

25 **WOMEN** IN ENERGY

INFLUENTIAL

HARTENERGY

2020

Oil and Gas
Investor

Global Stewardship

Schlumberger has a long-standing culture of social and environmental stewardship in the communities where we and our customers live and work. We act on this in a variety of ways, including

- deploying technologies with a reduced environmental impact
- promoting HSE and STEM education globally
- prioritizing the United Nations Sustainable Development Goals that we can most positively impact.

We are committed to conducting business safely and in a manner that preserves and respects human dignity.

Find out more at

www.slb.com/globalstewardship



Schlumberger

25 **WOMEN** IN ENERGY

Celebrating Excellence

Hart Energy is again proud to spotlight 25 talented women who have risen to the top ranks of their energy companies, providing leadership and inspiration to all. This is the third year that we have identified 25 role models, based on dozens of nominations we received from the industry.

This year's 25 honorees are great examples of what happens when a woman sizes up the variety of opportunities available to her in the energy industry. They are founders of E&P companies, heads of business development, financial gurus and directors of technology for the biggest service companies in the world. One, Shauna Noonan, is president of the Society of Petroleum Engineers and has written several technical papers, in addition to her top-level position at Occidental Petroleum Corp. She told us she has no trouble staying motivated because this is such an exciting industry—and one that contributes to the standard of living we enjoy.

The oil and gas industry provides many roads to advancement, especially in the 2020s as the current generation of experienced managers retires. What's more, the industry is known for a wide variety of career options and possible work locations, some international. These factors make it attractive for women seeking professional fulfillment while needing flexibility as they combine exciting and challenging career paths with family life.

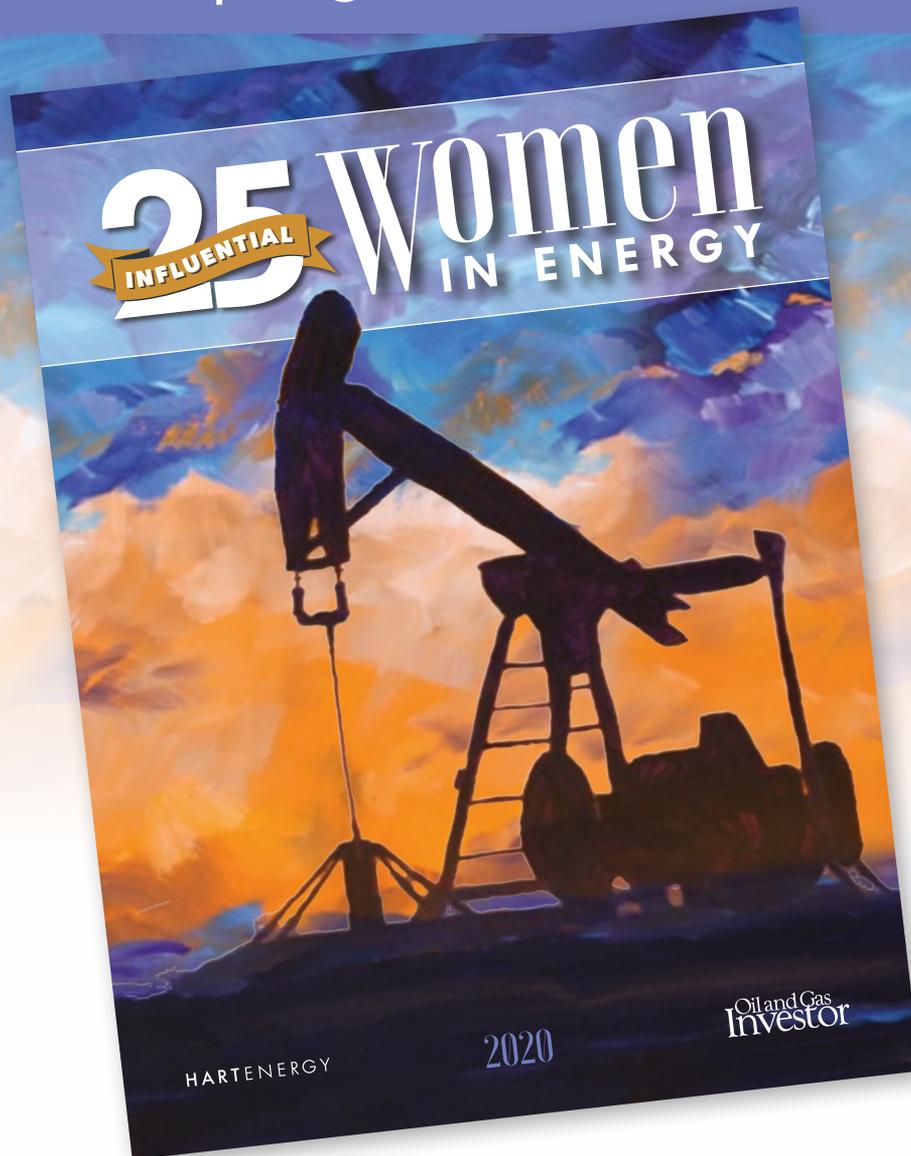
Some of our honorees loved oil and gas from the start because they grew up in families that were already involved in the industry. Others started out on a different career trajectory but, through unexpected events or meeting influential mentors, the lure of the energy industry grabbed them. Either way, the industry is the better for it, as studies continue to prove that greater diversity in the workforce enables corporations to thrive. They become more creative and innovative because diverse viewpoints can inform analysis in new ways.

Executives have learned that women bring to the table the same training, talent and grit as their male colleagues.

We like the advice many of these women shared. Kristen Ray, vice present of technology-petroleum for BHP, sums it up well: "Be inquisitive and constructively challenge fixed assumptions when you think there are better ways. I find that, all too often, there are great new ideas that get overshadowed by the status quo."

HARTENERGY

Now Accepting Nominations for 2021



We invite you to nominate an exceptional industry executive for *Oil and Gas Investor's* 4th 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.

All honorees will be profiled in a special report that will mail to *Oil and Gas Investor* subscribers in April 2021.

The deadline for nominations is **September 4, 2020**

InfluentialWomenInEnergy.com

A Supplement to
**Oil and Gas
 Investor**

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

Editorial Director
 Len Vermillion
 lvermillion@hartenergy.com

Editor-In-Chief
 Steve Toon
 stoon@hartenergy.com

Assistant Managing Editor
 Bill Walter
 bwalter@hartenergy.com

Contributing Writers
 Velda Addison Faiza Rizvi
 Darren Barbee Chris Sheehan
 Brandy Fidler Steve Toon
 Mary Holcomb Len Vermillion
 Joseph Markman Bill Walter
 Emily Patsy Brian Walzel
 Jennifer Presley Blake Wright

Creative Director
 Alexa Sanders

Senior Graphic Designer
 Max Guillory

Production Manager
 Sharon Cochran
 scochran@hartenergy.com

Executive Director, Digital Media
 Danny Foster

**Global Director of
 Business Development**
 Henry Tinne

Director, Business Development
 Chantal Hagen

**Business Development
 Representative**
 Kelli Muhl

Vice President, Sales
 Darrin West
 dwest@hartenergy.com

Publisher
 Kevin C. Holmes
 kholmes@hartenergy.com

HART ENERGY
 EVENTS | MEDIA | DATA | INSIGHTS

Vice President, Content
 Peggy Williams

Chief Financial Officer
 Chris Arndt

Chief Executive Officer
 Richard A. Eichler

Hart Energy © 2020

25 **WOMEN** INFLUENTIAL IN ENERGY

Table of Contents

Pinnacle Award Winner 4	HINDA GHARBI
Sharon L. Wood, Dean of the Cockrell School of Engineering at The University of Texas at Austin, the first woman ever to hold the position, leads more than 8,000 students and more than 960 faculty and staff to develop creative solutions to real world challenges.	Schlumberger Ltd.34
Lifetime Achievement Award.... 12	ANDREE GRIFFIN
For over 25 years, Leslie Haines has pioneered Hart Energy projects and served as an industry historian for oil and gas.	Exxon Mobil Corp.35
The Imperative For Inclusion 64	JOHANNA HAGGSTROM
Continued progress toward gender equality will help the industry thrive.	Halliburton Co.39
	SAM HOLROYD
	Independent41
	WENDY KING
	ConocoPhillips Co.42
	CATHY LEBSACK
	Devon Energy Corp.44
	SHAUNA NOONAN
	Occidental Petroleum Corp.46
	EILEEN PERILLO
TANYA ANDRIEN	Shell USA Co.48
Enverus 15	KRISTEN RAY
AMI ARIEF	BHP50
Tellurian Production LLC 18	HEATHER POWELL
EMILY BAKER	Ventana E&P LLC52
Lotus Midstream LLC..... 21	TIFFANY POLAK
ANDREJKA BERNATOVA	Marathon Oil Corp.54
Independent 22	JULIE ROBERTSON
BONNIE BLACK	Noble Corp.55
Pioneer Natural Resources Co. 24	BRENDA SCHROER
AMANDA BROCK	Concho Resources Inc.56
Solaris Water Midstream LLC 27	LIZ SCHWARZE
JAIME BUTLER	Chevron Corp.58
Baker Hughes Co. 28	KRISTIN THOMAS
STEPHANIE COX	Continental Resources Inc.60
Asset Solutions Americas, Wood Plc 31	CINDY YEILDING
KATE DAY	BP America Inc.62
Bracewell LLP 32	

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

Sharon L. Wood, Ph.D.

Dean, Cockrell School of Engineering,
The University of Texas at Austin

ARTICLE BY
JENNIFER PRESLEY

The University of Texas' slogan is "what starts here changes the world," and for Sharon L. Wood, it starts by building the bridges her students will traverse on their way to changing the world for the better.

Her experiences as a structural engineer, a researcher and a professor make her a natural fit for her role as the ninth dean of the Cockrell School of Engineering at The University of Texas at Austin (UT), holder of the Cockrell Family Chair in Engineering #14.

As the first woman to ever hold the position at UT, she leads one of the largest

and most respected engineering schools in the U.S., with more than 8,000 students and more than 960 faculty members and staff.

Wood grew up in Bridgewater, N.J., where her family still lives.

"I'm a fourth-generation civil engineer," she says. "My dad was working for a construction company when I was about eight years old, and he took me out to a site with him one day. I remember walking around on the steel girders and being fascinated. It was probably then that decided I wanted to be an engineer."

It was a decision that led her to the University of Virginia, where she "found it an interesting place to be a female engineer," as the university had gone co-ed in 1970.

"It had been an all-male institution for more than a hundred years up until the decade that I got there," she says. "As a result, so many women wanted to attend. About 30% of my engineering classes were women."

It was an experience she found duplicated at the Exxon Bayway Refinery in Linden, N.J. "I was an intern there for three summers during my undergrad years," she says. "Women were actually over-represented amongst the employees there, and I believe I benefited from having those experiences early on."

She continued her research in the performance of concrete buildings during earthquakes after getting a Ph.D. from the University of Illinois at Urbana-Champaign, where she also served on the faculty for 10 years. She joined the Cockrell School faculty in 1996.

"I was interested in doing experimental work on concrete structures, and the school's Ferguson Structural Engineering Lab had so much activity and so many prominent people that it was very attractive to me," she says. "We

were coming up with new ways to construct bridges to make them not only faster to construct but also ensuring the performance was the same as the more traditional methods."

Prior to her appointment as dean in 2013, Wood served one year as director of the lab. She also served as the chair of the school's Department of Civil, Architectural and Environmental Engineering for five years.

As an administrator, she doesn't have much time today for research or teaching, both of which she loves, but she finds inspiration in supporting new programs for student innovation, like the Cockrell School's

Texas Inventionworks. The program puts students in the roles of innovators, providing them with a systematic pathway to learn, build prototypes, solve problems, develop products and launch ventures.

“We also encourage them to tinker and iterate,” she says. “If they have their own idea about how they want to create something, it’s not going to work the first or probably even the second or third time. They have to spend time debugging. It is that debugging process that helps them grow as engineers.”

The profession of engineering, according to Wood, needs to serve all of society, and engineers’ solutions need to work for all of society. Having a diversity of voices, of points of view, in engineering help to ensure solutions work for all.

“By having a diverse student body like ours here, we’re hopeful that they’re going to come up with the creative solutions that propel our profession, our societies and our state forward.”

“By having a diverse student body like ours here, we’re hopeful that they’re going to come up with the creative solutions that propel our profession, our societies and our state forward.”



25 INFLUENTIAL Women IN ENERGY



Thank You

SALUTING THOSE WHO HAVE ACHIEVED

Black Diamond Sponsor

Schlumberger

Diamond Sponsors

HALLIBURTON



Emerald Sponsors



Deloitte.

WHITE & CASE

to Our Sponsors . . .

OUTSTANDING SUCCESS IN THE OIL AND GAS INDUSTRY

Ruby Sponsors



Sapphire Sponsors



BRACEWELL



ConocoPhillips



FRAGOMEN



PORTER | HEDGES



Supporting Sponsors





Deborah Byers



Dori Ginn



Dorothy Marchand



Laura Schilling



Helen Currie



Jennifer Hartsock



Ann Massey



Lisa Stewart



Janet Dietrich



Vicki Hollub



Regina Mayor



Cindy Taylor



Myra Dria



Nancy Jo House



Beth McDonald



Tiffany (TJ) Thom
Cepak



Claire Farley



Janeen Judah



Melody Meyer

2018 PINNACLE
AWARD WINNER



Deanna Farmer



Holli Ladhani



Stacey Olson



Ramona M. Graves



Ann Fox



Kathryn MacAskie



Alie Pruner

2019 HONOREES



Maria Claudia Borrás



Christine Ehlig-Economides



Jill Lampert



Olivia Wassenaar



Barbara Burger



Kathleen Eisbrenner



Mary Ellen Lutey



Gretchen Watkins



Denise Cox



Becca Followill



Maria Mejia



Cynthia Welch



Helima Croft



Robin Fredrickson



Niloufar Molavi



Melinda Yee



Susan Cunningham



Laura Fulton



Lees Rodionov

2019 PINNACLE
AWARD WINNER



Lisa Davis



Jennifer Grigsby



Robin Russell



M. Katherine Banks



Susan Dio



Diana Hoff



Michele Tyson

KEYNOTE SPEAKER

Col. Nicole Malachowski, USAF (Ret.) defies stereotypes. Yes, she was a jet fighter pilot, but if you think you know her based on that, you'd be wrong. A leader, a combat veteran, the first woman pilot on the Thunderbirds Air Demonstration Squadron, a White House Fellow and an inductee into both the National Women's Hall of Fame and the Women in Aviation International Pioneer Hall of Fame, Nicole's distinguished 21-year Air Force career exceeded her wildest dreams.

But the dream came to an end when a devastating tick-borne illness left her struggling greatly to speak or walk for almost nine months. An indomitable spirit, Nicole fought back against overwhelming odds and prevailed.

Drawing on stories from her career and personal life, Nicole inspires audiences to rethink the challenges they face every day. She urges them to go beyond resilience and become resurgent. Nicole empowers people with three key beliefs: failure and risk are the price of entry for achieving something great; sometimes you need to yield to overcome; and her personal mantra, "Nobody wants to lead a scripted life."



COL. NICOLE MALACHOWSKI

USAF (Ret.)

CONGRATULATIONS

PESA is proud to support our Member Company leaders who are named as Hart Energy's 25 Influential Women in Energy.



Jaime Butler

Vice President, Permian
Baker Hughes



Johanna Haggstrom

Director of Technology
Halliburton



Hinda Gharbi

Executive Vice President,
Reservoir & Infrastructure
Schlumberger



Amanda Brock

Chief Operating Officer
Chief Commercial Officer
Solaris Water Midstream

WOMEN IN ENERGY GIVE BACK

On behalf of the employees of Hart Energy and our sponsors, we are pleased to have donated some of the proceeds of the Women in Energy 2020 luncheon on March 4 to these charitable organizations.

LEAN IN | Energy

Lean In Energy is a circle of the Lean In community, which helps women achieve their ambitions and works to create an equal world. There are now more than 44,000 Lean In Circles in more than 170 countries, and new Circles are starting every day. Circles bring together women from all walks of life. In these small groups, women get and give peer mentorship, sharpen their skills and have a place to be unapologetically ambitious.

The organization advocates for better public policies and a more equitable workplace. It runs programs to combat bias and works to challenge gender stereotypes.

