



# 25 **women** IN ENERGY

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## Portraits of Success

Congratulations to Pinnacle Award recipient M. Katherine Banks and the 25 honorees who so richly deserve recognition as Oil and Gas Investor's 25 Influential Women in Energy. The 100,000 professionals of Schlumberger celebrate your successful careers and wish you much continued success.

We are pleased to be the Black Diamond and Pinnacle Award sponsor for the 2019 Women in Energy luncheon.

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# 25 **WOMEN** IN ENERGY

## Celebrating Excellence

**W**e are delighted to introduce you to the stories of 25 women who have risen to the top echelons of the oil and gas industry. These professionals serve as role models for all of us in these challenging and exciting times. From Big Data and artificial intelligence to climate change debates and geopolitical upsets, we need leadership, grit and unwavering dedication to move forward.

We don't know where the energy industry is going next, but these women are the vanguard.

*Oil and Gas Investor* launched the 25 Influential Women in Energy program in mid-2017, with the initial awards luncheon honoring the first 25 in February 2018. We are building upon that success, which tapped into a real need for women leaders to be celebrated, to share their successes and to form powerful new connections.

This special report introduces you to this year's 25 honorees. An impressive group, these accomplished women contribute across the spectrum as geologists, engineers, C-suite executives, financial experts and consultants. They represent drilling companies and high-tech, the largest service companies, world-wide globe trotters and academics, private equity providers and more.

These women were nominated by the industry, their peers and our editorial sources, and the final 25 were selected by Hart Energy's editors. They were chosen based on their numerous professional achievements, demonstrated leadership skills and service to the industry and community at large.

Though each woman has traveled a different path to success and many have overcome daunting obstacles, today, each has arrived—and they are giving back to colleagues in many ways. We are inspired by them and know you will be as well.

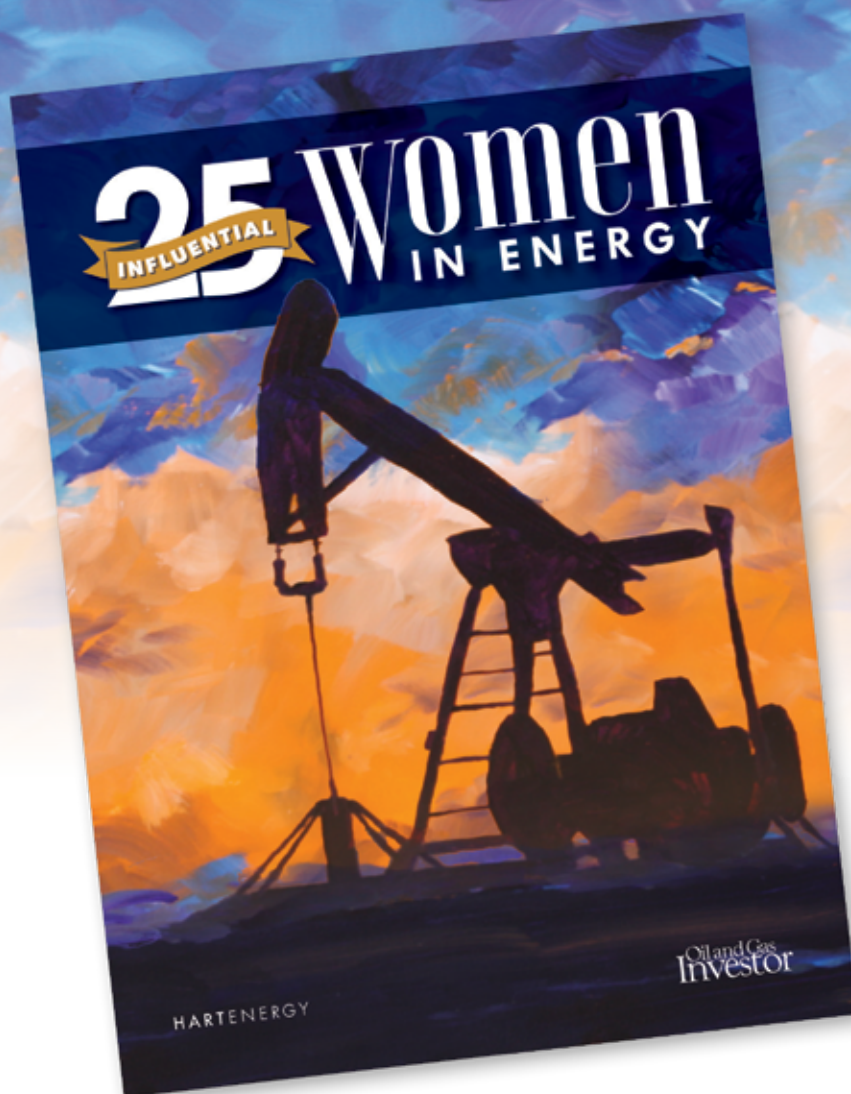


**LESLIE HAINES**

Executive Editor-at-Large,  
Hart Energy



# Now Accepting Nominations for 2020



We invite you to nominate an exceptional industry executive for *Oil and Gas Investor's* 3rd annual **25 Influential Women in Energy**. The nominees should represent those who have risen to the top of their professions, are currently active, and who have achieved outstanding success in the oil and gas industry.

Selected honorees will be honored at a gala luncheon held February 2020 in Houston.

All honorees will be profiled in a special report that will mail to *Oil and Gas Investor* subscribers in March 2020.

The deadline for nominations is Friday, **August 23, 2019**

[HartEnergy.com/form/Women-In-Energy](http://HartEnergy.com/form/Women-In-Energy)



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**About the Cover: Artist Greg Evans** — "I try to capture the intensity, passion and emotion of people and nature. After a 35-year career as a landman, including a 25-year career with Texaco, I started painting oil and gas images in 1996 when Texaco commissioned me to paint a large painting for its lobby. I love to show the wonder of nature in harmony with drilling and producing, as in the "Sunburst" painting, featured here on the cover." **EvansArt.com.**



# *Pinnacle* *Award Winner*

**M. Katherine Banks, Ph.D.**

Vice Chancellor of Engineering and National Laboratories,  
The Texas A&M University System; Dean,  
College of Engineering, Texas A&M University

ARTICLE BY  
LESLIE HAINES

**Y**ou can safely assume M. Katherine Banks is a dedicated multitasker, if her current job titles and duties for The Texas A&M University System are any indication. Banks is vice chancellor and dean of engineering and national laboratories for the Texas A&M University System. That entails a number of responsibilities, as she oversees coordination and collaboration among the engineering, academic and research programs at seven universities in the Texas A&M System. Further, she oversees three state agencies: the Texas A&M Engineering Experiment Station, the Texas A&M Engineering Extension Service and the Texas A&M Transportation Institute.

Within these parameters, she also oversees administration for more than 4,400 research projects and \$300 million in sponsored research awards.

“The hallmark of any great organization is a good org chart,” she said. “Hiring outstanding people has been a highlight of my career.”

As dean of the college, holder of the Harold J. Haynes Dean’s Chair in Engineering and a University Distinguished Professor, Banks leads one of the largest and most respected engineering schools in the U.S., with more than 20,000 students and more than 650 faculty members.

How does she manage? Her mentors told her, and she in turn tells her students, “Don’t worry about the small things. If you have challenges, face them and continue to focus on the vision of what you want to accomplish. Don’t let little things distract you.”

Banks grew up in eastern Kentucky, where her grandfather and father worked in the coal industry. “It wasn’t oil and gas, but we certainly recognized the importance of energy.”

She became a civil engineer and worked briefly in consulting, but soon after getting a Ph.D., she joined an engineering research project for Conoco in Ponca City, Oklahoma. She served on the faculty at Kansas State and Purdue University, where she was involved in research on energy and waste-water disposal projects. These assignments took her to Texas, California, New Jersey and the U.S. Naval Base in Norfolk, Virginia.

She joined Texas A&M in 2012 as vice chancellor.

As an administrator, she doesn’t have much time today for research, which she loves, or for teaching, but she works with many student leaders heading up student groups.

“My job is to develop ideas. With 20,000 students, it’s important to make sure that the faculty and students have the resources they need to succeed and that they are prepared to join and support the future oil and gas workforce,” Banks said.

“We have a very active industry advisory board that provides direction. That enables me to develop the right programs so that our students are ready to go to work from day one.”

To that end, Texas A&M developed a new subsea engineering program which includes instruction about using artificial intelligence and Big Data in new ways.

In 2014, Banks created a program called



Professors of Practice where industry experts become not just guest lecturers, but full-time Texas A&M faculty. There are 75. “We’re so grateful to these people from the oil and gas industry who come back to teach after working 10 or 15 years in the field. It’s made a huge difference; our students are better prepared as a result.”

Another area Banks said she feels passionate about is research, and developing a vision for the college’s research mission, not to mention for the three state agencies she oversees that conduct research and training.

One of her most important recent initiatives is the 25 by 25 initiative, a program she started to increase engineering enrollment at Texas A&M to 25,000 students by 2025. “We must ensure that we have enough engineers to serve our state and our nation. Approximately 5% of all college graduates in the U.S. are engineers. In Europe and Asia it is much higher.

“We have to change the mindset where engineering is seen as a ‘clique-ish’ degree only involving hardhats and steel-toed boots. We must communicate that engineering is a profession open to all, and we need to tell students that they can make a difference in the world with engineering.”

Texas A&M has a growing K-12 program for girls and has been reaching out to recruit more women and minorities. About 25% of all engineering students are female, which is low compared to women in law or medical school. The challenge is convincing young women while they’re still in high school that engineering is a rewarding career, she said.

“It’s such a great job! My goodness, you have the opportunity to change the world. A physician helps one person at a time but an engineer can have an impact on thousands. So many young women say they want to help people—well, here is the way to do it.”

“ *We must ensure that we have enough engineers to serve our state and our nation.*

*Approximately 5% of all college graduates in the U.S. are engineers. In Europe and Asia it is much higher.* ”



**25** **women**  
INFLUENTIAL **IN ENERGY**



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# 25 INFLUENTIAL Women IN ENERGY

*In 2018, Ramona M. Graves, left, Dean, College of Earth Resource Sciences and Engineering, Colorado School of Mines, accepted Hart Energy's inaugural Pinnacle Award, sponsored by Schlumberger and presented by Paula McCann Harris, right, Schlumberger director of global stewardship and educational programming. Both women are petroleum engineers with outstanding and lengthy careers in energy.*

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**Congratulations to all of this year's honorees from the VEP team!**





*More than 600 people attended the 2018 Women in Energy luncheon, where 25 women were recognized for achievements and leadership in the energy industry.*



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*Keynote speaker Amy Trask, former CEO of the Oakland Raiders and analyst for CBS Sports, shared insights from her ground-breaking career. She learned there is no such thing as "a woman's place."*

 A woman wearing a blue jumpsuit, a white hard hat, and safety glasses is working on industrial equipment. She is holding a tool and adjusting a component on a large blue valve. The background is an outdoor industrial setting.
 

## HONORING WOMEN

TETRA Technologies is proud to be a sponsor of the Women in Energy Luncheon to celebrate *Oil and Gas Investor's 25 Influential Women in Energy*.

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 The logo for TETRA Technologies, featuring a stylized blue and white triangle above the word "TETRA" in bold black capital letters.



# 25 INFLUENTIAL Women IN ENERGY



*Friends, colleagues and former students made new connections during the event.*



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# THE NEXT FRONTIER: MARS

Former NASA spacewalker Susan Helms talks about her first view of Earth from outside the International Space Station, and how technical innovation will transform the energy industry.

ARTICLE BY  
ELLEN CHANG

*Editor's Note:  
Susan Helms was the  
keynote speaker for this  
year's 25 Influential  
Women In Energy  
Luncheon in February.*

Traveling to Mars and creating a human colony on the Red Planet should be the next frontier for space exploration, said Susan Helms, who was the first woman from the U.S. military to go into space. "Exploring Mars is the next big one," she said. "Colonization is in our future."

A former NASA astronaut and a retired lieutenant general in the U.S. Air Force, Helms had an illustrious 38-year military career, including 12-years with NASA and 211 days in space.

She flew on the STS-54 in 1993, STS-64 in 1994, STS-78 in 1996, STS-101 in 2000, and served aboard the International Space Station as a member of the Expedition 2 crew in 2001. Not only is she a veteran of five spaceflights, Helms has logged 5,064 hours in space, including a world record spacewalk of 8 hours and 56 minutes.

After her career with NASA ended, Helms returned to the U.S. Air Force in July 2002 and took a position at Headquarters U.S. Air Force Space Command at Vandenberg Air Force Base in California. In 2013, Helms retired after 34 years of service with the U.S. Air Force.

In March 2017, Helms was appointed to the board of Concho Resources Inc. (NYSE: CXO), a Midland exploration and production company that operates in the Permian Basin in southeast New Mexico and West Texas. She serves as a member of the audit committee and the health, safety, environment and reserves committee.

"I really admire and enjoy being a member of the board," she said. "The more I learn about the company, the more impressed I am with the quality of the team and their passion for the mission."

The addition of Helms to the board of Concho Resources has been noteworthy because of her extensive experience and background, said Concho Resources chairman and CEO Tim Leach.

"Susan is a tremendous asset to Concho," he said. "She brings a unique perspective of leadership development that is beneficial as we think about our future. Susan's accomplished career with the United States Air



Force and extensive experience in technology, risk analysis and organizational efficiency adds significant insights to our board and the company's long-term strategy."

The future of the energy industry lies with technology and innovation, such as artificial intelligence or AI, data analytics and machine learning, Helms said.

"These formulated solutions are becoming more precise and tailored to the customer and I believe that energy solutions will be a part of that transformation," she said. "Through research and innovation, energy consumers may one day precisely blend and customize their energy choices to fit their specific circumstances in ways that provide the best business case and most efficient use of power."

