

25
INFLUENTIAL

WOMEN
IN ENERGY

2023



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LEADERS OF THEIR TIME

Hart Energy and *Oil and Gas Investor* are honored to spotlight 25 talented women who have risen to the top ranks of the oil and gas industry and their energy companies, providing leadership and inspiration to many.

Entering its sixth year, we have selected again 25 extraordinary leaders, based on their numerous professional accomplishments, demonstrated leadership aptitudes and service to the community and the industry. We received dozens of nominations from the energy industry, our editorial sources and their peers.

These women come from all walks of life and represent a small but growing group of impressive women who are breaking through barriers in a male-dominated field.

In these pages of this special report, you will find in-depth profiles on each honoree, highlighting their achievements and how they got there. In addition to reading about them here, you can watch video interviews highlighting some of our honorees at HartEnergy.com, as they talk about their experiences and what to expect for the future of energy.

Some of our honorees entered the oil patch for the love of it or by following the footsteps' of their parents and grandparents, while others arrived by chance. One honoree had plans to become a forensic scientist but, through unexpected events, the industry lured her to a successful technology career with a major oilfield service company.

Each of these honorees is unique and, indeed, very impressive.

The class of 2023 represents E&P companies, technology, the largest oilfield service companies, world-wide globetrotters, private equity providers and more. They contribute their knowledge across the spectrum of oil and gas as C-suite executives, geologists, engineers, entrepreneurs, financial gurus, technology leaders, association heads, general counsel and energy transition experts.

2023 is expected to bring a new set of challenges and better yet, the opportunity for more progress in the oil and gas industry—and this class of role models is ready and prepared to take on whatever comes its way.

Many of our honorees agree that the oil and gas industry is entering an exciting time, presenting enormous opportunities for women all around. Honoree Teresa Thomas', a partner at Deloitte, sentiment is, "There is no other industry that so directly fuels the future and enables progress in every other.

"This is an incredible time in history, and we need all brains at the table with innovative ideas and energy to navigate the energy transition," she said.

The industry can agree on that.

Congratulations to Hart Energy's 2023 25 Influential Women in Energy.

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25 WOMEN IN ENERGY

INFLUENTIAL

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Barbara Baumann



Deborah Gholson



Diane Montgomery



Allison Sandlin



Serena Buck



Stephanie Hertzog



Yuliya Olsen



Rachel Schelble



Le'Ann Pembroke Callihan



Jen Hornemann, Ph.D., PE



Tania Ortiz-Mena



Sweta Sethna



Carrie Carson



Alisa Lukash



Alina Parast



Teresa Thomas



Naana Danquah Jefferson



Sarah Magruder



Heetal Patel



Keila Aires Diamond



Jill McMillan-Melott



Megan Pearl, Ph.D., MBA



Marianella Foschi



Carmen Millet



Kathryn Roark

Driving Diversity

Energy industry steps up, but the road to equality is long.

BY DEON DAUGHERTY | EDITOR-IN-CHIEF, OIL AND GAS INVESTOR



The energy industry is evolving in a myriad of ways, and that presents both challenge and opportunity for those engaged in it. Not only is the technology in a churning state of progression, the geopolitics are volatile and the economics are in constant flux. It is inarguable that the best, brightest—indeed, the boldest—leaders are

critical to the industry's success.

This means swinging the door wide open to welcome all comers and accepting all that they bring to the table, including a second X chromosome.

At Hart Energy, we have the privilege of introducing outstanding leaders to our readers. This month, it's our honor to raise a toast to 25 Influential Women in Energy. It's a celebration we've led for several years, and the attendees are a good reflection of the evolving workforce within the industry.

Oil and Gas Investor is going through its own evolution, as most organizations that remain relevant must do. Our redesign last spring gave us the chance to do things differently and in ways that help us better reflect our readership—both in the present and in the decades ahead.

As such, the results of our efforts to reflect the industry and our readers means we strive for diversity in the business leaders and experts within the pages of *Oil and Gas Investor* and on HartEnergy.com

One of our most applauded journalists routinely reports on industry diversity, but the reaction to a feature Joseph Markman wrote early during my tenure as editor-in-chief at the magazine makes the case for its importance.

He shared the story of Algerian engineer Nabila Lazreg, an educated, experienced and highly skilled professional whose career, despite a promising trajectory, is uniquely challenged. In short, few people in the field look like her and far fewer share her gender. That limits her access to the critical networking opportunities that dominate the path to career acceleration.

A reader responded to the feature with a question: What do women and/or people of color bring to the table that's not already there? Or, what's the point of diversity?

The "why" behind diversity initiatives evidently eludes more than an inquisitive *Oil and Gas Investor* reader. A survey published by Momentive last year found that

47% of C-suite executives believe diversity, equity and inclusion initiatives distract them from their "real work."

Addressing the reader's inquiry was important at the time, and clearly it remains so. Indeed, the business case for diversity is one that advocates have been explaining for decades and likely will continue to do so during the years ahead.

Let's dig in.

The data is clear to anyone who looks at it. McKinsey & Co. has published years of research showing that when top companies prioritize gender diversity among their executives, they earn above-average profits. In 2017, companies that scored in the top quartile on this measure were 21% more likely to take home above-average returns than their counterparts in the fourth quartile. Companies that also prioritized ethnic and cultural diversity were 33% more likely to outperform their less-inclusive peers when accounting for earnings before interest and taxes.

The Harvard Business Review's research two years ago found that companies with above-average diversity also have more innovation and consequently, greater revenue.

The oil and gas industry has long labored under the stigma of operating as a "good ol' boys' club." Historically, the reputation is deserved. But we cannot ignore the great strides and honest work toward inclusion that energy companies—regardless of sector and size—earnestly seek.

Oil and Gas Investor profiled Bernadette Johnson in this month's publication, showcasing a woman's success in energy. Johnson is general manager for power and renewables at Enverus and probably one of the smartest people—male or female—in the space.

"When you're in it and you've really had an opportunity to grow your career and rise through the ranks day-to-day, it doesn't feel like things are so bad," she said. "But that's me and that is my experience. When I go back to look at the data, I think it's pretty clear that we have much more room to improve."

Johnson pointed out that women represent about a quarter of all workers in energy-related companies; slightly more than 32% of the renewable energy workforce, despite making up about 47% of workers broadly, according to American Progress. Significant wage gaps also remain.

So, what's the point of addressing diversity and creating inclusion? Attracting talent like Johnson and the 25 leaders we feature in the following pages offers resounding logic.

Embracing workforce diversity is the right thing to do. But more than that, it's the thing that successful businesses must do. ■



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

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Stacey Olson



Ramona M. Graves



Ann Fox

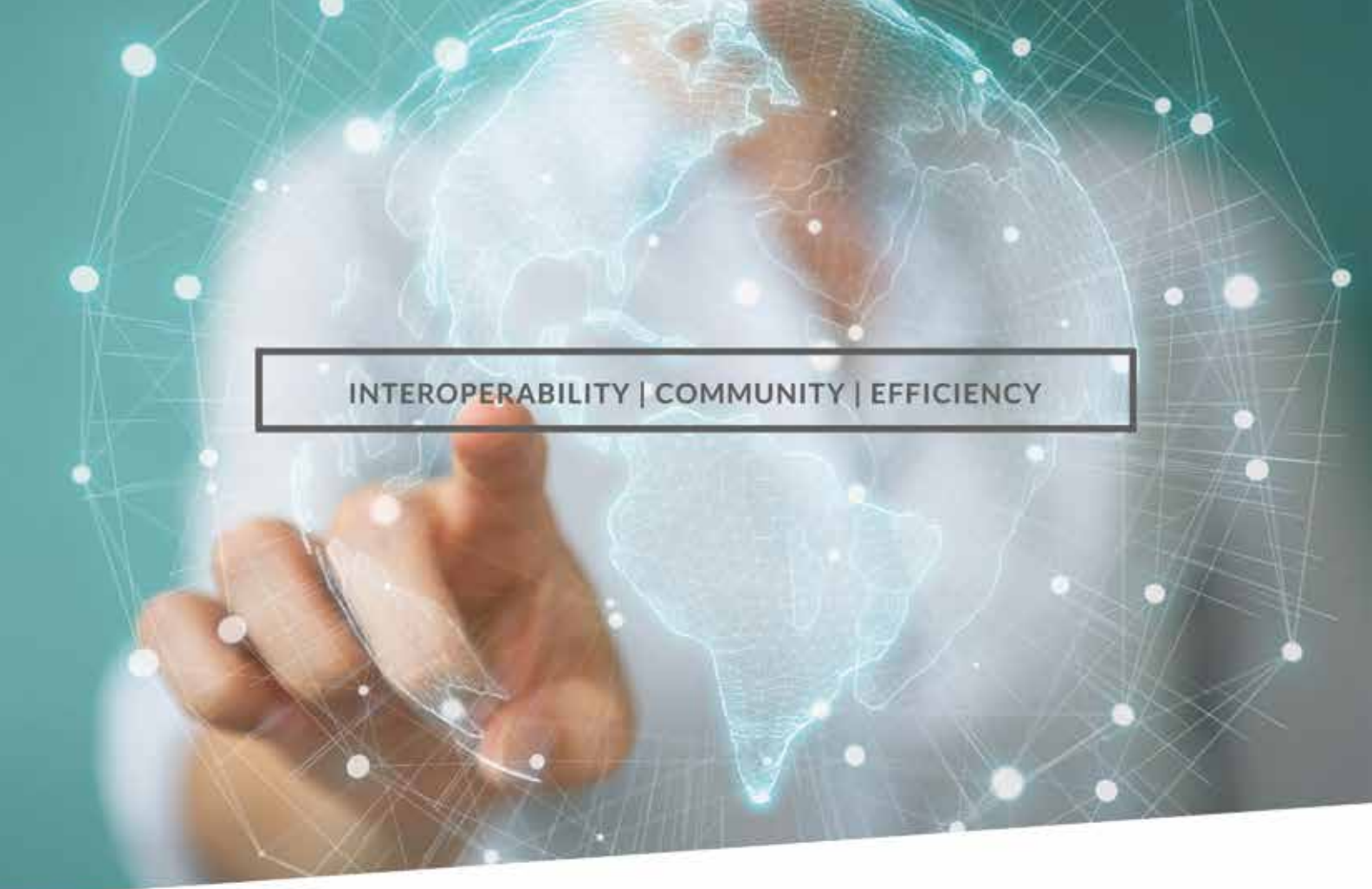


Kathryn MacAskie



Alie Pruner

2018 Honorees



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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

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Jennifer Grigsby



Robin Russell



M. Katherine Banks



Susan Dio



Diana Hoff



Michele Tyson

2019 Honorees



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Stephanie Cox



Cathy Lebsack



Brenda Schroer



Ami Arief



Kate Day



Shauna Noonan



Liz Schwarze



Emily Baker



Hinda Gharbi



Eileen Perillo



Kristin Thomas



Andrejka Bernatova



Andree Griffin



Tiffany Polak



Cindy Yeilding



Bonnie Black



Johanna Haggstrom



Heather Powell

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Samantha Holroyd



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Jaime Butler



Wendy King



Julie Robertson

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Teresa (Tracy) L. Dick



Sarah Karthigan



Katie Pavlovsky



Jean Ann Salisbury



Marcia Backus



Whitney Eaton



Christine "Chris" LaFollette



Pamela Roth



Emily Santoni



Sylvia K. Barnes



Jill Evanko



Melanie Little



Mari Salazar



Starlee Sykes



Leslie Beyer



Melinda Faust



Jennifer McCarthy

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Lindsay Grider



Sarah McLean



Martha Burger



Liese Adams Borden



Beth Hickey



Kellie D. Metcalf



Marie Merle Caekebeke



Bernadette Johnson



Zainub Noor

2021 Honorees



Denna K. Arias



Angie Gildea



Karen Kearby



Revati "Rani" Puranik



Amy Chronis



Sasha Gumprecht



Christina Kitchens



Dianne Ralston



Byrony Coan



Morgan Hager



Shelly Lambertz



Anna Scott



Amanda Eversole



Janelle Harre



Carri Lockhart



Jennifer Simons



Robin Fielder



Jennifer Hoffman



Emily McClain



Sophia Friese



Hillary H. Holmes



Sarah Morgan



Elizabeth Gerbel



Josetta Jones



Hilary Penrod

2022 Honorees

Moving Mountains

As the first American woman to summit and descend Mount Everest without supplemental oxygen, world-class mountain climber Melissa Arnot has learned a lot from her journeys in nature—knowledge that applies to all walks of life, she says.



MELISSA ARNOT
Keynote Speaker

PHOTOS COURTESY OF MELLISA ARNOT

BY JUDY MURRAY,
CONTRIBUTING EDITOR

By any measure, Melissa Arnot is an achiever. A working mountain guide since 2004, she has logged more than 100 climbs on Mount Rainier in Washington and has guided ascents of Aconcagua as well as the Colombian Andes, volcanoes in Ecuador, Kilimanjaro and multiple peaks in Nepal.

Arnot is the first American woman to successfully summit and descend Mount Everest without supplemental oxygen and has climbed the world's highest peak six times. If that isn't impressive enough, she also completed the Fifty Peaks Challenge, summiting the highest point in each of the 50 states, an achievement that, as of 2018, only 272 other people had accomplished. In 2016, Arnot set a

world record with climbing partner Maddie Miller, completing all 50 ascents in 41 days, 16 hours and 10 minutes, a full 24 hours faster than the previous world record holder.

Looking at the long list of "firsts" and achievements, it is easy to assume Arnot is simply extraordinarily gifted—and possibly very lucky. But that would be an oversimplification.

Every milestone was the hard-won result of training, persistence, dedication and hard work. And every "first" was preceded by missteps and failures.

But for Arnot. The "failures" on her path have been more like mile markers on her journey to achievement.

"Success is achieving something and asking, 'Now what?,' but failure contains the possibilities," she said. "It tells you this is where you are and challenges you to figure out what you

need to do to get beyond that point. Failures are where all the learning and all the progress exist."

The path to the summit

It might be surprising to know that Arnot did not begin climbing until she visited Glacier National Park in Montana with a friend when she was

Save the Date:

Hart Energy will honor the 2023 class of Influential Women in Energy on Feb. 7 in Houston. The luncheon will feature a keynote address from the first American woman to successfully summit and descend Mount Everest without supplemental oxygen, Melissa Arnot.

“Success is achieving something and asking, ‘Now what?,’ but failure contains the possibilities,”

19 years old.

“I went climbing there, and everything clicked,” she said. “In beautiful places like that, every step you take opens up new possibilities. You imagine all the other places you can go. I knew on that first climb that if I got better and more skilled, I would have endless opportunities to explore, and I reoriented my life toward learning everything I could about climbing.”

Hearing her talk about how she found her passion inspires many, but the fact that she immediately recognized her calling can be a bit intimidating for those who are still searching for theirs.

According to Arnot, it is not unusual to be unsure about the path ahead, and it is OK to leverage someone else’s passion.

“Let somebody else’s passion be your inspiration for finding your own,” she says, but cautions, “Don’t make their passion your passion. Follow them. See how they live and how they clarify the voice of that passion and how it directs their actions.”

In short, “follow your values,” she said, and take the time to recognize the difference between values and validation.

That can be difficult, but Arnot suggested one way to make that distinction is to ask some basic questions. “What things do you do when you’re totally alone? What are you doing for yourself simply because you just feel good about doing it?”

The answers provide clarity and purpose.

“I feel better succeeding for myself rather than achieving a goal just to prove someone wrong,” Arnot said. “There are always going to be people saying negative things about you. Living your life and accomplishing things just to prove them wrong is a sort of ‘chasing your tail’ way to live.”

And running in circles will never lead upward.