<https://leanin.org>



Women of Wardrobe (WOW) is a volunteer branch of Dress for Success Houston designated especially for young women. WOW's goal is to support Dress for Success Houston through their involvement and volunteerism in order to accomplish the overall mission.

Started in 1997, Dress for Success now has offices in more than 150 cities in 30 countries. It has helped more than 1 million women work toward economic self-sufficiency for themselves and their families by providing networking support, professional attire, coaching for job interviews and development tools to help women succeed.

<https://dfshouston.org>



Girlstart's mission is to increase girls' interest and engagement in STEM through innovative, nationally recognized informal STEM education programs. It aspires to be the national leader in designing and implementing innovative, high quality, informal STEM education programs that inspire girls to transform our world.

Through its comprehensive programming, Girlstart provides a year-round, intensive suite of STEM education programs for K-12 girls. Its core programs foster STEM skills development, an understanding of the importance of STEM as a way to solve the world's major problems, as well as an interest in STEM electives, majors and careers.

www.girlstart.org



Lifetime Achievement Award

Leslie Haines

Executive Editor-At-Large
Hart Energy, *Oil and Gas Investor*

Leslie Haines' deep involvement in the oil and gas community is long-standing. For 25 years she worked tirelessly as the principal editor of Hart Energy's flagship publication *Oil and Gas Investor*. And she was dedicated to building the magazine to what it is today, the leading industry publication serving the oil and gas investment community. She even moved with the magazine when Hart Energy's headquarters relocated from Denver to Houston in 1994.

Through it all, she became one of the recognizable faces of the industry to both legends of the industry and with new up-and-coming executives. It's a unique industry role that earned her the nickname "Queen of the Oil Patch" to many oil and gas insiders.

Top executives across the patch know and respect Haines, and they trust her to tell their narratives. The core audiences of industry executives, financial professionals and individual investors find that Haines speaks to them in well-written and timely columns and articles as well as in person as a frequent moderator and host at industry events.

"She is an icon in this industry. I think she represents and embodies as much of the character that we have in the oil and gas industry," said Bruce Vincent, former president of Swift Energy. "She's persistent, yet fair and balanced."

Under her leadership, *Oil and Gas Investor* expanded from a single magazine in the early 1990s to a multiplatform business franchise encompassing subsidiary magazines, websites, newsletters and conferences. Among her many accomplishments, she guided the launch of Hart Energy's DUG conference series, regional conferences held across North America that focus on unconventional resources.

"When I see her come into a room, I try to sit beside her and watch her take copious notes," said John Walker, CEO of EnerVest. "I would describe her as the historian of our industry now, because she's been doing this on so many subjects, so many basins, so many stories, I think she probably knows as much about our industry as anyone that I know."

Haines was instrumental in developing highly targeted *Oil and Gas Investor* events, including Energy Capital and A&D Strategies & Opportunities conferences. Additionally, she personally spearheaded the development of *Oil and Gas Investor Australia*, a daughter publication that served the Australian market from 2014 to 2016.

In addition, Haines has generated and led many financially successful supplements, white papers, webinars and special reports on such specialized topics as private equity, capital formation, capital options, minerals and numerous other areas. Often, these are new areas for the company, requiring a great deal of initial research and contacts to develop themes and craft the editorial tone and direction of the content. Most recently, she led Hart Energy's Permian 100th Anniversary special supplement, published in January 2020 and featuring a retrospective of the first century of that basin and a look forward to the coming century.

Haines' commitment to excellence has resulted in Hart Energy being recognized with many publishing industry awards for its products. During Haines' tenure as Editor-in-Chief, *Oil and Gas Investor* won the highly respected Neal Award for Business Journalism Excellence, and the magazine and their associated websites have received numerous top Folio and Azbee awards.

Haines was also personally awarded the prestigious Lloyd Unsell Award for Excellence in Petroleum Journalism from the Independent Petroleum Association of America, the foremost industry group for *Oil and Gas Investor's* core audience.

She was also honored by Folio: magazine as one of its Top Women in Media in 2018.

While you'd think that would be enough for one career, she hasn't stopped. Today, she serves as Executive Editor-at-Large for Hart



Leslie Haines interviews President George W. Bush on stage at the 2013 DUG East Conference & Exhibition in Pittsburgh.

Energy. In this role, she is a senior corporate adviser for Hart Energy and a mentor to up-and-coming Hart Energy employees.

Who better to mentor the next generation of oil energy editors? She is highly respected for her integrity, her fairness and her even-handed approach to the issues most important to Hart Energy's customers. Haines has given freely of her time as well, serving as past president and board member of the Houston Producers' Forum and as a board member of the Houston Energy Finance Group.

She is a magna cum laude graduate of Keene State College in her native New Hampshire and spent her junior year at the Universite de Dijon in Dijon, France.



Haines and former Secretary of Defense Robert Gates.

John Richels, former president of Devon Energy; the legendary George Mitchell; Haines; and Larry Nichols, co-founder and chairman emeritus of Devon Energy; at Hart Energy's 2008 tribute celebration for George Mitchell.



Congratulations to **Tanya Andrien**,
Chief Operating Officer at Enverus,
on being honored as one of
Oil and Gas Investor's

“25 INFLUENTIAL WOMEN IN ENERGY”



Leader at the forefront of energy innovation.

ENVERUS

CREATING THE FUTURE OF ENERGY TOGETHER
Learn more at enverus.com

TANYA ANDRIEN

COO, Enverus, Austin, Texas

Tanya Andrien's first foray into energy research on gas station concentrations and gasoline prices ended up helping to close a loophole in the U.S. government's post-merger analysis and plans. It was her undergraduate thesis during her senior year at Princeton University. And, she did it while playing shortstop for the Tigers' softball team.

The idea for the thesis came from her father, an economist who advises the government on offshore leases and bids, particularly in the Gulf of Mexico. "He proposed it as a thesis because he was interested in the outcome," Andrien says.

"What I found was the government required divestment in states where, if these companies would consolidate, it would create too much of a concentration in the market for gas stations. So, companies had to divest," she continues, "but they didn't specify who companies had to divest to. They'd divest to the next biggest player, and there would still be a concentration problem and an increase in prices at the pump."

She recommended that the government be more deliberate about who the companies had to divest to and how the process needed to work. Her father thought her findings supported the case for post-merger analysis, and he advocated for that with the government.

"Today the government is more targeted in how they tell people to divest," Andrien says, adding that she's sure the government did its own research as well.

These days her work in energy is still influencing decision makers as COO of one of the top data and software analytics firms in the industry, Enverus. Andrien was officially named to the post in October 2019. It's a bit of a different direction than the academic-focused work she'd done as an undergraduate and the consulting work she'd done in her first job at Navigant, in her now hometown of Austin, Texas.

At Navigant, she was once again working with energy companies, primarily on intellectual property. She consulted on litigation and expert witness testimony in multiple patent infringement cases. "I got to learn the technology," she says.

She found herself learning about frac fluids, diamond drillbits and dual drillstring technology on offshore rigs. She even spent two years working on energy trading cases that were fallout from the Enron collapse.

It was at Navigant that she also ended up working for Jeff Andrien, who would eventually become her husband and father to their three girls.

Once she had her MBA, she had two routes from which to choose, Andrien says. She could go the education route or back into energy. "I was much more interested in energy," she says.



Ironically, she ended up teaching at The University of Texas at Austin (UT) in the McCombs energy center. "So, I guess I got the best of both worlds," she quips.

"UT was a fascinating job, but there is no real career for an MBA at a university. You have to be Ph.D. or go the administrator route," she recalls. "I didn't want to be an administrator."

She says teaching at UT was a great way to make a difference. "We had a dilemma getting women into finance classes, and getting women into energy finance was nearly impossible," she says. But a class she taught, sponsored by BP Plc, had more success.

"We made it like a consulting course. I ended up with 50% women in my class because they like the collaborative element," she continues.

She says that following that class many of those students ended up going into energy-related positions after college.

Her path to Drillinginfo Inc., now Enverus, was somewhat accidental. She says she couldn't get into the door of the approximately 100 small oil and gas companies in Austin, where she wanted to stay.

"Drillinginfo had come to talk to me because they wanted to support some of our student activities. I reached out to one of my friends there to seek advice on companies in Austin. He said, 'What about Drillinginfo?'"

She wasn't sure she'd be a fit for a software company, but she ended up interviewing with the company over a nine-month period. Eventually they found a role for her—managing the financial services business. The department's clients included about 200 hedge funds, private-equity groups and investment banks.

"It's just been phenomenal. I have loved it," she says of her current company. She credits Enverus CEO Jeff Hughes as a mentor who has taught her "so much about best practices in running a product-based organization."

"He pushes me to expand my horizons but is always there to support me," she says.

Meet The
25
Honorees

“I'm thrilled at how the oil and gas industry in the U.S. has propelled the country to new levels of independence.”

**TELLURIAN CONGRATULATES
AMI ARIEF & ALL THE 2020
INFLUENTIAL
WOMEN IN ENERGY**



... of the earth, for the earth





BUILDING A NATURAL GAS BUSINESS TO DELIVER CLEANER AIR TO THE WORLD

Tellurian was founded by Charif Souki and Martin Houston and is led by President and CEO Meg Gentle. Tellurian intends to create value for shareholders by building a low-cost, global natural gas business, profitably delivering natural gas to customers worldwide. Tellurian is developing a portfolio of natural gas production, LNG trading, and infrastructure that includes an ~27.6 mtpa LNG export facility and an associated pipeline. Tellurian is based in Houston, Texas, and its common stock is listed on the Nasdaq Capital Market under the symbol “**TELL**”.

 @TellurianLNG |  Tellurian Inc. |  #CHATwithTELL | tellurianinc.com | **NASDAQ: TELL**

AMI ARIEF

Senior Vice President, Tellurian Production LLC,
Houston

When researching Ami Arief's 18-year career in upstream oil and gas, an outsider might look at project metrics, but Arief, senior vice president at Tellurian Production LLC, focuses elsewhere. "You can quote production numbers, but those are really the team's accomplishments. But I do have a story, looking back upon it, that I would say is my proudest moment," she says.

"When I first started out in the industry, I was having a difficult time connecting with my coworkers, because I was not only a woman but also a woman of color," Arief says. But over a decade later, while leading production operations for Southwestern Energy Co. in Arkansas and staying overnight in a Wichita Falls, Texas, motel, Arief perceived a threshold moment.

"[While browsing TV channels in the motel lobby,] the guys started complaining, and that's when I decided—this is my moment. I stood up with the remote, and I told them, 'For years I have had to read ESPN summaries on Sunday afternoons for things I don't actually care about. Today, I am your boss, and I say we watch Project Runway.'"

“Don't waste the resources that you have; there are plenty in the world who are without.”

Arief's ability to get a half dozen male field engineers to enjoy a fashion design TV series vividly captures her powerful combination of interpersonal skills and leadership drive. This combination has helped Arief throughout her career, which started on Exxon Mobil Corp.'s reservoir engineering team and includes tenure at Goldman Sachs on "one of the first technical teams employed by a financial institution to evaluate energy investments."

After Arief left Southwestern in 2016, that combination led to another transformative encounter, this time with Charif Souki, chairman of the board for global natural gas company Tellurian Inc.

Arief met Souki in 2017 when fundraising for Impact Natural Resources, an E&P she had co-founded with Goldman Sachs colleague John Howie. However, Arief says, "We wanted [Souki] to invest in our small company, but he turned the table around and said



'I really like your team, instead of investing in you guys, I want you to come be Tellurian upstream.'

"I have been with Tellurian since," Arief says. "I lead the geoscience, engineering and operations teams. We have built our small eight-member team to over 30 people, we've done a drilling program and now we're rocking and rolling." Her team is critical to Tellurian's planned Driftwood LNG facility, as "the low-cost natural gas that we produce is a hedge to the prices for supply to the plant."

Tellurian's global scope is important to Arief because oil and gas' capacity to transform "not just production or prices or access to energy, but the geopolitics of the world" motivates her.

"I traveled to Beijing in the middle of winter, and it was gray," she says. "I felt like I could feel myself breathing coal particulates. Clean air is a luxury, and what we are trying to do in the industry, like replacing coal with natural gas, is truly transformative."

But Arief's global awareness begins even earlier. Her late father sent Arief and her two sisters from Indonesia to the U.S. in the '90s for higher education, and he told her, "Money is a depleting asset and can be gone easily, but knowledge is an enriching asset. You will never run out, and you will get more out of it."

To younger professionals, Arief says that "it's not so much advice that I want to impart but really more of a plea. There are so many resources here, especially in this country, you can accomplish anything, so my plea is, don't waste your talents. Don't waste the resources that you have; there are plenty in the world who are without."

Arief implements this message in her own team. "I try to hire people who are smarter than me, who I can learn a lot from. I tell them, 'Hey, one day I hope I can work for you,' because I feel that's a true sense of accomplishment."

Applause & admiration

Congratulations to all
**25 Influential Women
in Energy** honorees

As a pioneering international law firm, we help our clients achieve their ambitions across the world's developed and emerging markets.

WHITE & CASE

whitecase.com



LEADERSHIP IS ABOUT SETTING AN EXAMPLE

By organizing and aligning people around common goals.

By driving growth and efficiency through innovation.

By inspiring others to do their absolute best.

Lotus Midstream Chief Commercial Officer and Founding Partner Emily Baker does all of this and more. Everyone she works with benefits from her leadership. EnCap Flatrock Midstream is proud to partner with Lotus Midstream and congratulates Emily on her selection as one of 25 Influential Women in Energy for 2020.



**EnCap Flatrock
Midstream**

www.efmidstream.com

Our core belief is that midstream success begins at the wellhead. We come to work every day to help our management teams bring oil and gas products from the wellhead to the best markets in the most efficient and effective way possible.

We are actively looking for new management teams. Call to arrange an introductory meeting.

Texas: 1826 N. Loop 1604 West, Suite 200 | San Antonio, TX 78248 | 210-494-6777
1100 Louisiana Street, Suite 5025 | Houston, TX 77002 | 281-829-4901

Oklahoma: 3856 South Boulevard, Suite 210 | Edmond, OK 73013 | 405-341-9993

EMILY BAKER

Chief Commercial Officer & Founding Partner, Lotus Midstream LLC, Sugar Land, Texas

Emily Baker entered the world of oil and gas after graduating from Oklahoma State University where she studied finance. Her first job out of college was an accounting position with PricewaterhouseCoopers where she did accounting for supermajor BP Plc. It wasn't until her next role at TEPPCO (acquired by Enterprise Products Partners LP) where she would become immersed in the midstream side of the industry.

"I interviewed for an operational position there—pipeline scheduling—and I remember coming home from that interview just being fascinated by the fact that there are pipelines under the ground that transport crude and gas," she says.

Baker's fascination and curiosity would later lead her to leadership roles at BlueKnight Energy Partners LP and Sunoco Logistics Partners LP (which merged with Energy Transfer LP).

With 15 years of oil and gas experience under her belt, Emily Baker used her extensive expertise in pipelines to launch Lotus Midstream LLC, an independent energy company focused on the development of midstream infrastructure and services.

Founded in 2017 with partners Mike Prince, CEO, and Jen Fontenot, COO, Baker serves as Lotus Midstream's chief commercial officer and is responsible for all of the commercial and business development activities of the company, including asset management and marketing.

Baker's leap out of the MLP world became one of her biggest milestones. "Working for a large publicly traded company where you felt secure, and walking away from that and starting your own deal, starting from scratch ... it has been a huge learning experience," she says.

Baker explains that after founding Lotus Midstream, the company quickly went from seven employees to 300 employees after acquiring Centurion Pipeline LP from Occidental Petroleum Corp. "Closing that deal in six weeks with seven employees was one of my biggest accomplishments," she says.

While Baker says she's been very fortunate in her upbringing in the industry, she never thought about the lack of women in leadership roles until she became a partner of Lotus Midstream.

"EnCap Flatrock [Midstream], our financial backer, told me and Jen Fontenot, my partner, that we were the first two women founders for EnCap. At that moment, you think, 'Wow.' I never thought about how few women there are in executive roles," she says.

However, Baker recognized that throughout the majority of her career, in most situations, she has been the only woman involved. "Not that you have to act differently, but I



Meet The
25
Honorees

learned early on in my career to fit into a man's world," she says.

"I will say I have been fortunate to work with great men over the years that have treated me with respect and mentors in my life that treated me no differently than my male peers, which I'm very grateful for," she continues.

"Not that you have to act differently, but I learned early on in my career to fit into a man's world."