"I can envision new services that would provide tailored, precise energy solutions to a broad scope and scale of consumer needs," she said. "Through several years of innovation, the oil and gas industry has fostered strategic energy independence for the U.S. Continued innovation will provide not only improved energy efficiency for the consumer, but also act as a strategic driver for



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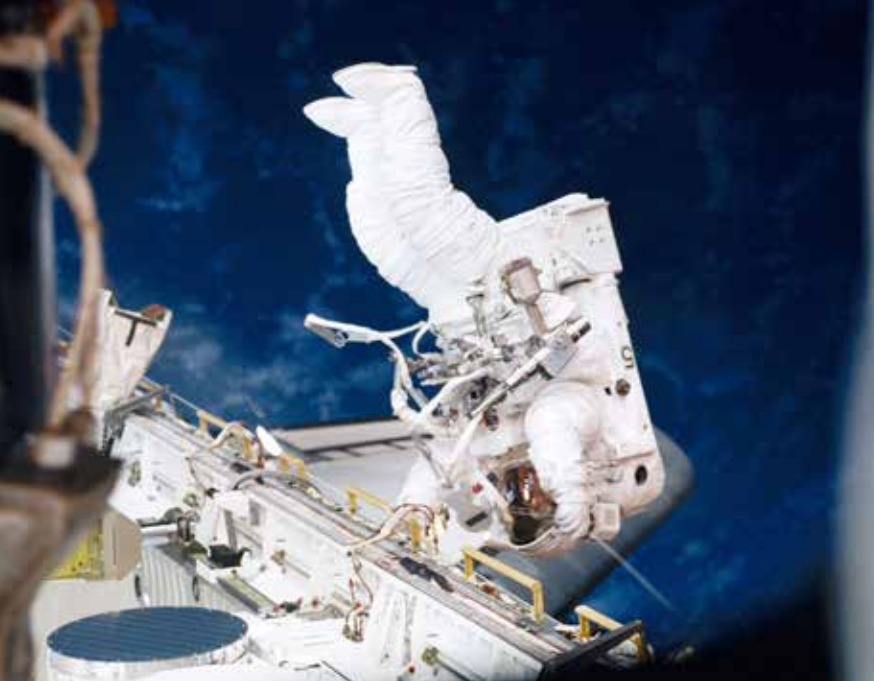
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**Astronaut Susan Helms outside the Space Shuttle Discovery during the longest spacewalk in history at 8 hours, 56 minutes. Helms currently serves on Concho Resources' board.**

both a robust economy and a highly technical workforce.”

Women who are currently working in the energy sector or seek to follow Helms in her footsteps should focus on their education and goals.

“I would urge young women to find your passion, follow that passion and be really, really good at what you do,” Helms said. “When you determine what it is you want to do, take the subjects in school that matter most to your pursuits and get a head start on establishing your standards of excellence. Don’t let anyone tell you that you’re not capable. Certain people will want to undermine your confidence and I say: ‘Don’t let that happen.’”

Helms’ interest in aviation was sparked by her father’s career as an Air Force pilot. She was fortunate that President Gerald R. Ford signed legislation permitting women to enter the United States service academies on Oct. 7, 1975. The legislation allowed the first group of women to be admitted for classes entering in calendar year 1976, the year that Helms graduated from Parkrose Senior High School in Portland, Ore.

“I had fortuitous timing,” she said. “It’s always a struggle to be on that leading edge of change—the promulgation of women getting into male-dominated fields.”

Helms studied at the Air Force Academy, receiving a Bachelor of Science degree in aeronautical engineering in 1980. She received her commission and was assigned as an F-16 Weapons Separation Engineer with the Air Force Armament Laboratory at Eglin Air Force Base, Fla.

#### **A career takes off**

Her career started taking off immediately. In 1982, she became the lead engineer for F-15 weapons separation and, in 1984, she was selected to attend graduate school. She received a Master of Science degree in aeronautics/astronautics from Stanford University in 1985. Upon graduation, she was assigned

as an assistant professor of aeronautics at the U.S. Air Force Academy.

In 1987, Helms attended the Air Force Test Pilot School at Edwards Air Force Base, Calif. After finishing one year of training as a flight test engineer, she was assigned as a U.S. Air Force Exchange Officer to the Aerospace Engineering Test Establishment, Canadian Forces Base, Cold Lake, Alberta, Canada, where she worked as a flight test engineer and project officer on the CF-18 aircraft.

While she was managing the development of a CF-18 Flight Control System for the Canadian Forces, she was chosen for the astronaut program in 1990. When she served as a flight test engineer, Helms flew in 30 different types of U.S. and Canadian military aircraft.

After working in a male-dominated field for several years, Helms saw how NASA set a precedent in the hiring of women since 25% of the astronaut corps was female. She became an astronaut in July 1991.

“That was a big change for me,” she said.

She flew on four missions and served aboard the International Space Station as a member of the Expedition 2 crew in 2001, which included another American astronaut and one Russian cosmonaut. This crew installed and conducted tests on the Canadian-built Space Station Remote Manipulator System (SSRMS) arm and conducted internal and external maintenance tasks (Russian and American), in addition to medical and science experiments.

During her stay onboard the Space Station, Helms installed the airlock that transported on the STS-104 mission using the SSRMS. She and her two crew mates also performed a fly-around of the Russian Soyuz spacecraft and welcomed the visiting Soyuz crew, which included the first space tourist.

On March 11, she performed a world record 8-hour and 56-minute spacewalk to install hardware to the external body of the laboratory module. Helms spent a total of 163 days aboard the space station. She returned to Earth with the STS-105 crew aboard Discovery on Aug. 22, 2001. A veteran of five spaceflights, her career working for NASA spanned 12 years and included 211 days in space.

“Being an astronaut has to be one of the coolest jobs ever,” she said. “I’m living proof that if you decide you want something and decide to go after it, don’t let the internal demons prevent you from doing that. Don’t let yourself fail to keep working for those dreams.”

#### **That first space walk**

Helms said nothing can prepare an astronaut for what turned out to be her nearly 9-hour spacewalk and what she saw during that time.

“I always tell people it was too short,” she said.

She said the experience is similar to looking at the Grand Canyon from outside a car compared to being inside one.



"It didn't really strike me until Jim Voss and I were in our suits and we opened up the door and floated outside," Helms said. "It was amazing how much more majestic the view of the Earth was from outside of the spacecraft than I had always seen it from inside the spacecraft."

One of the things she misses was her experience of working with the other crew members, how they got along well as a crew and accomplished their goals.

"Even today, I am just now grappling with everything we accomplished," she said. "We realized it was time to step aside and let younger people in the astronaut program to take over."

The commercial world will be able to develop the technology to get people into space and explore planets like Mars by the 2030s. Since a trip to Mars could take months and years, being able to explore and live on the planet for an extended period is critical, she said.

"There's only good that would come from sending as many people as possible to look back on our Earth and get a sense of how beautiful and fragile it is," Helms said.

When traveling in space and seeing Earth from afar, an astronaut views humanity as being one.

"You really can't tell who owns what piece of land," Helms said.

"You know that different nations exist on



## Leadership Profile

**Helms became an astronaut in 1991. She flew five missions in space.**

its surface, but from space, one sees only the beautiful Earth, without borders, as a place for all of humankind."



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It operates an 8-bed safe house in Houston that is a place for holistic healing and hope to women who have been rescued. It provides counseling, equine therapy, life skills, voluntary Bible studies, expressive art therapy and other support so that women can return to a healthy, self-sufficient life.

[www.redeemedministries.com](http://www.redeemedministries.com)



## MARIA CLAUDIA BORRAS

President and Chief Executive of Oilfield Services, Baker Hughes, a GE company, Houston

From the oil fields of Colombia to an executive office in Houston, Maria Claudia Borras' career has taken her around the world and through multiple tiers of leadership. Today she leads more than 30,000 employees as BHGE's president and chief executive of oilfield services.

Because her team is scattered throughout the world, Borras spends two weeks per month traveling to operations spread across more than 90 countries, leading her employees from the ground.

"The most important thing I have learned is that your team needs to be aligned and engaged with you," Borras says. "The time you spend with them is the most important thing—it builds trust. And trust is what drives us all, and drives a team to be successful. At the end of the day, if I am successful, it's not because of me. It's because of my team."

Borras joined Baker Hughes in 1993 and has held a variety of roles throughout the past 26 years. Prior to joining GE Oil & Gas in 2015 as chief commercial officer, she served as Baker Hughes' president of Latin America, where she oversaw a \$2 billion business with about 6,000 employees. Borras previously served as president of Baker Hughes' Europe, Africa, Russia and Caspian regions.

Shifting roles from one geography to another has given Borras a unique international perspective. She counts moving from the U.S. to Europe as one of her most significant career milestones.

"When I moved to Europe, it was an entirely different kind of experience," she says. "The North Sea was a high-end, technically driven market, so I needed to be very involved from the technology side."

"That was much different from the Latin America market, where you have a lot of local competition. Experience in both regions gives you a little bit of perspective. It teaches you how to manage different kinds of markets with different approaches."

Borras entered the industry after graduating in 1991 from the Universidad de América with a degree in petroleum engineering—but her fascination with the field began significantly earlier.

She developed an interest in the industry as a little girl growing up in Bogotá, Colombia. Borras would often accompany her uncle, who was a civil engineer, as he worked in the country's oil fields.



"That intrigued me," she says. "He really convinced me by showing me how much fun you can have in the industry. The passion he had for the industry, and the way he loved his job, made me decide to pursue petroleum engineering."

Borras began her career in Bogotá as a production engineer with Esso, and later moved into operational, marketing and managerial roles within the company.

She later joined Baker Hughes as an operations manager, and soon found herself managing countries throughout Latin America. In 2007, her career took a sharp turn from operations to commercial when she transferred to Tulsa, Okla., to become a vice president of marketing for a major product line.

Although it was a challenging transition, Borras considers it a pivotal role in her career.

"It was a complete change for me, because I previously worked in operational roles. This position was more strategic in terms of defining the future and trying to create a vision."

Aside from her responsibilities as president and chief executive of oilfield services, Borras is the business champion for the BHGE accelerated leadership program, which encourages high performers to take on bigger jobs. She is passionate about developing talent and providing the support to be successful.

"Women have a lot of opportunities in the oil and gas industry," she says. "It's not good for us to see ourselves as minorities. We can definitely compete in the industry. We have a lot of value to add, and our perspective in a male-dominated industry matters."

*"We can definitely compete in the industry. We have a lot of value to add, and our perspective in a male-dominated industry matters."*

Meet The 25 Honorees

## BARBARA BURGER

President, Chevron Technology Ventures, Houston

Barbara Burger entered the energy industry at a time when cell phones, the Internet and even fax machines were things of the future. When she joined Chevron Corp. as a research chemist in 1987, she had to lobby simply to have her own personal computer. “The pace of things was very slow,” she recalls with a laugh. “The only way to know whether you had a voicemail was if you picked up the phone and it beeped.”

Just as the industry significantly advanced throughout the past 32 years, so too has Burger’s career. She’s now president of Chevron Technology Ventures (CTV), which promotes the innovation, commercialization and integration of emerging technologies into Chevron. Burger took on the role in 2013 and is heavily ensconced in the company’s innovation ecosystem.

She is responsible for a variety of internal and engagement strategies throughout the company. Internally, she leads a team that is focused on integrating emerging technologies into Chevron. Externally, she’s often meeting with portfolio companies or prospective partners; partner technologies are used throughout the company’s upstream and downstream businesses.

“We’ve been able to chart our own agenda relative to the innovation that we’re interested in accessing for Chevron,” she says. “It comes at a time when there’s dramatic change in our industry, in many cases driven by innovation. There’s no shortage of opportunities in this area.”

Burger should know. She’s held more than 10 positions within Chevron, beginning with several technical assignments. She later held numerous management positions in the international marketing, chemicals, technology marketing and lubricants departments.

In 2002, she moved to London to run Chevron’s Europe, Africa and Middle East lubricants business. Burger was charged with closing the books on 43 countries every month.

“I learned a lot about the cultures. I had employees in all these countries, and to me it was a highlight because I’ve always enjoyed getting to know people from different cultures,” she says. “I pride myself for being pretty adaptive. I was pretty comfortable traveling around Africa and central Europe.”

Burger arrived in Europe during the Gulf War, and says working abroad gave her some valuable international perspective.

“That was my favorite job because it took me way out of my comfort zone, it had a steep learning curve, but I was learning in all dimensions,” she says. “When you’re the head of a region that is eight time zones away from headquarters, you have to make the decisions. There’s nobody looking over your shoulder because there’s nobody there.”

Burger began working for Chevron after graduating from the University of Rochester in New York with a Bachelor of Science degree in chemistry. She holds a Masters of Business Administration (MBA) degree from the California Institute of Technology, where she also earned her Ph.D. in chemistry.

She later earned an MBA degree in finance from the University of California at Berkeley while working full time for Chevron.

“It was a crazy time to work full time and travel internationally,” she says. “I was carrying textbooks around the globe.”

Burger’s career has come a long way since the late 1980s, when she was the only female—and the youngest—supervisor in her department.

She says the changes and advancements she’s witnessed throughout the past three decades leave her excited about what’s still to come.

“The energy industry is one of the biggest industries on the globe,” Burger says. “It’s really important. Try doing anything without energy. It’s one of the keys to progress.”

Though the industry has its challenges, Burger says it continues to overcome them and reinvent itself.

“If I were working for an industry where I couldn’t think of how to improve it or how to advance it, can you imagine how boring that would be?” she says. “The company I joined is not the company I work for now. The industry I joined has been revolutionized.”



“It’s really important. Try doing anything without energy. It’s one of the keys to progress.”





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# Better begins here.



## DENISE COX

President, AAPG; President, Storm Energy Ltd.,  
Panama City, Fla.

Equipped with her suitcase and a powerful message, Denise Cox spent the past six months traveling the world. Just days after returning from a three-week African excursion, the American Association of Petroleum Geologists (AAPG) president was preparing for a trip that would take her through four countries in the Middle East.

Though Cox's grueling traveling schedule has been exhausting—you can hear it in the raspiness of her voice—it has been equally meaningful.

"All of this travel really has to do with communicating the message [about] the role of sustainable development in energy solutions," says Cox, the third woman to be elected as AAPG president. "It's a personal message, it's a professional message and it's a message we must communicate to encourage the next generation to join energy companies [and] petroleum companies and provide energy solutions for the present and the future."

When she's not traveling the globe, Cox is in Florida leading the small independent petroleum company Storm Energy Ltd., generating and evaluating new projects for its oil and gas portfolio.

She began her petroleum career after graduating in 1985 from the University of Colorado with a Master's Degree in geology.

Cox spent nearly 20 years working for Marathon Oil Co., specializing in the application of technology to the petroleum business, unconventional resources and coalbed methane development.

Soon after joining Marathon, Cox got a crash course on the industry's cyclical nature when the price of oil fell to \$10 per barrel. She survived the company's first round of layoffs in 1986 with a better understanding of the business.

She left Marathon in 2004 and later joined Storm Energy, founded by her geologist husband, Kurt. The move brought changes, but also opportunity.

"The milestone there was leaving not just the security, but the resources of a major oil company," she says. "You don't realize how much of a 'hive mindset' there is in oil companies. You're so connected with your engineers, geologists, geophysicists, landmen and administrative staff ... Everyone that works in the business is one big family."

"When you leave that, it's a big change. But with it came the rewards of having an



idea, getting the right team of people together, drilling a discovery well and seeing the benefits go to your own company."

Though she's today acknowledged as an accomplished geologist, Cox first had to earn credibility within the industry. During the early years of her career, her capabilities were occasionally tested.

"I would say I was [for the most part] treated as someone who had great intellectual curiosity and someone who was always up for a challenge. Yes, there were a lot of situations that were extremely uncomfortable. But we were tough. We handled it and kept a low profile. Our job really was to succeed and be respected for our technical abilities, not because we were women."