The value of being present

Distilling personal experiences to find your purpose takes focus, Arnot said, and sometimes finding that focus can be challenging.

For Arnot, who is extremely active and is happiest when she is under pressure with a full schedule of commitments, the mountain dictates a slower pace, forcing her to slow down because, as she put it, “The consequences of inattentiveness can be fatal.”

But truly being in the present is not as easy as it sounds.

“We think of being present as not doing anything, as just being,” Arnot said, “but there is so much ‘doing’ in being present.”

On a mountain expedition, she said, “I have to be completely present. That is nonnegotiable. That is what nature teaches me. I need to have the clarity of what’s in front of me while maintaining a sense of the big picture.” There is no room for any distractions.

“Being present is challenging any time you’re doing something really hard that has consequences and that is different for everyone. We all face challenges on a microlevel every day of our lives, and we push through the difficulty. You go past the discomfort and that gives you an incredible sense of knowing what you can handle.”

From the mountains to the mundane

The mountains are a palpable, experiential way to meet personal challenges for mountaineers like Arnot, but for her, that experience is not confined to climbing. “I apply that to the rest of my life all the time,” she said. “I know I can get through discomfort, and I know what that feeling is on the other side of the discomfort. It is the feeling of growth. It is the knowledge of what I’m capable of.”

The way a person confronts discomfort is critical to achieving

progress, Arnot said. “If you are facing really adverse conditions, you can’t lead your way out of that. You have to listen and be responsive.”

That can be particularly difficult for people who like to have a plan.

“One of the biggest lessons the mountains teach me, especially as a Type-A person who likes to control the things I can, is that there will always be situations where I am not in control,” she said. “Being in an environment you absolutely cannot control teaches you to listen, evaluate and react.”

In day-to-day interactions, being reactionary can be viewed as negative, but as with so many other traditional definitions, Arnot turns this one on its head. “I see it as a positive trait,” she said. “Nature teaches us that systems go out the window in a dynamic environment. You see what’s in front of you, and you react to that, and that plays into how we work within the team.”

Reversing the rope

Teamwork is imperative in mountain climbing, but team members do not always fill the same role, Arnot said, noting that the fluidity of roles is vitally important.

“There is tremendous value in holding every space in a team,” she said. “When we climb with a rope, one person typically climbs to the summit and then flips the rope so the person who was on the back of the rope leads the way down. Every person along the rope is a member of the team as a leader and a follower.”

This challenges the traditional team structure of a leader and a top-down hierarchy. “The mountains teach you that you have to lead from all positions,” she explained. “You have to be able to stand in each role and fill it.”

That lesson translates to the workplace.

“The leaders you’ve enjoyed working with are those who have let you lead them as well,” Arnot said. ■

“The leaders you’ve enjoyed working with are those who have let you lead them as well.”

25 INFLUENTIAL

WOMEN IN ENERGY

2023

The 25 Influential Women in Energy is a blue-ribbon awards program that showcases accomplishments of distinguished women who have risen to the top of the upstream, midstream and downstream sectors of the energy industry.

This photo montage highlights the sold-out 2022 Influential Women in Energy Luncheon in Houston held at the Marriott Marquis last year. The classes of 2021 and 2022 were both honored during the event. Due to the pandemic, the 2021 honorees were honored virtually the prior year.

Cassie Chandler, the FBI's first African American female special agent assistant director, was the 2022 keynote speaker at the luncheon. She is also the founder, president and CEO of Video Alliance, a leadership and talent risk management partner helping organizations elevate their cultures through diversity and inclusion.

Additionally, SLB, a founding sponsor of the Women in Energy luncheon, was honored with a special version of the Influential Women in Energy award to commemorate its five years of support to the program.





Dynamic and Diverse

Energy leaders from Talos Energy and Rystad Energy discuss the changes the industry has undergone—and the changes it still needs to make.

BY JENNIFER MARTINEZ | ASSOCIATE DEVELOPMENT EDITOR

Still recovering from the COVID-19 pandemic, the oil and gas industry faces multiple changes on an operational as well as social level. From increased demands for ESG programs to a need to recruit, keep and promote diverse talent, these challenges have forced flexibility and change in the way the industry operates on a daily basis.

Former 2022 “Influential Women in Energy” honorees spoke exclusively with Hart Energy about how the industry can attract and keep the diverse talent it needs in order to face these obstacles, especially women, and on how the industry is changing to meet ESG challenges.

Robin Fielder is executive vice president, low carbon strategy and chief sustainability officer, at Talos Energy. She serves as the lead executive for Talos’ rapidly growing carbon capture and sequestration business and oversees ESG initiatives.

Emily McClain is vice president of North America gas and LNG markets at Rystad Energy. She is a geoscientist with research and technical experience in upstream E&P and development of conventional and unconventional oil and gas reservoirs.

Jennifer Martinez: What can the industry do better or differently to attract and keep young and diverse talent, especially when it comes to attracting women into the male-dominated industry?

Robin Fielder: The energy industry needs to recruit early and have diverse role models involved in STEM programs and leadership positions to demonstrate that anyone can pursue leadership roles. As a sector, we are in a rebranding of what energy means, and expanding it to include low-carbon products or solutions is a great way to attract the next generation that is very socially conscious about improving the world and communities around them.

Emily McClain: Companies must take action to create more opportunities for women to assume leadership roles. Women make up a small fraction of leaders in this industry, but in order to attract and keep young and diverse talent, it is critical for leadership roles to be seen as attainable and rewarding. But this goes for all new talent, not just women in energy. If new talent can see this type of effort at an early start to their career, effort that is ingrained in the corporate culture and long-standing goals of the company, then they will most certainly want to invest their time and dedicate their career to a company setting them up for success.

JM: During your time in the industry, and especially in the last couple of years, what major changes have you seen or do you foresee impacting women in the oil and gas industry?

RF: We all lived through the COVID pandemic and discovered that we can work in different ways and still be successful. As a population, we also learned to rethink work schedules. The traditional work schedule needs to flex during different phases in our careers and personal lives—there’s no one-size-fits-all. The industry must stay open-minded and find creative ways to offer flexibility and benefits to keep talented people from leaving and engage new talent to enhance our workforce.

EM: The industry has come a long way in recent years as the pandemic paved the way (really forced) the industry to face remote work challenges and adapt to new forms of interaction and communication. In my opinion, this has been a significant advance in our industry for attracting new talent, as it has enabled increased flexibility and work-life balance. Remote work has especially opened the door for women as more and more companies have the ability to hire better talent globally.

JM: What advice would you give to women in the industry to face these challenges in order to succeed?

EM: Women have and can continue to tap into the benefits of working remotely, but it is important to keep one’s self-discipline in check as it could lead to longer work hours, which could offset the work-life balance we all strive for.

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“Women should evaluate their wellbeing and performance often and express this to the workplace if

it becomes a challenge in order to succeed in this new and evolving environment.”

—**ROBIN FIELDER**, Talos Energy



“Women make up a small fraction of leaders in this industry, but in order to attract and keep young

and diverse talent, it is critical for leadership roles to be seen as attainable and rewarding.”

—**EMILY MCCLAIN**, Rystad Energy

Another challenge to remote work is the tendency of women being overlooked for promotions, as it could be harder to showcase performance remotely. Women should evaluate their wellbeing and performance often and express this to the workplace if it becomes a challenge in order to succeed in this new and evolving environment.

RF: I advise other women to speak up if they have any special circumstances for themselves or a family situation rather than assuming there are no options. Be open to trying new roles, learning new competencies, and building non-traditional skills to stay fresh. Even though it was not in your original career plans, you can still accomplish your goals.

Also, be intentional about networking and connecting with others, which enables more opportunities to come your way.

JM: *How has the industry responded to the increasing call and challenge to reduce the industry’s carbon footprint?*

EM: The adoption of low-carbon initiatives has increased over the years, but fossil fuels continue to dominate the energy landscape today. It will take time for the energy transition to play out and for renewables to overtake traditional energy sources like coal and gas. Since the shale boom, with natural gas jobs being added and offsetting coal, those working within it have

learned to adapt and will continue to do so. This type of change towards reduced carbon footprints will surely change the energy industry, but the potential for future career opportunities in this sector is long-standing.

RF: Talos is proud to develop CCS projects within our Low Carbon Solutions business. Sustainability planning is part of our strategy and a way to leverage our core competencies and skill sets to be a recognized leader in the domestic decarbonization space. By tapping into our expertise in the subsurface, project execution and operations and by partnering with others to leverage their skills, we can be more efficient as we tackle the challenges associated with an evolving regulatory environment, emerging technologies and the energy transition.

HE: *How is your company benchmarking ESG initiatives across the industry?*

EM: The energy industry is one of the most transparent industries in the world and much of that has been voluntary. In my view, this comes with the job. Energy is a part of nearly every aspect of our daily lives so it’s no wonder our industry embraces accountability initiatives like ESG.

At Rystad Energy, our research and analysis has shifted increasingly into new, low-carbon sectors, with clients in both fossil fuel

and renewable energy sectors showing profound interest in our coverage of the energy transition and ESG incentives. As such, we have built out our solutions to conduct detailed research into the U.S. oil and gas industry’s ESG and sustainability trends. Across the board we are seeing a healthy level of commitment to all three initiatives.

RF: Environmentally, Talos has greenhouse-gas reduction targets to address our Scope 1 emissions. We are building our low-carbon solutions portfolio, which addresses Scope 3 as we help our industrial customers decarbonize.

Social considerations are very relevant when it comes to attracting and retaining talent. Talos continuously evaluates and modernizes benefits like parental leave and flexible work schedules, which are important to recruit a diverse workforce. Also, a strong company culture keeps employees engaged, safe and satisfied with their job.

Talos has been on a governance journey since starting with private equity partners, becoming public in 2018, and now enhancing our board’s independence through proposed changes with the EnVen acquisition. We proactively engage with our shareholders to understand what is important to them for enhanced disclosure and proposed policy changes. We know transparency is key. ■

25 **WOMEN IN ENERGY**

powered by HARTENERGY **LIVE**

LUNCHEON

NOW ACCEPTING NOMINATIONS FOR 2024

Oil and Gas Investor invites you to nominate an exceptional industry executive for its 7th Annual **25 Influential Women in Energy** program. Help us celebrate women who have risen to the top of their professions and achieved outstanding success in the oil and gas industry.

Past honorees have included professional women from entrepreneurs to producers, midstream operators, service companies and the financial community. They've represented varied disciplines including engineering, finance, operations, banking, engineering, law, accounting, corporate development, human resources, trade association management and more across the upstream and midstream sectors. All nominees will be profiled in a special report that will mail to Oil and Gas Investor subscribers in February 2024.

The deadline for nominations is **October 20, 2023**

**NOMINATE
HERE**



Hosted by:

**Oil and Gas
Investor**

hartenergy.com/women-in-energy

WORKING IN THE ENERGY INDUSTRY

Hart Energy proudly presents insights from its own female leaders, trailblazers and rising stars.



“Surround yourself with people smarter than you,” –this quote, attributed to many different people, has been a driving force in my career. When I started in conferences, my bosses were women who taught me about attention to detail. When I moved into energy conferences and events, I established respectful relationships with women in the industry. They showed me how to use my voice, guided me on my communication and always encouraged me to strive for more.”

—**HADLEY MCCLELLAN**, Vice President & General Manager, Hart Energy LIVE



“As a woman in energy, I must shine light on the support I have received from other fellow women in the industry. I’ve had the privilege to advance in my career with the guidance of powerful women. We stick together, we inspire and we create our own tables! I advise young professionals to build their network in the energy industry and attend inspirational events such as the Women in Energy program. Nothing is impossible to a determined woman.”

—**MANAL FOTY**, Business Development Manager



“Oil and Gas Investor’s Influential Women in Energy encourages young women to not be afraid to pursue a career in a male-dominated industry and to go forth and chase their dreams no matter what career path they choose. Having the ability to network at the luncheon with these women who have had the gumption to pursue their goals and not be hindered by the challenges that they face inspires me to do the same.”

—**RACHEL RICHARDS**, Business Development Manager



“This industry is full of inspirational smart women. They never stop learning. They are unafraid to ask the bold questions—or the basic questions. They innovate. And along the way, they blaze trails for others to follow. They mentor the next generation. They are making the industry and therefore the world a better place for all of us.”

—**JENNIFER PALLANICH**, Senior Editor, Technology



“Each of us has her own ‘manifest destiny.’ Stick to the path that delivers yours. There's always a way around the obstacles.”

—**NISSA DARBONNE**, Executive Editor-at-Large



“My advice for women in the energy industry is to know that you deserve to be there and know that you bring value to the table. Knowing what these 25 Influential Women in Energy have accomplished in their careers keeps me excited and motivated about my own.”

—**BRANDY FIDLER**, Senior Development Editor



“Almost 60 years after federal law required that most companies refrain from discriminating against women in their hiring practices and that they pay women equitably, I still find myself as one of the few women—if not the only woman—in the room when crucial matters in the energy business are at hand. We’ve come a long way, ladies. But the road to parity is long. That’s why programs like Women in Energy are critical and why it’s an honor personally to be part of it.”

—**DEON DAUGHERTY**, Editor-In-Chief, Oil and Gas Investor



“It’s such an exciting time to be a woman in the energy industry! There are so many opportunities and growth potential for all women. It’s a pleasure to be a part of honoring the up and coming women in energy and to let the younger generation of ladies know that you can achieve anything you set your mind to.”

—**VALERIE MOY**, Advertising Traffic Manager



Barbara Baumann

*Chair
Devon Energy Corp.
Oklahoma City*

A veteran leader in the oil and gas sector, Barbara Baumann took the reins as the independent chair of Devon Energy Corp. in January—a feather in the cap of a distinguished career.

She did not follow the traditional route into the top of the shale industry, though.

Baumann graduated from Mount Holyoke College and then the Wharton School of the University of Pennsylvania, looking to jumpstart a successful finance career.

And she did just that, but she found her way through the oil patch rather than on Wall Street.

Baumann built her career at Amoco Corp. Now, she is president of the energy advisory firm, Cross Creek Energy Corp., a director of National Fuel Gas Co. and an independent trustee of the Putnam Mutual Funds. She first joined the Devon board in 2014.

Fortuitous beginnings

“Interviewing for my first post-business school job in the early 1980s in a shaky economy, I was focused on finding a well-capitalized giant corporation with a treasurer’s finance department that did sophisticated international project financings. I was naively indifferent to what the corporation ‘did,’ so my interviewing net caught a panoply of multinational energy, computer and car-manufacturing companies. I chose a role as a treasury department analyst in the Chicago headquarters of Amoco Corp. (now BP). Amoco was doing some really innovative things in its treasury department, and the company had a very large presence in my hometown, Denver, so a potential future transfer there seemed like icing on the decision cake. Less than two

years later, I eagerly moved into the heart of Amoco’s E&P operations. Incidentally, during the economic swoon of the mid-1980s, most of the huge car and computer companies whose job offers I considered went bankrupt or were sold.”

Dealing with male-dominated industry

“I’ve approached it with even doses of tolerance and humor, along with an occasional call-out, when appropriate. Also, I’ve been propelled by a deeply felt determination to prove naysayers wrong.”

Memorable milestones

“Leading one of Amoco’s six North American E&P business units—not just as the first woman, but as the first E&P operations business unit leader who was not a geoscientist or engineer—was a career milestone. I also took on the role of CFO of Ecova, Amoco’s environmental remediation and hazardous waste disposition company, way back in the early infancy of those businesses, more than 30 years ago.

“Another career milestone, looking back, was joining my first public company board in 2002. In becoming a potentially attractive candidate for a board role and an effective director, I learned from every supervisor, decision-maker and/or colleague during my career who used thoughtful, open-ended questions with me to get to the heart of what really mattered in a decision. That single skill, acquired by osmosis, has proven invaluable to me in board work.”