One of those mentors who's been influential in Baker's career is Lotus Midstream's CEO, Mike Prince.

"He was the first person who ever sat down with me and said, 'What do you want to do? How can I help you achieve your goals?' I think that was one of the greatest things that could have been said to me because it wasn't somebody dictating my career path; it was me being able to say what I wanted to do and him helping me achieve that."

For the young women entering the oil and gas workforce, Baker advises "don't get discouraged and have thick skin.

"If you want to be treated the same as men, you have to be OK with being treated the same as men within the industry. It's a fine line—making sure that you are respected, not receiving special privileges because you're a woman."

When she's not leading her team on the next big pipeline project, Baker spends time with her husband and two children. She also devotes her time volunteering for Dress for Success Houston, a nonprofit focused on empowering women to achieve economic independence.

ANDREJKA BERNATOVA

Investor and Advisor, Energy Technology and Infrastructure, Houston

Shortly after Andrejka Bernatova joined her first portfolio company, the CEO asked her what she wanted to be in life. She responded, “I want to be where you are.” To seek a lesser role would be uninspiring. “Who wants to be No. 2? I want to drive the bus one day.”

Bernatova’s achievements and prominence in the U.S. energy sphere are both unlikely and a testament to her persistence. Last year Bernatova, as CFO, led the recapitalization of Goodnight Midstream LLC, a blue chip water infrastructure company. Before that, in 2015, she was instrumental in the \$225 million IPO of PennTex Midstream Partners LP and its eventual sale to Energy Transfer Partners LP and EagleClaw Midstream LLC for more than \$1 billion combined.

Her drive is perhaps best illustrated in her childhood. While growing up in a small village in Czechia, then known as Czechoslovakia, Bernatova, at 14, rode her bicycle from business to business to raise \$6,000 in sponsorships to study abroad for a year in the U.S., an opportunity that became available to eastern Europeans only after the fall of communism.



at Mubadala/Masdar, a sovereign wealth fund based in Abu Dhabi. Ultimately, she decided to fully focus on energy and moved to Houston in 2011 to work as an energy investment banker for Morgan Stanley.

With a skillset of strategic and financial solutions for the energy industry, Bernatova wanted to have an even more meaningful impact in the industry. “I’m not naturally wired to be an advisor,” she says. “I’m very direct; I like to drive real efforts toward real results.” That motivation led her to PennTex, where she joined a management team as vice president of finance and investor relations and could develop operating and business-building experience.

When she first arrived in Houston, she didn’t know anyone in the energy space, and they didn’t know her. Nine years later, that has changed, she says. “This is a welcoming sector. It’s a community that welcomes people who work hard. If you want to see results, make sure you put in the effort.”

Bernatova is married with two sons. She left Goodnight last summer and is currently advising and investing in the energy technology and infrastructure space as well as developing a platform involving a confluence of technology, power, renewables, and oil and gas. The energy sector “is going through a significant transformation,” she says, “and I want to play a role in driving that.”

Bernatova compares her life today to a 180-mile, five-day ultramarathon she once ran through the Saharan Desert. “I didn’t really appreciate the consequences of my decision at that point,” she confesses. “It pushed my limits beyond my imagination.” Packing all of her gear and food, she ran hours each day through 120-degree heat. “You truly wanted to quit every step of the way.”

That experience defines her, she says. “It’s just taking it step by step. It’s hard work; you’ve got to put in the effort. Set your sights on a goal and don’t quit until you achieve it, no matter how hard or painful it may be.”

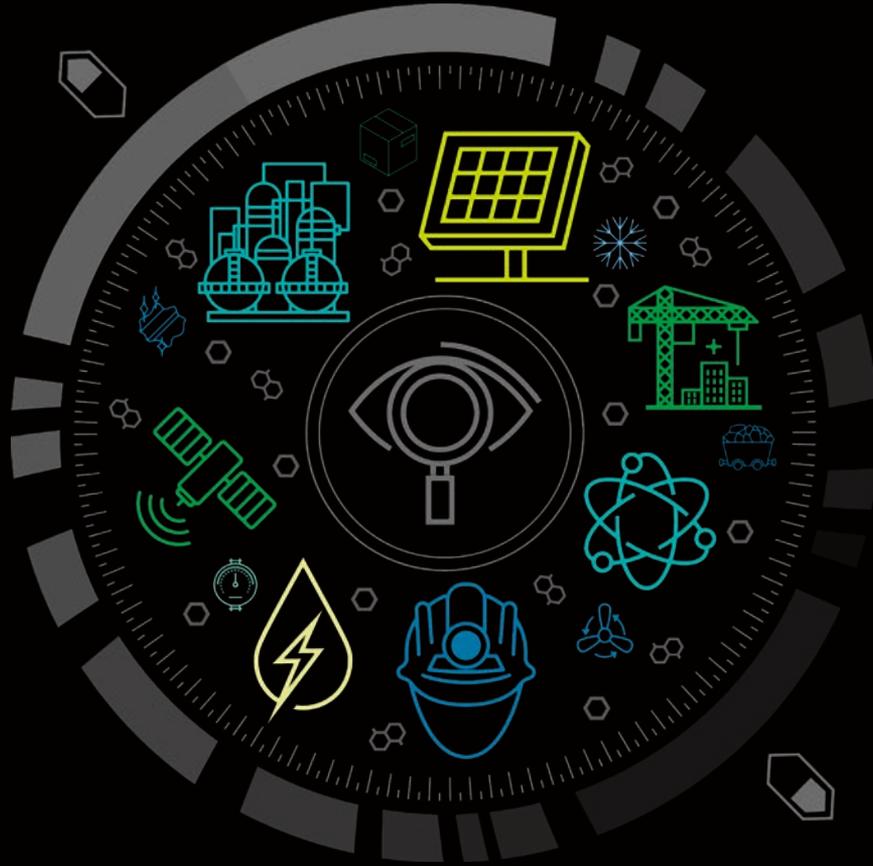
“It’s hard work; you’ve got to put in the effort. Set your sights on a goal and don’t quit until you achieve it, no matter how hard or painful it may be.”

Following her experience in the U.S., she was later denied a scholarship to a prominent boarding school in Switzerland, but Bernatova was not deterred. For 10 months she sent weekly, handwritten letters to the headmaster who ultimately acquiesced and awarded her a full scholarship.

She studied government at Harvard University on full scholarship, and while there she led a global information technology-focused project at the World Bank in Washington, D.C. But she didn’t feel she could make a daily impact at such organizations. “It’s nice to philosophize about how the world should look, but I wanted a tangible job with a real skillset and an actual task,” she says.

Upon graduation she joined the financial industry as an M&A investment banker with Credit Suisse before becoming an investor at The Blackstone Group in New York and later

Deloitte.



Rising to the top

Congratulations to the honorees of this year's 25 Most Influential Women in Energy.

Your vision has helped push the energy industry to new heights. And we can't wait to see what you achieve next.

www.deloitte.com

BONNIE BLACK

Vice President, Drilling, Pioneer Natural Resources Co., Irving, Texas

The formative years of Bonnie Black's oil and gas career were spent north of the Arctic Circle, working in remote, isolated locations, driving on ice roads under the northern lights, searching for polar bears with infrared cameras.

Black, an outdoors enthusiast, was ecstatic. "I wouldn't trade the experiences I had," she says. "I'm so fortunate to have been given that opportunity, and they paid me to do it. It was truly the most amazing job."

Roughly a dozen years later, Black's current role at Pioneer Natural Resources Co. isn't too shabby, either. In May 2019, she was named vice president of drilling for the company.

For much of her life, Black says, her male peers haven't treated her differently, or, if they have, she hasn't bothered to notice. Black grew up a bit of a tomboy in San Antonio, the daughter of a working mom and an Air Force fighter pilot. Her father taught her to hunt and fish at an early age.

"I was raised in an environment where I was never told there was something I could not do," she says. "That was never part of the discussion."

Before Black graduated high school in 1989, her father suffered a fatal heart attack. She was 17.

"I was always good at math and science, and he always told me, 'Well, you should go to A&M and be an engineer.' So, that's exactly what I did," she says.

At Texas A&M University, she was one of only a few women in the College of Engineering. She graduated with a bachelor's degree in civil engineering, specializing in environmental engineering. Her career began in Houston, where she worked cleaning up environmental messes at chemical plants, bulk fuel storage facilities and even gas stations.

After her family moved to Alaska in 2000, she joined a company as its third employee and spent the next five years growing it to a staff of 50. Black's own entrepreneurial spirit had her pining to start her own business. After opening her own engineering and environmental consulting firm with two partners, she and her staff worked for the largest oil and gas operators in the state, including BP Plc, ConocoPhillips Co., Unocal Corp. and Pioneer.

Offered a job by Pioneer, she began working full time for the company in 2007, overseeing health, safety and environment (HSE) for its Alaska operations. She took to Pioneer's philosophy of doing what's right.

"When challenged with, 'What are we going to do?' the answer is that we're going to do the right thing," she says. And after cleaning up after companies' messes, she was now in a position to prevent mistakes.



"We took a proactive stance on everything we did," she says. "How can we responsibly develop an oil field and not affect the wildlife? How can we responsibly drill and produce oil and not put any of it on the ground?"

Working in Alaska for Pioneer was not without its challenges. Managing HSE issues associated with an unprecedented project—building and operating an offshore gravel island drill site in the Beaufort Sea—required hard work, creative problem-solving and exceptional leadership skills. The stakes could not have been higher—a spill in Arctic waters would have been international news, and evacuating an injured employee would involve complicated travel logistics in harsh weather conditions, increasing health and safety risks. Black and her team delivered impeccable results on the project's HSE metrics.

Years later, Black makes sure that safety is paramount and that staff can feel comfortable challenging existing ways of doing business if they believe there are opportunities to do things better.

"The industry is changing, and that's a great thing," she says. "Today, I've got a lot of talented people, including a higher percentage of women, running rigs."

Her influence expanded even more in 2020 as Black joined Pioneer's management committee. And her role as vice president of drilling gives her the chance to develop a diverse team from the ground up.

"I take a lot of pride in what we do, because I ultimately want the oil and gas business to be seen as an environmentally sustainable business, and also one that's accepting of all people regardless of their gender or ethnic background," she says. "And we're getting there. I believe leadership support—and seeing successful leaders who look like you—is key to continuing this positive trend, certainly within the industry as a whole, and definitely within our company."

“I was never told there was something I could not do.”

CELEBRATING

25
YEARS

Kayne Anderson

Energy Funds

ENGAGED IN ENERGY INVESTING
SINCE 1992

811 Main Street, 14th Floor · Houston, Texas 77002 · (713) 493-2000
1800 Avenue of the Stars, Third Floor · Los Angeles, California 90067 · (800) 638-1496

www.kaynecapital.com

High Impact Leadership

“ On behalf of the entire team at Solaris Water Midstream, I take great pleasure in congratulating Amanda Brock on her selection as one of this year’s 25 Influential Women in Energy.

Amanda is a transformational leader who encourages, inspires and motivates our team to innovate and execute in ways that continue to help grow and shape our team and our company’s success. Amanda is tireless in her dedication to Solaris Water’s business, employees, customers, suppliers and shareholders. Her impact on our remarkable growth is immeasurable. ”

Bill Zartler

*Chief Executive Officer
Solaris Water Midstream, LLC*

Amanda Brock

*Chief Operating Officer & Chief Commercial Officer
Solaris Water Midstream, LLC*



Solaris Water Midstream owns, operates and designs water infrastructure assets across the Permian Basin, including cost-effective, efficient and reliable produced water gathering, transportation, disposal, recycling, storage, and frac water sourcing infrastructure.

Houston: 9811 Katy Freeway, Suite 700, Houston, TX 77024 | 281.501-3070

Midland: 907 Tradewinds Boulevard, Midland, TX 79706 | 432.203.9020

AMANDA BROCK

COO & Chief Commercial Officer, Solaris Water Midstream LLC, Houston

Having begun her professional career as a lawyer at Vinson and Elkins LLP, Amanda Brock's initial foray into the business side of the energy industry needed a bit of a nudge from an industry titan. Richard Kinder, the billionaire co-founder and CEO of Kinder Morgan Inc., identified Brock's talent and pushed her early on to shift her professional focus while the two worked at Enron.

"A pivotal milestone in my career was when Richard Kinder made it very clear that I should leave the legal side and go into the business side," Brock says. "He took a chance on me and put me in charge of power plants in the U.S., and then, ultimately, managing joint ventures and power-related infrastructure internationally. That was a huge milestone."

Brock's initial hesitancy as to whether she was the right person for the job, and new career path, was allayed by Kinder.

"I'd never been in a power plant in my life, and I asked Rich, 'Why me?'" Brock recalls. "He just said 'You'll figure it out.' I realized there wasn't much of a lifeboat. I was going to have to get out there and figure it out. Which hopefully I did."

A culminating milestone has been her role at Solaris Midstream and her relationships with Bill Zartler, the CEO, and the rest of the team. As the chief commercial officer and COO of Solaris Water Midstream LLC, Brock has had a key role in the buildout of more than 400 miles of pipeline, large-scale recycling systems capable of recycling more than 300,000 barrels per day of produced water and the drilling and construction of more than 20 saltwater disposal wells.

Her previous career stops included serving as CEO of Water Standard, focusing on water treatment, primarily in the offshore industry, as president of the Americas for Azurix Corp., where she was responsible for developing water infrastructure and services, and as president of Enron Joint Venture Management, managing Enron's global power assets and related partnerships.

With more than 25 years in oil and gas, Brock has had a front row seat to the changes the industry has experienced and continues to experience.

"The energy industry is in flux right now as it looks to redefine itself and focus more on free cash flow, environmental, social and governance, and the transition to renewables," Brock says. "At Solaris we are core to this emphasis, particularly with our extensive pipeline infrastructure system taking trucks off the road and our significant recycling operations all with the added benefit of helping operators lower LOE [lease operating expenses] by more effective utilization of water-related assets. We have been out front



with an incredibly talented team experiencing rapid growth in the core of the core in the Permian Basin. This has been quite a ride."

Brock acknowledges that, at many points in her career, she encountered challenges working as a woman in the energy industry.

"There are very few in our generation who were not treated differently because of their gender," she says. "You could choose to get upset, or you could choose—even though you knew in your heart it most likely wasn't the case—to believe in a meritocracy. You kept your head down, worked very, very hard, in many cases harder than your male peers, and hoped things would work out and change."

A board member of Cabot Oil & Gas Corp. and Macquarie Infrastructure Corp., Brock also serves on the executive committee of the Texas Business Hall of Fame, which provides scholarships to business students in Texas and supports the Rice University entrepreneurial prize. She has also established a charity, Milwane Arts, which supports art cooperatives, disabled, and women and children in Zimbabwe, where she spent a large part of her childhood.

Brock and her husband Robert have two sons, Ryan and Robert.

"I could not do any of this without the support of my husband, who has been my biggest cheerleader, but also my two wonderful sons," she says. "When you are trying to balance career, being a wife and motherhood, it is very difficult. Your family has to make many sacrifices particularly, when you travel, work long hours and have long absences. I am so grateful for the support and love these three amazing men have given me."

“There are very few in our generation who were not treated differently because of their gender.”

JAIME BUTLER

Vice President of Permian, Baker Hughes Co.,
Midland, Texas

When an opportunity to serve presents itself, Jaime Butler seizes it. That approach has helped her rise from her first job as an inventory coordinator for Baker Hughes Co. to the company's vice president of the Permian Basin.

"If you serve others, then everything will come naturally. Focusing on others around you and their success is important," she says. "It's the one big piece of advice that I offer young professionals. That, and be a 'learn-it-all' rather than a 'know-it-all.' I tell my team to make sure they listen to understand, not to respond."

Butler began her career in 2001 at Baker Hughes while pursuing her bachelor's degree in business marketing from the University of Phoenix. It was at Baker Hughes that she came to discover her true learning style after years of struggle.



supply chain management from Penn State University in 2011.

In July 2018, she was promoted to vice president of the Permian Basin for the company. Moving to the Permian was a pivotal moment in her career.

"Leading our Permian business has been one of the most challenging roles in my career, as this basin is very dynamic and fast-paced. Being at the epicenter of oil and gas, this basin offers limitless opportunities to learn as well as the potential to develop new technologies to drive our future growth."

In addition to her work role, additional points of pride and focus for Butler are her roles as wife and mother. "Most of what I do outside of work is centered around my family. If it is not participating in a civic or charitable event, then I'm spending time with family. We love being outdoors and playing sports," she says.