As she moves forward in her career, Cox simultaneously strives to have a greater influence on the way the world perceives energy.

"I am a tree-hugging environmentalist who also works in the energy industry," she says. "My goal has always been to minimize surface footprint and maximize recovery of reserves. I'm looking at better ways to understand the rocks, how fluids flow through the rocks, and how to enhance recovery using technology to maximize that recovery."

She's calling on the next generation of energy professionals to do the same.

"Meeting the energy needs of the present requires the fossil fuel industry, requires natural gas and requires access to energy," she says. "With that access, with the wealth that is created from harvesting the earth's resources, we can support economies to move forward to alternative energy."

*"Yes, there were a lot of situations that were extremely uncomfortable. But we were tough. We handled it."*



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## HELIMA CROFT

Managing Director, RBC Capital Markets, New York City

Helima Croft's career has been stellar from the start. Shortly after graduating from Princeton University with a Ph.D. in economic history, she was hired by the CIA and tasked with writing reports for the White House Cabinet.

And with time, Croft's career is only getting hotter. Today as a managing director at RBC Capital Markets, she is global head of commodity strategy, specializing in geopolitics and energy. She is arguably the market leader in geopolitics, and leads a team of strategists covering energy, metals and cross-commodities trends.

She is also a regular CNBC contributor.

"I feel like I have accomplished a lot," Croft says, as she reflects on her 18-year career. "Sometimes I wake and think, 'Gosh I can't believe I've done this much.' It's almost exceeded my expectations."

Croft began her career in 2001 as a CIA analyst covering west and central Africa. Having joined the CIA after the 9/11 attacks, she focused on energy security solutions as the U.S. looked to increase its non-Middle Eastern oil supplies.

"We didn't believe we had the resources in the U.S. and we saw ourselves as very dependent on foreign suppliers," Croft says. "I was part of a whole effort within the administration to really try to bolster U.S. national security through additional sources of oil."

Working for the CIA brought with it significant pressure, as the reports written for the Cabinet helped shape policy. Croft wrote one for then-Secretary of State Condoleezza Rice.

"You always wanted to do your best work because you were writing for the CIA, this storied institution," Croft says. "You have the weighted responsibility to not do anything that would detract from the reputation of this institution and the trust the president placed in this institution."

Croft remained with the CIA until 2004, when she was awarded the 2004-2005 National Intelligence Fellowship through the Council on Foreign Relations (CFR).

She was later asked to join a task force that the CFR established to analyze national energy security and the national security consequences of U.S. oil dependence. She sat on the task force with the likes of nuclear physicist Ernest Moniz (who later became Secretary of Energy under President Obama), and former CIA director John Deutch.

"That opened a whole new world for me because I got to interact with the foremost lead-



ers in the business," says Croft, who was the youngest member of the task force. I look back and think, 'Wow. That was so important for the trajectory of my career.'"

Croft is now a life member of CFR.

In 2005, she was hired as a research analyst by Lehman Brothers. She later worked for Barclays Investment Bank's research division, where she was a managing director and head of North American commodities research.

Since joining RBC Capital Markets in 2014, Croft's life has been a whirlwind of meetings and travel. She sometimes begins her day at 3 a.m. and does not return home until after dinner-time.

When she squeezed in time for an interview with Hart Energy last December, she had just returned from an extended trip to the Middle East for leading energy and investor conferences including ADIPEC and ADNOC, followed by a few stops in Europe to attend further energy conferences and meetings.

As the mother of three boys ages 11, 8 and 5, Croft finds innovative ways to integrate her personal and professional lives.

She flew her family to Abu Dhabi for Thanksgiving, for instance, so they could spend the holiday together during her lengthy time working in the UAE. Croft and her boys spent Thanksgiving riding a camel in the desert.

"That's bliss for us. We love to travel," she says. "I always used to say my biggest fear was to lose my passport. I think it's such a privilege to see the world. I love that I have a job that takes me to the most interesting parts of the world to attend the most interesting conferences featuring the biggest thought leaders in energy and geopolitics."

*"Sometimes I wake and think, 'Gosh, I can't believe I've done this much.' It's almost exceeded my expectations."*





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## SUSAN CUNNINGHAM

Senior Advisor, Darcy Partners, Houston

When she began her career in the early 1980s, Susan Cunningham aspired to work on international projects. Today—nearly 40 years and 58 countries later—it's safe to say the globetrotting geologist has met her goal.

"I've wanted my career to be international, and that's what it's been," she says. "I've been to so many places, met so many amazing people and learned so much from them."

Cunningham, a Toronto native, began her career after graduating from McMaster University in 1979 with a degree in geology and physical geography.

She entered the industry at a time when Canadian Prime Minister Pierre Elliot Trudeau was leading the country and actively promoting equal rights. The push for gender equality gave Cunningham her first break when she accepted a job with Amoco Corp. in Calgary.

"Even at that time, the oil and gas companies were trying to increase the number of women," Cunningham says. "Amoco was purposefully trying to find qualified women. In that case I would say I probably had an advantage because they were looking for that. That's actually a bit of the story of my



career. At times I felt I was given opportunity because of my gender, and I have really mixed emotions about that."

About a year and a half after joining Amoco, Cunningham transferred to its Houston headquarters, where she knew international projects were being managed. And, 13 years later she relocated to Europe to lead an Amoco subsidiary in Denmark.

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Soon after arriving, Cunningham stunned Amoco when she recommended that its Danish office be shuttered. Though she longed to work abroad on a personal level, she knew closing the office would be in the company's best interest.

"It ended up being a really good decision and the leadership recognized that I was doing things that were in the best interest of the company," Cunningham says. "It was a signal for the leadership to give me more of these opportunities."

Cunningham moved to Europe just five weeks after the birth of her first son. She quickly learned how to be resourceful in order to accommodate her work and family.

Cunningham began integrating the two.

"I cared deeply about my sons and deeply about my work," she says. "I used to think I had to compartmentalize them, but now I dislike the idea of a 'work-life balance.' It separates the two and it makes you think you should have a balance."

"Don't look at it as work and life. It's all life."

After leaving Amoco, Cunningham went to work for Statoil (now Equinor ASA) and

later became Texaco Corp.'s vice president of exploration.

In 2001, she joined Noble Energy Inc., where another career milestone awaited. She was tasked with overseeing its worldwide exploration activities, and in 2007 set an ambitious goal for the company: She wanted it to discover 1 billion barrels of oil equivalent (Bboe) within five years.

By 2012, Noble had discovered more than 2 Bboe.

"It was a ridiculous goal at the time, and then we doubled it," Cunningham says. "By daring to think big and going for it, we made it happen."

Cunningham retired from Noble in March 2017.

Today, her passion for geology and travel remains strong. Shortly before sitting down with *Oil and Gas Investor*, she spent a month traveling to Australia, England and Canada (this last was not business-related).

"I love this industry," she says. "It's something that matters. It makes a difference. Energy is crucial. I've worked all around the world and the difference it can make on people and countries matters."

*"I dislike the idea of a 'work-life balance.' Don't look at it as work and life. It's all life."*



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## LISA DAVIS

Chief Executive of Energy, Siemens AG

**L**isa Davis is considered one of the most powerful women in the world. She is chief executive of energy at Siemens AG and is a member of the global energy business' managing board. Also responsible

for Siemens' activities in the Americas, she is in charge of more than half of the company's \$92 billion revenue.

Davis' numerous accomplishments span the globe. She led a Siemens megaproject in 2018 that boosted Egypt's power capacity by more than 40%—enough to supply more than 40 million Egyptians with reliable electricity. And in 2017, Davis helped create one of the world's largest wind-turbine manufacturers after completing a merger between Siemens and Spain-based Gamesa Corporación Tecnológica.

"What has helped me achieve many career milestones is to challenge myself to step away from what is comfortable and go into an area of business or geography that is totally different," Davis says. "For example, I'm a chemical engineer by background and one step in my career was to work in a finance role. When stepping out of your comfort zone, you have to rely on your leadership skills and the ability to work with, and through, others in a way that encourages development."

Davis's achievements have not gone unnoticed. Fortune magazine in 2018 named her one of the world's most powerful women. Davis received a similar accolade recently, when she was named by Forbes as the 37th most powerful woman in the world.

"I've always enjoyed technology, business and energy. So, part of the secret to success

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is enjoying what you do,” Davis says. “I really enjoy what I do and the people I work with.”

Davis entered the industry in 1986 after graduating from the University of California at Berkley with a Bachelor of Science degree in chemical engineering. She began her career as an Exxon Corp. engineer, and later spent about 10 years working for Texaco Inc.

Prior to joining Siemens, Davis spent 14 years at Royal Dutch Shell UK, where she held numerous executive-level positions. She most recently served as its executive vice president of strategy, portfolio and alternative energy.

She joined Siemens in 2014 as a member of the managing board of Siemens AG and global chief executive of energy. In 2017 she also became chair and chief executive of Siemens Corp. in the U.S. The accomplishment was a culmination of more than 30 years’ experience within the ever-evolving industry.

“I see that business, industry and society are changing so fast as digital capabilities evolve,” Davis says. “In the oil and gas and energy space, the speed of change is like no other. At Siemens, I’m excited to participate in, and foster, a company environment that can be fast, agile, responsive, and promote entrepreneurialism to respond to the changing market in a very different way.”

As leader of an energy giant, Davis spends much of her day meeting with team mem-

bers, customers and key stakeholders. She also makes work-related trips to meet with customers to better understand their needs.

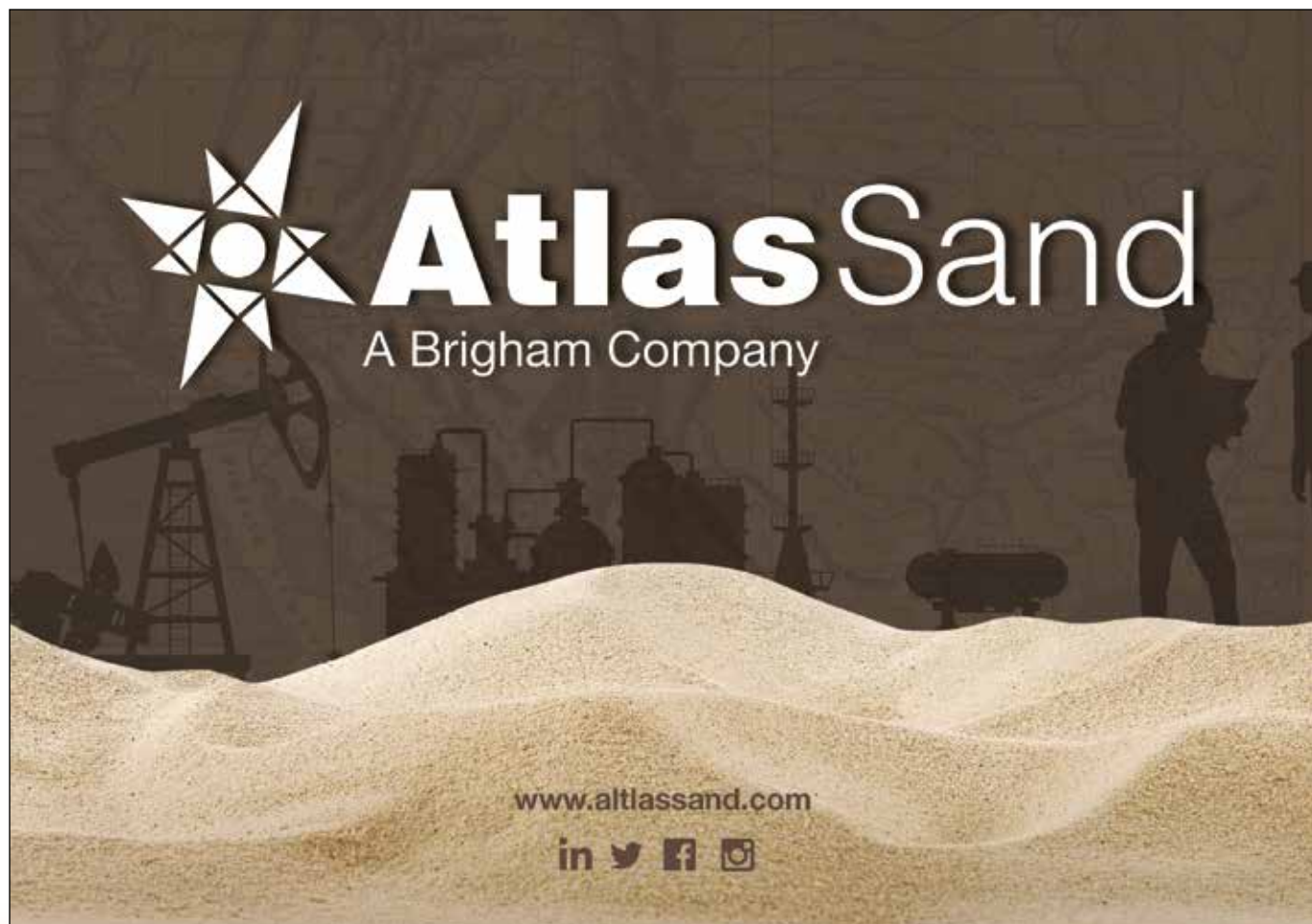
She recently traveled to Colombia where she met with key customers and government officials to discuss the country’s future growth.

“I also always try and meet with the Siemens local team, especially with our talents, to learn about how they see the future of our company and whether they are supported in their current roles,” Davis says. “My work-related trips are to meet with customers, listen to their needs, understand their specific challenges and ultimately help them manage the energy transition.”

Davis encourages the next wave of professionals to take chances, challenge themselves and remain curious.

“It is difficult to plan your career, but it’s important to take on new opportunities, and to learn new things,” she says. “Be clear regarding your objectives and motivations and listen to the input and advice of others. You will learn more quickly, and create relationships with others who are happy to share their knowledge and help in the collective success of the team. And in the end, the team’s success is your success.”

“At Siemens, I’m excited to participate in, and foster, a company environment that can be fast, agile, responsive, and promote entrepreneurialism.”



## SUSAN DIO

Chairman and President, BP America Inc., Houston

**W**hen an opportunity presents itself, Susan Dio seizes it. That go-getter attitude has helped her rise to one of the oil and gas industry's most coveted positions: chairman and president of BP America Inc.

"It's very important to take advantage of opportunities as they come," says Dio, who adds, "My favorite piece of advice has been: 'There are times in your career and in life when you need to be bold in your choices, take a risk and do something outside your comfort zone in order to grow.'"

Dio joined BP in 1984, shortly after graduating from the University of Mississippi with a Bachelor of Science degree in chemical engineering. She began her 35-year run with the company at its Green Lake, Texas, acrylonitrile plant, where she held numerous engineering and production-related roles.

Dio's responsibilities at BP increased steadily with time. She began taking on managerial roles in 1997, and international assignments soon after.

She counts accepting her first plant management role, which was overseeing BP's Texas City Chemicals facility in 2007, as a career highlight.

