same as many other ones, needs to be more cost-savvy, nimble and adaptive in order to be able to thrive. Such transformations will likely need a combination of novel technology deployment as well as mindset and culture change at various levels.”

Three fun facts

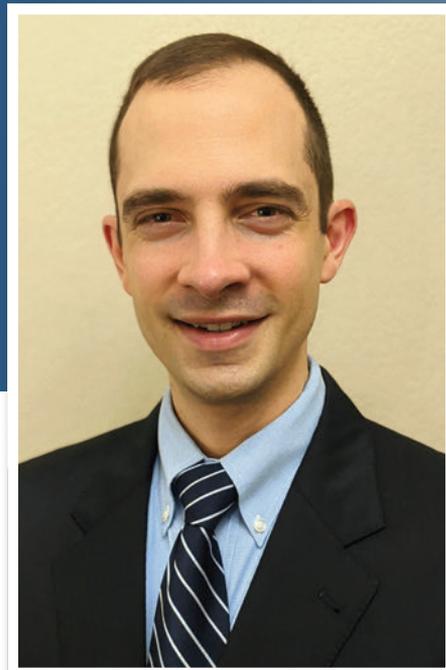
“I used to travel a lot before COVID-19; I’ve been to six continents, excluding Europe. I also interned at five companies that included Saudi Aramco and Petrobras before joining BP. Thirdly, I always wonder if Elon Musk is a time-traveler, alien or robot.” +



Blake Thomson, 33

Engineering Analyst, Pioneer Natural Resources
Irving, Texas

“The way that we have approached professional development in the past will not be adequate for handling the challenges of the future.”



Blake Thomson’s entry into the oil and gas industry started in college when he met George Mitchell.

“He encouraged me to pursue the oil and gas industry,” Thomson said. “I was well aware of the abundance of success he had in the industry and strongly valued what he had to say.”

Thomson’s first energy-related job was as an engineering technician with RPS Group – Reserves Consulting. He credits this experience for helping him develop his business leadership and entrepreneurial skills.

“The oil and gas industry provides very few alternative opportunities to work so intensely on such a wide array of projects with varying disciplines,” he said. “I often credit my consulting experience with accelerating my professional development, because the demands in consulting are so rigorous and you have to be on top of your game 16 to 20 hours per day sometimes. In less than four years, I was able to learn what might take other people 10 years to learn.”

Thomson has spent the past decade working in a strategic analytics capacity. He currently leads digital transformation and automation projects for Pioneer Natural Resources’ Water Management department.

Memorable projects/accomplishments

- “I developed, implemented and led the analytics processes and automation efforts of the KPI tracking system for the Completions Execution department. These processes assisted the engineers and field personnel in delivering a 55% increase in operational efficiency;

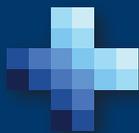
- I automated a capital projects funnel to high-grade projects with best capital maturity using backend ARIES scenario data. This project ultimately allowed me to manage and identify \$10 million NPV operated projects as well as \$15 million NPV in cost avoidance for joint ventures;
- I developed an automated data processing workflow that extracted and transformed data for reserves reporting, resulting in 90% time savings for executing the task; and
- I built an automated ETL analytics pipeline in Alteryx to proactively identify data quality issues in the database.”

Data utilization

“The industry has an abundance of opportunities in utilizing data to improve efficiencies, yet we are barely scratching the surface with how we are using data. This seems like an odd thing to say because we have used data for years in the oil and gas industry. However, the industry is at a point now where the data technologies are just starting to reveal their true value. Organizations are beginning to understand that these technologies can result in efficiency gains with fewer people. The next step in data utilization in the industry will not be to replace the work of one to three people. It will be the acceleration of work and ultimately the acceleration of value-add for the business. Automation and machine learning will combine to make better predictions and decisions in a shorter period of time. Improved efficiencies and cost mitigations are waiting to be unlocked by data in the industry.”

Industry workforce

“As more organizations begin to grasp the value of new data technologies, and the internal shortfalls in data talent that exist, they will begin hiring for more skilled data talent. This will inevitably create a data talent shortage across multiple industries over the next one to two years. If nothing is done to prevent it, the oil and gas industry will likely see an abundance of analytical talent depart for other industries where the talent is valued more. The industry’s approach to valuing data talent must fundamentally change to recognize the value that data talent now generates for the industry. For instance, an analyst job description from 10 years ago was very different than what the industry expects from an analyst today. Demands placed on analysts today are much closer to the demands of analytical talent in the tech and marketing industries, which provide the appeals of a higher compensation and a reduction in the cyclical nature of the industries. The oil and gas industry must recognize the necessity to compete with organizations beyond the boundaries of the industry for data talent, because they are competing with the oil and gas industry whether we like it or not. Organizational leadership must include the data disciplines moving forward if the industry is going to thrive in the future.” +



Daniel “Dan” Williams, 39

Subsea Technical Sales, Master Flo Valve Inc.
Houston

“The industry is ever-changing, and there are always new technical challenges arising. This keeps the work interesting and the gears turning.”