One activity Butler is highly involved with is the Permian chapter of the Women's Energy Network, where she serves on the advisory board. Another is the Young Women Energized program that raises money and provides scholarships for local high school women here in the Permian Basin. Last year the program raised and provided \$40,000 in scholarships, according to Butler.

The energy transition underway and its future keeps Butler motivated about the oil and gas industry today.

"Baker Hughes recently announced that we're an energy technology company, and last year we announced our goal to achieve net-zero CO₂ equivalent emissions by 2050," she says. "Meeting that goal while also changing the mindset about our industry and reducing our carbon footprint is what motivates me. There are so many technologies out there that already exist. It is the technologies that we will create and innovate over the next decade or more that will transform the industry."

“If you serve others, then everything will come naturally. Focusing on others around you and their success is important ... Be a 'learn-it-all' rather than a 'know-it-all.' I tell my team to make sure they listen to understand, not to respond.”

"I wasn't what you'd call your typical student. Growing up, I had a learning disability that made studying and comprehending content difficult. It continued until I started working here at Baker Hughes," she says. "I could touch and hold things. I discovered that by experiencing something in a real way, I am a better learner."

It is an experience that Butler believes shaped her into the person she is today.

"Everything defines who we are," she says. "I don't know if I would be who I am now if I had not gone through that experience then," she says. "Here I am 19 years later, still learning and growing."

In that time, Butler has held various supply chain, manufacturing, finance, technology, field operations and commercial roles within the company, became a wife and mother of two sons, and earned a master's in



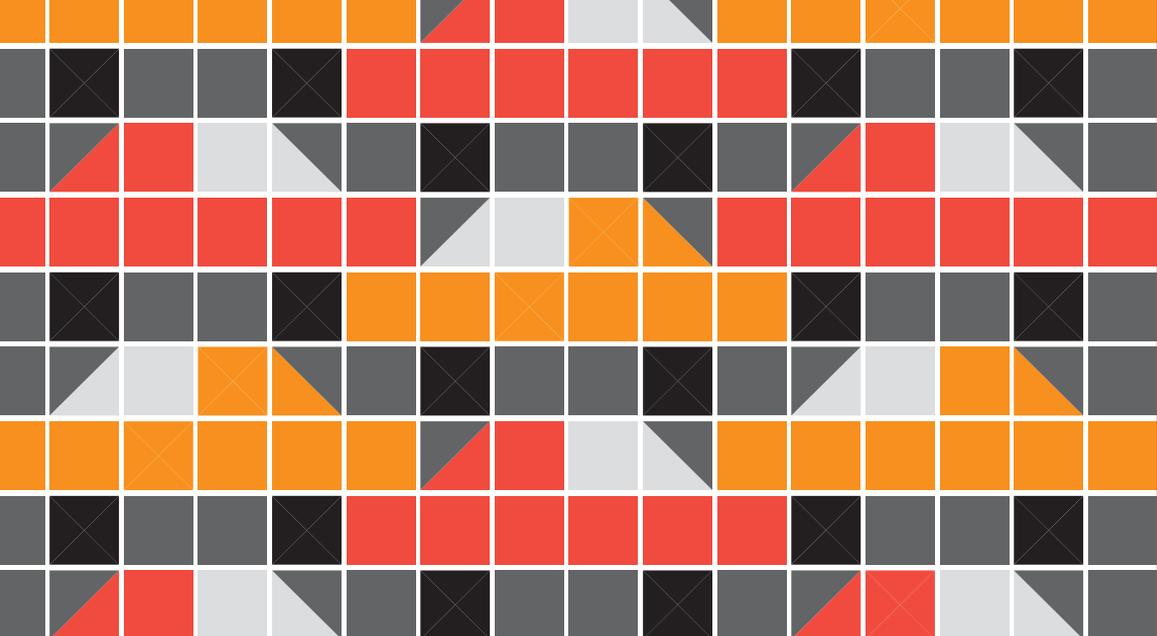
**BE
HERE**

Experience the
Best of Women's Golf

CHAMPIONS GOLF CLUB | JUNE 4-7

From individual daily tickets to hospitality opportunities for groups of all sizes, there are several ways to experience Houston's first U.S. Women's Open Championship. We'll see you at the course in June!

USWOMENSOPEN.COM | [#USWOMENSOPEN](https://twitter.com/USWOMENSOPEN)



Fuel a diverse culture of innovation.

In this digital age of tech-driven mobility,
upskill your people to make, drive and
imagine what's next.

To learn more from PwC's energy practice,
visit: pwc.com/us/energy



© 2020 PwC. All rights reserved. PwC refers to the US member firm or one of its subsidiaries or affiliates, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.

STEPHANIE COX

CEO, Asset Solutions Americas, Wood Plc, Houston

After graduating from Michigan State University with a bachelor's degree in supply chain operations, Stephanie Cox was looking for an opportunity that would enable her to apply the knowledge she had gained and to learn and be stretched in a job that further developed her skills. She didn't have her sights set on the oil and gas industry, but she was immediately attracted by the career opportunities that Schlumberger Ltd. presented as an employer.

She joined the firm in 1991, and she spent the next 28 years in increasingly key roles of supply chain, manufacturing and operations for the Gulf of Mexico offshore, Asia and North America businesses and leading human resources for the company, which employs more than 100,000 employees globally.

"One of the many reasons I was drawn to Schlumberger was because that first job had significant responsibility, and I could use what I learned in university and past internships right away; it felt like a real job that I could immediately contribute," Cox says.

"I worked very hard. I really stretched myself. I was flexible, open-minded and mobile, and because of that the company gave me roles of increased responsibility and diversity throughout my career."

After nearly three decades at Schlumberger, Cox took on a new career challenge in October 2019 and was appointed CEO of asset solutions Americas for Wood Plc, an opportunity she says allows her to apply her leadership skills to a more extensive range of operations and sectors, ranging across the U.S., Canada, Trinidad, Brazil, Mexico and Guyana.

"I was intrigued to look beyond just the upstream oil and gas industry, and to a role where I would have a wider span of responsibility," she says.

"What I liked about Wood is that it covers a broader portfolio than just oil and gas; it's a company that has really diversified in recent years into renewable energy, including solar and wind, environmental and infrastructure, downstream and petrochemicals.

"The company is seeking to deliver sustainable solutions to secure energy supply as our industry seeks balance in energy transition. I wanted to be a part of that."

Cox says that as her career progressed, she never felt that she was treated differently as a woman in the oil and gas industry.

"From a gender standpoint, I wasn't treated differently coming into the job, nor was I from an experience standpoint," she says. "That was something I really appreciated at Schlumberger because when you're coming out of school at 22 years old and when you're working with colleagues who are your parents' age, I was grateful and surprised I wasn't treated as just



some kid, even though I was the youngest person for a long time.

"And yes, I was typically the one female in the room in many settings for many, many years, but I wasn't treated in a way that I felt [was] uncomfortable."

Cox counts among her career milestones her first role managing manufacturing at Schlumberger, particularly since her early career focused on supply chain logistics.

"My whole team probably had 15-plus more years' seniority than I did," she says. "They had never worked for a female before, and I had a lot of really significant responsibilities with that job."

“ [Wood] is seeking to deliver sustainable solutions to secure energy supply as our industry seeks balance in energy transition. I wanted to be a part of that. ”

Another early milestone was her first operational role managing the Gulf of Mexico operations post-Hurricane Katrina—not having an engineering background and leading operations was a unique experience.

"This was one of the first jobs where I really had to rely on the expertise of my team and use different skillsets to lead a team and outperform key targets. This continued with larger operational roles for Asia and North America," Cox said.

"It was very rewarding, and I continued to utilize those leadership skills throughout my career at Schlumberger and now at Wood."

KATE DAY

Partner, Bracewell LLP, Houston

As an energy finance lawyer at Bracewell LLP, Kate Day represents banks and energy companies in debt transactions. She typically advises on bank and other private debt, and she also works in hedging and derivatives.

“Right now, I’m representing an agent bank that has put together a syndicate of other banks to provide a reserve-based loan facility to an E&P company,” Day says. “I am also working on credit facilities in the midstream, oilfield service and commodities finance spaces.”

These days, given the current market conditions, she finds herself working on several restructurings, too, as she has in prior downturns. But, she says, some areas of the industry are doing better than others.

Despite the difficulties in today’s oil and gas market, Day is working in the career she always wanted.

A graduate of Rice University and the University of Virginia School of Law, Day found her calling to the energy industry during her college internships with Enron. “That experience taught me two things: that I wanted to be a transactional lawyer and that the most exciting deals being done in Houston were energy deals,” she says.



“When I moved back to Houston after law school, I sought out my current firm, Bracewell, which then had—and still has—a stellar reputation in the energy space.

“I interviewed all over the place, but I liked the people at Bracewell and felt like they were working on some of the most interesting deals. It was a pretty easy choice for me, and I’ve been happy at Bracewell ever since.”



**OVER 40 YEARS
SERVING
THE ENERGY
INDUSTRY**

DELIVERING THE WORKFORCE OF TOMORROW//

TAILORED SOLUTIONS//

- Contract Staffing
- Permanent Hire
- Managed Solutions, contingency and project-based
- Fully outsourced service
- Global Mobility and Assignment Support services

GET IN TOUCH//

E: houston@nesgt.com
T: +1 713 551 4444

DOWNLOAD OUR WOMEN IN ENERGY SURVEY//



We’ve partnered with Energy Jobline and POWERful Women to gather views and opinions from women working in the energy sector. Key themes include:

- staff retention
- why is there a lack of female leaders?

If you’d like a copy of the results, please visit our website.

WWW.NESGT.COM

NES
Global Talent

In the early days of her career, often she was the only woman in a deal negotiation. Not so anymore.

“The demographics of our firm and our practice group have changed over time. Women partners outnumber male partners in Bracewell’s finance practice now,” she says. “I had primarily male mentors and am grateful to them for their trust, guidance and advocacy. They opened a path for me to grow a career at Bracewell, which is an advantage not all of my female peers in the energy industry have had.”

One of those mentors was Robin Miles, who was Day’s supervising partner when she joined Bracewell. “Robin taught me how to do what I do,” she says. “He put me in front of his clients early, and some of those clients are now also my clients. From the beginning, he involved me in every step of each deal we worked on, so I was able to take in the big picture, which made me a more experienced lawyer earlier in my career.”

She says it’s no longer as uncommon to see women on energy finance deals, adding that her team usually will skew more female than most because of the number of women finance lawyers at Bracewell. “Because of the mentoring we provide to our women associates and our recruitment of women associates, Bracewell has a lot of really talented female associates as well,” she says.

As for her advice to other women getting into law firms, she says, “Show up, ask questions and work on every deal you can get your hands on, even ones where you don’t yet have the relevant expertise. There’s no way to become an expert without getting your hands dirty. Advancement in a professional services firm is closely linked to doing excellent work for top clients, so you want to be looking for opportunities to get yourself involved in those deals whenever you can.”

Day recently finished a three-year term on the firm’s management committee. “That’s been an amazing experience,” she says. “My favorite part has been getting to know—on a deeper level—all of my partners’ practices and how they fit together to make our firm work.”

Day is also a mom to two middle school-aged children. She said one of the proudest achievements of her career is that she’s made it through “that toughest part of a woman’s career, when she’s having children and deciding which path her career is going to take. That’s a really hard time, and it’s easy to experience self-doubt and guilt about your choices, until you have a few years of experience filling both roles and can figure out where your happy medium falls. The important thing is to give yourself a chance to prove what you can do, both to yourself and others. You might be surprised [at] what you are capable of—I was.”

“There’s no way to become an expert without getting your hands dirty.”

Attorney Advertising

Congratulations to Bracewell Partner

Kate Day

on being an honoree at the

25 Influential Women in Energy Luncheon

BRACEWELL

We Know Energy®

bracewell.com

TEXAS

NEW YORK

WASHINGTON, DC

CONNECTICUT

SEATTLE

DUBAI

LONDON

HINDA GHARBI

Executive Vice President of Reservoir and Infrastructure, Schlumberger Ltd., Houston

Women at oil fields were a rare sight in the mid-90s, when Hinda Gharbi began her career at Schlumberger Ltd. as a wireline field engineer in Nigeria. Accommodation on site was always an issue for female workers, and site managers struggled with that. But with constant determination and a professional attitude, she gained support and made her way up in the company.

Eight years after joining Schlumberger, the company gave her leadership of the new technology portfolio of its wireline product line. “Trusting me with managing such an important portfolio was both an honor and a responsibility. I think this is where having people—especially respected leaders in the organization—believe in me was such a boost,” Gharbi says.

Early in her career, when she was struggling with starting a family and accommodating a demanding schedule of long working hours and frequent travel, Gharbi recalls that she was given the best piece of advice, for her, by a senior human resources official. He said: “Don’t over plan. There are too many parameters, and it is too complex. Just have your kids and deal with things as they come.”



Despite a successful career in the industry, Gharbi says she has promised herself to never stop learning. “I have been very fortunate to have had multiple opportunities to learn, acquire new skills and knowledge and to improve on my development areas. Career progression came as result of that.”

Gharbi believes it is a defining time for women in the oil and gas industry. She is impressed to see that women who are joining the industry possess a clarity of purpose, quest for learning and strong determination to progress. “As I travel around the world and meet our customers, our people in the field and other industry players, I see so many women in key roles. It used to be rare to meet women in leadership roles at senior levels. This is no longer the case,” she says.

However, she believes there’s still much to do. “For those of us who have spent a number of years in the industry and are in senior leadership positions, we must facilitate the path of these women and become their best champions,” she says.

Teaching from her own experience, Gharbi always advises young professionals to take risks. “If you are up to it, take on that proposed role even if it’s not fully aligned with your strength areas. Jump on that expatriate opportunity or the remote geographical assignment. Try something that could be challenging—there’s no guarantee of success, but certainly you will gain insight that could be life changing,” she says.

The industry’s incredible technological innovation as well its global nature and amazing diversity of the people and cultures have helped Gharbi remain passionate about her profession. “I’ve been continuously learning new things about people, places, history, culture and technology. That is extremely stimulating and has helped me evolve as a person and gain understanding of our world beyond my expectations,” she says.

“As I travel around the world ... I see so many women in key roles. It used to be rare to meet women in leadership roles at senior levels. This is no longer the case.”

Gharbi says she found that very liberating. “You can’t figure out everything ahead of time. You discover along the way what works for you and your family and how to achieve your own work/life balance.”

In her 24-year career in the oil and gas industry, Gharbi has held various technical and management positions in operations, product development and human resources in France, Thailand, Malaysia, the U.K. and the U.S. She currently serves as the executive vice president of reservoir and infrastructure, a position she assumed in February 2019. Prior to her current role, she was vice president of human resources for Schlumberger, president of the reservoir characterization group, president of Wireline, president of Schlumberger Asia and vice president of health, safety and environment.

ANDREE GRIFFIN

Unconventional Development Manager, Exxon Mobil Corp., Spring, Texas

While receiving her master's degree in geology from Texas Christian University, Andree Griffin came across her most valuable find. In 1987, the Fort Worth native was offered an internship with Sun Exploration and Production Co. in Abilene, Texas. Recently married and hesitant to move across the state, Griffin scouted advice on her dilemma.

"Getting input from people whom I admire, because of how they work, learning from their experiences, or what they have accomplished, has caused me to make career decisions with more conviction than I might have on my own," she says.

Her graduate school thesis advisor shared the dire state of the industry with her but said "you will accept." The advice taught her the importance of listening and asking questions, which she has utilized as a golden nugget to success across her 35-year career in the industry.

As an intern, Griffin's work included prospecting for sand channels on the Eastern Shelf of the Midland Basin, and by Griffin's graduation, the company offered her a permanent position as a production geologist.

"I loved putting the puzzle pieces together to understand the hydrocarbon system and the subsurface," she says. "I could not imagine having more fun than that at work."

As a woman on the job, Griffin knew that her gender was a factor, but her approach was to establish the importance of every job whether held by her or her male colleagues. The more she maintained a level of respect, the more receptive the onsite team was to helping her get the job done. She even invited her colleagues to her scope to see what she was testing and explained why it was significant.

"Often the rig hands, once they understood how our jobs were connected, would catch my samples for me. The tool pusher would let me set up a scope in the dog house rather than on the roof of my car," she says. "It was a powerful lesson [I learned] that if people know they are an important part of a team, good things happen."