"What helped me get there was my willingness to do front-line operational roles," she says. "This allowed me to learn by doing and to get to know the details of a manufacturing site."

From 2010 to 2013, Dio was business unit leader and refinery manager of BP's Brisbane, Australia, location. She was responsible for improving site performance, and led a team of about 650 employees and contractors.

In 2015, she accepted the challenge of leading BP Shipping in London, where she managed the fleet of BP-operated and chartered vessels that move more than 200 million tons of products across the globe each year. During her time as its CEO, Dio reset the organization's strategy and operations while also modernizing its fleet—the largest such program in BP's history.

Dio's career reached a new high last May when she was named chairman and president of BP America. She is responsible for leading and providing oversight of BP's U.S. businesses.

"In my current role, I'm very proud to help lead a company that supports more than 125,000 American jobs, whose operations contributed \$85 billion to the U.S. economy



last year alone and that is helping make a difference in the communities where our people live and work," she says.

"As a chemical engineering major, the oil and gas industry always held a huge attraction to me, not only because I could use my degree to do interesting work, but also because of the many career opportunities it offered and the potential it represented—and still represents—to make a difference in the world."

Dio takes an almost egalitarian approach to leadership, and strives to create a comfortable working environment for BP's employees.

"We recognize that the culture of any organization flows from the top. In other words, if the leaders demand and demonstrate certain values and behaviors, everyone else will follow suit," she says. "I always try to keep that in mind wherever I go. I also recognize that a big part of my job is creating an even better environment for those that come after me, whether it's in my specific role or in the places where we work across the country. That helps focus and inspire me as a leader."

Looking forward, Dio believes the challenge for the next generation of leaders will be to continue building momentum while keeping pace with the industry's rapidly advancing technologies.

"To be successful in this environment, you must not only get the fundamentals right, but also be able to see around corners and prepare for what's next," she says. "That can be a pretty daunting challenge."

*"My favorite piece of advice has been: 'There are times in your career and in life when you need to be bold in your choices, take a risk and do something outside your comfort zone in order to grow.'"*





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## CHRISTINE EHLLIG-ECONOMIDES

Hugh Roy and Lillie Cranz Cullen Distinguished University Chair and Professor of Petroleum Engineering, University of Houston

As most industry insiders know, the Society of Petroleum Engineers (SPE) reserves its highest distinction, honorary membership, for its most accomplished members. When longtime engineer Christine Ehlig-Economides accepted the award in 2018, she took the stage and ceremoniously pulled a speech from the bodice of her sequined St. John Collection dress.

Her speech delivered a powerful message.

“Women are selected in orchestra auditions when the candidates who play are concealed behind a screen,” Ehlig-Economides told the crowd, which later gave her a standing ovation. “C. Ehlig got better math and science homework and exam scores than Christine Ehlig. With a BA degree with honors in math and science from Rice University, Christine got no employment offers.”

Thinking that she would become a math or science teacher—the only viable option—Ehlig-Economides pursued a Master of Arts degree in teaching from the University of Kansas. However, she learned she could not work



as a teacher because math and science teachers also had to coach male athletes.

Fortunately, Dr. John Halepaska at the Kansas Geological Survey decided to give Ehlig-Economides a chance, although he did take some persuading. After they published a paper together, Dr. Halepaska encouraged her to consider pursuing a Master of Science degree in chemical engineering.

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By then, a fortuitous change in federal civil rights laws changed everything. The Title IX legislation, which passed under President Richard Nixon, stated that a person could not be discriminated against regarding, or excluded from, employment based on gender. After the law took effect, many young women felt empowered to pursue an engineering education.

Ehlig-Economides completed a Master's Degree in chemical engineering from the University of Kansas as the only woman in the graduate program and then earned a Ph.D. in petroleum engineering from Stanford University as the first U.S. woman to earn this degree.

Ehlig-Economides' more than 40-year career has included 20 years working as a petroleum engineer for Schlumberger, followed by a decade spent teaching at Texas A&M University. She's published more than 120 papers and received numerous awards. In 2003, she was elected to the U.S. National Academy of Engineering.

The SPE's honorary membership meant a lot to her.

"That was a milestone," she says. "To see they were able to recognize me in that way was a big deal, because the SPE has been something I've really enjoyed. I think there were a lot of growth opportunities that came through my association with the SPE."

Today, Ehlig-Economides is a professor at the University of Houston, where she holds the Hugh Roy and Lillie Cranz Cullen Distinguished University Chair.

guished University Chair.

Though she was one of just a few women in her graduating class at Stanford, Ehlig-Economides has witnessed a steady rise in the number of women working in the industry.

"Things have gotten better," she says. "I still, though, sit by myself on a lot of things. I'm going to turn 70 in June and [gender bias] is still happening. But I do think situations for women are improving."

Ehlig-Economides always favored academia over working in an executive-level job, but says she respects the women who've achieved C-suite success.

She marvels at the accomplishments of Vicki Hollub, CEO of Occidental Petroleum Corp., who in 2016 became the first woman to lead a major U.S. oil company.

"She has impressed me as much as anybody with the way she's taken over as CEO of a company and turned it around without laying people off," Ehlig-Economides says. "She is demonstrating ways of managing a company that men didn't figure out."

As Ehlig-Economides reaches the end of her own career, she's now focused on helping the next generation find success.

"Leadership is a form of getting past the ego and realizing what you can do beyond yourself," she says. "It's this ability to realize at some point that what you do to mentor and support others may be as important, or more important, than attracting more light to shine on yourself."

*“Leadership is a form of getting past the ego and realizing what you can do beyond yourself.”*



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## KATHLEEN EISBRENNER

Founder and Chairman,  
NextDecade Corp., Houston

When she was growing up, Kathleen Eisbrenner always wanted to be an astronaut. Although she never made it into space, she says her civil engineering career has taken her to equally great heights in the LNG business.

"It very much is analogous to the ambition to be an astronaut," she says, continuing with a laugh. "An astronaut blazes new trails in space, and a civil engineer is trained to build bridges in addition to roads, tunnels, airports, dams and other structures.

"What I've been able to do with the [floating storage and regasification] business is really a little bit of both. Our ships are bridges between markets. They're not spaceships—they're much less complicated—but we've been able to open up new markets to natural gas that wouldn't have been possible if not for these ships."

When she was working as chief commercial officer for El Paso Global LNG (an El Paso Corp. subsidiary), Eisbrenner and her team designed and contracted to build the world's first floating storage and regasification units.

The concept was developed as an alterna-



tive to the costly onshore LNG terminals that El Paso had previously planned to build.

"We came to the conclusion that land-based facilities were going to be more expensive than shipyard facilities to build," Eisbrenner says. "And so we designed a floating storage and regasification unit that took a conventional oil and gas ship and put the kit on top of the deck to allow the cryo-



## LEADING THE WAY

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genically cooled LNG to be heated up with vapor at a higher pipeline pressure, and then delivered from the ship.”

The technology was ultimately bought by industry billionaire George B. Kaiser, who later sponsored Eisbrenner when she founded Excelerate Energy LP in 2003.

She drove Excelerate’s so-called “energy bridge” strategy of creating an expedited, low-cost LNG market. Within five years, Eisbrenner grew the privately owned business from a startup to a profitable sell-down.

She served as Excelerate’s CEO until 2007, when she was recruited by Royal Dutch Shell Plc to run its global LNG business.

In 2010, Eisbrenner founded NextDecade Corp., which develops and manages land-based and floating LNG projects. Its current focus is on a land-based project on the Gulf Coast called Rio Grande LNG. She took the company public in 2017.

Eisbrenner wasn’t always eyeing a career in the energy industry, studying aerospace engineering for two years at the University of Notre Dame, hoping to become an astronaut.

But she soon had a change of heart.

“When I realized I was going to be sitting behind a desk and designing a bolt for the space shuttle instead of operating the space shuttle, it didn’t sound nearly as exciting,” she says. “I realized I wasn’t going to get to be an astronaut.”

Eisbrenner transferred to civil engineering, where she was one of just two women in the class.

After graduating, she became the first female engineer hired by Northern Indiana Public Service Co.

The move was met with mixed emotions.

“There were people who were really happy to see that vote of confidence in women and there were some traditional male types who probably wished women stayed at home and didn’t barge in their territory,” Eisbrenner says. “It was a great learning experience for me to deal with people who had all sorts of biases and stereotypes and prove that I could contribute in a way that was valued by everybody.”

Throughout her impressive career of more than 35 years, Eisbrenner proved herself to be both a trailblazer and pioneer.

“But like countless pioneers and trailblazers, I’ve felt arrows in my back on many occasions,” she says with a laugh. “But it’s worth it; I’ve been fortunate to be able to experience a really exciting set of opportunities and challenges.”

“When I realized I was going to be sitting behind a desk and designing a bolt for the space shuttle instead of operating the space shuttle, it didn’t sound nearly as exciting.”

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## BECCA FOLLOWILL

Senior Managing Director,  
U.S. Capital Advisors LLC, Houston

Few oil and gas professionals have mastered the intricate science of financial modeling as well as Becca Followill. She's repeatedly been named among the industry's best stock pickers, and has developed an almost prescient ability to foretell a company's financial future.

"I think, after you've covered companies for a long time, you learn to read management teams for subtle changes in the way they describe their business," Followill says. "You look for optimism and enthusiasm vs. concern and hesitation."

Followill is head of research and also is a senior managing director covering midstream infrastructure at U.S. Capital Advisors (USCA). She was an early-stage partner of the company, helping build it from scratch in 2010.

Creating a successful and well-respected financial services company might be touted as a career victory for some, but Followill doesn't like to look at it that way.

"I'm less a person who looks for accolades, or milestones," she says. "Instead, I just want to do my job really well and I want to enjoy it."

Followill began her career in 1985 as a petroleum engineer for Tenneco Oil Co., after graduating from Texas A&M University. She later earned her master's degree in business administration from the University of Houston while working full-time during the day and minding her toddler in the evenings.

Her children are now grown, but that doesn't make things any less hectic for Followill, whose schedule is anything but routine. She might be building a financial model one day and meeting with 10 clients in New York City the next. She's frequently meeting with CEOs and CFOs, or touring company-managed assets.

With her days so busy, Followill is seldom bored.

"That's what I like about my job," she says. "There is no typical day."

"I really love what I do, and I work with really good people," she says. "I work with clients who have become my friends over the years. I feel really lucky to have the job that I do."

Followill's success is the culmination of 20 years' experience in equity research, coupled with direct experience as a petroleum



engineer. Her diverse background includes experience in reservoir engineering, power plant development, and natural gas pipeline planning and operations.

In 2016, Thomson Reuters named her the No. 2 stock picker for oil, gas and consumable fuels. In 2017, she was ranked the second-best stock picker in oil and gas.

Followill is also a member of USCA's operating committee.

Before joining U.S. Capital Advisors, Followill was managing director and head of midstream research for Tudor, Pickering, Holt & Co. She previously covered the gas and power sectors for Scotia Howard Weil, and covered natural gas utilities for Merrill Lynch.

Despite all her accomplishments, Followill has faced gender discrimination through the years.

"I've been in meetings with [CEOs who] know I'm the director of research, and they'll spend the entire time talking to my male colleagues and not even looking at me or talking to me, which is still stunning after all these years," she says. "In those situations, you have to find a way to command attention."

However, Followill notes, gender bias has its advantages.

"People underestimate you as a female," she says. "You talk in a soft manner, you ask an open-ended question, and you are much more likely to get an answer from a chief executive or chief financial officer than a young guy might be. My dad always said to 'talk softly and carry a big stick.'"

Meet The 25 Honorees

*"After you've covered companies for a long time, you learn to read management teams for subtle changes in the way they describe their business."*



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## ROBIN FREDRICKSON

Partner, Latham & Watkins LLP, Houston

**Y**ou might say attorney Robin Fredrickson has two sides: the chatty, jovial side who regularly plays ping pong with associates, and the serious side who's mastered the art of striking a deal.

When combined, the various components of her personality create an unstoppable force in the legal world.

In the past year, she's represented clients in numerous multimillion-dollar—and occasional multibillion-dollar—deals. She was part of the legal team representing Global Infrastructure Partners in its \$3.12 billion acquisition of Devon Energy Corp.'s interests in EnLink Midstream Manager LLC, EnLink Midstream Partners LP, and EnLink Midstream LLC. Fredrickson also served as one of the lawyers for Riverstone Holdings in its \$1.6 billion acquisition of Lucid Energy Group II LLC.

Fredrickson joined Latham & Watkins LLP as a partner in 2012, and represents E&P companies, midstream companies and private-equity clients in various transactions. Each deal brings with it a unique set of obstacles that she and her team must find a way to overcome.

"Almost every deal is a challenge," she says. "Really, every deal is different; there are different personalities and different ideas of how it should be done. There's no such thing as a cookie-cutter deal."

The unpredictability and fast pace of each day keeps Fredrickson overloaded with work; she's sometimes expected to turn around a 100-page document in a day.

But the stress and chaos that comes with being a leader in a law firm is nothing Fredrickson can't handle. After all, before pursuing a legal career, she worked as an ICU nurse.

"This [current job] is not life and death," she says. "It's a hard job, but you're not going to kill anybody. I don't react when someone says something has to be done right away. In my prior world, when someone said that, it meant something—somebody might die if I didn't do it right away."

Fredrickson grew up in a family of doctors, and initially planned to follow them into the medical field. But once she got there, she realized it wasn't for her.

"I became a nurse and I immediately hated it. I didn't like people telling me what to do. It's a hard industry. I thought: 'I can't do this for the rest of my life.'"



And so, Fredrickson switched gears and studied law at the University of Houston.

She joined Vinson & Elkins LLP in 1988 and immediately began working toward her goal of making partner. She regularly worked until 10 p.m. six days a week and would sleep all day Sunday to recover.

"I frankly didn't think of anything but making partner," she says. "That was what I wanted to be; I wanted to be partner at a big law firm."

She made partner in 1996, and ultimately spent 24 years with the firm before joining Latham & Watkins.

Fredrickson continues to be respected within the industry for her dedication and strong work ethic, but she also has a lighter side. She plays ping pong with younger associates daily, and tries to keep a sense of humor when dealing with stressful situations.

"You really have to try to relieve some of the tension," she says. "We try to have fun with our associates and we make friends with them and go out with them—but we don't stay out as late as we used to, because that's too much."

Fredrickson's warm personality helps make her approachable among colleagues, but when she's negotiating a deal, she can pull an impressive poker face.

She says the value of silence cannot be underestimated.

"When people are negotiating, people find that they cannot stand this silence and then they start filling it with talking, and then they'll just get themselves in trouble," she says. "The ability to sit there and stare at people while saying nothing is the one of the best pieces of advice for a lawyer."

Meet The 25 Honorees

“I don't react when someone says something has to be done right away. In my prior world, when someone said that, it meant something—somebody might die if I didn't do it right away.”