Staying motivated

“Our business is such a remarkable

THREE MORE THINGS

- 1** I have an insatiable appetite for reading fiction. I seek out well-written novels, sure, but I’m also completely content with a formulaic mystery in my hands.
- 2** I served as a White House intern during President Gerald Ford’s administration.
- 3** I’m an eager skier, hiker and golfer.

combination of facts and unknowns. Plus, it’s ever-changing, given the volatility of the price of our products and the rapidly changing technology of our business. I can’t name another business that is so dependent on developing the right concoction of science, risk-taking, engineering and creativity. But the real secret sauce? Effective personal relationships.”

Advice for young professionals

“First, seek out detours. Find a way to get off the traditional career ladder in your company. In taking one or more of those leaps, you’ll turbo-charge your learning curve, you’ll expand your sphere of influence and influencers, and your fresh eyes will add a lot to what your organization is trying to accomplish. Second, try to offer a solution whenever you raise a problem or impediment, but then authentically ask for and be open to better options. Perhaps most importantly, if the culture doesn’t feel right, find another workplace altogether.” ■



“I can’t name another business that is so dependent on developing the right concoction of science, risk-taking, engineering and creativity.”

—**BARBARA BAUMANN**, Devon Energy Corp.



Congratulations to Barbara Baumann for being one of Oil & Gas Investor’s **Top 25 Influential Women in Energy!**

Barb’s been on Devon’s Board since 2014, and appointed Executive Chair in January 2023. Her hard work and dedication to this industry inspire us all.



Serena Buck

*Vice President of Land
Ascent Resources
Oklahoma City*

Now the vice president of land at Ascent Resources, Serena Buck worked her way up as an early female pioneer in the male-dominated landman business during the turbulent 1980s.

An Oklahoma native, she always focused on the land side of the oil and gas industry, eventually working with the late Chesapeake Energy Corp. visionary, Aubrey McClendon, as her leadership mentor.

A landman veteran at Marathon Oil Corp. and EOG Resources, Buck joined McClendon at Chesapeake in 2003 and followed him to his startup, American Energy Partners, in 2013. She took over as a vice president of land at Ascent in 2015.

"There was a time in my early career I never thought I would be called a landman," Buck said. "I was a female with a business degree, not PLM or energy management, so I guess earning the title 'landman' was an early goal. Today, as an executive in land management and A&D, my goal is leading the next generation to be the best leaders and mentors that they can possibly be."

Getting started

"I am first-generation oil and gas in my family. I spent my summer between sophomore and junior year of college working in the land department for a company called TIPCO and that is where I got my first taste of the oil and gas industry. I was so intrigued by the history involved in chaining title, putting that puzzle piece together and talking with landowners. My first full-time job was with TXO Production Corp., which later became Marathon Oil where I became more fascinated in the history of title and oil and gas law, as well as the land department's role

as liaison with landowners and other disciplines in the well life cycle."

Navigating the industry

"There were not many females doing land work in the 1980s, so I really had to learn to navigate the 'boys club' by being diligent, detailed, respectful and thorough in my work. Obviously, many times I was the only woman in the room, but I didn't want my gender to be the reason I stood out. I wanted to be recognized for my expertise. I wanted to prove to management and my peers that I earned my seat at the table. I came thoroughly prepared to meetings, offered creative ideas to problem solving and always listened attentively to the other disciplines around the table. I find there is always someone with more expertise in a given discipline at the table to learn from. We never stop learning.

"Being the only lady in the room, I had to develop a thick skin. I think I have a pretty good sense of humor, so I just didn't take any insensitive remarks too seriously. I feel we have come a long way since my early days in the industry. I am so excited to see more and more women in the boardroom."

Big wins

"Early on in my career, I worked on the development of the Oklahoma City Airport field, which was challenging and contained hundreds of landowners. During my EOG and Chesapeake days, I put together many townsite wells, which is always fun getting to throw a big event and meet all the local landowners. Large landowner group signings can be a challenge as well but also very rewarding when an owner tells you, 'This bonus check just paid off my

THREE MORE THINGS

- 1** Skydiving is on my bucket list. Both of our sons are certified in this, so hopefully I will get to experience that thrill.
- 2** How my parents got my name is a funny and a sweet story from my birth ... but you will have to ask me in person to hear it. Great conversation starter.
- 3** My proudest career moment of 2022 was receiving the Bill Majors Distinguished Service Award in mentoring from the Oklahoma City Association of Professional Landmen.

family farm that we were about to lose or paid for my children's college educations."

Entering leadership

"I was very excited to be named land manager in 2008 at Chesapeake. At the time, I was the only female land manager until I left in 2011. I am very happy to see that many other ladies were named to land leadership positions after that time. I think one of my biggest career milestones was in 2013 when Aubrey McClendon was forming a new startup company, American Energy Partners. I was his first hire and named director of land. It was an amazing opportunity to stand side by side with Aubrey and other exceptional leaders. American Energy Utica later became Ascent Resources. I am very proud to have been a part of the company's genesis and growth." ■

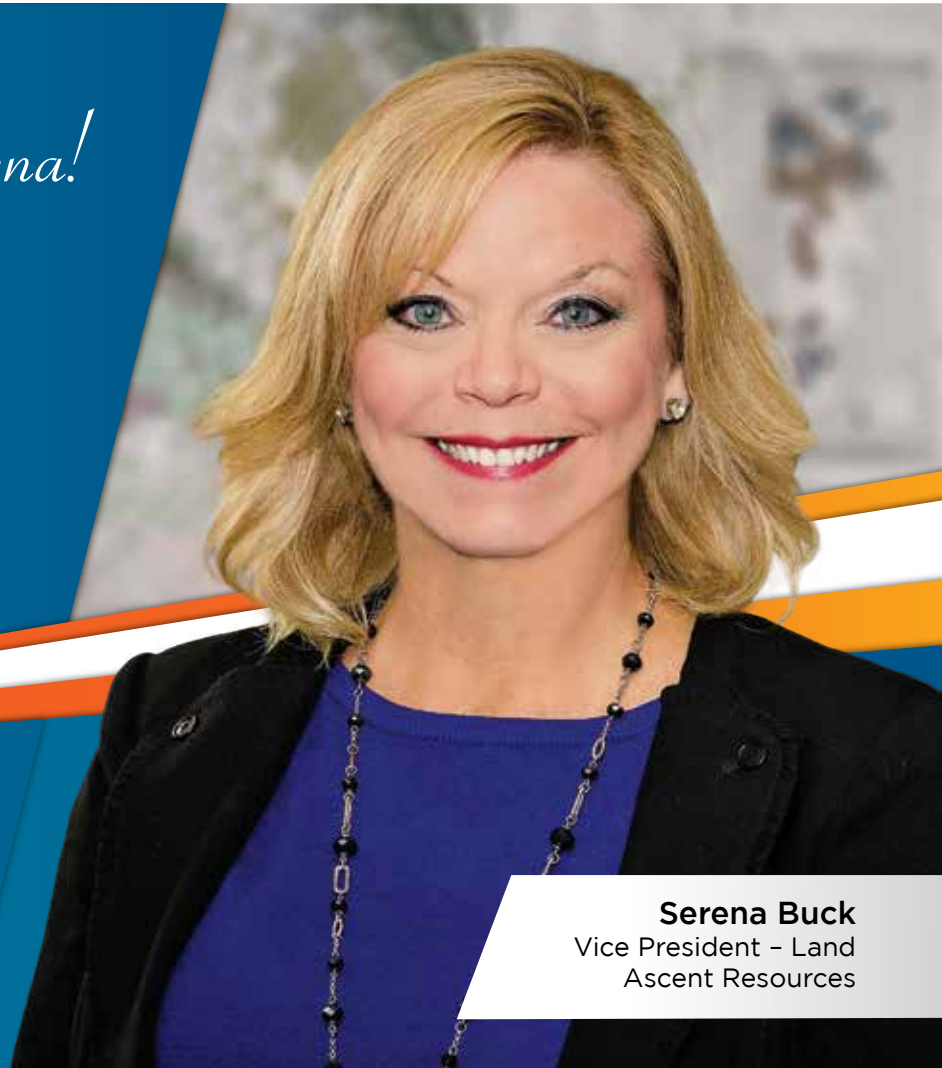


“I find there is always someone with more expertise in a given discipline at the table to learn from. We never stop learning.”

—**SERENA BUCK**, Ascent Resources

Congratulations, Serena!

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



Serena Buck
Vice President - Land
Ascent Resources



Le'Ann Pembroke Callihan

Vice President
AAPL/NAPE
Fort Worth, Texas

A “Horned Frog,” Le’Ann Pembroke Callihan, vice president of the American Association of Professional Landmen (AAPL) and NAPE, earned her degree in journalism, cum laude, from Texas Christian University in 1990 as well as completed a study abroad program at Oxford University. Joining AAPL as an intern in 1989, she served on the first NAPE advisory committee and assisted with the inaugural NAPE event in 1993. Today, Callihan oversees NAPE expos as well as AAPL’s strategic initiatives in innovation and excellence.

She has spearheaded innovation at NAPE, launching NAPE — The Magazine for Dealmakers, adding the Renewable Energy Pavilion, implementing the NAPE Network online platform and raising more than \$5 million for the NAPE Expo Charities Fund. She was recently named an inaugural inductee into the NAPE Hall of Fame.

Callihan is active in the North Texas Chapter of the Women’s Energy Network, where she has served on the board of directors and currently is an executive member, leading a mentor/mentee group for the organization’s Fort Worth circle. She joined the board of advisors for the TCU Neeley School of Business Ralph Lowe Energy Institute in 2021 and was appointed vice chair of the Valley View Education Foundation.

Energy family

“Although I was not pursuing a career in energy, my PaPa had worked for Sun Oil Co. and through his success purchased our family ranch, where we now live, and the legacy he built continues to bless his grandchildren, great-grandchildren and now even great-great-grandchildren. After I

started working for AAPL [in 1989] and meeting the wonderful people in the association who worked in the land and energy industry, I began to realize the importance of energy and loved learning about it and seeing the positive impact E&P players have on our economy and our American quality of life. Once I began serving the AAPL membership as a staff member, I knew I had found my work family—and to do that so early on in my career is something for which I am very grateful.”

NAPE

“I had the privilege of being on the advisory board when the North American Prospect Expo debuted in 1993. Against all odds, we launched the first oil and gas prospect expo—creating a central marketplace where buyers and sellers could come together in one location to make deals happen. Our first NAPE hosted about 100 exhibitors and 800 attendees. Today, NAPE is the world’s largest prospect expo serving more than 12,000 energy professionals each year. To be a part of the NAPE phenomenon has been an incredible journey. We have added many components to the original show including the NAPE Expo Charities Fund, which has donated more than \$5 million to veterans organizations supporting our American military heroes. I personally am proud of fostering two deals with a group of anonymous energy producers for a total donation of \$2 million to our NAPE Charities Fund.”

Experience and wisdom

“I have been fortunate to have had the opportunity to work with 30 different presidents of AAPL

THREE MORE THINGS

- 1** I love sports, and when our boys were young, I coached their pee-wee basketball teams to undefeated seasons.
- 2** I play the piano and ukulele and tap dance—but never simultaneously.
- 3** My favorite movie is “Jaws.”

and chairmen of NAPE who are all leaders in the industry. They all have different leadership styles and ranges in career paths, from independents to majors, and each one taught me valuable lessons about leadership and business. Specifically, Leon Hirsch, Steve Wentworth, Harold J. Anderson, Mike Curry, the late Jan van Loon, Jeanine Piskurich and Hellen Reasoner Hutchison have all mentored me in my journey. I also view Barry Russell, who recently retired as president of IPAA, as one of my mentors. ... [Additionally], AAPL’s Linda Wirt took me under her wing and was always willing to share her experience and wisdom with me.”

‘Energy expansion’

“The importance of the industry to the American economy, our national security and the quality of our everyday lives keeps me motivated and passionate. We are the industry that helps power the world! I believe we should approach the ‘energy transition’ as an ‘energy expansion’ and embrace all energy sources and the benefits from them. We must be inclusive and work together for the greater good of our industry, country and world.” ■



“The importance of the industry to the American economy, our national security and the quality of our everyday lives keeps me motivated and passionate.”

—LE’ANN PEMBROKE CALLIHAN, AAPL/NAPE

CONGRATULATIONS, LE’ANN CALLIHAN!

From intern to VP of AAPL and NAPE, Le’Ann has spent more than 30 years as an experience architect creating dealmaking vibes in the energy industry.

We are proud to celebrate a leader of our industry and one of *Oil and Gas Investor’s* 25 Influential Women in Energy for 2023!

NAPE



NAPE connects developers with investors and thousands of dealmakers in the premier marketplace for the upstream energy industry.

AAPL



The American Association of Professional Landmen offers unparalleled advocacy, education and resources for land professionals.





Carrie Carson

*Director of Commercial Development
Oxy Low Carbon Ventures
Houston*

Carrie Carson spent her early career in energy financing during the heyday of the shale boom, which provided her “tons of growth and opportunity.” She incorporates the experience and skills honed during her time in the industry into her current position as director of commercial development for Oxy Low Carbon Ventures (OLCV), a subsidiary of Occidental Petroleum Corp.

Carson graduated summa cum laude from Texas A&M University with a degree in accounting and a Master’s in finance, where she attended on full academic scholarships.

She is in her third year serving as a board member for the Houston Producers Forum (HPF) and previously served for several years on the board of Young Professionals in Energy (YPE). In her spare time, she volunteers with The Story Church and Dress for Success Houston (DFSH).

Finding a place to connect

“Diversity is an often debated topic, particularly in energy, which tends to be more male-dominated than many other industries (particularly energy finance). That being said, being a woman in this industry never really bothered me. Only in hindsight have I realized how that dynamic can be different from ‘normal,’ such as being the only female banker (out of almost 60 professionals) at one time, or when certain hunting or fishing trips are organized. So I looked for avenues to connect outside of the office that I could be a part of, like taking up golf or learning poker. And then it turned out that I really enjoyed those hobbies.”

The hard times

“I got a unique opportunity to move into [my previous company’s] newly acquired investment banking group in a sponsor coverage role. In that position, I had exposure to a significant cross-section of the private equity industry. That role overlapped with the 2014 downturn, so I experienced firsthand the ‘Charles Dickens’ aspect of the industry (it was the best of times, it was the worst of times ...). You may learn more in the hard times, but it certainly isn’t as fun!”

‘Take the hill’

“I have always been very results-oriented—a mentality of ‘take the hill’ (in the military sense of the phrase, meaning do what you need to do to accomplish the mission). Through experience, I have come to appreciate that the troops taking the hill alongside you are just as important as achieving the mission—particularly when considering the long-term success of a team. I appreciate when my leaders treat me that way, and I strive to treat others in that way.”

Entrepreneurial spirit

“It may seem paradoxical in looking at my resume, which includes some of the largest companies and professional service firms in the world, that I consider myself highly entrepreneurial. I’ve held several positions that didn’t exist before I filled them. To me, having a self-starter personality is about tackling a new problem or challenge in a creative way, without a rule book or guide map to get there. It’s about drawing upon my own skills and developing the tools I needed. In

THREE MORE THINGS

- 1** *Oil and Gas Investor* featured me in their “Spotlight” column back in 2011.
- 2** My third-grade class diorama project was on Spindletop—the gusher in Beaumont, Texas, that struck oil in 1901, widely credited for sparking the Texas oil boom.
- 3** I was recognized as one of the top 10 scores in Texas on the certified public accountant exam.

making choices about my career progression, I’ve consistently looked to add specific experiences that round out my abilities.”