Sun E&P reorganized, and Oryx Energy Co. emerged in 1989. Griffin's last position was as the North American planner. Prior to that, she worked on Sun's exploration divisions focused on the Permian Basin, the Barnett Shale, well before the advent on unconventional, and Texas Gulf of Mexico.

She went on to hold various leadership positions with Union Pacific Resources Group Inc. (UPR), Burnett Oil Co. and Wagner Oil Co. before joining XTO Energy Inc. as a division geologist in 2004.

Griffin remembers joining XTO, Exxon Mobil Corp.'s subsidiary, at the advent of unconventional development and—recently



celebrating 15 years with XTO—she has had the chance to see the industry "progress unconventional in all aspects, from resource quality analyses, technology application and development practices."

At her start with UPR, onshore 3-D seismic was transforming domestic exploration. Now, she sees the unconventional landscape being shaped by horizontal drilling, hydraulic fracturing and artificial intelligence.

"This segment of our industry is so young, but to see how far we have come in such a short time is truly amazing," she says. "Thanks to the unconventional development in the last 15 years, energy independence is a reality. We now have the ability, as a country, to share the resources we have with the rest of the world."

Exxon Mobil acquired XTO to enhance its unconventional position in 2010. In 2018, Griffin was part of the team tasked with moving a large XTO group from the Fort Worth, Texas, campus to Exxon Mobil's Spring, Texas, location. She currently manages its unconventional development team focused on driving technology application, business development and efficiencies.

"The resource identification is no longer the most critical issue," she says. "Our focus is now on developing and extracting the hydrocarbons in the most cost effective manner to optimize value."

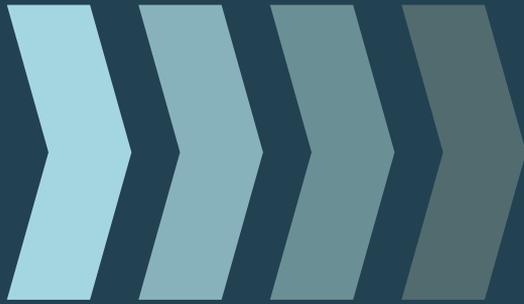
Griffin encourages the next wave of professionals to stay driven, passionate and curious to continue learning, especially as technology develops.

"Those that have a high degree of intellectual curiosity are those that I have seen do really well in this industry," she says. "Today's workforce is largely technology driven. The tools and artificial intelligence provide options for understanding the subsurface, the efficiencies of operations and the value that can be derived from our efforts; learn to use them."

Meet The
25
Honorees

“It was a powerful lesson [I learned] that if people know they are an important part of a team, good things happen.”

2020 Hart Energy Events:



CONFERENCE & EXHIBITION
DUG
BAKKEN AND ROCKIES

Feb. 18-19
Denver, CO
Colorado Convention Center

20 Years in the Bakken


energy
capital
CONFERENCE

March 2
Dallas, TX
Fairmont Hotel – Dallas


25
INFLUENTIAL
WOMEN
IN ENERGY

March 4
Houston, TX
Hilton Americas – Houston

The world depends on energy, and energy professionals depend on us.

CONFERENCE & EXHIBITION
DUG
EAST

MARCELLUS-UTICA
MIDSTREAM
CONFERENCE & EXHIBITION

June 16-18
Pittsburgh, PA
David L. Lawrence Convention Center

CO-LOCATED

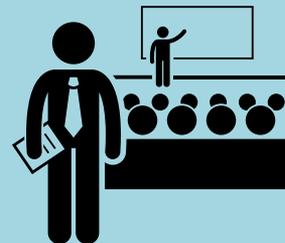
CONFERENCE & EXHIBITION
DUG
EAGLE FORD

Sept. 9-11
San Antonio, TX
Henry B. Gonzalez Convention Center

DUG Eagle Ford Forum:
September 9

HARTENERGY Conferences

In 2019, Hart Energy organized **14 events**



300+ industry-leading speakers

620+

sponsors



Where Business Meets Opportunity

CONFERENCE & EXHIBITION
DUG
PERMIAN BASIN

April 6-8
Fort Worth, TX
Fort Worth Convention Center

Permian Water & Sand Forum:
April 6

A&D Forum:
April 6

100 Years of the Permian

CONFERENCE & EXHIBITION
DUG
HAYNESVILLE

May 19-20
Shreveport, LA
Shreveport Convention Center

CONFERENCE & EXHIBITION
MIDSTREAM
TEXAS

June 2-3
Midland, TX
Midland County Horseshoe Pavilion

CONFERENCE & EXHIBITION
DUG
MIDCONTINENT

Sept. 22-24
Oklahoma City, OK
Cox Convention Center

A&D
STRATEGIES AND OPPORTUNITIES CONFERENCE

Oct. 27-28
Dallas, TX
Fairmont Hotel – Dallas

 **EXECUTIVE OIL**
CONFERENCE & EXHIBITION

Nov. 3-4
Midland, TX
Midland County Horseshoe Pavilion

Folds of Honor Golf Tournament:
November 2

Permian Basin Water Forum:
November 3



Attracting more than
13,000 attendees



840+



exhibitors



For more information, visit HartEnergyConferences.com



Women Come to Halliburton to Succeed. And They Do.

Women come to Halliburton to be smart, creative, innovative engineers, and to have phenomenal opportunities to become smart, creative, innovative leaders. Because at Halliburton, we believe that diversity of people, ideas, perspectives, skills, and knowledge is key to long-term success.

Halliburton is proud to to be a Diamond Sponsor of the 25 Influential Women in Energy Luncheon, and we congratulate honoree Johanna Haggstrom, Director of Technology, for her accomplishments and dedication to advancing the future of Oil & Gas technology.

[halliburton.com](https://www.halliburton.com)

HALLIBURTON

JOHANNA HAGGSTROM

Director of Technology-Baroid, Halliburton Co.,
Houston

Johanna Haggstrom's energy career began when her future employer visited her campus to scout out prospects. Though Halliburton Co. was looking for new talent, it was Haggstrom who saw the potential in joining the multinational corporation.

The visit was the first time Haggstrom considered a career in energy as she was obtaining a Ph.D. in chemistry from Kansas State University. Aware that it was a turn in a different direction, she felt that Halliburton embodied all the qualities she deemed important to her professional journey.

"When I considered all the available options, it seemed like the industry, and the company, would be the best fit for myself and my career goals," she says. "I really liked the idea that there was near limitless possibilities for career paths, roles and work locations."

Joining the Oklahoma team as a senior scientist in 2007, Halliburton was Haggstrom's first direct job in the oil and gas industry. She climbed to tenet manager of water conservation in 2010 and held the role when she relocated to its Houston office.

Less than a year after relocating to Houston, she would face a great career milestone when asked to relocate to a newly created position in Switzerland. The role, technology manager for Halliburton Worldwide GmbH (HWG), carried uncertainty because it was part of a new entity of the company.

"The role was not on a traditional career path," she says. "In fact, when I was offered the role, it was even communicated to me that taking this role would likely delay my career progression, as what I really needed was people-management experience."

After deliberating for three days with her husband, she accepted both the opportunity and risks back in 2013. The job pushed her leadership to new heights with duties to obtain buy-in and support from more senior leaders in various business units—without any direct authority—to establish HWG's technology function, including corporate governance, technology spend process and technology strategy.

"This role came with a steep learning curve and definitely put me outside of my comfort zone as I went through the process of learning how to best manage our senior stakeholders," she says.

She returned to Houston after the three-year position and was named Halliburton's director of technology for the Baroid product line in 2017. In the period before her promotion, Haggstrom was the discipline lead of applied sciences for the Production Enhancement product line for the company in 2016.

"Ultimately, I believe my willingness to take the risks associated with this new role



and executing it effectively is what ended up accelerating my career progression, instead of slowing it down."

One of Haggstrom's key priorities is being an advocate for diversity. After all, she notes, the industry's evolution depends on diversity and inclusion to provoke innovation.

"The future of this industry is still to be shaped," she says. "Companies know they must focus on diversity and inclusion in order to move the industry into the future."

"To ensure success we must have access to the best and most diverse talent, as these are no easy challenges, which call for true disruptive innovation," she says. "Each and every one of us currently working in this industry need to do a better job attracting new talent to the industry, and we must truly take advantage of all talent available—across genders, cultures and countries—in order to succeed."

Haggstrom has participated in several events that support diversity and inclusion including SPE's "Beyond Diversity—A New Norm" workshop. She also spoke at the Women's Global Leadership Conference in Energy and on the "Women in Industry" panel held by the American Chemical Society.

Haggstrom leads a team comprising 15 different nationalities, nearly 40% of whom are women. Additionally, her team has accomplished over a 50% hiring rate of women in both 2018 and 2019.

With over a decade with Halliburton, Haggstrom encourages the next wave of professionals to invest in themselves and establish their value.

"You need to make sure that you are delivering value and performing in the role you have today," she says. "That means making sure that you understand what the expectations are and then working toward meeting those expectations."

"When it comes to your own career, keep in mind that you, nobody else, is responsible for the value you bring to the company—take control of your worth by investing in yourself."

Meet The
25
Honorees

“In my opinion, the energy industry is one of the premier industries for professional and personal growth.”



Fragomen
is proud
to support
the **Women
In Energy
Luncheon**

A WORLD OF DIFFERENCE IN IMMIGRATION

At Fragomen, we don't just facilitate immigration—we create opportunities. From individuals and small local businesses to the world's largest companies, we support all of your immigration needs, all over the world. We are internationally local—with offices in the heart of each region and services stretching around the world. No matter where you've come from, or where you're going next, Fragomen is here to propel you forward.

FRAGOMEN

www.fragomen.com

SAM F. HOLROYD, P.E.

Executive Advisor, Independent, Houston

Sam Holroyd has covered a lot of ground—literally and figuratively—in her nearly 30-year career in energy. She has worked for U.S. companies and internationally for one of the largest integrated producers, Royal Dutch Shell Plc. Contributing to her career has been her ability not only to communicate effectively on geotechnical issues but also to convey the likely value generating implications for an investment opportunity.

Sam's career has progressed through three key stages to her current role, focused predominantly on executive advisory services. The initial phase was as a reservoir engineer, working at ARCO Oil & Gas Co., Tenneco Oil Co. and later Range Resources Corp. She then spent a third of her career at Ryder Scott Co. developing U.S. Securities and Exchange Commission (SEC) reporting and investor relations skills. Subsequently, she turned to private equity, with stints at EIG Energy Partners, Denham Capital and TPG Sixth Street Partners, before joining Lantana Energy Advisors at the beginning of 2018.

Important career milestones for Sam include her qualification as a registered professional engineer (PE). With Ryder Scott audit experience and a PE under her belt, Sam was recruited and accepted a position as global reserve audit manager at Shell in the aftermath of its write-down of a material portion of its proved reserves base following an SEC investigation centered on noncompliance for proved reserve reporting. Sam took charge at the beginning of 2009 and carried her global responsibilities through 2011 based out of Shell's corporate headquarters in The Hague, Netherlands.

With the above involving technical, regulatory compliance and even political challenges, it may appear that a path to reservoir engineering was always on the cards for Sam. This was not always the case.

While Sam says she was “wired” to be an engineer, with an instinct for solving problems, she initially attended Colorado School of Mines (CSM) and ambushed to earn a degree in mechanical engineering. Through the support of Ramona Graves—a CSM professor who mentored many students considering a career in energy—Sam revised her commitment and committed to earn a Bachelor of Science in petroleum engineering. Dr. Graves is also a past honoree of *Oil and Gas Investor's* 25 Influential Women in Energy and received the publication's 2018 Pinnacle Award.

One factor helping drive Sam's career is her “passion” to be a communications catalyst. This has enabled her to bridge the gap that often exists between those assessing geotechnical and operational issues and those evaluating commercial factors and, in turn, developing an aligned valuation proposition for a specific asset. This skillset helped ad-



vance Sam's career in a variety of leadership roles in private equity and as a trusted advisor.

Another “mantra” providing an impetus to her career is Sam's attitude: “What if I had said ‘Yes?’” This attitude has encouraged her “to go the next level,” she explains. “I never wanted to reflect on my career and be haunted by the thought ‘What if I had said yes?’” This mantra played a role in her decision to accept a global position at Shell, relocating to The Hague after nearly 20 years in Houston.

Sam also cites “emotional intelligence” as an important developmental tool over the past five years in terms of building relationships. It

“I never wanted to reflect on my career and be haunted by the thought ‘What if I had said yes?’”

is a structured approach to self-awareness and management leading toward more effective relationship management. “Emotional intelligence is continually helping me evolve my relationships, be a better listener and a better leader. It is becoming an important component of corporate culture.”

When asked if she was treated differently from her male colleagues early in her career, Sam recalled her experience working as a junior engineer on an offshore platform where there were 60 men and she was the single female crew member stationed on the rig for almost a month. One of the “senior company men” advised her to be an “eager learner” and to draw on the knowledge of the crew members. Apart from sleeping in the hospital because there were no separate female quarters on the drilling rig, Sam says she's been treated very well. “I consider myself very fortunate to have spent my career in the oil and gas business,” says Sam.

WENDY KING

Vice President, Great Plains Business Unit, Lower 48, ConocoPhillips Co., Houston

Some 30 years ago, Wendy King had a skillset that made her the odd man out among her counterparts in the oil and gas business: She could use spreadsheet software called Lotus 1-2-3.

“I was a hero with some of the technical subject matter experts in our company because I could run a spreadsheet,” she says.

King, the vice president of ConocoPhillips Great Plains Business Unit, oversees operations in the Permian Basin and the Bakken as well as the company’s interests in Wyoming, Utah and Oklahoma’s Anadarko Basin. Her career has largely been built around being heard—by foes of the industry, the general public and within her own company—and earning the right to self-determination.

More than three decades ago, she started her industry career in Hobbs, N.M., which she remembers for its constant softball tournaments. Now, in a corner office overlooking the steady traffic on the Katy Freeway in Houston, she is going back.

“The Permian Basin was the start of my career, and it’s where I’m at again 32 years later,” she says.



The intervening years have taken her across the globe, with stints in Holland, Scotland and Nigeria before working for the company’s Alaska North Slope gas development. Most recently, she led ConocoPhillips’ Australia East Business Unit as president. She spent eight years immersed in the country, until taking her new position last spring, and still catches herself when

PORTER | HEDGES

Porter Hedges congratulates all of the women who have achieved outstanding success in the energy industry.



Consistently recognized among the leading energy law firms in the country, we represent clients in both transactions and litigation across the full spectrum of the industry.

HOUSTON | OKLAHOMA CITY | WWW.PORTERHEDGES.COM

she reverts back even to small things like imperial measurements.

“It’s interesting to use the term miles again,” she says.

She missed much of the U.S. transition from conventional to shale, working to bring ConocoPhillips’ two-train Gladstone-based LNG project online and shipping cargoes of natural gas to China and Japan while continuing to provide domestic gas to markets within Australia.

“I was very much focused on supporting our teams to get the project up and running and moving forward into steady state deliveries,” she says.

King grew up in Nebraska, the daughter of an agricultural family, where the crop of choice is corn. She was the first in her family to go to college. After showing an aptitude for math and science in high school, a teacher recommended King pursue engineering, and a relative told her petroleum engineering might be interesting. Eventually, she visited the Colorado School of Mines, where she met a member of the faculty, Ramona M. Graves, who also happened to be from Nebraska.

“She was wearing Wranglers while she was teaching mud lab,” King recalls. “Just her down-home nature and the fact she was a female ... all of that just kind of clicked, and I pretty much decided then that petroleum engineering and Colorado School of Mines was where I was going to go.”

Those years learning the business, her diverse work experience with ConocoPhillips and her keen sense of curiosity for understanding the geology led to perhaps the pinnacle of her career. Last year, she was offered to lead the Great Plains Business Unit, though her husband and son would remain in Australia.

““ To not have people make assumptions about me and my family ... to allow us to decide what was best illustrates to me the steps that at least our company is making in diversity and inclusion. ””

“To not have people make assumptions about me and my family ... to allow us to decide what was best illustrates to me the steps that at least our company is making in diversity and inclusion,” she says.

“The fact that I’ve been granted that ability to make this choice, I couldn’t be prouder of that.”



Wendy King,
Vice President, Great Plains BU,
Lower 48, ConocoPhillips

Congratulations Wendy King, for being recognized as one of the **25 Most Influential Women** in the oil and gas industry.