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## LAURA FULTON

CFO, Hi-Crush Partners LP, Houston, Texas

Getting fired can feel like a professional apocalypse, but when Laura Fulton was dealt that blow, she took a more optimistic approach. Rather than grieve the loss of her executive-level and hard-earned job, Fulton moved forward with grace, self-reflection and professionalism.

And now, looking back years later, she says being terminated turned out to be a career positive.

“When I was let go from my previous position, it really gave me an opportunity to think about what I wanted to do, what I enjoyed doing and what challenged me the most,” Fulton says. “That’s one of the reasons why I’ve been successful here at Hi-Crush.”

She was laid off from AEI Services LLC in 2011, after the company aggressively downsized when an effort to go public ended. The majority of its assets were sold. Fulton, who was the company’s CFO, was among many employees who lost jobs.

Though she was initially shocked by the news, she soon found the perspective she needed to move forward.

“Everybody is going to get fired at some point in their career,” she says. “A lot of people will take getting terminated personally, and it’s not that at all. For me, it wasn’t because I was a bad employee, it was just the circumstances. I really took advantage of my time off to think through what I wanted to do next. It taught me a lot about myself.”

Fulton, who eventually moved on to Houston-based Hi-Crush Partners LP, a proppant and logistics services provider, is its CFO.

She began her career in 1985 as a senior audit manager with Deloitte Co., and later spent 12 years working as an assistant controller and general auditor for chemical giant LyondellBasell Co.

“The cycles I had experienced in the chemical industry prepared me well for the ups and downs of oil and gas,” she says. “I believe what really has motivated me the most, though, has been the spirit of innovation and partnership I see throughout the industry. There certainly is competition, and yet, it is combined with the collaboration needed to achieve great goals.”

Hi-Crush was Fulton’s first direct job in the oil and gas industry, but as a native Houstonian, she was a natural fit for the industry that is so prevalent in the city.

Fulton begins most of her days with a three-mile walk at sunrise. The music pump-



ing through her headphones energizes her as she mentally prepares for the busy day ahead.

“I’m usually in the office by 8:30 a.m. and from there, the day just flies,” she says. “I typically won’t end up leaving the office until 6:30 p.m., 7 p.m. or later because there’s just so much to do. Every day is a little bit different. There really is no typical day.”

Though Fulton’s days can be hectic, she says she finds her job incredibly rewarding.

“Forgive the pun, but there is a constant energy in the industry, a can-do attitude and a spirit of innovation that drives continuous improvement,” Fulton says. “I believe in the economic uplift the industry provides globally, along with the benefits to individual communities in the form of jobs and local support through civic involvement and charitable giving—all helping to improve people’s lives.”

Through the years, Fulton has accumulated an assortment of accolades. She’s a two-time Houston Business Journal CFO of the Year winner, and was a finalist once again in 2018. She was also named the 2018 Best Small Cap CFO on the All-America Executive Team by Institutional Investor magazine.

“To be acknowledged by the community, investors and analysts for doing a job that I love is gratifying,” she says. “During my career, the defining moments have all been related to great teamwork. I am most proud of the teams I have built, both within my function and across the entire organization. Seeing employees develop personally and professionally as we work together to create solutions for the company and our customers is tremendously rewarding.”

Meet The 25 Honorees

“I believe what really has motivated me the most has been the spirit of innovation and partnership I see throughout the industry.”

## JENNIFER GRIGSBY

Executive Vice President, CFO,  
Ascent Resources LLC, Oklahoma City

Jennifer Grigsby, Ascent Resources LLC's CFO, is not a morning person. But once she overcomes that daybreak slump, there's no stopping her. By the early afternoon, she's often spotted with her signature drink in hand—a large Styrofoam cup from Sonic filled with Diet Coke—as she rushes from one meeting to the next.

"I prefer to arrive at the office a little later than everyone else, but I catch up quickly," she says. "My morning always starts with checking emails to fill my mind with where commodity prices are, and what activities within the sector might have happened overnight."

"A typical day starts with educating myself on the status of the industry and what's going on around me from a corporate finance perspective, and also a general industry perspective."

Though Grigsby's days begin calmly, they can quickly become hectic.

As Ascent Resource's financial leader, she oversees the multibil-



lion-dollar company's corporate finance, financial planning and budgeting sectors. She also oversees its accounting, treasury, risk management and information technology departments. And as a member of the executive management team, Grigsby's responsibilities extend to corporate strategy and execution, corporate governance, leadership development and team building.

*"I want to continue to work with and surround myself with extremely intelligent, motivated and committed people who inspire me."*

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“My job can be stressful at times, but the collaborative environment around me pushes me through any crisis or stress,” Grigsby says. “My colleagues respond, help and encourage me when I’m stressed and I try to do the same for them. Additionally, as CFO, my employees are always watching how I react in stressful situations, so I am very careful to focus on open and transparent rational thinking and well-reasoned judgment.”

Grigsby, who grew up in Oklahoma City, always had an affinity for numbers.

Her knack for math led her to Oklahoma State University, from which she received a Bachelor of Science degree in accounting in 1991. She later graduated from Oklahoma City University with an MBA in finance.

As a young accountant, Grigsby entered the energy sector in 1995 after a close friend encouraged her to join Chesapeake Energy Corp. At the time, it was a small but fast-growing company that promised to be a good opportunity for her.

And indeed it was.

Grigsby spent 19 years with Chesapeake, where she held various management roles. She most recently worked as its senior vice president of corporate and strategic planning.

Grigsby joined Ascent in 2015. And although she’s accomplished a great deal there—under her financial leadership, it’s become the largest natural gas producer in the Utica Shale—she takes little credit.

“Our employees are the best I’ve ever worked with and our management team is competitive and cohesive,” she says. “We love to challenge and support each other. I wake up energized and motivated every day.”

Grigsby says Ascent’s collaborative environment helps fuel her professional growth.

“I want to continue to work with and surround myself with extremely intelligent, motivated and committed people who inspire me and push me to be better and to know more every day than I did the day before.”

Throughout her 25-year career, Grigsby says she never faced gender discrimination.

But as she advanced from accounting roles to higher-ranking managerial positions, she did become a minority figure in often male-dominated meetings and conferences.

Yet, she was always treated as an equal.

“I never felt like my contribution was viewed as inferior as compared to others’ [contributions],” Grigsby says. “In fact, I typically felt like the men around me enjoyed having a different perspective or personality in their midst.”

Grigsby believes gender discrimination will soon become a thing of the past.

“I don’t think the next generation of female leaders will have any different challenges than the next generation of male leaders. I think the day is coming when people will no longer talk about disparities based on gender.”

*Congratulations, Jennifer!*

Bravo on being named one of 25 Influential Women in Energy! Ascent Resources is proud to celebrate your outstanding achievements in the energy industry. Your leadership has contributed much to our company’s success and set an extraordinary example for young professionals in our industry.



**Jennifer Grigsby**  
Executive Vice President &  
Chief Financial Officer,  
Ascent Resources, LLC

## DIANA HOFF

Vice President of Operations, Antero Resources Corp., Denver

When it comes to her career, Diana Hoff likes doing things that make her uneasy, and her inclination toward the ambitious has taken her far. She was a trailblazer in Australia's shale industry, and early in her career worked as a drilling foreman in the Gulf of Mexico—a feat for a young woman tasked with managing a team of 75 men.

“Doing things that make me uncomfortable forces me to learn; it forces me to keep challenging myself,” Hoff says. “I figure if it makes me a little bit uncomfortable, it’s probably something I should try.”

Today, Hoff is vice president of operations at Antero Resources Corp., which is one of the largest natural gas producers in the Marcellus. She previously served as CEO at The Unconventional Group, where she consulted international companies implementing unconventional developments abroad.

In 2010, Hoff was recruited by the Australia-based Santos Ltd. to help jumpstart the shale industry efforts Down Under.

Though she was in her late 40s at the time, Hoff welcomed the chance to move overseas.

“I wanted to give it a try and do something totally different,” she says. “It was a chance to not only do land operations in Australia, but also offshore operations there and in Asia.”

As Santos’ vice president of technical, engineering and innovation—and as general manager of drilling and completions—Hoff helped oversee its domestic and international assets.

She drilled wells throughout offshore Southeast Asia; projects took her to Thailand, Vietnam and Indonesia. She also spent a lot of time traveling throughout Australia.

“It was such a great opportunity from so many perspectives,” Hoff recalls. “Just to get to live in Australia was an amazing thing.”

While she was working in the Southern Hemisphere, Hoff was presented with an unexpected accolade: she was invited to join the Australian Institute of Marine Science council.

The country’s minister of industry presented her with the five-year appointment.

“They wanted someone who had an oil and gas background because of the environmental baseline work that they do around oil and gas projects on the Northwest Shelf of Australia,” Hoff says. “Much of their focus was on the Great Barrier Reef: the health of the reef, and the science of the reef. To get to do something



totally different—and give back that way—was very fun and a great learning experience.”

Hoff was ensconced in the oil and gas industry from an early age. Her grandfather was a pumper in West Virginia, and she would frequently accompany him as he traveled throughout the region to manage wells.

The experience left a lasting impression. Hoff later attended Marietta College in Ohio, where she received a Bachelor of Science degree in petroleum engineering.

After graduating in 1987, Hoff was hired by Chevron Corp. and held various engineering roles both offshore and onshore.

When she was 27, Hoff reached a career milestone when Chevron named her an offshore drilling foreman in the Gulf of Mexico.

“Drilling is a 24-hours-a-day, seven-days-a-week business,” she says. “At the time, they only had one foreman out there. They didn’t have a night foreman. They just had you, and you had to figure out when you had time to take a nap. You were in charge of everything.”

“To go into that and be a leader—what they called then ‘the company man’—and be the youngest person out there, the only woman leading 75 guys, was a pretty big deal.”

Today, Hoff says she continues to feel motivated to work in such an exciting and innovative industry.

“I love the people,” she says. “I also like the fact I’m doing something different every day. Having the opportunity to come back and work in West Virginia and Ohio late in my career and have an impact on how oil and gas is developed in my home region is icing on the cake.”

“To be what they called then ‘the company man’ and be the youngest person out there, the only woman leading 75 guys, was a pretty big deal.”





# CONGRATULATIONS **DIANA HOFF**

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## JILL LAMPERT

Chief Financial and Administrative Officer, NGP,  
Irving, Texas

Jill Lampert joined the workforce at a time when heels, skirts and pantyhose were office requirements for working women. Times have changed, and so too has the approach to workplace equality. Lampert is leading those efforts as she strives to help professional women build the networks necessary to succeed.

“It’s not just important that women are treated fairly, but also that they have the opportunity to connect,” Lampert says. “It’s hard when you’re the only female at an energy company, which is often times the case.”

With the support of her employer, NGP, Lampert implemented a program in 2017 that aims to increase the company’s connections with women in energy. She’s actively organizing networking events in industry hubs such as Houston, Denver and Dallas to meet the next wave of female leaders.

“We’re talking about up-and-comers—like-minded women who we think may be the next CEO of one of our portfolio companies,” Lampert says. “It takes meeting and connecting with people that we haven’t had exposure to before to accomplish that.”



“NGP has been very supportive of the women’s energy efforts because we want to invest in the best talent, and if you leave out women we are missing out on opportunity.”

Lampert got her own start in 1988 when she graduated from the University of Texas at Austin with a Bachelor of Business Administration degree in accounting. She began her career as an auditor and operational consultant for Ar-

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thur Andersen LLP, and more recently worked as a controller for Susan G. Komen for the Cure, a non-profit.

Not ironically, it was a connection that led Lampert to NGP in 2007. She was approached about an opportunity within the company by NGP CEO Ken Hersh, with whom she was already acquainted.

"He said they were going to be starting a new private-equity fund, and Ken asked if I would be interested in talking to them," Lampert says. "The rest is history. It's very entrepreneurial, very exciting and very fast-paced. It is exciting every day to be part of the process."

Lampert worked as CFO and a founding member of NGP Midstream and Resources LP from 2007 to 2010. She was responsible for managing the complexities presented by global investments, including legal documentation, tax planning, investor communication, financial reporting and accounting oversight.

In 2011, Lampert was promoted to NGP's chief financial and administrative officer. A self-described "Jack of all trades," she is responsible for the entire operation of the firm, meaning everything except the deals. She oversees financial reporting, tax, accounting and numerous other administrative functions.

She spends her days rotating through meetings, reviewing reports and financial statements, and speaking with auditors and portfolio company employees.

"It is a very hectic day," she says, laughing. "While we are very systematic and well-organized, hardly a day goes by that we aren't addressing an issue that wasn't on our agenda."

Lampert also sits on the firm's executive committee and the various funds' investment committees.


The career high Lampert is riding hasn't hampered her sense of humility.

"I think if you're a really good leader, you're constantly growing and improving," she says. "And you're hopefully humble enough to see your failures and continually work to try to improve upon those. I see every day as an opportunity to grow and learn, and teach myself something new."

Lampert hopes her networking efforts will someday benefit the industry as a whole.

"Networking is really important," she says. "Generally, women are really good at making connections for personal reasons or for solving problems, but we're not good at maintaining our network and asking somebody to do something for us. That has to change."

*"It's not just important that women are treated fairly, but also that they have the opportunity to connect."*




**Jill Lampert**  
Chief Financial and Administrative Officer  
NGP Energy Capital Management

## Congratulations

to all the talented women recognized by Oil and Gas Investor as the 25 Influential Women in Energy. And thank you to our very own **Jill Lampert**, Chief Financial and Administrative Officer, for the outstanding leadership and vision you have demonstrated through the years.

In the last five years, just 5 out of 332 CEO's in the typical private equity upstream company were female\*. **Two of those five companies were backed by NGP.**

\* Charles Parkman Whiting LLC, The Private Equity Upstream CEO



# Setting the Bar Higher

## MARY ELLEN LUTEY

Senior Vice President and Regional Manager –  
South Texas & Gulf Coast, SM Energy, Houston

**M**ary Ellen Lutey has never pursued success by herself. Instead, the SM Energy executive credits her many professional accomplishments to teamwork.

“The importance of working as a team is something I was taught at a young age by my family and athletic coaches,” she says. “When you surround yourself with great people and work together collaboratively, that’s the way to success. Building a team that is competent and hardworking [and] creating an environment of excitement to help others be successful is fun and rewarding. With that approach, success happens, not just on a team, but also externally and across the organization.”

Lutey began her career after graduating from Montana Tech University with dual degrees in petroleum engineering and engineering science.

“Montana Tech had a solid reputation for preparing engineers for the real world and helping students get jobs with reputable companies,” Lutey says. “After my first internship in the energy industry, I discovered that being an engineer was something I was passionate about.”

She joined Burlington Resources in 1994 as a production engineer and held several technical and leadership-level positions. From 2005 to 2006, she managed the company’s growth and development in Western Canadian resource plays as a team lead for engineering and geoscience.