Flexibility

“I observed a huge change in corporate life before and after the COVID pandemic, sharpened by the fact that the birth of my first child coincided with the onset of lockdown in March 2020. Obviously, COVID was awful on many accounts, but a silver lining—from a corporate perspective—is the amount of flexibility we have now versus before. Not just work-from-home arrangements but improved technology and the general acceptance that a team can hop on a video call and collaborate effectively. I still prefer to be in-person whenever practical, but being freed from the ‘if you’re not at your desk, you’re not working’ mentality that I grew up with is a game changer.” ■



“In making choices about my career progression, I’ve consistently looked to add specific experiences that round out my abilities.”

—**CARRIE CARSON**, Oxy Low Carbon Ventures



TOGETHER, WE ARE BETTER

At Oxy, we strive to cultivate an environment where our differences are celebrated and respected. The diverse backgrounds and unique experiences of our employees spark innovation and maximize operational results.

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Naana Danquah Jefferson

*General Counsel, Americas Land
SLB
Houston*

What started as a temporary summer job while home from university has blossomed into a long and successful career in the energy industry for Naana Danquah Jefferson.

“My entry into the oil and gas industry was an unintentional, yet very rewarding one,” Danquah Jefferson said of her motivations to enter the industry.

Joining a male-dominated industry can be challenging for a woman, but Danquah Jefferson has responded to those challenges by encouraging herself, reminding herself of the value she brings, speaking up and out and connecting with those who reinforce those messages.

With more than 16 years with SLB, Danquah Jefferson has held various legal positions in operations and technology, as well as in compliance roles in benefits and human resources. As an integral member of the Americas Land Basin HQ management group, she oversees a team covering onshore operations in the U.S., Canada and South America.

Danquah Jefferson earned a Bachelor of Arts from Tulane University and Juris Doctorate from South Texas College of Law. She spends her time away from the office crocheting, dancing and volunteering.

She is a board member and volunteer with the Lupus Foundation Texas Gulf Coast Chapter. She lives near Houston with her husband, Patrick, and daughter, Adaya.

Invaluable mentorship

“[One of my mentors], is a family

friend and someone I affectionately refer to as my Aunt Alice. She had a very successful career at CenterPoint Energy for more than 30 years and subsequently retired from her position as human resources director a few years ago. Something she shared with me that I always think about as I contemplate all of the things I want to do is, ‘You can do everything, but not at the same time.’”

A chance to succeed

“During one of our major acquisitions, my manager went out on maternity leave which left me as the ‘manager in charge’ during that time. It was my first opportunity to not only manage processes, but people, and to be part of an integration team. It provided the real life ‘merging’ of corporate cultures and how to integrate without losing the best of what attracted you to the organization in the first place.

“There was also the occasion when the team became a team of one. With a heavy workload and reduced support, [the occasion] helped me develop my prioritization and stress management skills, which served me well later in my career when I had a skeleton crew and had to step in to manage matters that I otherwise would not have. It was a reminder that it takes all of us and no one is above ‘doing the work.’ It also reminded me to take care of your people as much as you can. Recognize them and express your appreciation in tangible and intangible ways.”

A transforming industry

“We are in the midst of a

THREE MORE THINGS

1 As a little girl, I wanted to be an actress and prosecutor. I loved (still do) musical theater.

2 I used to own a dance, fitness and creative arts studio primarily for adult women, with students ranging in age from early 20s to mid-60s.

3 I performed in seven out of 11 Bollywood dance numbers in a Bollywood Blast production at Miller Outdoor Theater.

transformation now with sustainability and new energy efforts underway to, as SLB so clearly states, ‘drive energy innovation for a balanced planet.’ This requires understanding what we need in the short, mid- and long term, which will require balance.

“We are working to enhance, develop and deploy technologies with the goal of making our planet one where our children’s children can not only live, but flourish.

“Additionally, as a culture we must embrace the fact that those entering the workforce now, and many currently working, place a high value on work-life harmony and mental health. It is something that has to be addressed, tools provided and a recognition/acceptance that the working environment, physically and virtually, may look different in many ways—and this is OK.” ■

CALL for ENTRIES

2023 Special Meritorious Awards for Engineering Innovation (MEA)



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

SUBMIT YOUR ENTRY IN 3 EASY STEPS!

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

Entry is free, and awards will be presented in a Hart Energy publication in May 2023.

HART ENERGY



MEA AWARD CATEGORIES

- Artificial Lift
- Carbon Management
- Digital Oil Field
- Drill Bits
- Drilling Fluids/Stimulation
- Drilling Systems
- Exploration/Geoscience
- Floating Systems and Rigs
- Formation Evaluation
- HSE
- Hydraulic Fracturing/ Pressure Pumping
- IOR/EOR/Remediation
- Machine Learning and AI
- Marine Construction & Decommissioning
- Nonfracturing Completions
- Onshore Rigs
- Subsea Systems
- Water Management

**Deadline for submissions
is March 3, 2023.**

Contact:
meainfo@hartenergy.com
with any questions.





Keila Aires Diamond

*Managing Director and Head of ESG
Quantum Energy Partners
Houston*

As a sustainability professional, Keila Aires Diamond sees the energy industry as where one can have real—and lasting—societal impact. Whether it's the operations floor, out in the field or in the boardroom, she has developed and implemented sustainability programs and ESG best practices at organizations across industries and countries. She understands that success comes from integrating these practices into every aspect of an organization—and it starts at the top.

As managing director and head of ESG for Quantum Energy Partners, Diamond strives to bring the company's already robust ESG program to the "next level" in supporting the clean energy transition.

Diamond holds degrees from Harvard University and Duke University, as well as Brazilian schools the University of Campinas, the Federal University of Rondônia and the Brazilian Luther University.

Outside of work, Diamond supports various efforts to increase higher education access for young women in Brazil and spends time with her family.

A common desire

"I have had the privilege of working in various industries and many different places around the world, including Australia, Brazil, Chile, China, India, Indonesia, Saudi Arabia and Egypt. I've learned different cultures and different ways of doing business—and how to adapt.

"I have also seen firsthand that while societies and individuals are unique wherever you go, there is a common desire to be respected, included, heard and recognized. Throughout my career I have gained a deep appreciation for the importance of diversity of thought,

and strongly believe having more diverse perspectives around the table makes us more successful as a team.

"That's something all of our teams at Quantum benefit from, and I believe it's played a significant role in the firm's continued success."

Part of the solution

"Energy is essential to the growth and well-being of humanity. The global population today is growing rapidly and becoming wealthier, two factors that continue to drive increased demand for energy. Simultaneously, as countries and providers race to meet that demand, we are faced with a need to dramatically reduce energy-related carbon emissions. It's a dual challenge, and one that requires collaboration from numerous stakeholders, a broad commitment to decarbonize hydrocarbon operations and significant [private and public] investment in clean energy sources and decarbonizing technologies—all while we work to maintain and expand access to affordable and reliable energy.

"Quantum remains focused on being part of the solution, as we continue to seek new and innovative ways to invest private capital in the businesses that are powering the transition to a low-carbon economy."

Ensuring tangible impact

"In 2023, I anticipate increased demand for credible ESG disclosures. Investors, regulators and the broader public are exercising greater scrutiny of corporate ESG and sustainability efforts, calling out what they perceive as mismatch between words and action. Organizations increasingly need to ensure sustainability commitments are having a tangible and measurable impact.

THREE MORE THINGS

1 I grew up in a small town in the middle of the Brazilian Amazon region. I left after college and have traveled and worked in all continents except Antarctica.

2 I have supported four young women paying for their undergraduate and graduate programs and I hope to scale this effort to reach a larger number of underprivileged students through the startup of a non-profit organization to provide scholarships.

3 I am passionate about forests, and I own and am investing in the restoration and preservation of over 200,000 acres in the Brazilian Amazon rainforest.

"I am proud of the leadership Quantum has shown in this area—our focus on ESG principles has been at the core of our business philosophy since our inception almost 25 years ago. I am confident we will continue to make important contributions as we invest and partner with exceptional and innovative businesses that are powering the transition."

Advice for young professionals

"If you are a sustainability professional looking to effect real societal change, the energy industry presents enormous opportunities. Don't be afraid to set ambitious goals for yourself and your career—as long as you're prepared to follow through on what these goals might ask of you." ■

For 25 years, ESG principles have been at the core of Quantum's investment philosophy.

As Quantum continues to deploy capital in support of the new and innovative businesses that are powering the transition to a low-carbon economy, we are proud to have Keila spearheading our efforts to further integrate ESG as a firm and across our portfolio.

Keila A. Diamond

Managing Director and Head of ESG

"I always challenge myself to think holistically, be curious, and to see the interconnectedness of the energy industry and the broader societal needs it is meeting. It is extremely important that professionals entering the energy field now are willing to be disruptive and are open to ideas from unexpected sources — our industry needs to collaborate with a broad range of stakeholders to keep innovating."





Marianella Foschi

CFO
Civitas Resources
Denver

A native of Colombia, Marianella Foschi, CFO at Civitas Resources Inc., got her first energy industry job directly out of The University of Texas at Austin, where she earned two degrees with highest honors, one in finance and the other in economics. Though she expected her career to lead her back to her home country, Foschi instead found herself grounded in the U.S., moving up through positions of increasing authority.

She joined the investment banking division of Credit Suisse in Houston as an analyst working on capital market transactions and advisory assignments for oil and gas companies, became an associate at the Blackstone Group, where she focused on debt and equity investing across the energy sector, and eventually moved to Extraction Oil & Gas, where she took on the role of CFO.

Throughout her exemplary career, Foschi has set her sights high and has worked hard to rise through the ranks, an accomplishment she credits in part to having the good fortune to work for companies that support women in the oil and gas industry. For her exceptional work at Extraction, she was recognized as one of Denver Business Journal's "40 Under 40."

High energy

"The [oil and gas] industry is always changing—it is not/never will be static. As a result, those in it are constantly having to problem solve new challenges. I am a big time problem solver, which is why I have found the industry to be a good fit for me. In addition, one of my favorite aspects of the industry are the people. I would describe them as 'work hard, play hard.' The industry is full of very

bright, highly energetic people, and it is such a great platform for knowledge sharing and growth, both on the professional and personal side."

Growing into new roles

"Civitas Resources is the combination of five different companies in Colorado, all of which were put together over an 18-month period. The rapid pace of consolidation meant significant change in a short period of time for anyone that was part of those companies. Within Civitas, I have been fortunate to have had the opportunity to be promoted at a young age and with that comes a lot of responsibility. Those increased levels of responsibility meant I have had to quickly adapt from being primarily a 'doer' of work to a manager as well. Given how transactional we have been at Civitas, I have had to redesign my team to the size company we are now. Within the past year, my team has gone from six to about 40 employees. My role has changed a lot because of how much of a bigger company we are now."

Speak up

"Some of the best advice I have received is to be outspoken in the workplace (when appropriate). Managers generally respect employees that are opinionated, assuming their opinion is well supported by facts. In addition, striving for constant improvement and not getting stuck in the 'status quo' is another big one (the 'How can I make this better?' question). Lastly, don't be afraid to ask questions, especially early in your career. The foundation of your career is the most important thing, and you want to take

THREE MORE THINGS

- 1** English is my second language.
- 2** My family on my dad's side is Italian. My first and last name are Italian, and I have Italian citizenship.
- 3** I am a huge sports fan, especially tennis and soccer, and will go to great lengths to be part of big sporting events. (I saw Serena Williams' last tennis match at the U.S. Open last year and was in Russia for the World Cup in the summer of 2018.)

advantage of the opportunity to ask questions when there is less 'judging risk.'"

Keep up the good work

"The sector has come so far over the past couple of years (alignment with the energy transition, consolidation, prioritizing capital discipline and clean balance sheets, enhancing return of capital to shareholders, etc). If you had asked me [what transformations the industry needed to make] two years ago, the list would've been very long. The industry has completely repositioned itself and is now following a formula that is much more aligned with long-term success. What is key now is that management teams hold to those principles and are disciplined throughout the (down and up) cycles. Consistency in strategy from here on out will be key to regain confidence and investor interest back in the industry." ■



Deborah Gholson

*Gas Development Services Advisor
BHE GT&S
Richmond, Va.*

Deborah Gholson is a die-hard Boston sports fan and the gas development services advisor for LNG business development at BHE GT&S, which was formed in 2020 when Berkshire Hathaway Energy acquired the gas transmission, gas storage and LNG assets from Dominion Energy Inc. In that role, Gholson provides analysis and direction for key capital investment and business strategy activities and is responsible for expanding the LNG business in small-scale marine applications. She cultivates new customers, develops partnership collaborations and executes new business initiatives.

Gholson graduated from Regis College in Massachusetts with a degree in sociology and law and took paralegal courses from nearby Bentley College to earn an American Bar Association paralegal certificate. She worked as a paralegal in Boston and Washington, D.C., before joining the law department at Dominion Energy 18 years ago, where she took on responsibility for litigation case management of electric generation and transmission regulated projects. Gholson moved to the gas division in 2014, where she was responsible for project execution and regulatory strategy for new gas and LNG projects, including the Cove Point export project.

In her spare time, she is a leader in the Girl Scouts of the USA and serves on the board of directors for the Virginia Maritime Association.

'Knowledge wins'

"I certainly have not shied away from male-dominated fields. I started in the legal field where I quickly learned you had to work way harder and longer to

get the good cases. Throughout my time in the energy sector, often I am the only non-engineer and the only female at a natural gas or LNG table. Now, drop me in the long history of the maritime industry and that challenge doubles. As a woman in these environments, I learned to find the balance between maintaining my own core values and fighting to be heard. Knowledge wins the day."

Career success

"At BHE GT&S, one of my major accomplishments was to lead a year-long feasibility study with an international ship classification society, internal and external stakeholders, including cross-functional business units, major port authorities and other supporting organizations, to determine the viability of providing LNG as a fuel bunkering service for the marine industry. The study was performed in two phases: Phase 1 – supply and demand analysis and financial evaluation; and Phase 2 – risk identification and safe operations. The results of the study confirmed our ideas of small-scale LNG deployment, advanced the development of our bunkering plan and pushed us to create partnerships for success. Being part of our company's achievements in bringing sustainable, environmentally friendly LNG solutions to industries like marine fueling, as well as transportation, pipeline peaking and power generation, has been extremely rewarding."

Global impact

"It was important to me when I moved to the energy sector to do

THREE MORE THINGS

- 1** I ride reining horses.
- 2** I really love driving my F-150 Platinum truck.
- 3** I am a huge Boston Bruins Hockey fan. There are a lot of symmetries between the game of hockey and life. You can't score a goal if you don't shoot the puck. Goals may be scored by one but not without the contributions of many.

something with my career that made a real tangible difference to people. I could see a direct link from our hard work to the benefit of energy customers. Today, I strive to expand that direct link to a global footprint. By advancing the use of LNG as a marine fuel, not only are we promoting environmental stewardship in our region, but we are growing that benefit to consumers worldwide."

Family guidance

"The first person and really the most impactful person I have been fortunate to have in my life is my mom, Barbara. Right out of high school, she was hired to be the secretary to a buyer for the building and materials department for Sears, Roebuck and Co. in Chicago. Even with no continued education, she always held a professional job and still continued to work after retirement. She showed me by example how to be the best you can be while nurturing a family and her community." ■



Stephanie Hertzog

*CEO Energy & Resources North America
Sodexo
Houston*

Growing up in Pasadena, Texas with a daily view of the refineries, Stephanie Hertzog knew that the good jobs were in the oil and gas industry. Her father was a mechanical engineer at one of those local refineries, and her uncle was a chemical engineer and consultant in the energy industry. Seeing their success, Hertzog knew she wanted to study engineering at an early age.

She graduated from Texas A&M University with a chemical engineering degree in 1996 and began her career in the industry, where she rose through the ranks from being a process engineer to the executive office of Sodexo.