*From your colleagues at
ConocoPhillips*

CATHY LEBSACK

Vice President, Land & Exploration, Devon Energy Corp., Oklahoma City

Since her first internship 22 years ago, Cathy Lebsack has become accustomed to typically being the only woman in the room. Significantly, though, Lebsack is *in the room*.

“I definitely experienced times early in my career where I had to prove myself a bit more than some male peers before I was given the next opportunity,” the Devon Energy Corp. executive says. “However, I have had the opportunity to work with some great leaders and mentors that supported me and encouraged me to continue to raise my hand for every opportunity and new challenge.”

A native of Oklahoma City, Lebsack grew up immersed in the oil and gas business and followed her mother, a corporate secretary for two energy companies, into the field. Her mother reviewed Securities and Exchange Commission filings, while Lebsack was drawn to the land department.

“They were the ‘faces’ of the company to the land owners and mineral owners,” she says. “I was interested in the work that allowed me to accomplish the goal of getting access to land while also presenting the best depiction of an oil and gas company to those



we were working with, and in the communities in which we operated.”

She came to Devon in 2001 and was promoted to vice president in 2016. A lot happened in between, but her thoughts on the day she joined the industry and the day she joined the executive team were remarkably similar.

At the start of her career, there was “definitely a lot of anxiety, a lot of hope that I could

The graphic features a large, stylized profile of a woman's head in shades of purple and white. Inside the profile, the TGS logo is prominently displayed. The background is a collage of diverse people, some holding signs that say "equal".

**Celebrating individuality.
All day, every day.**

An equal world is an enabled world.

#EACHFOREQUAL #IWD

See the energy at TGS.com

keep up. I was hopeful that I could learn as quickly as possible, that what I was going to bring would be valuable,” Lebsack says.

A different sort of anxiety greeted her on her first day as vice president.

“Even though you have proved yourself and you’ve worked to be ‘ready’ for this new position and increased responsibility [of] vice president of a company ... the concern is, can I live up to this responsibility?” she says. “The idea of, how can I keep this team motivated and successful in a challenging environment?”

“It was an exhausting first year in the elevated role,” she admits. “I described it a lot of times as my loneliest year in my career because you’re trying to find your way. You’re trying to figure out the things you should already know, the things you don’t know and the confidence you need to be vulnerable.”

Along the way, a major challenge was surviving colon cancer.

“I was forced to stop, evaluate my priorities and truly determine what matters most in life to me,” Lebsack says. “When I think about what makes me different from many others, I believe it is my ability to persevere through anything with grace, patience and sheer determination because I know that I can and will endure for what matters most.”

Returning to work, she was concerned that her illness would hinder her career advancement. Devon’s leadership demonstrated their confidence in her.

“They gave me the chance, and I took it and have been extremely grateful,” Lebsack says. “I moved into a leadership role immediately following coming back from enduring cancer treatments and realized that leadership was my career path and mission.”

Lebsack is a woman of faith and, while she describes herself as “incredibly competitive,” she wants her staff to feel her kindness and love and to succeed as a team.

Young professionals, she advises, should be proactive.

“When I think about what makes me different from many others, I believe it is my ability to persevere through anything with grace, patience and sheer determination because I know that I can and will endure for what matters most.”

“Engage early in your career with your company, community, industry,” Lebsack says. “Build your network and build your brand. Say ‘yes’ to opportunities that will challenge you and help you grow and develop. Be a great team player.”



CONGRATULATIONS CATHY LEBSACK!

Your recognition as one of America’s leaders in the oil & gas industry is well deserved. On behalf of all of your teammates in OKC and throughout the field – great work!

f in t @DevonEnergy



SHAUNA NOONAN

Director, Artificial Lift, Occidental Petroleum Corp.; President, Society of Petroleum Engineers, Houston

As a Vancouver native, Shauna Noonan certainly wasn't raised with the thought of oil and gas being in her future. "There is not much of an oil industry there," she says of her upbringing in the Fraser Valley, British Columbia. In fact, she had her mind on medicine at first.

"I had no intention of going into engineering out of high school because I couldn't stand physics," quips the now highly successful petroleum engineer who serves as the director of artificial lift at Occidental Petroleum Corp. in Houston and is currently president of the Society of Petroleum Engineers (SPE). All that changed when she got to the University of Alberta, where she credits some "wonderful professors" for awakening her interest in physics and engineering.

"At the same time, I was not enjoying myself in pre-med. It was just so cut-throat," she says. The collaborative nature of engineering appealed to her much more.

She also has a professed love for geology, which she says stems from her experiences in the Canadian Rockies as a child. "Any chance we had from school breaks we



went back into the mountains, went hiking, looked at the rock formations, collected rocks," she remembers.

So, when it came time to pick an engineering path, petroleum engineering was the perfect fit.

Since that fateful decision, she has enjoyed a long oil and gas career. She started as a rig supervisor for Chevron Corp. in northern Alberta, where she says she was generally

Congratulations!

*We congratulate Shauna Noonan,
Director of Artificial Lift at
Occidental Petroleum, on being
named to the 25 Influential
Women in Energy!*



endurancelift.com

treated well by her male colleagues but endured challenges along the way.

“The working environment at times was very uncomfortable when the walls around me in treatment vans or wireline trucks of our service providers would be covered with pictures of naked women and pornography,” she says. “I did not make a scene and complain at the time because there was a job to do. When those providers would ask me later why I did not call back those crews, I would have a frank discussion, and they made changes promptly afterward to remove all offensive material from their wellsite vehicles and shacks.”

The job also offered an opportunity. “The premise at the time for Chevron and its training program was if you pulled it out of the well you followed it to the shop,” she says. “The fields I was working in had a lot of artificial lift. I spent a lot of time seeing all of the dismantles. Those are the fields I continued to be a field engineer in when I graduated the training program.”

She also noticed that her mentors were in their 50s and no one in her generation sought to specialize in artificial lift. Not only did she enjoy working with artificial lift technology, she saw specializing in a field with an aging workforce as a means to job security.

She caught the eye of Chevron’s corporate artificial lift group when she published an SPE paper. The paper outlined field trials of a technology that Chevron wanted to use. Soon,

she was transferred to Houston on a two-year assignment. “I never left,” she says.

Eventually, ConocoPhillips offered Noonan an opportunity in artificial lift research for heavy oil. “The big kicker was one of the industry experts on artificial lift, John Patterson, was at ConocoPhillips,” she says.

These days, Noonan says she has reached two major career milestones. The first was being named director of artificial lift at Occidental. The second was being named SPE president.

On her position with Occidental, she says, “Getting the chance to work for the top company in artificial lift technology utilization and lead its efforts in that area was a dream come true.” She also says the company is inspiring, citing its “very strong women in senior executive positions, including our fantastic CEO, Vicki Hollub.”

She also says she has no problem staying motivated in her career.

“There are [approximately] 840 million people on this planet that still do not have access to electricity,” she says. “Knowing that I work in an industry that contributes to reducing energy poverty and improving the standard of living for individuals in this world is such a motivation. The exploration, development and production of oil and gas is challenging and the technology advancements being made to overcome those challenges and the major innovations that allow us to do so in an environmentally responsible manner makes being in this industry so exciting.”

Meet The
25
Honorees

“Knowing that I work in an industry that contributes to reducing energy poverty is such a motivation.”

Congratulations to OTC Chairperson **Cindy Yeilding**



for being selected as one of the
25 Influential Women in Energy!



Visit www.otcnet.org for details
on OTC’s upcoming events.

SPE Congratulates its 2020 President **Shauna Noonan**



for being honored as one of the
25 Influential Women in Energy!

Discover the career-enhancing benefits of an
SPE membership. Visit www.spe.org/join.



Society of Petroleum Engineers

EILEEN PERILLO

Vice President, Finance, Unconventionals, Shell USA Co., Houston

Eileen Perillo has built a 16-year career at Shell USA Co., working on both sides of the Atlantic and on some of the company's most notable projects. Those projects have included conventional oil and gas assets overseas, typically \$500 million or greater in size, and subsequently a variety of unconventional projects in the U.S. as well as dry-gas assets in Canada to feed an LNG export terminal.

Currently, Eileen holds the position of vice president, finance, unconventionals, based in Houston, a role she accepted in December of 2017.

Eileen's career at Shell began in its lubricants consumer North America division, after which she joined what is now its M&A division. She served in M&A for three years, initially in upstream commercial finance, based in The Hague, Netherlands, and thereafter as the upstream Americas strategic cost leadership manager. In late 2010, she joined Shell Trading with financial responsibility for the Americas crude and refined products business.

During Eileen's tenure in M&A, Shell navigated its return to Iraq after the end of the Iran-Iraq war. Eileen was finance lead on the first two bid rounds to get Shell back into Iraq



on the upstream side as part of its new business development group. Shell became operator of Majnoon Field in Iraq and was in a joint venture (JV) with Exxon Mobil Corp. in West Qurna Field.

Other transactions also stand out, including Shell's work with Gazprom on the Sakhalin-2 LNG plant in the far east of Russia, where Eileen was instrumental in negotiating terms

A large graphic advertisement for LiquidFrameworks. On the left, a woman in an orange hard hat and safety glasses is shown in profile, wearing a bright orange and green safety jacket. The background is a mix of blue and green. On the right, the LiquidFrameworks logo is displayed in white on a dark blue background. Below the logo, the text 'Congratulations to the 2020 Women in Energy Honorees' is written in large, bold, green letters. Underneath, it says 'Online/Offline Quote-to-Cash for the Energy Industry' in white. At the bottom right, the website 'www.liquidframeworks.com' is listed in green.

LiquidFrameworks

Congratulations to the 2020 Women in Energy Honorees

Online/Offline Quote-to-Cash for the Energy Industry

www.liquidframeworks.com

of an LNG offtake agreement. Elsewhere, Eileen has been active on the divestiture side of M&A, arranging exits from some of Shell’s exploratory interests in Libya and from some of its interests in the North Sea.

Returning to The Hague in 2014, Eileen joined finance projects and technology projects, with oversight of the conventional oil and gas capital projects portfolio. This largely involved working with JV partners on projects around the world: Ireland, the U.K., Norway, the Netherlands, the Middle East, Brunei and Malaysia.

Eileen’s current assignment in the U.S. unconventional sector includes financial responsibility for Shell’s shale portfolio. Eileen’s finance organization includes team members in these countries as well as in business operations centers in Krakow, Manila and Chennai.

Prior to joining Shell, Eileen held a variety of finance positions for over 10 years with PPG Industries Inc.

Eileen was attracted to an international career as she traveled in the U.S. and overseas with her father, who served in the military. This background gave her “an international mindset” and led her to earn an international MBA from the University of South Carolina, she says.

In terms of motivation, “what I really appreciate about Shell is that we operate on a scale where we can impact the lives of people and countries in terms of their socioeconomic and political development,” says Eileen. “It

feeds into the health and wellbeing of the places where we do business.”

In addition, as Shell navigates its way through the “energy transition,” she observes, “we’re on the cusp of having all different kinds of energy. Shell’s position in working to lead that transition from a hydrocarbon-based industry to a much more diversified set of energy sources is still very motivating for me.”

Looking back on her career progression, one instance when she was treated differently due to gender was in an internal interview at PPG in a chemicals facility “that had never had a female in a leadership position,” she recalls. “I got a ‘little lady’ talk and was warned I needed to ‘toughen up.’ It was the only time it blatantly hit me in the face. My reaction was to ignore the undertone and simply to do my job.”

As for advice to others, “I’ve told college students and young professionals that they have to find ways to work collaboratively in teams, because it’s challenging to do things by themselves,” says Eileen. “But, equally, you need to figure out how to stand out as an individual. That’s not always an easy balance to strike. You need to know when to support and when to stand out.”

In addition to her father’s emphasis on honesty and integrity, “most of the mentors I’ve worked closely with have given me the hard truth when I needed to hear it, but were also very supportive,” she says. “I think I’ve been blessed to work with a lot of great people.”

“You need to know when to support and when to stand out.”



CONGRATULATIONS

CONGRATULATIONS EILEEN PERILLO

We are proud to honor Eileen Perillo for receiving the Oil and Gas Investor 25 Influential Women in Energy Recognition. At Shell, Eileen’s dedication for 16 years in Finance is paving the way for others to follow.

Eileen Perillo, VP Finance Unconventionals
Shell Oil Company



KRISTEN RAY

Vice President, Technology, Petroleum, BHP, Houston

Before entering the oil and gas industry, Kristen Ray was a studying engineer at Honeywell Specialty Chemicals & Polymers. She was working toward a Bachelor of Science in chemical engineering at Louisiana State University. While working in the industry during school, she learned early the importance of safety leadership and safety management.

“I was exposed to a major safety incident early in my career and became very aware of the importance of working for a company that held safety as a top priority,” Ray says. “I was really impressed with how the oil and gas industry approached safety, particularly the upstream oil and gas sector’s management of both process safety and personal safety.”

Her entry point into oil and gas came as an intern with BP Plc’s upstream technology group. It led to a five-year career with the company that culminated with the role of operations lead for BP’s Gulf of Mexico (GoM) deepwater production asset, Horn Mountain. She stayed in the GoM when she moved to BHP, accountable for operations readiness and startup of Shenzi Field and then moving through progressive positions to where she is today—vice president of technology-petroleum at BHP, based in Houston.



“As a company we have integrated the management of operational technology, such as control systems with traditional IT management because we see a high convergence between those areas in the future,” she explains. “Coming from a facilities and operational background, I am able to help with that integration and help the business identify further digital solutions to improve overall business performance.”

Will innovation drive gender equality or will gender equality drive innovation?

Commitment to diversity and inclusion fuels innovation, fosters collaboration and accelerates inclusive growth.

ey.com

EY
Building a better working world

© 2020 EYGM Limited. All Rights Reserved. ED None.



The better the question. The better the answer. The better the world works.

During her career, Ray has been exposed predominately with supermajors, large multinational independents and large international service companies. “I’d say those groups are very progressive in terms of being inclusive of females and striving to make sure they are focused on a wide variety of diversity within their leadership teams,” Ray says.

But, she admits, she’s had recent experiences that tell her beyond those large companies that “the view that this industry is not ready for women is still out there for some.”

“That was a bit of a shock to me to know that ... even though there’s been a number of female leaders succeed, there’s still hesitation that ‘maybe this isn’t the right industry for women,’” she continues. “I think it’s a mixed bag, but I definitely think the large internationals get it. There’s still work to do, but it’s significantly different.”

Ray says that, throughout her career, she’s had personal experiences of being selected and not being selected for roles due to gender. “These experiences have made me critically focus on the hiring process to ensure objective measures are put in place prior to interviews and as part of the selection criteria.”

She’s says she personally has had an easier time fitting in with her male colleagues due to her natural interests. “I fish. I hunt. I work on cars. I’m an LSU Tiger. There was a lot in common on the personal side, so I think that created a bit of a relationship naturally,” she explains. “But I also

realize it comes down to people. When you’re looking out for them and you have their interests at front of mind, it’s easy to succeed.”

Ray says the continued evolution of oil and gas through the use of new technology and new ideas keeps her motivated and passionate about oil and gas today. “Just when you think something is nearly impossible, the industry pulls together and finds a way to make it work,” she says. “Just when it seems a bit consistent, something new comes along to challenge us in a different way.”

“ *Be inquisitive and constructively challenge fixed assumptions when you think there are better ways.* ”

She’s had a number of mentors throughout her career. “Many who don’t even know they are a mentor of mine,” she adds. But she does have a formal mentor she stays close to and looks to for support and guidance from a leadership perspective.

As for young professionals entering the industry, she advises: “Be inquisitive and constructively challenge fixed assumptions when you think there are better ways. I find that all too often there are great new ideas that get overshadowed by the status quo.”

BHP

We are a leading global resources company. Our purpose is to bring people and resources together to build a better world.

Our conventional petroleum business includes exploration, appraisal, development and production activities in the US Gulf of Mexico, Australia, Trinidad and Tobago, Mexico and Eastern Canada.



HEATHER POWELL

President & CEO, Ventana E&P LLC,
Oklahoma City

When Heather Powell began her career at Chesapeake Energy Corp. in 2004, her plan was to work temporarily, save money and apply to law schools. But soon after she began working, her passion for learning and professional growth sparked her interest toward the scope and opportunity in the oil and gas industry.