When Burlington was acquired by ConocoPhillips in 2006, Lutey carried on with her responsibilities in Canada. She was responsible for the technical and business performance of two multi-disciplinary groups.

She has also worked as a senior reservoir engineer with Chesapeake Energy Corp.

Lutey joined SM Energy in 2008 as North Rockies asset manager, where she oversaw the company’s activities in the Williston Basin. In 2012, she was promoted to Midcontinent vice president and regional manager. She was promoted in 2015 to senior vice president and regional manager for South Texas and the Gulf Coast at SM Energy. But Lutey feels that the opportunities didn’t present themselves.

“My belief is that if you work hard, build skills to earn credibility and have a positive attitude, opportunities will arise,” she says. “Every day, you get to choose what kind of day you’re going to have, and ultimately, it’s up to you to have a fun and highly productive day. I try to live life with that mentality. Al-



though obstacles will arise, figuring out solutions to get around those is a good challenge.”

Throughout her 25-year career, Lutey has witnessed many changes within the industry, and says the fast-paced nature of the job keeps her motivated.

“It’s a really exciting industry,” she says. “It’s fun to be part of innovative teams; I get to work every day with top talent. We have the opportunity to be creative and identify new ways of doing things that drive better results.”

Technological advancements have helped Lutey remain passionate about her profession.

“There is never a dull moment,” Lutey says. “Technology has played a key role in gaining efficiencies and driving better decisions. I’m fortunate that I work for a company that supports advanced technology. Companies that don’t embrace new technologies have a tougher time competing.”

Outside the office, Lutey is community-minded and supports several charities. She has most recently been involved with the United Way, the Special Olympics, the American Cancer Society and the Houston Food Bank.

She is also a Montana Tech Foundation board member.

The importance of teamwork doesn’t just apply to Lutey’s professional life. It’s a key component of her personal life, too. The mother of three says she and her family work in tandem to ensure the household runs smoothly.

“It’s a group effort in our family,” she says. “I’m fortunate because I have a spouse that’s very supportive of me and my career. We definitely work as a team.”

“My belief is that if you work hard, build skills to earn credibility and have a positive attitude, opportunities will arise.”



# CONGRATULATIONS, MARY ELLEN LUTEY

Influential Woman in Energy



**SM|ENERGY**

## MARIA MEJIA

Senior Vice President and CFO, Ultrerra Drilling Technologies LP, Fort Worth, Texas

Many accountants prefer to manage a company's finances from the comfort of an office, but Maria Mejia is not that kind of person. Instead, the CFO of Ultrerra Drilling Techniques LP travels throughout the world to visit employees in the field and gain a more holistic, on-the-ground perspective of the company she leads.

"It gives me the pulse of the organization," she says. "I don't think we can run the company effectively from a spreadsheet, so I try to get out there as much as I can."

Mejia must be doing something right.

Since she joined Ultrerra in 2010, the company's annual revenue has ballooned to about \$400 million from about \$100 million. The number of employees has grown to about 600 from 120. And under Mejia's financial leadership, Ultrerra has become the largest drill-bit producer in the U.S., outpacing its larger competitors.

"We've been through a lot of ups and downs. There was a massive downturn from the end of 2014 to the end of 2016 that set us a little bit back in terms of overall numbers, but we used that time to continue to focus on the customers and doing things differently so



we could gain their trust and grow quickly out of the downturn. And we did. We have significantly outpaced the market since that last downturn. It's been challenging, but a lot of fun."

Mejia's career path began in her home country of Colombia, where she studied international business at the Universidad EAFIT. She later moved to Texas to accept a



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six-month internship, and soon took a liking to the Lone Star State.

Hoping to stay, Mejia submitted an undergraduate application to The University of Texas at Arlington. She was offered a scholarship and later graduated with a Bachelor of Business Administration in international business. She later obtained her Master's of Business Administration (MBA) from Texas Woman's University.

Mejia spent eight years working in the accounting department of Bright Truck Leasing LP. She had been working as the company's controller—a coveted position in accounting—but later accepted a position with Ulterra as an accounting manager.

"I was working in a trucking business that was regional, and I knew Ulterra—although it was mostly in the U.S. at the time—had a lot of plans to grow internationally," she says. "I took a step down in both position and in pay just to learn a little bit more about the international side of [the oil and gas] business."

"Who knew it was going to be such a fantastic opportunity for me, both personally and professionally?"

Within two years, Mejia was promoted to Ulterra's senior vice president and CFO.

Mejia's position with Ulterra can be travel-intensive. She spent more than half of 2018 journeying throughout the world. Many of her trips involve meeting with teams and

touring facilities to gain greater insight into how the company is faring.

"The best thing about being in the field is that I don't have any unexpected results come through the financial statements," she says. "It also enables me to communicate more effectively with the board and with investors. It's definitely an advantage, not just for me, but for the board and investors."

When she isn't focused on her own responsibilities, Mejia is working to improve the careers of her Ulterra colleagues. She has helped create training and development programs within the company, and inspired several colleagues to pursue their MBAs. She also persuaded more than 20 employees to enroll in Harvard University's executive management classes.

"I've done a lot to try to make sure that the guys and girls within Ulterra are always trying to grow professionally and grow personally," she says. "I'm most proud of how I've been able to get everybody thinking about what's next for them, and how they can continue to improve and do things better."

*"We have significantly outpaced the market since that last downturn. It's been challenging, but a lot of fun."*



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## NILOUFAR MOLAVI

Global and U.S. Energy Leader, PwC, Houston

**N**iloufar Molavi learned some hard lessons about the value of adaptability at a young age. When she was 13, her family fled Iran following the 1979 Islamic Revolution. They moved through France before ultimately settling in the U.S. Today, Molavi credits her professional success to those challenging and formative early years.

“Very early on, I had to learn how to adapt to new environments, new cultures and new languages,” she says. “It was not pleasant or easy at the time, but it was a skill that I learned. Adaptability is important; understanding the culture and environment you’re working in and adapting to that is also really important. Some of the skills I learned early on in my life transferred to the work environment and the business environment.”

Molavi’s resilience led her to PwC in 1991. Throughout her remarkable 28-year career with the company, she steadily scaled the corporate ladder, and became a partner in 2001. She’s now PwC’s global and U.S. energy leader.

Molavi leads a team of more than 1,000 employees that serves U.S. clients in the oil and gas industry. The University of Texas at Austin alumna says she strives to lead her team with authenticity.



“As a leader, you have to have a very clear vision in terms of what you would like to do, but then you have to inspire people to help you along that journey,” Molavi says. “For me, telling people what to do vs. inspiring people are two different approaches. For me, inspiring people works best. Showing them the way by having a concrete vision everyone can understand is important as well.”

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Molavi has held numerous roles with PwC and in 2009 she was offered a position as its chief diversity officer. The company's CEO, Robert Moritz, approached her directly about the position.

Though she had not considered the role prior to being asked, Molavi soon found value in it. As a partner and member of PwC's core leadership team, she realized that taking the opportunity on could benefit the company.

"It was clearly not [something] that I had been targeting and, in fact, I really thought it would stretch me from a professional perspective," she says. "It was not my area of expertise. I did not realize how the experiences I had early in life would tie into being able to take that role on.

"Having a voice with not only how we were going to drive our diversity efforts, but more importantly the decisions we were making for the U.S. firm, was clearly a highlight. I learned a lot, met a lot of amazing people and learned how the business was run at that level."

When Molavi talks about diversity, she's not just referring to its traditional sense. After all, she notes, diversity isn't just about race or gender. It also applies to differences of thought.

"You bring people together that are going to have different perspectives and experiences," she says. "That's where you know you're getting the best answers or solutions."

Today, nearly three decades after entering the oil and gas industry, Molavi says she remains passionate about working in it.

"This is an industry that continues to innovate," she says. "We talk about this industry and people don't realize that some of the most leading-edge technologies are deployed here. The technologies we use and work with every day—drilling holes in harsh deepwater environments in thousands of feet of water, or finding new ways to get to new oil and gas formations—is truly leading-edge. It is very exciting to watch the technological developments continue."

*“As a leader, you have to have a very clear vision in terms of what you would like to do, but then you have to inspire people to help you along that journey.”*

## Success has a name

In this case, 25 names.

We congratulate the 25 women who are being honored by *Oil and Gas Investor* as the top 25 Influential Women in Energy.

And we are most pleased and proud that one of our own, Niloufar Molavi, PwC's Global & U.S. Energy Leader, is among this distinguished group of leaders who have risen to the top of their professions.

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## LEES RODIONOV

President of North America Land,  
Schlumberger Ltd., Houston

Some of the best advice Lees Rodionov ever received came from her parents. “My dad made us write down goals,” she recalls. “He would say: ‘If you don’t set goals, you’ll be a hitchhiker in your own life. If you set goals, you’re driving the car and you can always change direction.’”

That fatherly advice inspired Rodionov to change direction mid-career—and helped her reach the executive level of Schlumberger, the global leader in oilfield services.

Rodionov joined Schlumberger in 1993, shortly after graduating from Houston’s Rice University with an MBA degree in finance. She spent six years working for the oil service giant’s human resources (HR) department but was becoming increasingly interested in joining the business side of Schlumberger.

And so, remembering her father’s words of advice, Rodionov put a multiyear plan in motion.

“I set the goal. I wanted to run a business,” Rodionov says. “I leveraged my HR background to figure out the steps to get there, and I drove the car in that direction.”

In 2003, Rodionov accomplished her goal when she became general manager of Schlumberger in the Caribbean, which included operations in Trinidad, Barbados, Suriname and Guyana.

She was overjoyed to have an opportunity to work in line management.

“With a business degree and an HR background in a very technical company, [I was an unusual candidate]. Most of the managers started their careers in field operations,” Rodionov says. “Being given the chance to run businesses in the latter part of my career is certainly something that I’m proud of.”

Rodionov’s professional ascent continued in 2006, when she became an account manager responsible for Schlumberger’s business with Chevron Corp. in the Gulf of Mexico. She later served as North America vice president of personnel and became general manager of Alaska in 2010.

After Alaska, Rodionov took on the role of global account director and was responsible for Schlumberger’s global business, strategy and its relationship with one of its largest customers.

In 2017, she became president of North America land, and is now charged with managing the company’s onshore business for multiple product lines in the U.S. and Canada.

It’s an accomplishment that took years of hard work, planning and vision to realize.



Rodionov counts it as one of her greatest achievements.

“Getting two levels below the CEO in a company the size of Schlumberger is something I’m proud of,” she says. “The environment is full of opportunity if you spend any energy being strategic. I really like that, and I also believe that what we do matters. Peoples’ lives are better because of access to energy around the world. It makes me proud to be part of that.”

Rodionov’s leadership strategy has been a balance of setting goals, delivering results and forming genuine connections with colleagues and customers.

It was her mother who taught her the value of investing in relationships.

“She taught me to treat personal relationships like bank accounts,” Rodionov recalls. “You have to make deposits to make withdrawals. And if you make too many withdrawals and go into overdraft, there are fines before you get back to zero. You have to spend energy on people, and that translates to business results.”

Rodionov’s influential parents helped set the course for her success. She says she still uses their analogies when coaching young professionals about leadership. But when it specifically comes to helping up-and-coming female professionals succeed, Rodionov has some advice of her own.

“You’re more qualified than you think you are,” she says. “I do think there’s plenty of opportunity today. I think the biggest barrier, based on my experiencing in placing women in roles and offering them roles, is this internal one.”

“He would say: ‘If you don’t set goals, you’ll be a hitchhiker in your own life. If you set goals, you’re driving the car and you can always change direction.’”



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## ROBIN RUSSELL

Deputy Managing Partner,  
Hunton Andrews Kurth LLP, Houston

**M**aking partner is often the apex of a lawyer's career, but for Robin Russell, hitting that milestone was just the beginning. The restructuring attorney's star continues to rise with Hunton Andrews Kurth LLP, where she was recently named the firm's deputy managing partner.

"Each of my accomplishments were things that I didn't set as goals," Russell says. "But the skills that I acquired and my loyalty to the firm allowed me to advance to those positions."

Russell began practicing law in 1986, shortly after graduating from Baylor University's School of Law. She was the highest-ranking graduate, and later received a Master of Laws degree from Boston University's School of Law.

Before joining Andrews Kurth, she clerked for the Supreme Court of Texas.

The accomplished attorney has held many titles throughout her 33-year run with the firm, and made partner in 1995. She previously served as managing partner of its Houston office, and for many years co-chaired its national bankruptcy and restructuring practice as well.



Russell became deputy managing partner in 2018, when Andrews Kurth Kenyon and Hunton & Williams merged. The combined firms operate as Hunton Andrews Kurth LLP.

Although she has had much to celebrate within the office, Russell's accomplishments have been recognized outside it, too.

In 2017 she received the prestigious Dan Rugeley Price Memorial Award, which is



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PwC

**Lees Rodionov**  
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given to one lawyer each year by the Texas Bar Foundation. She was the only woman in the past 10 years to receive the award.

“That was very humbling,” Russell says. “It was very special; a life culmination.”

She has also been elected into the American College of Bankruptcy, an invitation-only honorary organization for U.S. bankruptcy lawyers.

Russell’s strong work ethic has played an indisputably significant role in her success. She begins each working day at 4:30 a.m., and spends three to four hours responding to emails and working on projects that require “total concentration and solitude.”

She’s usually at the office by 8:30 a.m., and remains there until about 7 p.m.

Although her days can be long, Russell says her colleagues inspire her to keep pushing forward.

“The people in this industry are bright, and it’s fun to work with smart people every day,” she says. “You feed off of their energy, and it keeps you on your toes. We have a very collaborative organization. We work in teams. And working with people you trust and respect intellectually, and who are prob-

lem-solvers, is really important. We don’t do this alone.”

But of course, every day can’t be a good day when you’re working as a bankruptcy attorney. Russell is sometimes tasked with delivering bad news to clients, which she says is the most difficult part of her job.

“There are many clients of whom I am very fond and I want to do my best for them, but at the end of the day, it is business,” she says.

“You cannot always fix the problems. Sometimes you have to tell them their counterparty has filed bankruptcy and although they have a huge claim against the bankrupt debtor, there will not be a distribution or dividend in the case. “That is the hard part, but we do our best. We deliver a quality product and they understand that sometimes there is no magic solution.”

Despite all her professional feats, Russell says it’s the personal ones of which she is most proud.

“I have managed to stay married for 30 years,” she says with a laugh. “I have two children who are interesting, kind, socially conscious young adults. That’s probably my most important accomplishment.”

“The people in this industry are bright, and it’s fun to work with smart people every day.”

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Hunton Andrews Kurth congratulates **Robin Russell** on being named one of *Oil and Gas Investor’s 25 Influential Women In Energy* for 2019.

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## MICHELE TYSON

Underwriting Manager, IndemCo, Houston

She might have completed her formal education in 1985, but Michele Tyson says she'll never stop learning. That insatiable quest for knowledge earned her a leadership position at IndemCo, an underwriting firm, although she initially knew nothing about the business.