Texas-native Daniel “Dan” Williams started his journey into the oil and gas industry when he took an internship with FMC Technologies during his university years. He obtained a degree in mechanical engineering at the University of Houston. He was hired full time by FMC upon graduation where he quickly made his mark and became known as “Super Dan” among his co-workers and supervisors due to his natural engineering skills.

“The oil and gas industry was in a boom around the time that I graduated from college,” Williams said. “Being in Houston, there were lots of opportunities in the industry so the decision was pretty easy.”

Ten years later, he joined Master Flo Valve as global subsea engineering manager. Under his direction and leadership, Master Flo achieved the honor of having the first HP/HT BSEE-approved choke in the Gulf of Mexico.

Williams was also directly responsible for the development of a new type of shatterproof choke trim that was highly wear resistant. The trim was so effective that it was christened “Dantonite.” This design led to his next game-changing development: the world’s first polycrystalline diamond cage and sleeve trim that was designed to withstand flowback of highly erosive engineered proppants. This increased the subsea uninterrupted production lifespan from a few weeks to more than a year.

Williams is also engaged in groundbreaking research with the University of Houston, co-authoring a pending paper on flow-induced vibration for multi-entry control valves.

Most memorable projects/ accomplishments

“Three memorable events immediately come to mind: the design and development of the

first HP/HT subsea choke valve approved by BSEE; earning a patent for an impact resistant trim design that eliminates catastrophic failures often associated with choke valves; and designing a diamond trim for heavy erosion applications that proved to be highly successful in oil and gas production.”

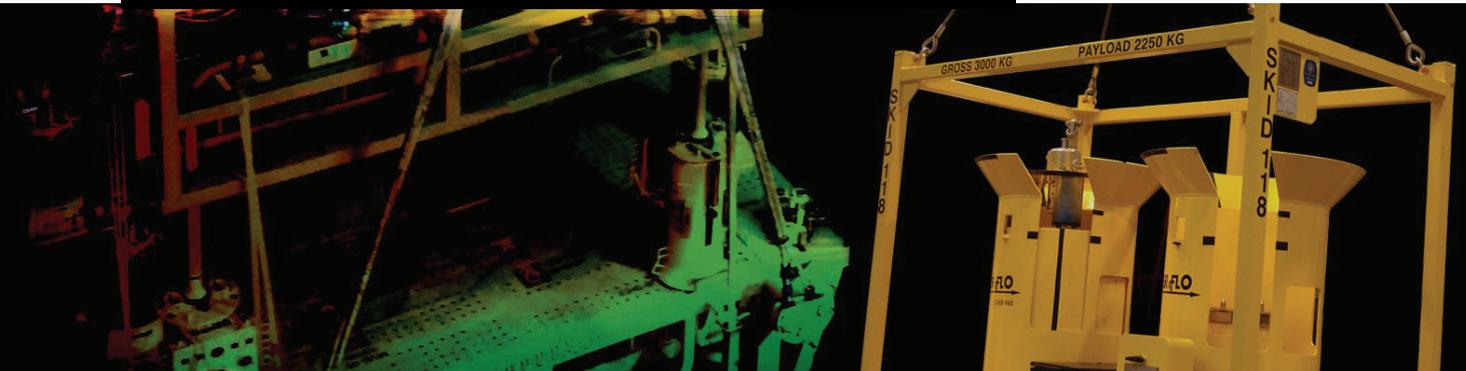
Career milestone

“A big goal of mine was to earn a patent. It’s something I always wanted to accomplish and luckily the opportunity to be creative in my current role resulted in achieving this goal.”

Setting goals

“When I first entered the industry, my goals were more personal based. I had a goal to earn a patent and be a valuable asset to the

Master Flo provides life-of-field solutions that lower costs, optimize production and increase the value of a flow management investment. With more than 100,000 choke valves manufactured, including more than 2,400 subsea choke valves used in every major offshore field, the company’s knowledge and experience enables it to provide innovative solutions to increasingly complex challenges. (Source: Master Flo)



company. Fast forward to now and my goals have refocused. I strive to continuously push the company forward with new technology developments and even branch outside the known product lines searching for new opportunities to grow the business.”