“I set a goal to meet someone in each department within the company and began inviting them to lunch. They loved free food and were excited to share knowledge from their discipline. Before long, not only had I formed a network of intelligent and wonderful people, but I was also continuously learning and expanding my knowledge of the industry,” she says. Powell recalls that her then boss and long-term mentor Larry Coshow recognized her passion and suggested she pursue energy management at The University of Oklahoma. Ever since, there’s been no looking back for Powell.

She believes one of her greatest career milestones is building Ventana E&P LLC from scratch. “Having a group of investors and board members that believe in me and our team enough to back us not once but twice is



extremely humbling. The company’s growth would not be possible without such an incredible team of people who I not only consider teammates, but also family,” she says.

Under her leadership, Ventana launched its organic acquisition strategy in late 2016, building a portfolio of about 7,000 net acres and over 2,000 wells. In February 2019, the company closed a new round of equity capital

ENERGIZING THE FUTURE

We are committed to making a positive impact in our communities as we deliver innovative technologies and services to meet the world’s current and future energy needs in a safe, ethical and sustainable manner.

We know how important a solid foundation and education interests are in shaping the direction of a child. Through our Weatherford WISE (Worldwide Initiative Supporting Education) program, we are proud to fuel engagement, inspire and provide opportunities for the girls in our community to pursue their dreams.



and has raised over \$150 million to date. “I thrive in an entrepreneurial culture where I know each day I need to bring something to the table that adds value,” she says.

Prior to working at Ventana, Heather performed different roles across land, business development and regulatory functions for RKI E&P LLC, which later merged with WPX Energy Inc.

Powell says that her mentors in the industry have played an instrumental role in shaping her career. “I have always felt I have been given opportunities based on merit, grit and being the best person for the job,” she says.

However, Powell recalls that when she decided to start a family after marriage, the company’s management was concerned whether or not she could maintain professional standards as a working mother. She had to remind the male officials how they had “done just fine while being fathers.”

With determination and diligence, the mother of four proved their doubts wrong and made her way up in the energy industry. “Due to the gender gap, it just wasn’t as common for women to work outside the home but if they did it would be in an administrative, part time or teaching role. However, there has been some progress over the years on that front,” she says.

Outside the office, Powell supports several oil and gas organizations that are actively engaged in bringing awareness to the en-

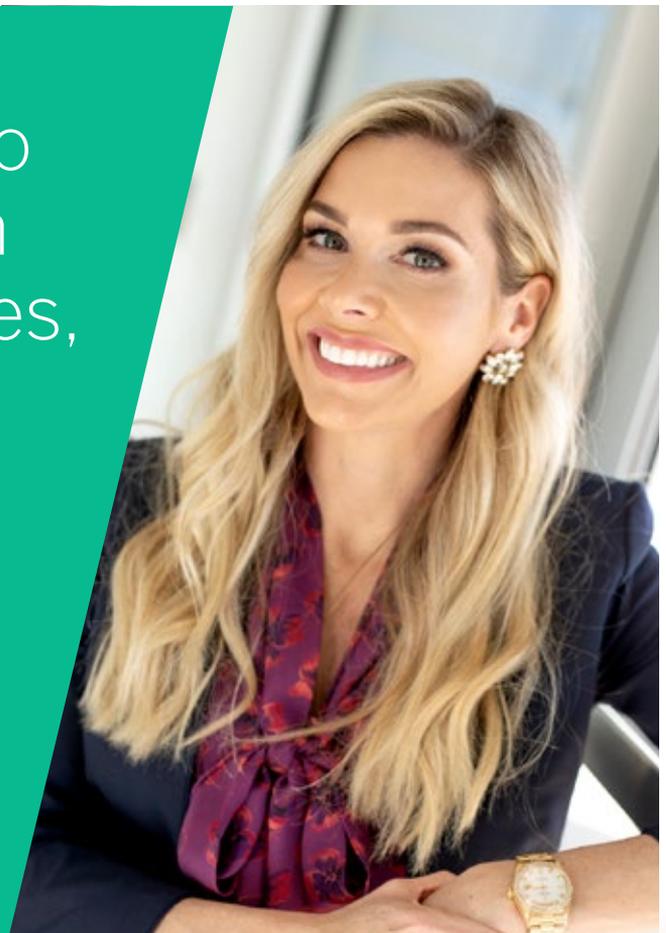
ergy industry and providing continuing education and networking, such as the Petroleum Alliance of Oklahoma, Oklahoma City Association of Professional Landmen, Energy Explorers and ADAM-OKC Energy Network. Powell and her husband are also avid supporters of the YMCA and its efforts in strengthening the community.

“ I have always felt I have been given opportunities based on merit, grit and being the best person for the job. ”

Powell understands the benefits of America’s energy independence, and she is committed to being a part of the industry, finding ways of producing energy in a cleaner, efficient and economic manner. “Those who don’t keep up with technology, innovation and environmental concerns are likely to fail. So continuously studying these impacts and changes to the industry is vitally important to me,” she says.

Congratulations to all Top 25 Women in Energy honorees, including our President & CEO, Heather Powell!

Ventana
EXPLORATION AND PRODUCTION LLC
VENTANAEP.COM



TIFFANY POLAK

Development Director, Permian,
Marathon Oil Corp., Houston

Tiffany Polak took an unconventional path to the Permian Basin. The development director for Marathon Oil Corp. got a bachelor's degree in professional zoology and master's in disease control epidemiology before earning a master's in petroleum engineering.

"My dad was in oil and gas, and I grew up interested in rocks. But, me working in oil and gas was pretty serendipitous," says Polak. She started as a file clerk for a small private independent while studying disease control in Houston. "By the time I graduated, I had learned enough in oil and gas to get started and wanted to explore that further before jumping out to the medical field.

"The energy field appears to have won for now."

As one of eight directors overseeing Marathon's four main unconventional assets, Polak currently supervises about 35 people on the Permian team. She focuses on the geoscience, engineering, production, planning and regulatory parts of the business. Her team player spirit often takes her from Marathon's Houston office to the field, motivating crews to chalk up science wins.

Polak recalled one point in her career when she joined an asset that was striving to improve on deliverability. Technically, she took a deep dive into the details, leading her team as they improved well results and productivity. She also worked on "building trust, understanding their motivation and finding the small wins along the way, to improve morale" she says.

While delivering "optimum, capital efficient production" is Polak's intent, she feels that teambuilding is a crucial piece of the puzzle. It doesn't have to be expensive or elaborate, she explains.

"Once, after a particularly busy period, I took my team for popsicles in the park," she says. "Getting outside and having some fun can be a great stress reliever."

Knowing employees' strengths and how to leverage individual talents makes a difference. Perhaps just as important is transparency, specifically acknowledging workload struggles.

Polak describes her leadership style as empowering. She's a known integrator and collaborator. "I believe in the power of the expertise of others around me."

To Polak, having diversity of voice at the table—particularly in unconventional— is a must.

"Unconventional shales are a very fast paced business. They often have variability across plays," she says. "To create the best solutions and hence the most wins, it's important to have integrated teams with all disciplines providing insight to solutions.

"Often, the best and most innovative answers come not from the expert in the discipline but the person standing back seeing the bigger picture and exhibiting divergent thinking."



This type of mentality makes Polak a stand-out amongst her peers.

"Tiffany has a special gift for connecting with people and motivating them to give their best," Lindsey McCarty, managing partner and COO of Selenite Energy Partners, said in nominating Polak for the honor. "People of all backgrounds can connect with the gifted woman who never forgets that she started as a tech and is proud of it."

Polak worked as a reservoir engineer at Hess Corp. for about 11 years while simultaneously working toward her master's in petroleum engineering. She joined Marathon in 2013. Within two years, she was integrated technical project manager for the Bakken, Eagle Ford and Midcontinent and less than a year later subsurface development manager. She was named Permian development manager in April 2018, taking on the subsurface and production and facilities field operations roles.

Being a woman in a top leadership role, Polak is often asked about challenges she has faced. "At this higher level in the industry, there are fewer women," Polak says, noting certain leadership styles can stand out more in a male-dominated industry.

Her pillars of support, or "mountain range" in her words, include mentors from within and outside the business. Having confidence in tough situations is some of the best advice Polak says she has received.

Her advice to young professionals in energy: Be patient and soak up every opportunity given because "you really can't go back."

Having worked in the industry for some 20-plus years, the Texas A&M University grad said she's interested in joining efforts advocating on industry issues.

"The oil industry hasn't always told its story effectively," Polak says. She believes she could have an effective voice. Broadly speaking, she aims to continue winning with whatever asset in hand.

"I believe
in the power
of the expertise
of others
around me."

JULIE J. ROBERTSON

Chairman, President and CEO, Noble Corp.,
Sugar Land, Texas

On a June day in 1979, a newly minted The University of Texas at Austin graduate named Julie Robertson began her first job at a drilling company in Houston.

Notwithstanding mergers and corporate consolidations, she never left. As she grew in her career, so did her company. Now, she runs the place.

“Sometimes it can be very daunting to realize that everybody’s looking to you for the answers,” Robertson says. “Actually it’s very rewarding because I think if you’re invested in the company you work in, in good times or in bad times, it’s a complete privilege and honor to run a company.”

At the start of Robertson’s career, times were good. She wrote maintenance and drill pipe manuals for Noble Corp., a land drilling contractor at the time, and spent a fair number of weekends driving to rigs to talk to crews and learn how they used the equipment she wrote about. She met some resistance, particularly from a gruff construction manager named Don LaBorde.

“He thought that whoever hired me had done a very poor job, and he determined that I would never be able to write anything about a piece of equipment that I didn’t understand,” Robertson says. “He was an incentive to me early on because, at 22 years old, I thought, ‘OK, this guy isn’t going to tell me that I don’t know how to do this.’”

She did show him that she could learn the business, and LaBorde later became a good friend. The experience also primed her for a career break, which ironically coincided with the breaking of the oil industry.

“I entered at a time when business was very, very good, and within a couple years, it was very, very bad,” Robertson says. “During the downturn years, every week it seemed we were having a layoff. If you survived the layoff, then you had X number of more responsibilities the next week.”

In retrospect, it was a boon for a young up-and-comer.

“I learned a lot that way,” she says. “I never would have had the opportunities that I had if the industry had been in great shape and we were off to the races. We would have had plenty of people and I would have had my responsibilities, and that would have been all.”

In today’s slump, the experience could be a blueprint for young, ambitious professionals—at least for those possessed of a Julie Robertson-caliber work ethic.

“We’re all paring back; we all have far fewer people than we had five years ago, and people are all doing more with less,” she says. “It’s a great opportunity for people to get in and roll up their sleeves if they want to do that.”



Specifically, Robertson urges industry rookies to spend the time to understand the business. Driving out to a rig, as she did, may no longer be feasible (Noble’s operations are in predominantly foreign offshore locations), but there is knowledge to be gained in an office tower, too.

“I think if you’re invested in the company you work in, in good times or in bad times, it’s a complete privilege and honor to run a company.”

“Spend some time with the accounting or finance department to understand financials,” she suggests. “No matter what end of the business you end up in, you have got to understand how we manage budgets and how we manage five-year plans.”

Among Robertson’s mentors was Jim Day, the company’s longtime leader, who provided her with the on-the-job equivalent of an MBA. The experience taught her how to analyze an acquisition target, value it, close the deal and integrate assets into the company.

“He included me at much higher levels than I deserved,” she says. “And I was able to move from there to where I was more outward facing for the company, and I dealt with investors more and certainly dealt with clients more and industry associations.”

The education never ends, she says, even for the CEO, especially as she guides Noble through another downturn.

“Trust me,” Robertson says. “I am learning every day.”

Meet The
25
Honorees

BRENDA SCHROER

Senior Vice President, CFO and Treasurer, Concho Resources Inc., Midland

With more than a decade under her belt at multinational professional services powerhouse Ernst & Young LLP (EY), Brenda Schroer made an unexpected career move in 2013.

Once working alongside international clients, some of which were global oil and gas majors, Schroer accepted the chief accounting officer position with Midland, Texas-based Concho Resources Inc. and, six years later, was named as the Permian Basin producer's CFO.

"In a professional services firm, you're a little bit on the outside looking in," she says of the switch. "And so, I wanted to be closer to see the whole finance suite from inside. When Concho approached me, I was excited and a little apprehensive. Upon meeting with the executive team and board members, I knew Concho was a good culture fit for me and where I wanted to be."

It wasn't the first time Schroer made what she describes as a life-changing decision. During her sophomore year at West Texas A&M University on a music scholarship, she decided to switch majors, a decision which put her on the path to where she is today.

Schroer, who graduated from West Texas A&M with a bachelor's degree in business administration and later earned a Master of Science in accounting from Texas A&M University, began her career at EY in 1999.

"I had a number of opportunities at Ernst and Young to work in several different realms in Dallas, London and New York. At one point I supported eight different partners at EY—that was challenging, but the hard work also helped define the leader that I want to be," she says.

Early on, Schroer says she knew she wanted a career involving international and energy opportunities to pair with her other passion—traveling. Energy, in particular, piqued her interest as she grew up the daughter of an oil and gas pipeline engineer, which is where she first gained exposure to the industry.

"Energy is dynamic and ever changing. ... You have to stay on top of your technical game to excel. It's a tremendous—and constant—learning experience," she says.

Becoming CFO at Concho, one of the largest unconventional shale producers in the Permian Basin, would be an obvious milestone for anyone, and Schroer attributes her success to a combination of hard work and finding the right mentors.

She credits two prominent figures at EY—Alan Bell and Marcela Donadio—for not only helping her find her career path but for also defining her leadership style.

At the onset of her career, Schroer says it was Bell, a former director of EY's energy



practice of the southwest U.S. region, who introduced her to oil and gas clients and helped facilitate her secondment to London's energy practice to work with oil and gas companies.

With Bell's support, Schroer was provided the opportunity to work with multiple clients though IPOs, capital markets activity, A&D and complicated transactions.

"He took me under his wing, supporting me abroad but further ensuring a smooth transition back to Dallas," she says.

Later in her career, she began working closely with Donadio, previously Americas Oil & Gas Sector Leader of EY, who supported her rotation to EY's New York national practice, and who Schroer still cites as a mentor.

"I gained a lot of confidence with her because her style was more similar to mine and something I could model myself after," she says.

Schroer would later become Americas Oil & Gas sector resident within the national audit practice before leaving EY for Concho's finance team. It was there that she credits a number of the Concho executives for supporting her to grow the accounting team and providing her the opportunities to take on the finance function.

"I look back on it, and I needed all those folks along the way as I transitioned from one position to another. I am grateful for their time and commitment to support my development," she says.

Now at the helm of Concho's accounting, finance, investor relations and IT organizations, Schroer says her goals include spearheading its digital transformation efforts as well as enhancing the company's diversity initiatives.

"Ideally, we would see more diversity across the energy industry in all disciplines," she says. "Moving from a professional services firm to industry has been more challenging than I expected. I would like to have more female peers. And that's why I'm motivated to help open doors for rising female leaders."

“You
have to stay
on top of your
technical game
to excel.”



Congratulations to Brenda Schroer, and all of the 2020 Influential Women in Energy honorees. Better begins here, with you, and your commitment to define what's possible and challenge new ideas. Concho is proud to support Hart Energy's Women in Energy Luncheon. Learn more at www.concho.com.



Better begins here.



LIZ SCHWARZE

Vice President of Global Exploration, Chevron Corp., Houston

Liz Schwarze fell in love with science decades ago, captivated by sediments, outcrops and the joy sparked by nature.

Recalling an introductory geology class at Duke University, the vice president of global exploration for Chevron Corp. says, "It's all the sciences together. You have physics in there; you have math; you have a little biology; you have a lot of chemistry. Every aspect of science has a home in what we do as geologists and geophysicists."

At the time, Schwarze had not targeted a career in energy but knew it was an option, given that many neighbors in her hometown of New Orleans were oil and gas people. An internship offered by Chevron while she was in graduate school at The University of Texas at Austin in 1989 helped her realize she had a chance to knit together the patchwork of sciences.

"Essentially, puzzle solving was something that we did in oil and gas," she says. "My internship project was to take these pieces of data, get them together in a map and present" what might be there. "It was just a blast."

A year later, she was working as a development geologist for Chevron. Since then, the single mom of one has held various



positions of increasing responsibility in exploration, reservoir management, finance and business planning. Her roles have included division manager of exploration and reservoir characterization services, general manager of exploration for Chevron Asia Pacific E&P Co. and general manager of exploration for Chevron Africa and Latin America E&P Co.