"I'm always trying to increase my knowledge base and learn new things," Tyson says. "Some say, when you get through school you don't have to do that anymore. I think that's so funny. Your learning is just beginning, whether it's life experiences or work experiences. You're on a continual path to continue to grow."

When IndemCo was founded in 2003, Tyson was called upon to help run the company. The problem? She had spent the bulk of her career working as a CPA and didn't know the first thing about the complicated world of underwriting. Nevertheless, she took the challenge on.

"I had experience in the oil and gas industry—I've lived in Houston my entire life and have been surrounded by oil and gas—but I knew nothing about surety bonds," she recalls. "I came into the company as a CPA and grew into it as an oil and gas underwriter."

As IndemCo grew, so too did Tyson's confidence and level of expertise.

She started by developing procedures, controls and systems for the young company, but began learning more about its "intriguing" underwriting side under the leadership of Russell Brown and Ed Frank.

By 2010, she was promoted to underwriting manager, and subsequently became a full partner at IndemCo.

"My partners invested in me," she says. "I'm really thankful for the people who helped me along the way. I take real pride in helping build something from the ground up that today provides workable credit solutions for oil and gas producers. Many of our clients say it would have been much harder for them to get started without our help."

But I'm equally proud we've created good-paying jobs and immense opportunities for our employees. Becoming an owner in our business and helping mold the outcomes was an important career milestone for me."

IndemCo has been a leading underwriter of federal, state, local and private surety bonds for onshore and offshore oil and gas projects for the past 15 years and has hundreds of active bonding relationships. Through the years, it has issued 12,000 bonds and extended nearly \$5 billion of credit to the oil and gas industry. Notably, IndemCo issued the largest federal bond for a Gulf of Mexico client.



"We're clearly very passionate about our business and plan to continue providing our services to the industry we love," Tyson says.

After graduating from Southern Methodist University, Tyson began her career in 1985 at Arthur Andersen in its tax division, specializing in oil and gas-related accounts.

She likens oil and gas underwriting to solving a jigsaw puzzle; all the pieces must be arranged to show the full financial picture.

"Traditional surety underwriting involves analysis of financial statements," Tyson says. "Oil and gas is very different, because traditional GAAP accounting often doesn't truly reflect the value of a company's oil and gas reserves. So it requires a special analysis to put those pieces together."

As Tyson welcomes the next generation of professionals into the industry, she encourages them to never stop learning.

"I just have this really strong sense that we always have to be learning from others," she says. "Yes, you can learn from a company's CEO, but you can also learn a lot from the people in branch offices and in the field. Learn their stories. Learn the history of the industry. Learn all that you can. I'm still learning every day."

*"Your learning is just beginning, whether it's life experiences or work experiences. You're on a continual path to continue to grow."*



# FIRST RESERVE

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A silhouette of an oil worker wearing a hard hat and safety harness, standing on a platform and holding onto a large diagonal pipe. The background is a bright orange sunset sky. The scene is an industrial oil or gas rig.

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## OLIVIA WASSENAAR

Partner, Apollo Global Management LLC,  
New York City

Olivia Wassenaar studied at some of the world's most respected universities, but one skill she couldn't pick up in a classroom was how best to balance a thriving private-equity career and motherhood. Being a busy mother of three, Wassenaar learned how to find harmony between her personal and professional lives.

"Coming back to work after having a baby is a difficult transition—finding balance is tough and there is no perfect formula," Wassenaar says, adding that developing a network of other working mothers facing similar challenges was critical for her success.

Today, Wassenaar is a partner at private-equity firm Apollo Global Management LLC, where she specializes in natural resources investing. Her work schedule is demanding; it involves long hours and frequent travel.

Nevertheless, Wassenaar says, she finds the work tremendously rewarding.

"Apollo is a fantastic firm and I am part of a wonderful team," she says. "Private equity allows us to work with top management teams throughout the energy sector and see companies through different stages of their development."



Wassenaar took a rather unconventional route to the private-equity sector.

She initially had aspirations to become a writer, and received a Bachelor of Arts degree in literature from Harvard University. (Wassenaar has a strong lineage in literature. Her parents are both writers and her grandfather was acclaimed writer and literary agent Malcolm Cowley.)

# Congratulations Olivia !

Talos Energy congratulates our Board member and friend, **Olivia Wassenaar**, for her dedication and commitment to the energy industry.



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After graduating from Harvard, Wassenaar worked at the World Bank Group. She later spent a year studying energy, the environment and economics at the Yale School of Forestry & Environmental Studies, before ultimately receiving a Master of Business Administration degree from the University of Pennsylvania's Wharton School. Wassenaar then joined the natural resources team within the investment banking division at Goldman, Sachs & Co.

Prior to joining Apollo, Wassenaar spent nearly a decade working at Riverstone Holdings LLC, where she was most recently a managing director.

"To be a literature major and transition into finance is not a common career path," she says. "When I decided to go into finance, I thought energy would be the most interesting sector. It's an area that has always fascinated me, especially from a broader sociopolitical perspective."

Throughout her career, Wassenaar has been on the board of 10 companies, including four publics. She currently serves on the boards of Talos Energy Inc. and LifePoint Health.

Since finding her own work-life equilibrium, Wassenaar has aimed to support other working mothers in finding the balance that allows them to maintain demanding careers while still feeling as though they can play an active role in their children's lives.

"One of the big points at which we lose a lot of women in any profession is after that first child," she says. "I will never forget the kindness of several women who provided me with support and advice at that stage in my life, and I've tried to similarly be a friend and mentor to other women who are coming back to work after having a child."

While Wassenaar's professional obligations require her to spend significant amounts of time away from home, she makes a point to reserve as much time as possible on the weekends for her family.

"I love what I do and am proud of it, but I also am very proud of being a mom," Wassenaar says. "I am grateful to have worked for firms that have been so supportive and have wanted me to succeed—not just as a woman in the energy business, but as a mom in the energy business."

*“When I decided to go into finance, I thought energy would be the most interesting sector. It’s an area that has always fascinated me, especially from a broader sociopolitical perspective.”*

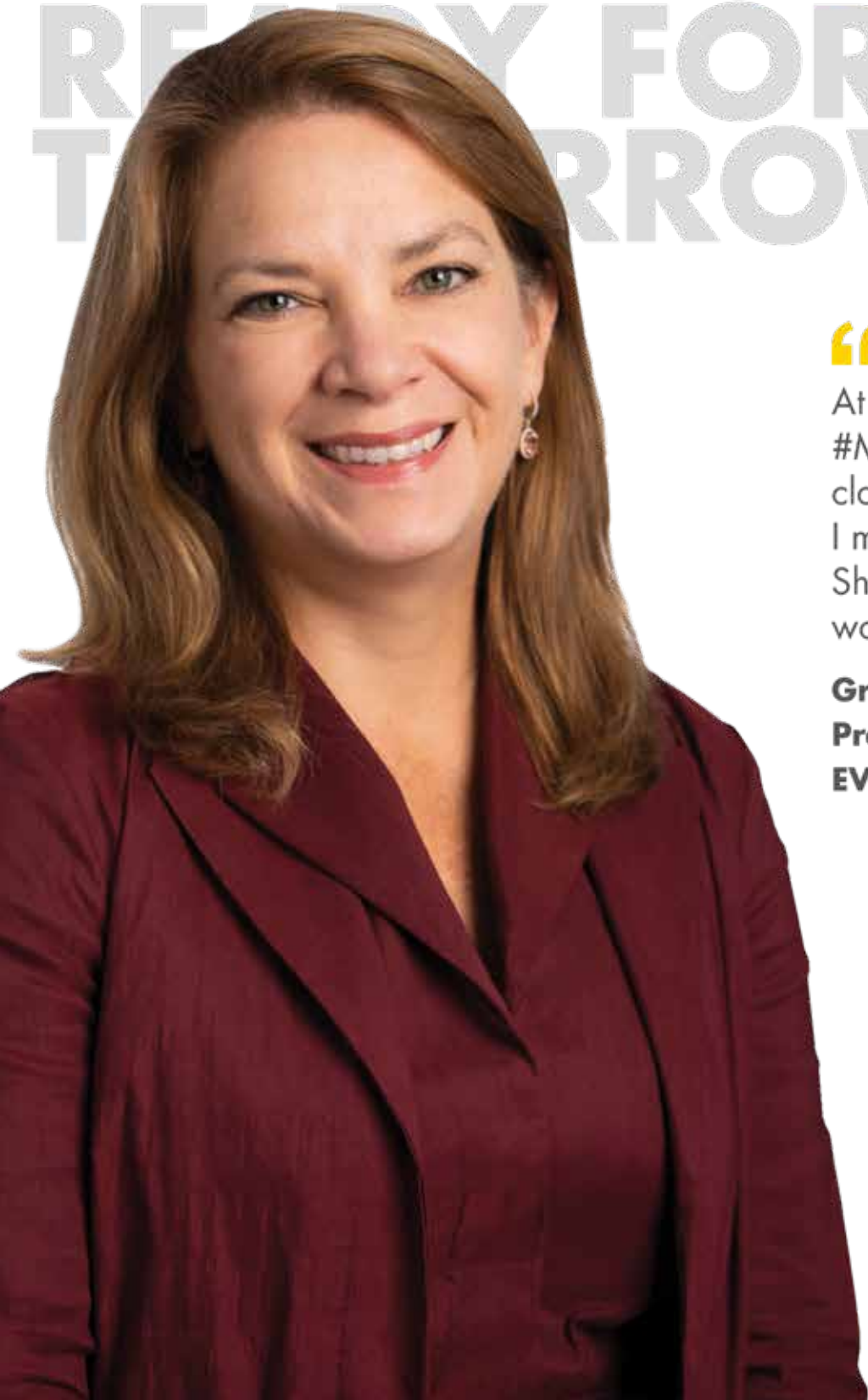


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and all that she does for Apollo and the oil and gas industry.

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At Shell, we aim to #MakeTheFuture by closing the gender gap. I may be the first female Shell Oil president, but I won't be the last.”

**Gretchen Watkins**  
**President, Shell Oil Company**  
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## GRETCHEN WATKINS

President, Shell Oil Co., Houston

Gretchen Watkins' road to success began in a borrowed Volvo station wagon, which she drove cross-country in 1989 to accept a summer job in the oil and gas industry. She didn't know it at the time, but that path would lead to record-breaking success and accomplishments.

When Watkins assumed the role of Shell Oil Co.'s president in January, she became the first woman in Shell's 107-year history to hold the title.

"It's a great honor," Watkins says. "I feel really grateful for the opportunity to take on what I think is an iconic role within Shell and within the industry. I'm thrilled to be there and thrilled to be leading the energy transition strategy for Shell in this country. It's incredibly important work this company is doing and I'm very excited to be a part of it."

Watkins will oversee the integration of all Shell businesses in the U.S., and engage leaders on a variety of energy-related policy and societal challenges. She's also responsible for leading Shell's global unconventional oil and gas portfolio.

Watkins plans to spend the first part of her presidency visiting Shell sites throughout the country, meeting with all key external stakeholders.

Incredibly, however, assuming the role of Shell's president wasn't the first time she made history.

When she was working for the Danish energy giant Maersk Oil, she became the only American—and the only woman—to be appointed CEO.

"I didn't expect that I'd have the opportunity to lead that company," she says. "I was so humbled by being asked to do that by the board, and by the family."

Watkins was quite literally called upon to enter the oil industry while she was studying mechanical engineering at Pennsylvania State University.

She was in her dorm room when she received a phone call informing her about internship interviews being held at the university's career center. Watkins interviewed with Amoco Corp., which offered her a summer job.

The opportunity to travel to Texas was appealing to the Cincinnati native, and she accepted the position. She then borrowed her parents' car and headed to Houston to get started.

When Watkins reported for her first day of work, she was handed a stack of well logs and instructed to study the wells' performance. By summer's end, she was expected to make recommendations on workovers on all of the wells.

She later learned that the company built half of her recommendations into its budget.

"That was just the coolest experience," Watkins says. "I knew I wanted to work for a company that gave me that kind of accountability and responsibility."

After graduating, Watkins accepted a full-time position with Amoco as a facilities engineer in New Orleans, working offshore in the Gulf of Mexico.

She remained with the company when it merged with BP in 1998, and held several executive-level positions throughout her 18-year tenure. She was president of BP Netherlands Energy, and later served as general director of BP Vietnam and China.

While Watkins was working in Vietnam, she was recruited by Marathon Oil Corp. She spent four years running that company's international businesses, and later worked as its vice president of North American production operations.

In 2014, Watkins was offered a position as COO of Copenhagen, Denmark-based Maersk Oil.

"I missed being overseas and experiencing different cultures," Watkins says. "I thought this was something special, and I couldn't pass it up."

She became Maersk's CEO in 2016, and remained with the company until 2018, when she joined Shell.

Despite her accomplishments, Watkins believes some of her greatest milestones are yet to come with Shell.

"Being able to be a part of such a transformational company makes me feel like I'm able to be a part of creating the future of our industry," she says. "That motivates me enormously."

"I really think we will be part of changing the world."

“It's incredibly important work this company is doing and I'm very excited to be a part of it.”



## CYNTHIA WELCH

Partner and President of Geosciences, Resonance Resources LLC, Houston

Reflecting on a career that has taken her from a Texaco Inc. geoscience internship to co-founder and president of geosciences at Resonance Resources LLC, Cynthia Welch credits her success to an assortment of factors. She was determined to grow professionally, driven to achieve and surrounded by invaluable mentors.

Welch found her path by consistently taking on challenges.

“The biggest milestone for me has been co-founding my own company amid fears of failure.” Founded in 2016, Resonance has successfully built a sizeable position in the Delaware Basin. Aside from helping lead that company, Welch is a managing partner for a new operating company she’s co-founding to acquire mature assets for redevelopment and optimization.

“For me, it’s really about not being complacent in where I am and continuing to give myself challenges that make me feel uncomfortable,” Welch says. “That drive helps me become better at what I do.”

Before launching Resonance, Welch spent more than four years working as a partner and geoscience manager with South Texas Reservoir Alliance. She led its geoscience efforts for consulting clients and two private-equity-backed companies in which she was a partner.

Welch previously worked as a geologist for Chevron Corp. and Citation Oil and Gas,

where she served as a mentor and was instrumental in multiple drilling and other development programs.

Always striving for self-improvement, Welch also became a certified professional executive coach. She says the training provided significant insight that motivated her to take more risks and become a better leader.

“Although there are many leadership characteristics that are critical in a good leader, one characteristic that stands above all the others is empathy,” she says.

“When you are able to put yourself in the shoes of the people that you lead, that allows you to be a true leader ... one who inspires and provides a vision.”

But the oil and gas industry was not always on the horizon for Welch.