Hertzog stresses that young energy professionals should look for ways to build authentic relationships in their company, the broader industry, community as well as personal life.

"These will become interchangeable later in your career," she says.

Embracing community

"In the younger stages of my career, I pretended there was no difference being a woman in industry. In college, in an attempt to blend in and be treated the same as the men, I eschewed the Society of Women Engineers. However, when I had my first child in my early 30s, I finally realized I could benefit greatly from the collective-knowledge of the community of women that had blazed the trails before me.

"At the current stage of my career, it is all about embracing what makes our experience different and giving it a voice in hopes of building a sense of community for the young women coming up through the ranks today."

Rough start

"I previously worked for a company that had been through two bankruptcies. I came in as head of strategy and was tasked with turning the company around. When the leader of one of the business lines unexpectedly quit, I was asked to 'babysit' this business because we weren't sure whether we were going to keep or sell it. This 'babysitting' job turned into arguably the year of my career that contributed the most to my professional development. I was the only woman within a mile of this business and was significantly younger than the rest of the team. I had two fatalities on my first day; my first call with my team included introducing myself and telling them about the fatalities. I had employees expensing all kinds of inappropriate expenses. I had to direct the sites to take down the pin-up calendars in the break rooms.

"With time, I gained the respect of the team and we dug into the business. For the first time, we compared the operations and performance across all the branches and identified best practices. We worked on pricing and operational efficiency and ended up growing the bottom line by 25% that year."

Tough love

"My first job out of college was at Celanese. We had Monday morning meetings where everyone met in a conference room. I was new and didn't think I had much value to add to these meetings, so I took a chair against the wall and spent the meeting observing the conversation.

THREE MORE THINGS

- 1** My husband literally saved my life.
- 2** I've traveled to 60 countries and counting.
- 3** I was the captain of my high school drill team.

"My boss, Chip Wood, grabbed me after the meeting and said, 'If there is a chair at the table, take it.' He also said, 'If you don't say anything at the meeting, you didn't need to be there. If you don't have anything to contribute, ask a question.' Tough love on the first week on the job but advice I've carried with me my entire career. Always take a seat at the table, and always ask a question."

Moving forward

"We are at such an interesting time in our industry when we are still very much reliant on fossil fuels for affordable and accessible energy, and yet there is this strong push toward renewable sources and carbon responsibility.

"Now more than ever, we need to recruit the best and brightest to forge our path through the transition. We must become a more inclusive industry. We need a diverse set of ideas in the room to come up with the creative solutions that are necessary to tackle the issues at hand. We need to work on the inclusive nature of our company cultures to not only attract but also retain this talent." ■



Jen Hornemann, Ph.D., PE

*Vice President of Production
Antero Resources
Denver*

Jen Hornemann knew growing up that getting a job that paid enough to allow her to support herself, pay back her student loans and make rent was critical.

Seeing models of rigs in the home of a childhood friend whose father was a structural engineer and learning about the exciting and global opportunities for engineers in the oil and gas industry gave her the push she needed to pursue engineering courses in college. That eventually led to a doctorate in chemical engineering from Montana State University and a career as an engineer.

When facing the challenges that come with being a woman in the male-dominated oil and gas industry, Hornemann said she meets them “head on and as gracefully as possible, sticking to what she knows is right.

She is a board member and director at large for the West Virginia Energy Network and associate board member for the Denver Scholarship Foundation, as well as an associate board member for Stephen F. Austin State University’s physics and engineering department.

Hornemann lives in Denver with her husband, Michael, son, Torsten, and golden retriever, Willis.

Walking on water

“[Becoming] vice president of production was a major career milestone for me. Diana Hoff gave me a huge opportunity to come to Antero to prove myself. I’ll never forget the seven-page job description for the director of production role. I read through it and thought, ‘Does she want me to

walk on water too? How can any one person excel at all of this?’

“I decided that if she and Antero believed in me, I shouldn’t question that and gladly accepted the challenge.”

Cleaning up

“My passion is inherent to who I am. My daily motivation to continuously improve the [oil and gas] industry is driven by a desire to ensure clean energy is available to help millions of people domestically and across the world to heat their homes, get to their jobs and travel to see their families.”

Global perspective

“Working alongside engineers and operators on offshore platforms in Nigeria was the experience of a lifetime. I learned to appreciate other ways of thinking, respect for various beliefs and cultures, and about safety when it really matters.”

Win-win

“Working in LaBarge, Wyo., for XTO Energy Inc. with a highly motivated field team, we were able to remove seven old compressors and replace them with an efficient, modern compressor. This was one of those win-win projects I love that saved the company hundreds of thousands of dollars and was equivalent to removing thousands of cars off the road in reduced emissions.”

Paying it forward

“When I started my first engineering job, I had \$13 in my bank account and minimal furniture in my apartment. My goal was to get a couch and a TV as soon as I could

THREE MORE THINGS

- 1** I got married in a Montana barn in cowboy boots.
- 2** Being a mother is my most cherished accomplishment.
- 3** I have been an avid golfer since 1989. Two holes-in-one so far!

afford them.

“After almost 20 years in oil and gas, my goals are to lead by example, mentor young engineers and give back to the community. Meeting strong, smart women who have paved the way for future leaders has been critical to believing that I could do it too. Without their determination, it would be much harder for those that follow to be successful.”

Change is inevitable

“[My advice for young professionals is to] find your voice and speak up! It won’t be easy but nothing worth doing ever is. Take it one day at a time, enjoy the adventure and keep in touch with the friends you make along the way. Don’t be in a hurry; good things will come to those who work hard.

“[The industry must] embrace that change is inevitable. We can’t stick our heads in the sand and hope the change will pass us by. Engineers coming out of school today have so much to offer the industry, but management has to be willing to listen and act on their ideas.” ■



Alisa Lukash

*Vice President, Head of Climate Policy Research
Rystad Energy
Oslo, Norway*

Alisa Lukash is a Ukrainian immigrant who pursues knowledge and has built her career with the impact on global markets. She is a martial arts aficionado who trained kung fu with the Shaolin Monks in China, karate in Okinawa, Japan, Muay Thai in Thailand and boxing in the U.K.

She also is vice president and head of carbon policy research at Oslo-based Rystad Energy, the biggest independent energy consultancy in Norway.

Lukash earned her bachelor's degree in international economics from Taras Shevchenko National University in Kiev, Ukraine, and then added a Master of Science degree in finance from the Hult International Business School in London. After completing her master's degree, she worked as a market data consultant covering the global investment banks in London.

Lukash left that role to focus on a specific business sector, choosing energy because it was in her opinion one of the most complex and interesting, with a combination of geology, finance, geopolitics, data science and chemistry that she found both fascinating and challenging.

Lukash led Rystad's ESG research as well as shale financial research on E&P companies for six years. This year, she will take on a broader role as Rystad's head of climate policies, analyzing regional and corporate climate strategies and advising the market on how to navigate energy transition and climate change.

Approach to energy

"Companies need to have better emissions monitoring systems and

data standardization processes. I will be bold and say that the E&P industry is mainly driven by investor sentiment rather than the fact that we are facing global warming, the effects of which are the most tremendous on the poorest and most fragile regions of the world. I think it will be very beneficial for all the people in leadership positions in the industry to get out of business analysis for a second and look into a larger picture—the World Bank Group Climate and Development Report or World Poverty Report—see the effects that emissions of leading countries have on Sub Saharan and other fragile regions, etc. I believe this would flare another wave of excitement and ambition to reduce carbon and other emissions."

Navigating gender inequality

"The oil and gas industry traditionally hasn't been the most comfortable place for women. Throughout my career I have had handshakes ignored, been perceived as a secretary to older male colleagues, witnessed inappropriate jokes about women and much more. But what I will always advise to young females is what helped me—position yourself professionally and respectfully in all situations. Unfortunately to this day women have to prove their value more than men do in some situations, but I do believe that this bias is changing. We have to inform both males and females about these challenges and help both parties to navigate gender inequality."

Creating career milestones

"Through my career at Rystad, I have proven to be good at

THREE MORE THINGS

- 1** I served as an advisor to OPEC at the ninth and 11th OPEC technical meeting in Vienna.
- 2** I have finished an eight-year music education in Ukraine studying piano. And yes, I have been part of a music band.
- 3** I have relocated to a different country every two years for the past 10 years (Ukraine—London—Oslo—New York—Oslo). I have also probably changed close to 50 different rental places during the same period.

developing new research and extremely fast learning, as well as managing different products and workflows. I am very fortunate to have had leadership role models around me and been able to learn through collaboration.



"I believe that one of my strengths is to not be afraid to think creatively and explore the impact of market events on different participants, from companies to economies.


"One of the most rewarding milestones is when the market appreciates your opinion—for example, OPEC asking me to advise at technical meetings. What helped me to get to my current place in my career was dedication, taking ownership, not being afraid of being creative and passionate and always continuing learning." ■

JOIN HART ENERGY 2023

Hart Energy Live in-person events provide attendees, sponsors and exhibitors with unrivaled content and networking opportunities across the upstream oil and gas industry. They are designed to facilitate interaction with industry leaders, policymakers and experts in a professional environment.

Please keep these opportunities top-of-mind when you plan your 2023 calendar.

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| <p>NEW OFFSHORE</p>  <p>GoM ENERGY TRANSFORMATION</p> <p>March 21 Norris Centers Houston, TX</p> | <p>SHALE</p> <p>DUG HAYNESVILLE</p> <p>March 28-29 Shreveport Convention Center Shreveport, LA</p> | <p>SHALE</p> <p>DUG PREMIUM</p> <p>May 22-24 Fort Worth Convention Center Fort Worth, TX</p> | <p>SHALE</p>  <p>EXECUTIVE OIL</p> <p>Nov. 16 Midland County Horseshoe Arena Midland, TX</p> | <p>SHALE</p> <p>DUG EAST</p> <p>Nov. 29-30 David L. Lawrence Convention Center Pittsburgh, PA</p> |
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| <p>NATURAL GAS</p> <p>AMERICA'S NATURAL GAS</p> <p>Sept. 6-7 Hobby Center Houston, TX</p> | <p>ESG</p> <p>25 INFLUENTIAL WOMEN IN ENERGY</p> <p>Feb. 7 Hilton Americas-Houston Houston, TX</p> | <p>ESG</p>  <p>CARBON MANAGEMENT</p> <p>Aug. 30 Norris Centers Houston, TX</p> | <p>ESG</p>  <p>ENERGY ESG</p> <p>Sept. 12 Hobby Center Houston, TX</p> |
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| <p>INVESTMENT</p>  <p>ENERGY CAPITAL</p> <p>Oct. 2 Statler Hotel Dallas, TX</p> | <p>INVESTMENT</p> <p>A&D STRATEGIES & OPPORTUNITIES</p> <p>Oct. 3 Statler Hotel Dallas, TX</p> | <p>NEW TECHNOLOGY</p>  <p>ENERGY INFRASTRUCTURE & TECHNOLOGY</p> <p>April 12-13 Norris Centers Houston, TX</p> | <p>NEW TECHNOLOGY</p>  <p>CYBERSECURITY IN ENERGY</p> <p>June 7 Norris Centers Houston, TX</p> | <p>NEW TECHNOLOGY</p>  <p>CLEAN ENERGY TECHNOLOGY</p> <p>Oct. 23-24 Marriott Rivercenter Hotel San Antonio, TX</p> |
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VIEW EVENTS



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Sarah Magruder

*President & CEO, Owner/Founder
Savvy Oil & Gas Consulting
Houston*

Sarah Magruder is the founder, owner, president and CEO of Houston-based Savvy Oil & Gas Consulting, a company that specializes in severance tax and federal, state and sovereign royalties. Challenging industry norms, she launched her women-led consulting business in 2019 and has since invested in recruiting talent to build a highly experienced team that serves a broad range of E&P producers.

Magruder serves on the board of directors and is an executive member of the Women's Energy Network (WEN) and was recently honored by the Greater Houston Women's Chamber of Commerce with the 2022 Trailblazer Award.

Recently, she took on a new challenge: participating in industry podcasts as an expert contributor. She co-hosted a four-episode series highlighting accomplishments of women executives in oil and gas accounting on The Oil and Gas Accounting podcast, produced by the Council of Petroleum Accountants Societies, and has received invitations to record podcasts on The Whole Woman's Way with author Sandy Asch, the WEN podcast and the Female Founders podcast produced by WomELLE, an organization dedicated to mentoring businesswomen, particularly small business owners.

Magruder holds a degree in finance from Louisiana State University and an MBA from University of Houston-Victoria.

Biggest champion

"[Navigating the challenges of being a woman in oil and gas] has definitely been an evolution and learning experience. A lot has changed in that area in the past 22 years I have been in the industry. I'm loving this current movement to highlight women in

energy and encourage young women to join our industry. I had to find my voice and learn to speak up for myself and ask for what I wanted. No one will highlight your accomplishments or be a bigger champion than you for yourself, so you need to make sure to track your achievements and set goals and ask for what you want in regard to salary and promotions. And, if you aren't getting it, don't be afraid to seek other opportunities and take risks to go somewhere you are valued and feel empowered. Even if that means starting your own company."

Unicorn magic

"In November 2022, I achieved my ultimate goal of founding and being 100% owner of my own company, Savvy Oil & Gas Consulting. To do this, as a woman in the oil and gas industry, and specifically as the only female founder in my niche segment, is something I am immeasurably proud of. Achieving this milestone would have been impossible without learning a lot of hard lessons of what not to do and having the support of some of the best people on the planet. I have the greatest team at Savvy, all of whom bring extensive knowledge and experience. They are also amazing and supportive people who bring incredible energy and love to our team and clients. A herd of unicorns."

Give yourself grace

"Best advice I have received was from our controller at the time at Swift Energy, the late David Wesson, who told me: 'We are not heart surgeons and don't deal with life and death. We are accountants and deal with numbers. Mistakes can be fixed and learned from so they don't happen again. Be accountable, but

THREE MORE THINGS

- 1** I am a cancer survivor; I was diagnosed with thyroid cancer at 27. The surgery paralyzed one of my vocal cords, and I lost my voice completely for an entire year and had to have a plastic vocal cord put in to talk.
- 2** One of my hobbies is analyzing handwriting, a study called graphology.
- 3** I love true crime everything—podcasts, TV shows, books and especially "Dateline"! So much so, I go to CrimeCon every year with my college bestie, Julie.

give yourself grace and do better.' I took that to heart and have tried to apply that in my career and with my employees and clients ever since."

Filling in the gaps

"From my perspective of oil and gas accounting, the industry is in a critical place at the moment. There is a lack of 10- to 15-year experienced people due to offshoring, automating and downsizing and also a loss of experienced institutional knowledge from resignations or retirements as a result of COVID and the resulting low oil prices. And, we haven't done a good job of bringing the young talent into the industry because of the lack of adaptability and competitiveness with other emerging industries and not combating the negative messaging against our industry. So, we have some work to do to improve our image and draw the best young talent." ■



“Achieving this milestone would have been impossible without learning a lot of hard lessons of what not to do and having the support of some of the best people on the planet.”

—**SARAH MAGRUDER**, Savvy Oil & Gas Consulting



CONGRATULATIONS

**SARAH
MAGRUDER**

We are proud to honor Sarah Magruder, President, CEO and Owner/Founder of Savvy Oil & Gas Consulting, on being named one of the **Top 25 Influential Women in Energy for 2023** by *Oil and Gas Investor*.



SAVVY OIL & GAS CONSULTING IS A PROUD SPONSOR OF HART ENERGY'S WOMEN IN ENERGY LUNCHEON. WE WOULD LIKE TO CONGRATULATE ALL OF THIS YEAR'S NOMINEES.