Overcoming challenges

“I would say becoming a manager for the first time was difficult. Moving from being an individual contributor to a position of more delegation took time to learn and proved to be the biggest challenge.”

Advice for young professionals

“Learn as much as you can, ask questions and don’t be afraid to speak up if you have different ideas on how to do something.”

Industry transformation

“I think you are already seeing a transition to a greener energy supply, which in the court of public opinion seems to be the way the world wants to go. You can really see this shift taking place with most of the major oil companies that are currently in the process of rebranding themselves as an energy company as opposed to an oil and gas company under this guise. That being said, there is still plenty of demand for oil and gas, as there are so many products currently made using these materials that don’t currently have a substitute. And while oil demand may start to decline, I think there is still a bright future for natural gas in the transitional energy world and beyond. This push must be embraced by the industry and used as motivation to

develop new methods and technologies to lead this effort.”

Motivation

“The industry is ever changing, and there are always new technical challenges arising. This keeps the work interesting and the gears turning.”

Guidance

“While not a formal mentor, Richard Cove has been a great person to get to work with. His vast experience in the industry and willingness to always be available if I need to bounce ideas off him has made him an important figure in my career.” +

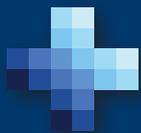
PUSHING LIMITS

Innovating choke valve technology since 1979, we are driven by our passion for developing flow solutions, including our new severe erosion service XP Series, as we continue to push the limits in our industry.



masterflo.com





Mitch Winnick, 38

President & CEO, REV Energy Services LLC
Denver

"I come from strong women. My grandmother and mother are fearless, and my wife is so much smarter than I am."



At the age of 18, Mitch Winnick got his first taste of working in the industry when Calfrac hired him to work as a field operator in the summers and part time in the office, all while he was attending Southern Alberta Institute of Technology in Calgary, Alberta, which is where he obtained a geoscience and petroleum engineering degree.

He gives credit to his father for motivating him to enter the oil and gas industry.

"My dad had a great network of close family friends who were in the industry while I was growing up, which naturally pulled me in that direction," Winnick said.

After college, Sanjel offered him a job in sales/engineering.

"The culture at Sanjel was paramount, and it truly felt like a family," he said. "This is something I always try to replicate at REV Energy Services."

Working in the Haynesville gave Winnick a greater understanding of high-pressure fracking—knowledge he said he has been able to use in other basins.

"My time at Rockpile within Denver was another great experience where I learned from an excellent leadership team," he said. "I still lean on their mentorship, which is greatly appreciated. I now have an excellent partner at REV, Jason Kuzov, and every day is a new adventure with an exciting future."

Winnick also credited Echelon Front and Dale Carnegie trainings as the most formative experiences for the development of his business leadership and entrepreneurship skills.

Passion for the industry

"Oil and gas will keep evolving to become cleaner and more sustainable within our practices, and I want to contribute to that future."

Memorable technology projects/accomplishments

- "Designing fluid systems for the Montney Formation during the CNRL project in Canada in 2005;
- Reducing NPT related to high-pressure fracking for the Haynesville Encana project in 2011; and
- Working with my current team at REV, pioneering 3,000-HHP units within Wyoming and North Dakota."

Career milestone

"We achieved three years of zero TRIR [total recordable incident rate] at REV Energy Services with the help of my current team."

Goals

"My first goal as an iron skinner (frac operator) was to make it out of the field into a sales role like my dad. Secondly, I wanted to move to a warmer climate and break out on my own and make a name for myself in new territory. One of my current goals as an executive at REV is to maintain and grow our family culture. A culture that withstands hard times is innovative and creative, so we set ourselves up for success when the sun shines again."

Industry guidance

"Reduce our footprint. Invest in carbon capture technology. Integrate with hybrid fuel

sources. Work with the media and against propaganda; don't let someone else tell our story."

Advice for young professionals

"Do not be afraid of failure and work with people you trust."