Back when she was a California girl growing up in the San Francisco Bay Area, she wasn’t so sure about working in oil and gas since she didn’t know much about the industry. “I didn’t even realize how big it was in California until much later,” Welch recalls.

Welch was majoring in oceanography at California’s Humboldt State University when a fortuitous move to West Texas in 1996 changed her mind—and the course of her career.

She enrolled as a geophysics major at Texas Tech University and graduated with a bachelor’s degree in geophysics in 1999, followed by a Master’s degree in geology in 2001.

“I had no idea how much I would love geology until I started at Texas Tech,” Welch says.

It was her graduate school mentor, respected petrophysicist George Asquith, who encouraged her to pursue the oil and gas sector.

“George was so important in my life and career. His belief in me and his passion and excitement about geology and the industry inspired me to try it out,” she says.

Welch is clear on how instrumental Asquith and other mentors have been in her life and career. “My dad was really my first mentor, teaching me the importance of kindness and a strong work ethic, but I was lucky to also have guidance from George Asquith and strong, inspirational women bosses throughout my career.”

As she worked her way into leadership positions through her career, Welch says, she learned a lot about the importance of self-confidence and taking initiative. She encourages other young women to put the same level of determination and conviction into their own work.

“Truly believe in yourself, even if you need to do some personal development work to find that strength and self-belief,” Welch says. “Take on projects or risks, even if you feel that fear of failure.”

“Although there are many leadership characteristics that are critical in a good leader, one characteristic that stands above all the others is empathy.”



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**MELINDA YEE**

Partner, Deloitte &amp; Touche LLP, Houston

**W**hen Melinda Yee began her career with Deloitte & Touche LLP, she didn't envision becoming a partner and spending more than 25 years with the organization.

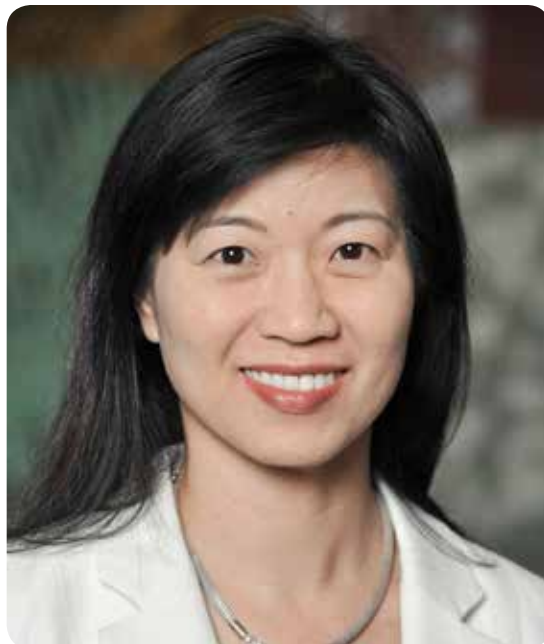
"I knew Deloitte would be a good place to start my career, but I thought of it as a training ground for the next opportunity," Yee says. "I was fortunate to be able to move around in the organization and gain exposure to different industries and service areas. Ultimately, I found serving clients rewarding and have enjoyed the project- and team-focused environment, which is what has kept me with Deloitte."

Yee spent eight years working for Deloitte's audit practice, including two years in Italy, before transferring to the firm's M&A practice to focus on transactions. In an effort to differentiate herself, she began specializing in the oil and gas sector.

Through it all, Yee focused on forging strong relationships with colleagues and clients. Her hard work and dedication paid off in 2006, when she was named partner after 13 years with Deloitte.

It was an accomplishment Yee relished, but one she says she didn't reach alone.

"You don't do it by yourself," she says.



"Having connections is really important; internal and external networks are crucial, as well as mentorship and sponsorship."

Yee is today a leader in the company's oil and gas merger and acquisition services practice, serving corporate and private-equity clients. She focuses on helping clients assess the financial aspects of a potential acquisition or merger transaction, including considerations

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that might impact the transaction value, advising on transaction documents and post-transaction considerations. She works with executives to understand drivers and risks to financial performance.

Yee joined Deloitte in 1993 after graduating from the University of Colorado Boulder with a Bachelor of Science degree in accounting. Throughout her time with the company, she's led numerous merger and acquisition teams on transactions ranging up to \$25 billion in value.

Yee's professional loyalty to Deloitte has lasted through numerous economic cycles. Through it all, she says, her colleagues have kept her motivated.

"It's always been about the people," she says. "I like to be able to help people, and have developed some strong friendships over time. Being able to take this journey with peers that I've known for many years has been incredibly rewarding."

Yee also serves as Deloitte's Houston risk and financial advisory office leader, where she is responsible for developing a sense of community for more than 400 professionals in the practice.

"It's been one of the most rewarding roles I've held at the firm."

And though the energy sector has its challenges, Yee says she still sees plenty of opportunity within it.

"The industry's contributions are underappreciated," she says. "There's a lot derived

from the industry that the general population may not realize. And the energy industry is constantly evolving and innovating, whether it's the adoption of new technologies or the deployment of blockchain."

Outside the office, Yee is involved with the Women's Energy Network in Houston, and helped found the organization's Dallas chapter. She mentors young industry professionals, and helps equip them with the tools they need to succeed. She also serves on the Dean's Advisory Board for the University of Colorado at Boulder's business school, and sits on the University of Colorado Foundation's board of directors.

Now that she's in a position to guide and inspire the next generation of leaders, Yee takes a modest approach to doing so.

"To me leadership is the ability to inspire and influence others to act," she says. "It is about bringing out the best in people, putting the team's needs ahead of your own, and empowering individuals to achieve their goals. My leadership philosophy involves leading by example, being humble, acting with integrity, and motivating others by recognizing and rewarding them."

*“Having connections is really important; internal and external networks are crucial, as well as mentorship and sponsorship.”*

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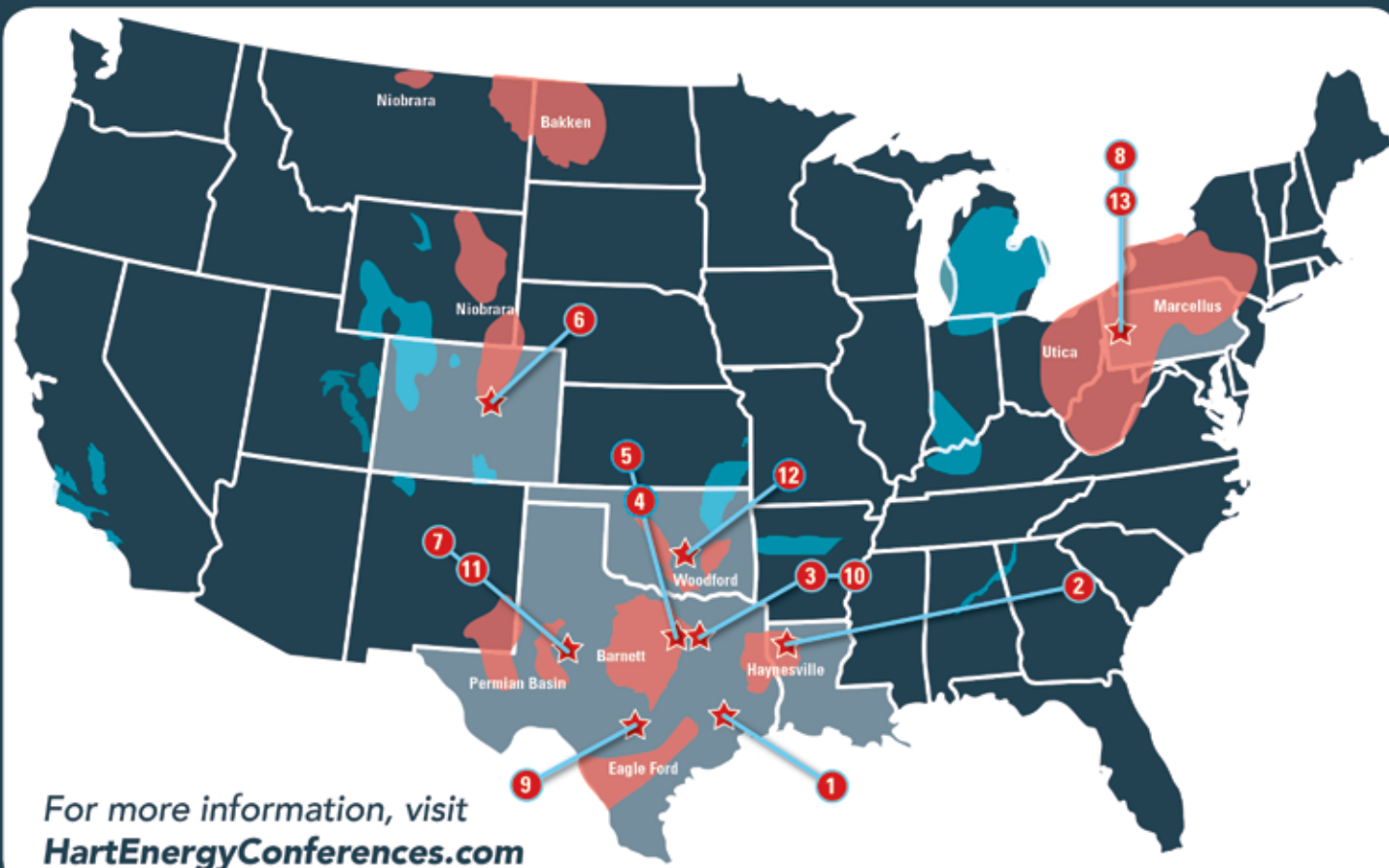
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- |                                                                                                                          |                                                                                                                                 |                                                                                                                                      |                                                                                                                                  |                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1</b></p> <p><b>25</b> <small>WOMEN</small><br/><small>IN ENERGY</small></p> <p><b>Feb. 12</b><br/>Houston, TX</p> | <p><b>2</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>HAYNESVILLE</p> <p><b>Feb. 19 – 20</b><br/>Shreveport, LA</p> | <p><b>3</b></p> <p><b>energycapital</b><br/>CONFERENCE</p> <p><b>March 5</b><br/>Dallas, TX</p>                                      | <p><b>4</b></p> <p><b>DUG</b><br/>SAND and WATER</p> <p><b>April 15</b><br/>Fort Worth, TX</p>                                   | <p><b>5</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>PERMIAN BASIN</p> <p><b>April 15 – 17</b><br/>Fort Worth, TX</p>                               |
| <p><b>6</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>ROCKIES</p> <p><b>May 14 – 15</b><br/>Denver, CO</p>   | <p><b>7</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>MIDSTREAM</b><br/>TEXAS</p> <p><b>June 5 – 6</b><br/>Midland, TX</p>      | <p><b>8</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>EAST</p> <p><b>June 18 – 20</b><br/>Pittsburgh, PA</p>             | <p><b>9</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>EAGLE FORD</p> <p><b>Sept. 24 – 26</b><br/>San Antonio, TX</p> | <p><b>10</b></p> <p><b>A&amp;D</b> STRATEGIES AND OPPORTUNITIES<br/><small>Conference &amp; Workshop</small></p> <p><b>Oct. 22 – 23</b><br/>Dallas, TX</p>       |
|                                                                                                                          |                                                                                                                                 |                                                                                                                                      |                                                                                                                                  |                                                                                                                                                                  |
| <p><b>11</b></p> <p><b>EXECUTIVE OIL</b><br/>CONFERENCE &amp; EXHIBITION</p> <p><b>Nov. 4 – 6</b><br/>Midland, TX</p>    |                                                                                                                                 | <p><b>12</b></p> <p>CONFERENCE &amp; EXHIBITION<br/><b>DUG</b><br/>MIDCONTINENT</p> <p><b>Nov. 19 – 21</b><br/>Oklahoma City, OK</p> |                                                                                                                                  | <p><b>13</b> <b>NEW DATES</b></p> <p><b>MARCELLUS-UTICA</b><br/><b>MIDSTREAM</b><br/>CONFERENCE &amp; EXHIBITION</p> <p><b>Dec. 3 – 5</b><br/>Pittsburgh, PA</p> |

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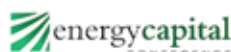


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# WHERE WOMEN STAND

A 2018 study of 1,200 women employed in energy revealed some surprises.

ARTICLE BY  
LESLIE HAINES

**W**hat do women think about energy employment, where have they progressed, and what more do they say they need?

One can draw some conclusions from the answers received from 1,200 completed surveys made in second-half 2018, in an online format. It was conducted by NES GLOBAL TALENT, which places job candidates in oil and gas, power, chemicals, mining and other energy-related fields through offices in 28 countries; and Energy Jobline, an online platform with 400 energy employers as clients.

Twenty-four percent of the respondents were from the U.S., 20% were from the U.K., 7% came from Canada, and the rest were dispersed across several countries.

Some 28% of the respondents had been in energy five years or less. Another 22% had been employed in energy 6 to 10 years, and 16% had been employed in energy 11 to 15 years. More than half, or 57%, were employed in oil and gas, 10% were in power and 10% were in renewables.

## Biggest Challenges

Lack of suitable roles	31%
Lack of mentors	20%
Lack of flexible time	12%
None	11%
Family	10%
Training	9%

"This report reveals that despite the global concern around the lack of female representation in energy, the status quo is finally being challenged. More women are claiming to work in a technical role than ever before, contrary to popular belief," the study said.

"There is also better representation of females in management, as well as a strong count in

the younger age groups. The study suggests women across all energy industries now believe their working environments are more inclusive."

However, the study also found that women still crave more mentoring and other kinds of support from their employers, such as flexible working conditions, verbal support, and better training.

"This could make all the difference in retaining the skilled female talent currently working in the sector. Furthermore, if employers fail to address the disconnect between their female employee's opinions and their own, they could experience a loss in female expertise."

The study noted a contrast between the number of women in traditional oil and gas and renewables. "The modernistic nature of renewables, as well as its strong advantage of being environmentally friendly, seems to be resonating with women who are in the infancy of their careers—the future leaders of the energy sector.

"Experienced females tend to be working in oil and gas, which will be widely due to the sector itself having had decades of activity," the study said.

## Women as primary breadwinners

The gender pay gap is still a significant issue for working women, as well as the ability to achieve a healthy work/life balance. The study said that for women in energy, the common assumption that men are the big earners is counteracted, as 63% of the respondents were the bread-winners. This number tends to be slightly higher in oil and gas (66%) than in renewables (55%).

"Interestingly, of the women who claimed to be the primary wage earners, nearly half had children (44%). The U.S. had the highest number of female professionals who were also parents (55%), whereas the U.K. came in at 40%.

"The USA is often ahead of the game when it comes to employment change, which suggests the region is also advanced in establishing flexible working opportunities for women with children."

## What Could Your Company Do To Be More Welcoming To Female Employees?

More flexible time	43%
Better communications	43%
Training/education	42%
Mentoring schemes	40%
More opportunity to network with other women	39%
Better benefits	32%
Better childcare benefits	23%





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