Jill McMillan-Melott

*Managing Director
Tailwater Capital LLC
Dallas*

Jill McMillan-Melott, managing director and head of communications and public affairs at Tailwater Capital in Dallas, is responsible for the company's internal and external communications, including public affairs, media and employee relations, corporate strategic planning and branding.

Before joining Tailwater Capital, McMillan-Melott was at Crosstex Energy, the predecessor of EnLink Midstream, where she started the company's public and industry affairs department at the age of 27 and for nearly 17 years managed internal and external communications, crisis communications, government affairs, media relations, branding, strategic planning, ESG and community relations. Working with management teams, she served as a senior strategic advisor on initiatives, including the company's strategic plan.

In December 2005, when Crosstex Energy and Devon Energy Corp. merged their midstream assets to form EnLink Midstream, McMillan-Melott played a key role in the company's communication strategy, leading the branding and launch of the new entity. From 2008 to 2016, she also led EnLink's investor relations strategy.

McMillan-Melott was selected as one of the 2017 Top Women in the oil and gas industry in North Texas and named one of the "40 under 40" in 2019 by *Oil and Gas Investor* magazine.

She holds a degree in broadcast journalism from Texas Tech University.

Dependable support

"My father, Jim Griffith, motivated me to get into the oil and gas industry, and I owe a lot of my success to him. I remember telling him about a company named Crosstex Energy and asked if I

should pursue an interview. He quickly responded, 'yes.' He knew about their reputation and always taught me to never turn down an opportunity. I'm grateful I took his advice. My father spent his entire career in the oil and gas industry, and it was helpful to have a parent and confidant that continues to guide me in my career today."

Balance and grit

"I was raised in a female-centric household with three strong females presiding over the home. I'm pretty sure my father sought out a career in outside sales just to catch his breath. Needless to say, the adjustment of entering an industry composed mainly of men was not a seamless one. However, I can honestly look back and say the past 25 years in oil and gas has instilled a certain balance and grit to my life while garnering respect from peers for being consistent in character. Ironically, an industry I thought would change me into a different person only made me more determined to be true to who I am."

Ever-changing

"This is such a fascinating industry. Just when you think you understand one aspect of the energy spectrum, it changes. If I've learned anything about this business, it's that the oil and gas industry is always evolving. Working in a dynamic industry never leads to a place of complacency, and that motivates me."

Collective success

"I believe we are in the midst of one of the most impactful transformations of the energy industry, which is the march toward sustainability. The most successful companies are also those that have already woven sustainability

THREE MORE THINGS

1 I love to work out and seek wellness through physical activity. Whether it's squeezing in a 4 a.m. workout or going on a brisk walk through the neighborhood with the kids, fitness is an essential part of my life. My mom was a world-renowned water aerobics instructor, and my sister is a fitness model with her own yoga studio, so it's in my blood.

2 I helped start a pediatric cancer foundation for a little boy I never met but fell in love with over social media. One of the greatest joys in my life was serving on the Kids Shouldn't Have Cancer Foundation in memory of Jonny Wade, who passed away from an aggressive form of brain cancer.

3 I come from a family of twins. My aunt and uncle have both boy and girl sets of twins. I, too, have twin 12-year-old boys named Holt and Lawson. They are the joys of my life.

into their corporate DNA. It won't be long before it becomes a part of our day-to-day business as opposed to a separate initiative. Sustainability has improved the way we operate, grow and even recruit. It has brought awareness to critical issues that are occurring and encourages businesses to adopt practices and policies that are not only better for the environment and workplace but also make the most business sense for our collective success." ■

CONGRATULATIONS TO

JILL MCMILLAN

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AND FRIEND

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GAS INVESTOR'S
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Carmen Millet

*Associate Director, Head, U.S. Energy Marketing Team
KPMG LLP
Houston*

Carmen Millet entered the energy industry when the Texas electricity market was being deregulated, joining Reliant Energy in 2001. “I was interested in understanding how deregulation of the electricity supply could benefit the citizens of Texas,” she said. “Learning the nuances of how the grid and newly found retailers operated in tandem was highly exciting and something I’m still proud of having worked on even today.”

Millet remains excited about the future of the energy industry. She encourages young energy professionals to step out of their comfort zone, find their own mentors and dive into the industry’s history for themselves, noting how the industry has innovated over time.

As the head of the U.S. energy marketing team at KPMG LLP, she is responsible for the marketing strategy and execution across the firm’s audit, tax and advisory services, focused on growing the KPMG brand within the U.S. energy sector.

Transforming the story

“The story of the energy transformation is about collaboration and impacts every corner of the globe. I planned and executed the 2022 KPMG Global Energy Transformation Conference in November. More than 500 attendees from eight different sectors came together to collaborate and discuss ESG, decarbonization and the future of the energy industry. Why use the word ‘transformation’ in the event name instead of ‘transition’? Because ‘transition’ doesn’t capture the breadth of the effort underway. This is a transformation that requires everyone to come to the table and focus on the sustainability, availability, reliability and

affordability of our energy system.”

New horizons

“People outside of our industry looking in often have preconceived notions of what we do and what we’re about. ‘Not forward thinking, not innovative,’ are among the phrases I’ve heard. This couldn’t be further from the truth. The energy industry is one of the most innovative and fascinating industries out there.

“For example, look at electric vehicles (EVs) and the infrastructure being designed to support the massive growth of EVs. The people working on this are designing new ‘highways’ for how people will move around using electricity. The partnerships among oil and gas supermajors, power and utility companies and automakers to achieve this new infrastructure is really exciting and just one component of the energy industry. It’s just one piece of collaboration to get us to the next phase of the energy evolution together.”

The ‘possibility of you’

“I’m grateful to the incredible mentors I’ve had throughout my career. I have been blessed to learn from incredibly talented individuals who took an interest in me both professionally and personally, and who were focused on raising up the next generation of energy industry leaders. They never hesitated to listen and provide input. These mentors invested in me—and continue to do so—and have made a lasting impact on both me and my organization by giving me the confidence and guidance to succeed. I encourage everyone to

THREE MORE THINGS

- 1** I take dance classes five days a week.
- 2** I serve as a captain in the Houston Livestock Show and Rodeo Parade Committee (Howdy subcommittee).
- 3** I am a board member of the Nature Discovery Center.

find a mentor and engage with them because mine have been invaluable to my career.”

The heart of transformation

“At a very basic level, it’s going to take a lot of people in a lot of industries collaborating and driving forward in the same direction to truly transform the energy industry. Technology and innovation will play a vital role, but at the heart of it, the energy transformation is about people.

“Upskilling people, keeping people in the energy workforce and, more importantly, attracting new professionals to the industry will be key to the transition. The ‘S’ in ESG—the social component—and how companies will manage their own workforces, including issues such as gender diversification, health equity and pay equity; their financial stakeholders and stockholders; and the communities in which they operate will all play critical roles in the overall transformation. The story of the energy industry continues to be written, and it’s exhilarating to watch the future unfold right before our eyes.” ■

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Diane Montgomery

*Vice President, Corporate Finance and Treasurer
Continental Resources Inc.
Oklahoma City*

From the small town of Jones, Okla., where she grew up fishing with her father, Diane Montgomery took a circuitous route to the oil and gas industry. Instead of heading directly to college after high school, she worked as an accounting technician at Tinker Air Force Base for a couple of years before enrolling at the University of Central Oklahoma, where she earned a degree in accounting as an honor graduate and eventually became a certified public accountant.

Montgomery has logged more than 33 years in the oil and gas industry since her first job as a revenue accountant at Kerr-McGee Corp., where she spent 18 years, moving eventually into corporate planning before joining Chaparral Energy as the vice president of corporate finance and investor relations. In 2012, she left that role to take up her current position at Continental Resources, where she is treasurer and vice president of corporate finance, responsible for overseeing finance, treasury, internal audit, production services and corporate planning.

Montgomery serves as the treasurer for the Continental Political Action Committee and the Continental Community Foundation, is a member of the American Institute of Public Accountants and was the 2015 recipient of the Harold Hamm Continental Character Award.

Getting easier

“Early on in my career, as a woman, I do think I had to work longer hours and take on extra work to have my performance recognized.

I have always worked long hours and juggled home and children’s activities by getting to the office very early so I could leave for kids activities and then work from home after that when necessary. Overall, I believe I have been very fortunate to have had great success in my career. I do believe it’s easier now for women than it was when I started my career 33 years ago.”

Blessed by great examples

“My parents are my greatest mentors. They taught me to always do the very best I can. It’s funny to think about how times have changed, but I distinctly remember my mother telling me that she could do anything that the men at work could do. She always told me I could do anything I wanted to do as well. I spent lots of time with my father when I was young (fishing, hunting, feeding cows). I suppose that also showed me I could do anything the boys could do.”

The opportunity to grow

“I grew by leaps and bounds while I was at Chaparral Energy for a mere four and a half years. Being a smaller company afforded me the opportunity to grow into so many areas that I had not experienced before. That is where I obtained my experience in the finance side of energy. I was very quickly thrown into the fire to coordinate running acquisitions, potential mergers, equity deals, credit facilities and bond deals. I also was responsible for investor relations, writing scripts and press releases. It was quite the four and a half years, and it prepared me for my role at Continental, which now includes

THREE MORE THINGS

1 I was a tomboy growing up. I spent numerous hours fishing and hunting with my father. (I live in the city now, but consider myself a country girl.)

2 I’ve apparently always been bossy, and I started working when I was 12. (How else could I have 33 years of industry experience?) Actually, I did start working at the Oklahoma City Zoo the summer before my 13th birthday. Have always loved working (especially with money).

3 My admin, Brenda, always makes fun of me for apparently being a germaphobe.

internal audit, treasury and production services in addition to corporate planning.”

‘Make yourself important’

“[My advice for young industry professionals is] to work hard and learn about the industry. Early in my career (in accounting), I didn’t really know much (or care to know) about the operations side of the business. But learning what it takes to get a well drilled and producing is a very eye-opening experience. It is so impressive what the operations teams do. Make yourself important by learning as much as you can. Volunteer for additional projects (even if it means more hours), and make yourself that ‘go-to’ person.” ■



Yuliya Olsen

*Manager – North America Oil and Gas Practice
McKinsey & Co.
Houston*

A third-generation energy professional, Yuliya Olsen is the manager of the North America oil and gas practice in McKinsey & Co.'s global energy and materials practice and a core leader within the organization's North America oil and gas sector. She is part of a group that develops strategy that guides McKinsey in tackling pressing industry issues to deliver analysis underpinned by an understanding and appreciation for clients' fundamental business aspirations.

In her current role, she advises energy investors and leading oil and gas companies across the value chain from E&P to fuel retail on strategy and operations, helping them navigate business cycles and unlock their full performance potential.

Before joining McKinsey, Olsen worked in workforce strategy and executive recruitment in the energy investment and oil and gas sectors. In the course of her career, she has focused on developing extensive expertise in regulatory and policy matters and today is helping companies determine how best to achieve growth that is underpinned by sustainability and inclusivity.

Born into energy

"Both of my grandparents worked in some of the largest coal mines in Ukraine, and one of my grandfathers led the development of the mining industry in Southeast Asia (in the 1960s), which expanded access to modern energy to local communities. My mother started her career in coal mining and then switched to natural gas. My father worked in the oil and gas

equipment sector, which ultimately led us to immigrate to the energy capital of the world—Houston. Since I was a child, I've always had the utmost respect for the oil and gas industry, and I don't think there is a more fascinating sector than energy."

It starts at home

"For me, personally, the biggest challenge as a woman in the oil and gas industry is finding the balance between motherhood, a demanding dual-career oil and gas household and taking care of myself. There is constant guilt of not living up to my expectations of two competing ideal types: the ideal mother and family caregiver and the devoted career woman. I am perpetually learning how to balance these two competing ideals. However, I am fortunate to work for an employer that has incredible maternity leave and benefits, as well as colleagues and clients that have been and still are extremely supportive. But at the end of the day, it all starts at home, and I could not be doing what I am doing today if it wasn't for my husband and my parents, who have been the catalysts in supporting my personal and career goals."

Energy is the key

"I think, as a sector, we need to win back the hearts and minds of students, communities and future generations and educate them on the role oil and gas plays today and will play as we transition to lower carbon. We also need to ensure we are getting the best talent to help solve many of the problems in our sector and the world.

"Globally, we are facing complex

THREE MORE THINGS

- 1** I speak four languages.
- 2** Inspired by the show "Treehouse Masters," My husband and I designed and built a two-story livable treehouse at our ranch (with the help of only family and friends).
- 3** I am PADI certified (scuba diving).

crises: possible economic recession and energy supply shortages. We need to work together to create a recovery strategy—and the oil and gas sector is and will be key in addressing many of the issues."

This is our chance

"Though in some ways the world has become more inclusive over the past few decades, billions of people still live in countries that could do far better on such measures as energy poverty, life expectancy, child mortality and gender parity in labor force participation.

"As a sector, we have the privilege of shaping the future economy and environment, and this is our chance to lead by example and foster a long-lasting and equitable society. Achieving sustainable and inclusive growth will not be an easy feat, and it will require the support of our industry leaders, policymakers, technology, innovation, capital and education." ■



Tania Ortiz-Mena

*Group President, Clean Power and Energy Networks
Sempra Infrastructures
Mexico City and Houston*

Tania Ortiz-Mena, group president of clean power and energy networks at Sempra Infrastructure, leads the company's activities related to clean power generation, natural gas transportation and distribution, and fuel storage facilities in North America.

A native of Mexico, she earned a bachelor's degree in international relations from Universidad Iberoamericana in Mexico City and a master's degree in the same discipline from Boston University.

Ortiz-Mena began her career at the Sempra family of companies in Mexico in 2000, where she eventually served as vice president of external affairs and development and chief development officer. She served as the CEO for IEnova, Sempra Infrastructure's precursor in Mexico and one of the largest private energy companies in Mexico, with approximately \$10.5 billion in total assets, from 2018 to 2021.

Ortiz-Mena is an independent board member of the Mexican Stock Exchange and a member of its Corporate Practices Committee. She co-chairs the U.S.-Mexico Energy Business Council and is a member of the U.S.-Mexico CEO Dialogue, the Inter-American Dialogue and the Mexican Council on Foreign Relations COMEXI.

Ortiz-Mena is also a member of the Mexican Natural Gas Association and a founding member of Voz Experta, an advocacy organization dedicated to bringing gender parity to conference panels in the Mexican energy industry.

Wide impact

"Energy has a critical and cross-cutting impact in our daily lives. It is critical for an economy to grow, a region to better integrate, and families and individuals to do their everyday activities. Also,

energy has a cross-cutting impact—in geopolitics, global climate action, trade, social and environmental policies, indigenous peoples' rights, etc. As a young professional with an international relations academic background who wanted to make a career in the energy industry, this wide range of opportunities to grow fascinated me."

Transformative power

"The transformative power of energy in the social and economic development of a community continues to motivate me. There is a clear before and after in living standards once there is access to energy: economies grow faster, employment rates increase and households have more reliable energy. Without access to energy, this would not be possible."

Energy infrastructure pioneers

"When Mexico signed NAFTA, in order to help the process of attracting foreign investment, Sempra became pioneers in developing the first private natural gas pipelines to meet CFE's incremental power generation needs. We built one of the first private natural gas distribution networks to supply energy intensive industries. We developed wind and solar parks to help companies meet their climate commitments. We built one of the first regasification facilities in North America's Pacific coast, and now we are building North America's first LNG facility in the Pacific coast. Being part of all these pioneer infrastructure projects has been personally very rewarding."