Mentorship

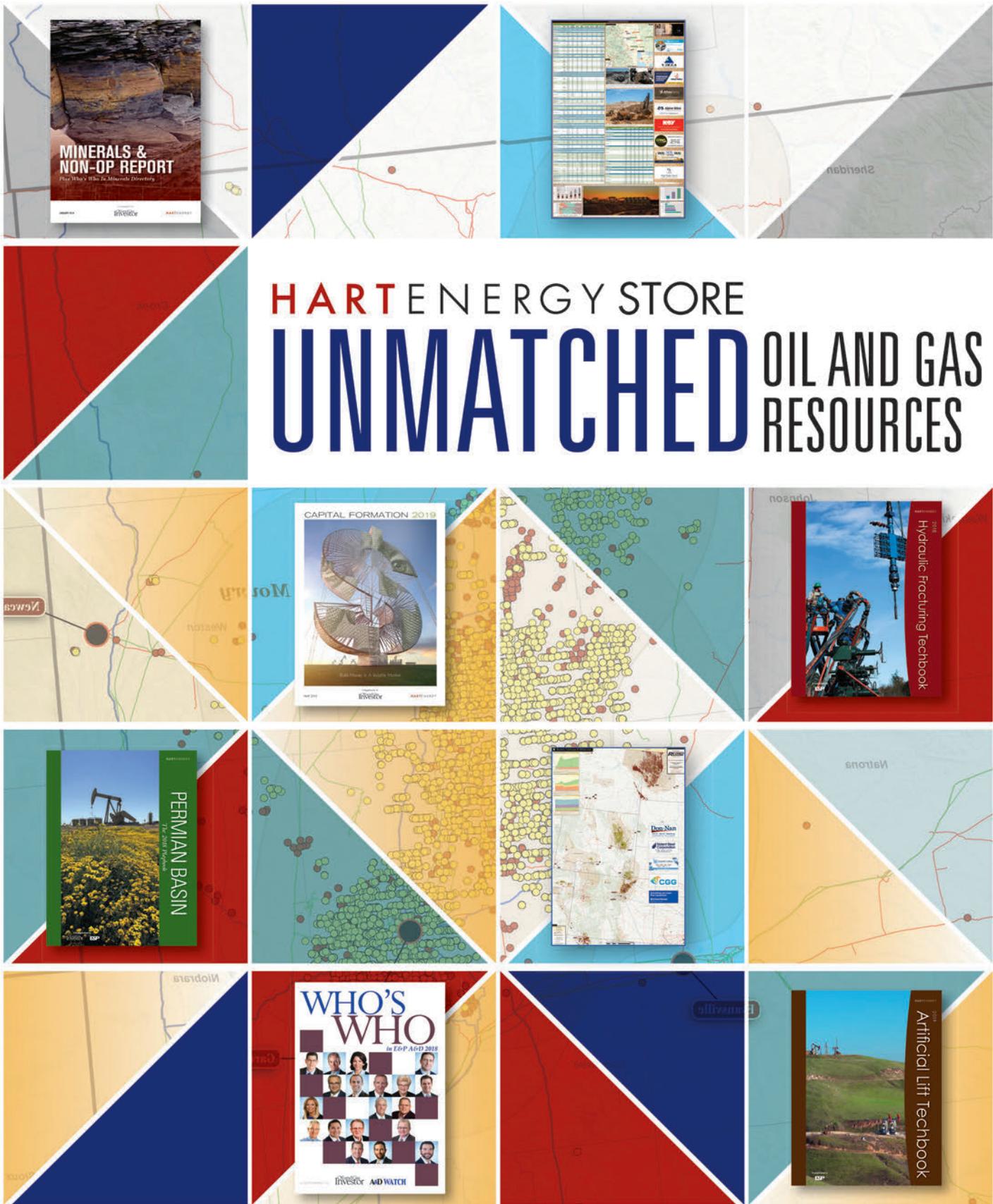
"My dad, Jason Kuzov (REV business partner) and Brenna Winnick (my wife) have given me excellent advice over the years, but more importantly they believe in me."

Awards/recognition

"I am the five-time Doggie Doo Rodeo Champion (Oilfield Rodeo). This has nothing to do with technology, but damn I'm proud."

Outside of work

"I have a big family with lots of brothers and sisters, two sets of parents and a beautiful wife with a baby boy on the way. I enjoy giving back to my community in various ways along with boating, snowboarding and hunting." +



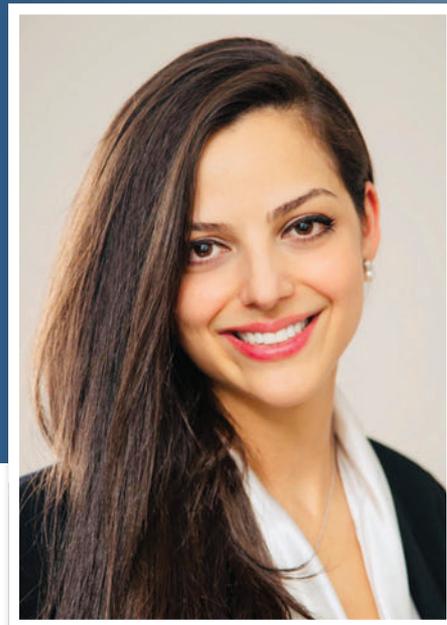
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Nancy Zakhour, 32

Well Design Lead, Occidental, Houston

“Flexibility, adaptability and openness are three essential traits that will aid the industry to thrive in the future. Adopting these three pillars in organizational culture, technology and strategy will most certainly play a critical role in the years to come.”