25 IMPACTFUL VETERANS IN ENERGY

INVITING NOMINATIONS FOR 2020

Nominations are being accepted now for the 2020 "25 Impactful Veterans in Energy" program. For more information, visit the web site at

ImpactfulVeteransInEnergy.com

HARTENERGY

The advertisement features a background of a waving American flag. The text is centered and uses a mix of white and blue colors. The number '25' is large and stylized, with 'IMPACTFUL' written in red and white inside it. 'VETERANS IN ENERGY' is in blue. The main headline 'INVITING NOMINATIONS FOR 2020' is in white. The call to action and website are in white, and the Hart Energy logo is at the bottom in white.

Today, her team is charged with exploring existing acreage, looking for new places to enter and appraising discovered resources to reduce uncertainty and determine commerciality—all while ensuring money is spent appropriately and efficiently, she says.

“Finding the next barrel” keeps her motivated.

“We provide energy that enables human progress. Nearly everything we do or touch has a connection to hydrocarbons and being in the exploration business,” she says. “It is a noble and daunting task to find that next barrel.”

For Schwarze, success comes via a “strong combination of technical skills and soft skills” she believes all leaders must possess.

“On the technical skillset, it starts with doing, and through doing you learn how to evaluate and ask questions. ... The technical part of my development was all about weaving together the story strongly grounded in the data that are available. What do we know? What do we not know? What’s our hypothesis? What can we do to test that? And then I couple that with strong interpersonal skills—the ability to ask the questions, influence, either with or without actual direct authority.”

Her leadership style is focused on data, strong relationships, and listening and asking rather than speaking and directing, she says. It’s also goal-oriented.

“I naturally want people to understand what a goal is and head in a common direction,” she says. “I don’t know where I got that in-

nate ability or that part of my personality. I’m an only child, so growing up it wasn’t like I had a whole lot of extra people to direct.”

When she is not traveling to visit exploration teams—hearing ideas, giving feedback and helping advance projects—she is communicating via video conference. A typical week in Houston includes meeting with exploration and upstream leadership teams. Plus, “I try to do a fair amount of visiting with the teams on the floor,” learning and keeping up with map-making processes that enthrall her.

Her most memorable days on the job, however, were offshore. Early in her career, an offshore installation manager gave her a tour from the moon pool to the top of the derrick of a semisubmersible rig in the U.S. Gulf of Mexico. It was “one of the coolest experiences ever.” The other was more recent: While visiting an offshore platform, she spent time with the father of a geologist she hired a few years prior. “I love that there are so many multigenerational families in our industry,” Schwarze says.

She’s spent her entire 30-year career with Chevron and has never thought of leaving.

“We’ve had various programs that have helped me grow and helped my peers grow through training classes and through different assignments,” Schwarze says, noting she’s always felt she’s had an opportunity to grow within the company. “But fundamentally, it comes down to I love what I do and I am inspired by the people I work with.”

“It is a noble and daunting task to find that next barrel.”

**EXCEPTIONAL
PEOPLE
DESERVE
RECOGNITION.**

WE AGREE.

We are proud to support the annual 25 Influential Women in Energy event celebrating the dedicated women that are powering progress in the energy sector.



human energy

CHEVRON, the CHEVRON Halmark and HUMAN ENERGY are registered trademarks of Chevron Intellectual Property LLC. © 2020 Chevron U.S.A. Inc. All rights reserved.

KRISTIN THOMAS

Senior Vice President, Public Relations, Continental Resources Inc., Oklahoma City

Kristin Thomas entered the energy sector in 2009 to promote a single company's message about the benefits of oil and gas to the world, and along the way she became a significant influencer in America's journey to energy independence.

As the oil and gas resurgence took hold, Continental Resources Inc., and particularly its CEO, Harold Hamm, wanted to educate people on the true impact of the American energy renaissance. They tapped Thomas to help tell that story.

"Our goal was to move America to a place of energy independence and leadership, then to communicate the benefits of that to the world," she says. "Our light, sweet crude and clean-burning natural gas can power the world, all while lowering emissions."

Before joining Oklahoma City-based Continental, Thomas had a deep resume in public relations, including executive positions at large firms such as The Richards Group and Hill & Knowlton, yet her experience was outside of the oil and gas industry. It only took a few moments with Hamm, though, to bring her on board.

"He is such an inspiration to anyone who is around him," Thomas says. "Within 15 min-



utes, I wanted to be a part of this movement to really change the narrative in America."

While the oil and gas industry knew of Hamm and Continental, the broader public wasn't as familiar with them. "It was my job to help people get to know Mr. Hamm, Continental Resources and our bold vision," Thomas says.

Early on, she read economist Stephen Moore's writings in *The Wall Street Journal*,

HARTENERGY.COM

Your Daily Destination for Energy Information



HartEnergy.com provides members-only access to industry icons and goes beyond news with proprietary databases, executive video interviews and presentations, downloadable resources, dynamic content from an award-winning team of journalists, and more!

Subscribe Now. It's Simple.

and she began calling—and calling. Her persistence led to a meeting, and a kinship, between Hamm and Moore. Moore identified North Dakota, the site of Continental’s largest oil play, as the next Saudi Arabia.

“That article really articulated the vision of what we were working to accomplish,” Thomas says. “It put a stake in the ground on the vision for what American energy could mean to the future.”

Thomas played an integral role in getting Hamm recognized as an unrivaled expert in American oil and gas, one whose tireless lobbying was able to overturn a 40-year-old ban on oil and gas exports. Hamm also became an energy policy advisor to President Donald Trump.

“It begins with a strong team. I don’t take for granted that I am surrounded by the best executives and staff in the industry,” she says. “We believe we’re on a mission to change the world.”

Thomas, a single mother who enjoys running and spending time with family and friends, says women are increasingly being recognized in leadership roles for their contributions to the oil industry.

“I do feel as a senior executive it’s my duty to remind women there is opportunity here,” says Thomas, who was the first woman to become a senior vice president at Continental. “You’ve got to be tough if you want to do anything big, but we’re making a difference. You can have it all: [a] strong family and a great career.”

Thomas is also an avid volunteer. She serves on the board of the Harold Hamm Diabetes Center, which Hamm established to cure diabetes “in our lifetime.” She is on the board of HealthCorps, which is “like a Peace Corps for health in schools across America.” She is on the Oklahoma Energy Resources Board, where she helps develop an ambassador program to empower oil and gas employees to better communicate the massive benefits of hydrocarbons.

Thomas also championed a change in Oklahoma’s domestic abuse law, lowering the threshold for what was considered a pattern of abuse. Kristin’s Law became effective Nov. 1, 2016.

“Once I’m behind championing a cause, I will work tirelessly to make it happen,” Thomas says. “This work was on behalf of all of the women who don’t have the wherewithal to fight for themselves.”

She credits her faith with giving her a sense of vision, purpose and meaning. She believes that her work is a calling, both on behalf of the industry and the causes she supports.

Thomas knows there is still work to be done. She believes those that oppose hydrocarbon fuels lack understanding, which motivates her to educate Americans about the industry’s direct impact on their everyday lives.

“We believe in our mission: We’re exporting energy freedom to the rest of the world,” she says. “We’re proud of being America’s oil champion. We’re responsibly changing lives for the better.”

“Once I’m behind championing a cause, I will work tirelessly to make it happen.”



Congratulations,
KRISTIN THOMAS!

WE ARE PROUD OF YOUR ACCOMPLISHMENTS. THANK YOU FOR YOUR LEADERSHIP IN TODAY’S AMERICAN ENERGY RENAISSANCE.

CLR.com | NYSE: CLR

CINDY YEILDING

Senior Vice President, BP America Inc., Houston

Cindy Yeilding's first dance with a sleeping elephant came during a summer internship with Standard Oil of Ohio (Sohio) in 1982. It taught her how to identify oil and gas on well logs collected from the mature fields of the Permian's Delaware Basin.

"I observed zones that looked like they had hydrocarbons in them, but they didn't look like the others that were pointed out as oil- and gas-bearing," she says. "As any good intern would do, I asked my boss why they were not being produced. He would say, 'Oh those are waste zones; there's not much left to play for in the Wolfcamp.'"

Times change, technology evolves and new insights are made. A 2018 assessment by the U.S. Geological Survey determined that the Bone Spring and Wolfcamp contain an estimated 46.3 billion barrels of oil and 281 trillion cubic feet of natural gas.

"Looking back at it after 30 years, obviously I didn't come up with the technology solution on how to get the oil out, but I wish I had," says Yeilding, senior vice president of strategic initiatives for BP America Inc.

The experience foreshadowed the arrival of another elephant named Thunder Horse in Ye-



ilding's long career as a geologist instead of the architect that she once had planned to become.

Her initial studies were in art history and math at Dallas' Southern Methodist University (SMU). However, she found herself enjoying her geology classes more than math in part due to a childhood spent collecting rocks and hunting fossils with her mom, which fueled a lifelong interest in the physical world.

Don't settle for close enough

Rextag GIS data sets deliver more miles, better accuracy

Find out why over 80% of top producers and pipeline operators rely on Rextag GIS data sets for mapping and asset intelligence. No other data provider can match the volume and accuracy of these carefully curated databases. Monthly updates ensure up-to-date information – and precise data supports greater efficiency.

**For more information,
visit Rextag.com or
call us at 1-619-564-7373.**

HART ENERGY

Copyright 2019 Rextag, a Hart Energy company. All rights reserved.

REXTAG

REXTAG.COM

After earning her master's from the University of North Carolina and bachelor's in geology from SMU, Yeilding started her career at Sohio (now BP) in 1985 as an exploration geologist. She has worked as an exploration, production, appraisal and well-site operations geoscientist in basins around the world, chief geoscientist for the Gulf of Mexico, and global geoscience technology and R&D manager for BP as well as vice president of Gulf of Mexico and vice president of global new access in her career. Most recently, she chaired the working team that delivered the 2020 National Petroleum Council study on carbon capture, use and storage.

Yeilding cites her time as the exploration team leader at the Thunder Horse discovery in 1999 as one of her career highlights.

"Many thought the Gulf of Mexico Basin was over and done with, but BP really believed in the potential of the basin, allowing us to do the fundamental science and continue exploring in the basin in spite a string of industry dry holes," she says. "What came out of that fundamental science and pushing the boundaries of technology were discoveries like Thunder Horse. Just being involved in something that helped unlock a new play in a basin that many had walked away from is really significant for me and for the team that enabled the delivery of it."

Twenty years later, Thunder Horse contin-

ues to be one of BP's largest deepwater producing fields in its Gulf of Mexico portfolio.

Over the course of her career, Yeilding has been recognized for numerous awards, including the American Association of Petroleum Geologists (AAPG) naming her a "Legend in Exploration" in 2003. She is founding member of BP's AAPG Women's Committee and initiated and implemented the Women's Networking Session and the High School Energy Challenge at the Offshore Technology Conference (OTC). She serves on the OTC board of directors and is its chairperson for 2020-2021.

"Most don't realize it's a not-for-profit organization. The revenues are re-allocated every year to the 13 founding technical societies," she says. "It's a really cool way to give back to the industry and ensure that these technical societies receive much-needed funding."

Looking forward, Yeilding believes the next generation of leaders would do well to embrace the concepts of the energy transition.

"Through lowering our carbon footprint, developing and implementing new forms of energy, we will find there are many roles for geoscientists and engineers," she says. "There's so much synergy with the experience and the projects that have been delivered by the industry over the past 50 years. Embrace the transition and the opportunities that it will bring."

“Embrace
the transition
and the
opportunities
that it will
bring.”

From Unlimited Potential Comes Unlimited Opportunity

At BP, we are committed to fostering diversity and inclusion in the workplace. We work to attract, motivate, develop, and retain the best talent from the diversity the world offers – our ability to be competitive and to thrive globally depends on it. Learn more at bp.com/careers

© 2020 BP Products North America Inc. All rights reserved.



THE IMPERATIVE FOR INCLUSION

ARTICLE BY
KATIE MEHNERT,
PINK PETRO

Congratulations to *Oil and Gas Investor's* 25 Influential Women In Energy. And congratulations to Hart Energy on continuing an important tradition by highlighting the stories of women who are pioneers in this field.

All of us working to advance the energy sector through gender equality and diversity are part of a fantastic community. Together, we can pave the way to a better future—both for our industry and the world.

In the five years since we created Pink Petro, I've had the chance to work with so many women and men who are committed to boosting women's leadership in the sector. We obviously have a long way to go, but we should celebrate the strides forward along the way.

Women like those selected this year, and thousands of others in our industry throughout the world, are helping show today's young women, and girls like my daughter, that energy is a field open to them.

They're building stronger businesses. Loads of research demonstrates that having a better gender balance delivers better returns and more conservative balance sheets as well as stronger development outcomes.

I'm happy to say businesses in our sector are showing an increasing understanding of this—and not just here in Houston. I've recently returned from the International Petroleum Technology Conference in Saudi Arabia, where I spoke on “the business imperative for inclusion.” The warm reception showed that this message is resonating.

They're building a better world. Research has found that women's participation increases innovation. As the *Stanford Social Innovation Review* put it, growing evidence shows that greater equality breeds “the creation of new and potentially disruptive ideas, products or services.”

That's what we need in order to enter a new era of sustainability. The world is demanding more energy than ever but wants it produced and consumed in new ways. To do our part in tackling climate change, oil and gas companies must be part of the solution—with women equally at the forefront.

We've entered a new decade and with it comes the potential to make sweeping changes. By tapping into the brilliant minds of creative, passionate women and men, we'll steer our efforts in the right direction, taking energy to new heights.

As I said in my congressional testimony last year, oil and gas companies must be a part of this.

The question for each of us now is what actions we're going to take.

At our most recent workforce summit, Pink Petro's member companies, which form our Global Community Council, discussed how the energy sector can lead in attracting and retaining the next generation workforce. The result was the “Energy Workforce of The Future” report, with four principal findings:

Build inclusive cultures. All employees must feel heard by managers who are active listeners. They should also feel valued and have opportunities to contribute. These efforts include everyone—women, minorities, white men, everyone.

Create an Industry Value Proposition (IVP). Our sector is widely misunderstood and not doing enough to attract and retain workers. It's time for a new narrative that presents energy companies as technology companies and focuses on energy's positive contributions to the world.

Measure and build D&I into performance. From entry-level jobs to the boardroom, our companies need clear goals and objectives—as well as plans to achieve them. Company surveys and performance metrics are also crucial for tracking progress and seeing where things falter.

Accelerate the sharing of best practices. We're all on the same team, and we need a central home for our best ideas. So Pink Petro is bringing together industry networks and developing a database of resources.

Of course, there are myriad other steps we can take as well. When we work together, we can overcome obstacles, lift each other up and see big progress.

Today, we're celebrating 25 of the women who are helping do just that. Thank you for your hard work, determination and strength. You are true leaders. As a former executive at two big oil companies, I know it isn't easy, but I also know that fantastic rewards await.



Katie Mehnert, CEO and Founder, Pink Petro. Photo Courtesy Rocky Kneten



4 DECADES

750+ CLIENTS

3,700+ ENGAGEMENTS

75 COUNTRIES

PRENG & ASSOCIATES

THE MOST RESPECTED GLOBAL ENERGY EXECUTIVE AND BOARD SEARCH FIRM

Preng & Associates is at the forefront of the energy industry's future, fulfilling the demand for innovative and diverse leadership. As new business models emerge and private capital invests in new technology and services, Preng consultants place Board, C-Suite and senior leadership focused on topics such as ESG, Technology and M&A. We are committed to ensuring Women and Diversity candidates are part of our offering to clients when considering future leaders. The Preng team is dedicated to attracting exceptional leaders and critical talent who will make a significant, durable and truly positive impact on corporate performance and shareholder value.

PRENG & ASSOCIATES

Houston

2925 Briarpark Dr., Ste 1111
Houston, TX 77042
+1 (713) 266-2600

Chicago

560 Frontage Rd, Ste 300
Northfield, Illinois 60093
+1 (713) 243-2650

London

2 Brook Street, Mayfair
London, W1K 5DB
+44 (0) 20-7958-9445

www.Preng.com



How do we develop tomorrow's resources? With a commitment today.

Our world's most precious resource is people. That is why Schlumberger helps provide support to schools and communities around the world. With a commitment to corporate responsibility, Schlumberger and its approximately 105,000 employees worldwide are dedicated to making a sustainable difference in the communities in which we live and work — with a focus on education, the environment, and wellness.

slb.com

Schlumberger