The extra mile

"This sector has been traditionally seen as 'masculine' and, unfortunately, it is to certain extent still true. Women need to give the extra mile to obtain the same

THREE MORE THINGS

- 1** As a kid, I wanted to be a teacher and a writer.
- 2** My favorite book is "The House of the Spirits" by Isabel Allende.
- 3** My favorite phrase is "deserve your dreams" by Octavio Paz.

positions or recognition men do. I have to be thankful for the different mentors I had throughout my career, both women and men. They helped me to overcome challenges and learn from those experiences."

Not the last

"When I began my career, I set myself the goal of never giving up, considering that this industry was—and still is—full of challenges and obstacles regarding closing the gender gap. When I became CEO, I committed myself to support other women to build a career in the sector and to have access to leadership mentoring and roles. I truly believe that I can be one of the first to reach a top position in the industry—but not the last one."

Close the gap

"Regarding corporate culture, diversity and inclusion are a must. There is a direct relationship between diversity and inclusion with the motivation, productivity and commitment of work teams. Closing the gender gap is not only a moral imperative, it is a business decision. Companies that take actions to close this gap have better performance than companies that do not. That's the path we must take." ■



Alina Parast

Senior Vice President and CIO
ChampionX
The Woodlands, Texas

One of the most influential pieces of advice Alina Parast received early in her career was to “focus on what you can control or influence.” This advice keeps Parast grounded in an ever-changing and evolving energy industry and throughout her daily life.

Born in Ukraine when it was still the Soviet Union, Parast came to the U.S. with her parents when she was a teenager, the family having sought and been granted political asylum. Not one to sit back and relax, Parast took that control and sped through her academic career, enrolling in college at the age of 16 and earning first a bachelor’s degree, then a master’s and doctorate.

She began her career as a manufacturing engineer with AT&T, but her true passion came when she joined the energy/water industry and started what would become an accomplished career with ChampionX, then Nalco. She now holds the position of senior vice president and CIO, where she continues to focus on the things she can control, ensuring that the solutions she provides make a positive impact.

Finding the chemistry

“ChampionX (Nalco at that time) was the first energy/water industrial company I joined in 2007 in Naperville, Ill. Chemistry was behind the innovative solutions that the team at Nalco offered to energy customers around the world. Chemistry in products and services and chemistry among people who worked together, shared knowledge and empowered each other was

the motivating factor that inspired me to accept my first leadership role in the oil and gas industry. In summary, my first visit to Nalco made up my mind that I wanted to join both the industry and the company.”

Once in a lifetime

“The most memorable, impactful and challenging program [throughout my career] by far was to help stand up ChampionX (3B+) ... It was truly a once in a lifetime opportunity. Every single aspect of technology and business operations needed to be considered, designed, deployed and supported in a very short time. All of this needed to be planned and executed during COVID-19 pandemic in a virtual global environment. Nothing could come close to this experience again. It felt truly like raising a roof together with the most wonderful and the smartest people in the energy industry under the most challenging circumstances and making it a success.”

Critical components

“I am a technology leader, and my passion for the advancement of technology that enables the oil and gas industry to drive productivity, sustainability and innovation is at the core of what motivates me every day. In the past few years, the oil and gas industry has been on the forefront of technological advancements. Technology is one of the most critical components that will enable the oil and gas industry to move through energy transition and come out as a winner.”

THREE MORE THINGS

1 Between my husband, our three children and myself, my family was born on four different continents and can speak five different languages among us.

2 While I have a doctorate degree, I never finished high school. Thanks to a number of very supportive people, I was accepted to Northeastern University in Boston when I was 16.

3 As I progressed through my career, I ultimately chose a technology path, which I love (now being a CIO for an energy company). While in college, however, I found computer science impersonal and dry and switched to engineering. How ironic that today, what I do combines both of these disciplines.

Making a positive impact

“I spent a year doing this research on what motivates and retains women in technology roles. The results of the research were very surprising—women in technology roles want to see the evidence that their contributions deliver a positive impact on the world around them. This is what ultimately motivates them to stay and continue their career paths as engineers and technology leaders. How relevant to the energy industry today! Leaders and employees in the oil and gas industry must be able to see that their efforts make a true positive impact in the world.” ■



Heetal Patel

*Senior Project Manager
ExxonMobil Corp.
Baton Rouge, La.*

As someone whose passion is to serve others, Heetal Patel lives by the motto “if you’ve been fortunate to get a ride on the elevator, don’t forget to send it back down.” Her mission is to make a difference in the communities she’s lived in, build motivated high-performing teams and drive positive change for women in the energy industry.

Patel joined ExxonMobil in 2009 after graduating from the University of Michigan with a degree in industrial and operations engineering. Over her 13-year career at ExxonMobil, she has held various international and domestic roles in the upstream sector, including positions in project management, production operations, and strategy and planning. Today, as senior project manager of a diverse and global team, she is responsible for the development and execution of a \$1 billion project portfolio for ExxonMobil’s downstream and chemical manufacturing sites in Baton Rouge, La.

Patel devotes much of her personal time supporting nonprofit organizations and serves on the Emerging Leaders Steering Committee of Spindletop Community Impact Partners, a nonprofit whose purpose is to enhance the lives of at-risk youth through funding and volunteering from the energy industry.

Facing industry challenges

“I’ve worked in many different locations around the world—Qatar, Australia, Papua New Guinea, East Texas, West Texas/New Mexico, Houston and Baton Rouge. Being a woman, particularly a woman of color, in the engineering and construction management sectors of our industry has been challenging at times. The sum of my experiences has taught me that change comes

when you act, and that action can come in many forms. It can mean speaking up for yourself and for others or being intentional in your decision-making processes. Regardless of how I choose to show up, I remind myself that inclusion and creativity is what will unlock solutions that will ultimately change the world—and that is a powerful motivator. I am also fortunate to work for a company that values diversity and inclusion and is vested in my success as much as I am.”

Setting career goals

“Early on in my career, I focused on being a sponge and worked hard to build a diverse network of mentors—people from all walks of life, different points in their careers, and internal and external to the energy industry. Today, my goals are centered around creating a more inclusive culture, connecting people, and advocating for others. I ask myself these two questions: What am I doing to create an environment for diverse thinking; and how am I developing the next generation of diverse leaders? These two things will be crucial to solving the challenges ahead.”

Impactful projects

“One of my most memorable and impressionable work experiences was my first major capital project with ExxonMobil. At \$19 billion, this project had a transformative impact on the country of Papua New Guinea. It brought long-term economic growth, educational and skill development programs, and strategic community investments that aimed to create a better life for the people of Papua New Guinea. Being a part of this project showed me how important the work we do really is—not only providing

THREE MORE THINGS

- 1** Growing up working in my parents’ small manufacturing facility, I learned early on that there is no substitute for hard work and grit.
- 2** I’ve learned to appreciate and celebrate the failures just as much as the wins.
- 3** I’ve been told my superpower is leading with empathy.

energy to the world but also helping communities make lasting change that benefit generations to come.”

Transforming energy

“Today, energy from fossil fuels is the engine that drives global growth, and it has lifted billions of people out of poverty. That is something to be proud of. However, as energy professionals, we are now faced with the trilemma of providing affordable, reliable and sustainable energy. I believe that we have the talent and capability to solve this challenge. Innovation and technology along with regulatory and policy support will play a significant role in the coming years. To thrive, our industry must develop low-carbon value chains through testing and scaling and explore new business models. Curiosity, willingness to fail fast and learn, and collaborative partnerships will be key enablers. I am excited to participate in the technology breakthroughs and new business models that will shape our future.” ■



Megan Pearl, Ph.D., MBA

*Vice President of Technology
Locus Bio-Energy Solutions
The Woodlands, Texas*

When Megan Pearl was working on her doctorate in chemistry from the University of South Carolina, she thought she would become a forensic scientist. But a loss of funding from the Department of Justice opened up an opportunity for her to work on a project developing optical filters that would soon lead to an accomplished technology career with first Halliburton and then Locus Bio-Energy Solutions.

"The possibility for innovation in oil and gas was and is a major driving force for me," Pearl said. "To chisel away at the frontier of the unknown keeps me invested in this industry."

Pearl lives in The Woodlands, Texas, with her husband (a chemist with Halliburton); her three children, Liam, Miya and Maverick; her three dogs, Max, Norman and Wilbur; and her cat, Harvey. She owns an online shop for handmade baby blankets and custom onesies.

Trusting the team

"After only nine months into my first job, I relocated to Rio de Janeiro. The next two and a half years would be some of the most formative for me professionally and personally. Although I was working for a Fortune 500 company with over 80,000 employees, I was one of the first members on the technology team in Brazil. I had the honor of building a team, a lab, a technology center and a reputation. I learned patience, adaptation, acceptance and perseverance. Perhaps the most important skill I learned was that I needed to trust my team because I

could not control or do everything."

Embracing humility

"I started both my career in oil and gas and every role in my career feeling completely lost. These transitions can be incredibly scary but can also present an opportunity to teach you how strong and capable you really are. I had one of these opportunities five years ago when I took a leadership role in a new organization. I went from an expert in one field to a novice in another and had to embrace humility as a normal mode of operation. But with persistence, reading and asking a lot of questions, one day I realized that I had learned enough to challenge the experts I was working alongside. It was a real moment of triumph for me and a moment that gave me the confidence to know that I could do scary things and come out on top."

Defeating the doubt

"My previous role as director of technology is a significant milestone for me. Leaving my first big girl company after 10 critically formative years was a difficult decision and something I hadn't even considered when my husband saw a job posting on LinkedIn. He knew the role was made for me, but my doubt kept me from applying. Like so many women, I poked holes in my experience until I was convinced that I wasn't good enough. When I finally settled into my new company, I realized that I was wrong to doubt myself. Not only was I entirely capable, but I was deserving. Had it not been for my husband's persuasion, I would have let this opportunity pass by and continued to

THREE MORE THINGS

- 1 My childhood career aspiration was to be a coroner.
- 2 I was a collegiate competitive cheerleader.
- 3 I'm the first person in my extended family to graduate from college.

wonder when it would be my turn."

Taking ownership

"Throughout my career I have had several mentors, both formally and informally. Some of the best advice I received, however, was at my first performance review. My manager looked me straight in the eye and said, 'I'll give you a rope. You can decide to climb it or let it go.' I left that review in shock, not realizing how that moment would shape the rest of my career. Once I fully internalized his statement, I came to understand that my successes and failures will be up to me. I have to take ownership of my own career—no one else will do it for me."

Staying honest

"[My advice to young professionals is] do not be afraid to admit you don't know something. There is a lot of respect that can be earned by displaying humility.

"Remember that no one knows everything, and great leaders are great because they surround themselves with people of diverse skill sets, people who compliment their own knowledge as well as the rest of the team." ■



Kathryn Roark

*Vice President of Diversity & ESG
Patterson-UTI Energy
Houston*

Kathryn Roark hadn't planned on entering the oil and gas industry. In fact, as a 24-year-old law school graduate, she had wanted to "work on issues involving people," according to Roark. "If you'd told [me] ... that I would be discussing emissions, greenhouse gases protocol and climate risk, I would have told you that was crazy," she said.

But a cold call from a Baker Hughes recruiter changed Roark's professional trajectory and opened up opportunities and challenges she wouldn't have had otherwise. Now, after years of mentorship and guidance and taking on the role of vice president of diversity and ESG at Patterson-UTI, she wants to continue to grow and be someone that others continue to trust and seek counsel from.

Roark lives in Houston with her husband of nearly 20 years, Adam, and two children, Ted and Mary James. She and her family enjoy spending time in Port O'Connor, Texas.

She is an avid sports fan, especially of North Carolina basketball and the Houston Astros.

Glass half full

"In my experience, any challenges have been far outweighed by the positive. I've always tried to find the people that are willing to listen, teach, explain and don't at all mind fielding the 'dumb question.' Those people have far outnumbered any blockers I met along the way. I try to be a glass half full person in all areas of my life, while also being practical. For as many challenges as I think there are today in our industry, these are all also so many opportunities."

Better ways to operate

"We will be reliant on oil and gas for a long time, and yes, we will continue to develop additional reliable sources of energy. So, for the future and for new professionals starting out in the industry, I think we should all be excited about being part of a better, smarter path forward. Those just starting out will be a part of identifying new ways to operate that are better for the environment, working through how companies and their employees can continue to support local communities where we all live and work. There are just so many opportunities and different types of work for those that are paying attention, are interested and want to learn."

Someone you can trust

"When my career first started, it was all about soaking it in and 'not messing up.' As I progress, while I certainly want to be respected and relied on for what expertise I am bringing to the table, I think more and more about what messages and lessons others may be observing from me—with my words but, even more, my actions. I hope to continue to be someone that others around me continue to trust and seek my counsel and opinion."

Freedom to say 'no'

"[To the young professionals in energy]: listen, be yourself and be kind. Be open to others' ideas. Look for the good, even when it's hard to find. Have a sense of humor, and give people the benefit of the doubt. If someone thinks you are ready for a new challenge or opportunity, believe

THREE MORE THINGS

- 1** My husband and I have known each other since we were babies.
- 2** I am an information junkie, and I love a good internet rabbit hole.
- 3** Throughout my career, I have been fortunate to be surrounded by good, smart, hard-working and fun people by my side every day.

them, but also decide if it is the right time for you personally. I am a big believer that it can be hard to excel at everything (professional life, being a spouse, parent, PTA volunteer, Sunday school teacher—whatever it is!) at the same time. That's a lot of pressure. Give yourself the freedom to make the right decision at the right time for you personally and professionally, which may mean sometimes saying, 'no.'"

For the future

"I am excited to see how the industry transforms and evolves in methods of attracting a new generation of talent as the energy industry opens itself up to more diverse jobs than it has had in the past.

"I also look forward to watching so many new technologies become more affordable, ultimately benefiting everyone as companies like Patterson-UTI continue to provide energy to the world in a responsible way." ■



Patterson-UTI is pleased to recognize and honor professional women who have excelled in every sector of the Oil and Gas Industry.



patenergy.com





Allison Sandlin

*U.S. Onshore Non-Operated Asset Manager
Equinor
Houston*

When Allison Sandlin was young, she dreamed of becoming an astronaut and exploring the unknown. This dream gave Sandlin the foundational discipline and determination to succeed in the energy industry.

Sandlin excelled in math and science and loved soccer. This combination allowed Sandlin to earn a soccer scholarship to the Colorado School of Mines where she studied petroleum engineering.

She may not be exploring space, but Sandlin likes to think she's exploring the earth's crust, producing fuels that enable space exploration and so much more, while providing valuable energy that improves the quality of life for many.

As the asset manager for Equinor's U.S. onshore non-operated portfolio in the Appalachia, and with her experience as a reservoir engineer, transaction analyst, strategist and leader, she's doing just that.

When she's not exploring the unknown, Sandlin enjoys spending time with her husband, Alex, two sons, Mick and Wes, her mother, Peggy Heeg, and her sisters, Taylor and Madison Heeg. She also enjoys crossfit, supporting the Spindletop charity and promoting STEM to young women.

Blessed with opportunities

"Nothing compares to the satisfaction of working with a group of diverse, intelligent and driven colleagues toward a common goal, and I am blessed to have had this opportunity to work with great teams and projects throughout my career. When you are evaluating an acquisition or divestiture of a company or asset, typically under a tight deadline, trust, dedication,

discipline and commitment are required to diligently understand the risks and opportunities of the transaction."

Educating the population

"I cannot think of another industry that faces the challenges and opportunities of the oil and gas industry. It is incumbent on those of us in the energy industry to lead the transition to reduce carbon emissions. Leading the energy transition will require a coordinated effort to educate the population on the science, technology and challenges associated with the energy transition. Solving the energy trilemma of the need for clean, affordable and secure energy keeps me motivated and inspired for the future of the oil and gas industry."