Growing up in Lebanon, where oil and gas exploration and development were not as prominent as the rest of the Levant region of the Eastern Mediterranean and the Middle East, Nancy Zakhour’s exposure to and understanding of the industry were achieved through hands-on and on-the-job experiences that started with a Schlumberger internship.

“I started my career in energy working as a field engineer with Schlumberger in the Well Services segment internationally (Russia, Malaysia, Egypt, India), after which I moved to Midland, Texas, as the unconventional horizontal drilling and completion space took off,” Zakhour said.

She is the first female engineer in her family, obtaining her bachelor’s degree in electrical and computer engineering from the American University of Beirut and an MBA from Rice University.

Now Zakhour is a well design lead with Occidental, managing a team that overlooks drilling, completion and production engineering design and optimization in the Permian Basin. She also chairs the completion engineering sub-committee of the Department of Energy-funded, cost-shared, joint industry program Hydraulic Fracturing Test Site II.

Prior to her current role, Zakhour was a completion engineering adviser leading multidisciplinary and cross-functional projects focused on developing breakthrough solutions by leveraging geoscience, engineering, data analytics and data management.

Memorable projects

“I have had the opportunity to take part in technology development projects from a service company’s standpoint as well as an operator’s standpoint, and I very much appreciate the diversity in exposure and learning prospects. I have also taken part in the trialing of field equipment enhancements, software development and new concept implementation, essentially integrating the adoption of novel hardware and software along with new fluid chemistry development from the lab level to full-scale field trialing and deployment level. I also implemented a last-mile delivery solution that achieved significant savings per well through improving logistical efficiencies and guaranteed sand supply, proppant QA/QC while reducing silica emissions.”

Leadership skills

“What has been most instrumental in my professional career in forming my business leadership skills is understanding how my role, regardless of my assignment, ties into my organization, impacts people around me along with the bottom line. As I progressed throughout my career and across the different roles that I held, I aimed to be flexible, adaptable and connect the dots to better explain how I and everyone around me in my organization contributed to our company’s strategy and ultimately the industry altogether. This mindset aided me in building meaningful and empathetic relationships with my peers; being a mentor and a mentee; collaborating and communicating more effectively across teams; understanding pain points and solving problems in a prioritized and impactful manner; and being decisive, assertive and taking risks.”

Motivation

“A breadth of factors keeps me motivated about the industry. Starting off, the oil and gas industry is an essential foundation of our lives, fueling our economies, lighting up our horizons and offering us the ability to think clearly, creatively and innovatively about how to better shape our future. The energy transition is another exciting phenomenon that the oil and gas industry is welcoming with open arms, challenging the old ways and shaping the new to achieve and develop resources safely and reduce emissions for a better tomorrow for all.”

Advice for young professionals

“My primary advice for young professionals in energy is challenge yourselves. The pace at which the world and technology continue to merge and evolve is only going to speed up. A great example is the global transformation accelerated through the COVID-19 pandemic. For that very same reason, I advise young professionals in energy to remain hungry and passionate about their roles, strive to add on new technical and transferrable skill sets and, more importantly, work smartly, collaborate effectively and aim to look for or create opportunities where they can make a meaningful impact to their teams, organizations, themselves and the industry.” +



The Land Information Services team would like to recognize Jim Shaw for his achievements and congratulate him for being selected as one of E&P's 40 Under Forty honorees.

Land Information Services (LIS) is a recognized leader in redefining the Land software space with their product LandVantage. Not just an agreement database, LandVantage is an enterprise land records and workflow management software made by land professionals, for land professionals, that includes GIS, Document Management, eCalendar, Down Well Monitoring, Owner Relations CRM and more. LIS is also the industry leader in providing Lease Records, Division Orders and Owner Relations outsourcing services. LIS empowers companies by streamlining data processes and improving data quality; thereby creating significant value for the clients they serve. It's time to do more with LIS. Live in LandVantage.



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