Not enough

"One of the biggest challenges women face in the oil and gas industry is that there simply aren't enough of us. Women make up 25% of oil and gas employees and 17% of oil and gas executives. Only one of the 21 companies traded within the energy XLE SPDR have a female CEO. These numbers are quite frankly disappointing, but they also inspire me to be the change."

A mother's example

"My mom is an energy lawyer. I am the woman I am today and have the career ambitions that I do because of her. I had a role model in my life from a young age that showed me that you can have it all. When school was canceled or there was an in-service day, she had no other choice but to bring me to work with her. I have early memories coloring in

THREE MORE THINGS

- 1** I married my high school sweetheart.
- 2** My nickname on my college soccer team was Tex.
- 3** My two sisters are also engineers who graduated from the Colorado School of Mines. One also works in the industry ... and well there is still hope for the other.

the corner of a Fortune 100 energy company boardroom. I remember thinking to myself that all meetings are the same—everyone shows up, the funny guy tells a joke and after everyone laughs, things get serious. Some things never change. Having a mom that included me in her career and showed me that you can have it all made a significant difference in my perspective of what is possible. It gave me the confidence to know that I could do it all too."

A father's support

"My dad was just as significant a role model. Not only did he support my mom with her career, but he also supported every single ambition and passion that I or my sisters had. He always fostered a belief in myself that I can do anything ... His confidence and support are something I will always cherish. In 2011, my dad was diagnosed with Amyotrophic Lateral Sclerosis (ALS or Lou Gehrig's disease) and passed away two and a half years later ... He taught me that love and support is the biggest gift you can receive and the biggest gift you can give." ■



“Solving the energy trilemma of the need for clean, affordable and secure energy keeps me motivated and inspired for the future of the oil and gas industry.”

—**ALLISON SANDLIN**, Equinor

Congratulations to this Year's 25 Influential Women in Energy!

Recognizing that experience and diversity are inextricably intertwined, Baker Botts is committed to fostering diversity both internally and across the legal profession. We believe diversity is a common thread that binds us together and brings valuable perspectives, knowledge and talents, thereby allowing us to be more creative and effective in the practice of law and in service to our clients.

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Rachel Schelble

*Head of Corporate Carbon Management and Infrastructure
Wood Mackenzie
Houston*

The big challenges and new opportunities the oil and gas industry brings drew Rachel Schelble to the industry after she finished her degrees in geology. “I was motivated by an opportunity to pursue research in new and exciting areas,” she said. “And I stay motivated today with the new and exciting areas of the global energy transition.”

Schelble is passionate about the dual challenges facing the industry: ensuring the energy that it takes for society to thrive and transitioning to a lower-carbon world where future generations can prosper.

She started her career at Exxon Mobil Corp. when unconventional resources were first starting to be viable, and she recalls feeling excited to be a part of “something new” as she climbed the learning curve with the rest of the industry, discovering ways of extracting resources from source rocks that hadn’t seemed possible before.

“What may seem impossible today will become the new ways of doing business tomorrow,” Schelble said.

Schelble joined Wood Mackenzie in 2021, where she works to grow new research themes in corporate midstream and carbon management. She resides in Houston with her husband, James, son, Julian, and daughter, Liliana.

Setting a career pace

“When I first started my career in the oil and gas industry, I was eager to show my leadership potential, unique capabilities and adaptability. And while all of this is important to career acceleration, a successful career can only be defined from within. Through my career I’ve

realized that my definition of success has changed multiple times. What’s most important is to run your own race using a measuring stick that matches what truly matters to you.”

A true gift

“I was fortunate to have mentors and champions all throughout my career, from my early internships at NASA, through my roles at Exxon Mobil and now at Wood Mackenzie. One of the greatest things that I learned from my mentors is that receiving feedback is a gift. People who take the time to help you become better are invaluable to your success. Even if the messages are hard to hear sometimes, the feedback is a true gift—only practice plus feedback makes you better.”

Conditions for progress

“The times in my career when I have been humbled to learn something new and to step out of my comfort zone have been the most formative. When I moved from upstream roles to midstream and downstream roles, I found that I didn’t even know most of the acronyms. Instead of shrinking back due to my lack of knowledge, I asked questions, learned fast and eventually asked better and better questions. Career pivots are hard and very humbling, but you grow so much through the struggle. Sometimes being uncomfortable is a necessary condition for progress.”

Be yourself

“My best advice for young professionals in energy, or in any field, would be to find a work

THREE MORE THINGS

- 1** I love to write! [I write] Wood Mackenzie insights, letters to my children and an autobiography yet to be published.
- 2** I have a blue 1991 left-hand drive Nissan Figaro classic car that is my pride and joy.
- 3** I love champagne—it always makes me feel fancy.

environment and a culture that allows you to truly take your whole self to work. We spend so much of our lives working, and it takes a diverse group of people that trust one another to make a good team. We owe it to ourselves, our families and our colleagues to not spend our time trying to be someone else during our work hours.”

Embrace the risk

“The pandemic caused the world to change in a rapid way, propelling us forward as a society not in steps but by leaps and bounds. For the oil and gas industry to survive and thrive in the future, it will take more big leaps and bounds. To get the energy transition truly underway, the industry will be pushed to leap without the promise of profitability or certainty in direction of a successful path ahead. The industry will need to embrace that risk and move forward anyway.” ■



Sweta Sethna

*Chief Counsel
Energy Transfer LP
Houston*

Sweta Sethna entered the oil and gas industry “by marriage” when she moved from New York to be with her husband. As she put it, “One gets in-laws after marriage; I got oil and gas too!”

Sethna believes that she always had a spark of leadership, and with the encouragement and guidance of her family in her formative years she was able to develop those leadership skills early on. This spark, support, perseverance, hard work and willingness to learn from others has sustained her as she grew in her career to where she is now—Chief Counsel at Energy Transfer.

As an accomplished business-oriented transactional attorney with a demonstrated track record of excellence, Sethna is passionate about achieving business growth and success. She believes in improving processes and learning from experiences. She has encouraged and inspired her teams and colleagues and enjoys collaboration on projects that she works on.

Sethna’s goal has always been to succeed, and now that she has reached the position she’s in, her added goal is to see others succeed too.

Sethna has been honored by the National Women’s Conference as a Top 100 Women in Business and Top Diversity Leaders in Energy. She is a graduate of Columbia Law School.

Sethna lives in Houston with her husband and in her down time, likes to travel and help the elderly and underprivileged. She has served on the boards of multiple nonprofits and continues to devote time to volunteering and regularly

mentoring young adults and professionals.

Let your work speak

“I have responded to challenges I have faced as a woman in the industry by focusing on the positive and ignoring the negative. I believe the best way to prove yourself is through your work and work ethic. Inherent biases exist everywhere and in everyone, and the thrill is to challenge yourself and quash them.”

More than awards

“Career milestones for me are about being recognized and respected in my organization and the industry. Awards and recognitions are great, and I am thankful for them and humbled, but relationships matter the most.”

Making every project count

“I believe most projects become memorable one way or another. Be it because you learnt something new about the business, or picked up something from the negotiations or the people you interacted with, or simply how you worked as a team to get the project through the finishing line. Enjoy the process and the people that you work with, and keep the big picture in mind.”

Seeking wisdom

“I am a learner and seeker by nature—I absorb knowledge and wisdom from whoever and wherever I can. I welcome anyone who is willing to share their perspective and experience and learn from others around me.”

Best advice

“Believe in what you do. These are challenging times for us in the

THREE MORE THINGS

- 1** I speak four languages.
- 2** I party plan like a professional.
- 3** I cannot ride a bike but will one day!

oil and gas space, and we need to go above and beyond in our roles. This is a great industry to be in, but there is a lot of negative misinformation being spread. Know better and give it a fair chance. This is a rewarding and dynamic industry with great transformation on the horizon. You will meet some fascinating and knowledgeable people along the way and build relationships that will last a lifetime. The best advice I received is to never stop learning, and surround yourself with the best people you can.”

Opening a dialogue

“The industry has to transform into a flexible one. In addition, diversity and inclusion should be priorities. I also believe that we need to do more outreach to attract and inspire young talent and have open dialogue with youth and communities about oil and gas. We will need to adopt a flexible work schedule to keep up with other industries and attract and retain talent, which is necessary for our growth. It will be challenging for our industry from a human capital standpoint to compete with other industries if we do not progress in these aspects.” ■



Teresa Thomas

*Partner, U.S. Energy & Chemicals
Advisory Leader
Deloitte
Houston*

Teresa Thomas was born and raised in southeast Michigan before making her way to Houston but, as her husband, Michael, put it, “We’re not from here but got here as fast as we could.”

Thomas began her career in the energy industry with the Deloitte & Touche LLP energy audit practice. She joined Deloitte in the audit and assurance business in Detroit after completing university. Her first introduction to the energy industry was when she was assigned to the energy practice—a happenstance she says she still feels grateful for.

Thomas is a certified public accountant (CPA) licensed in Texas and Michigan and is a member of the American Institute of Certified Public Accountants and the Texas Society of CPAs. She received a business degree from Northwood University in Midland, Mich., majoring in accounting with minors in mathematics and language arts. She later completed the executive MBA program at Michigan State University.

Thomas lives in Houston with her husband and has four children, Emily, Andrew, Austin and Anna. She is proud to be the vice chair and board member of The Rose, a leading nonprofit women’s breast health organization in southeast Texas. In her spare time, she likes to hike, kayak, garden—just generally spend time outdoors. She also loves to read and admits to preferring paper to e-books despite the extra weight in her luggage when traveling.

Fueling the future

“[I feel] lucky to have found the

industry early in my career, and it was on purpose that I stayed, believing the energy industry really powers progress. Working in the industry is a fantastic way to be anchored in purpose and make a difference, and to be able to lead and serve in an industry that is at the epicenter of climate, energy security and an energy transition that the entire world is navigating. Our industry fuels this future and will continue to play a pivotal role as the energy journey continues.”

Be authentic

“Women do not need to feel pressured to act in a way that is not authentic to their true selves to be taken seriously, and [I encourage] women leaders to support other women. As a younger leader, the women leaders that I saw were not often mothers or wives like [myself], and [I remember] feeling like I had to be like them. Later I realized that success doesn’t fit any one paradigm but that it looks differently for everyone. Just because you haven’t seen someone in your situation doesn’t mean it can’t be done.”

Goals and milestones

“I sure didn’t expect to be where I am today, but I’m sure glad I am! The goals I set for myself have evolved over time as I gained experience, perspectives and grew a better appreciation for the season I was in and where I could find the highest and best use of my skill sets and experiences. Making partner at Deloitte is a career milestone. I am so grateful to the mentors and sponsors who advocated for and supported my career.”

THREE MORE THINGS

- 1** I’m the oldest of four. My husband is one of four siblings and now we have four children!
- 2** I love to read and read multiple books in parallel.
- 3** I don’t have a “bucket list.” I do have a “five for ‘23” list though. For a couple decades now, at the New Year, I have made a new list of “five fun fabulous things I’d like to do this year.” The list changes every year. I’ve been lucky to accomplish many (not all), so I rarely have repeat entries.

Rich in purpose

“Progress and purpose [keeps me motivated and passionate about the industry]. There is no other industry that so directly fuels the future and enables progress in every other. This is an incredible time in history, and we need all brains at the table with innovative ideas and energy to navigate the energy transition. This is an industry rich in purpose.”

Hard conversations

“I’ve been lucky to have so many awesome mentors and sponsors that have invested in me. At Deloitte, at church and in the volunteer organizations I have supported, I’ve benefited from observing different styles of leadership and coaching.

“[Some of the best advice I have received is to] have the hard conversation early and often if necessary.” ■



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NOMINATION**



2023 ENERGY ESG Awards

Hart Energy is recognizing innovations in reducing environmental impact, social efforts and community contributions, as well as leadership practices/directives and company cultures within a corporate structure.

Nominations are open to producers, operators, services companies and midstream companies in the oil and gas industry. Winners are chosen based on achievements, not only on goals.

Awards will be presented during Hart Energy's upcoming **Energy ESG conference, September 12, 2023**, in Houston. These ESG champions will also be highlighted with in-depth profiles inside a special section of *Oil and Gas Investor* in September and promoted through Hart Energy's multi-channel network.

Nominations due June 2, 2023.

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‘ONE-WOMAN SHOW’

BY NISSA DARBONNE | EXECUTIVE EDITOR-AT-LARGE



Describing the stage play “What-A-Christmas!” that premiered at Houston’s Alley Theatre this past holiday, I used the expression “one-woman show.” One woman. Eighty minutes. Portraying five characters.

It occurred to me the moniker is fitting for more than theater. “How often are other productions a ‘one-woman show?’”

And, in business, there was a time in recent history when it was a “no-woman show.” Or, that is, history would have it appear that way, while modern truth-telling less frequently permits the omission of women’s contributions.

Among Walter Isaacson’s biographies, he chose to feature a woman, Jennifer Doudna, in 2021. Her early instructors, influencers and mentors were men. It was the ‘70s and ‘80s and the subject was structural biology. Her high school guidance counselor—a man—discouraged her from choosing chemistry as her college major. “No, no, no,” he said in 1981. “Girls don’t do science.”

She considered changing her study. But she didn’t. *This girl does do science.*

In primary school, enjoying math and biology, she sensed expectations of her were low. “She had an interesting immune response: The lack of challenges made her feel free to take more chances,” Isaacson wrote. She told him, “I decided you just have to go for it because what the hell. It made me more willing to take on risks ...”

She and a collaborator, Emmanuelle Marie Charpentier, went on to receive the Nobel Prize in chemistry in 2020 for their development of the high-precision method of gene editing (CRISPR).

In contrast, in the early 1950s, Rosalind Franklin, a chemist and X-ray crystallographer, did the work that led to understanding of the structure of DNA and RNA.

James Watson and Francis Crick received her report through a contact at the British Medical Research Council. Isaacson wrote, “Although Watson and Crick had not exactly stolen Franklin’s findings, they had

appropriated her work without her permission.”

Watson and Crick received the Nobel Prize in 1962. Franklin did not; she had died in 1958 at the age of 37. The cause was uniquely female: ovarian cancer.

Yet, in Watson’s telling of the story of the discovery in “The Double Helix” (1968), his derision of her was borne from the fact that she was a *woman*. He called her “Rosy,” a name she never used, and made it a point to write that he was bothered that she didn’t wear lipstick or striking clothing.

In Hart Energy’s 2023 class of Influential Women in Energy, I’ve had the pleasure of getting to know many of the inductees over the years and some more recently. Running into Carrie Carson, director, commercial development, Occidental Petroleum Corp., at industry events—and at airports—this past decade, I could always be certain of an enlightening conversation.

More recently, I met Naana Danquah Jefferson, general counsel, Americas land, for SLB. Having a 12-year career in human resources already, she changed career track to law in 2011.

I first met Le’Ann Callihan, vice president, American Association of Professional Landmen (AAPL)/NAPE, in the late 1990s in Fort Worth, Texas, at AAPL’s office, where she had begun as an intern in 1989 and served on the advisory committee for AAPL’s first NAPE, which has grown into one of the world’s largest oil and gas gatherings.

In December, my first thought was to contact a 2021 honoree, Baker Hughes’ Allyson Anderson Book, chief sustainability officer, upon the news in December of fusion-ignition “success,” as defined by more energy made than used.

Book, a petrophysicist, had mentioned in early 2022 at one of Hart Energy’s conferences that, about 15 years earlier when she was a junior staffer on Capitol Hill, a fusion researcher gave a talk. The idea was exciting. “I said, ‘How long until it will be ready?’” she told conference attendees. “They said, ‘Oh, it’s 20 years away.’”

The answer over the years when she’s asked again has remained “Oh, it’s 20 years away,” she added.

The news in December was exciting, but fusion is still decades away: The *total* power used in the experiment was exponentially more than gained.

Girls do “do science.” And so much more. ■



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