PESA Gender Diversity Study Overview

Pioneering study to establish a baseline of gender diversity within our sector.

Surveyed 35+ companies to collect data on 250,000 working men and women.

Analyzed published data regarding workforce issues related to gender diversity.
Oil & Gas and its service and supply sector continue to lag in unlocking the potential of women
Companies that commit to diversity have been shown to perform better...

48% of companies in the US with more diversity at senior management level improved their market share the previous year, while only 33% companies with less diverse management reported similar growth

Center for Talent Innovation

Companies with at least 30% female leaders end up raking-in 6% higher net margins

The Peterson Institute for International Economics

Companies with a higher percentage of women in executive positions have a 34% higher total return to shareholders than those that do not.

Catalyst.org

SOURCE:
Morgan Stanley, World Economic Forum
“How Gender Diversity Enhances Society” 2018
...Oil & Gas, in general, can seek to take advantage of the full benefits of gender diversity

SOURCE:
Overall and Oil and Gas Workforce: Department of Labor Statistics, Oil & Gas related industries (oil and gas extraction, petroleum refining, pipeline transportation, construction, and mining and oil and gas field machinery manufacturing)
Gender Diversity Study 2018, prepared for PESA by Accenture

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Workforce (US)</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Oil &amp; Gas (US)</td>
<td></td>
<td>15%</td>
</tr>
<tr>
<td>Service, Manufacturing, and Supply (US)</td>
<td></td>
<td>16%</td>
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The challenge of promoting diversity intensifies when examining technical career ladders...

Women in our Sector by Job Discipline

<table>
<thead>
<tr>
<th>Total Technical Operating Functions</th>
<th>Support Functions</th>
<th>8%</th>
<th>Technical Operating Functions</th>
<th>92%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Support Functions</td>
<td>Women</td>
<td>36%</td>
<td>Men</td>
<td>64%</td>
</tr>
</tbody>
</table>

SOURCE: Gender Diversity Study 2018, prepared for PESA by Accenture
...and promotion into leadership positions

80% of respondents cite women represent...

Emerging & Senior Leaders
(first-line and middle/upper management)

- Support Functions: ≤33% of leadership ranks
- Technical Operating Functions: ≤12% of leadership ranks

Top Leaders
(highest ranking executives)

- ≤21% of executive leadership ranks
- ≤7% of executive leadership ranks

SOURCE: Gender Diversity Study 2018, prepared for PESA by Accenture
Recognition and awareness that gender diversity matters

Oil & Gas is a male dominated industry?

- 72% AGREE
- 13% DISAGREE
- 10% NEITHER
- 5% DON’T KNOW

Overall, how important do you think it is that the Oil & Gas industry ensures it is an attractive employment sector for women?

- 51% IMPORTANT
- 21% NOT IMPORTANT
- 26% NEITHER

SOURCE:
BP Rig Zone 2013 Diversity & Inclusion Report
(nine out of ten survey respondents were male)
Recruiting female talent lags our ambitions

Among PESA sector companies...

- 15% of entry-level hires are women
- 18% of experienced hires are women

SOURCE: Gender Diversity Study 2018, prepared for PESA by Accenture
USA Employee Figures for 2017 shown
Limited efforts are made to understand why women are leaving and how retention and advancement can be improved.

51% of respondents do not track the drivers of voluntary outflow of women.

- Lack of flexible work programs (Work/Life Balance)
- Perception of better career prospects elsewhere
- Lack of advocacy and sponsorship

SOURCE: Gender Diversity Study 2018, prepared for PESA by Accenture
To make step changes...
We can start with a focus on proven factors to advance women into greater leadership positions

01 BOLD LEADERSHIP
Diverse leadership team that sets, shares and measures equality targets openly.

02 COMPREHENSIVE ACTION
Policies and practices that are family-friendly, support both genders and are bias-free in attracting and retaining people.

03 EMPOWERING ENVIRONMENT
One that trusts employees, respects individuals and offers freedom to be creative and to train and work flexibly

When exposed to working environments where factors are more common:

Women are 42% more likely to advance to manager or above and five times more likely to advance to senior manager/director or beyond

SOURCE: Getting to Equal 2018, Accenture (US findings)
Bold Leadership—Gender equality must be a strategic priority for the CEO and executive leadership team

Key Factors That Influence Advancement

01. A diversity target/goal is shared outside the organization
02. Gender diversity is a priority for management
03. The organization clearly states gender pay gap goals and ambitions

PESA Current State Findings

C-Level Gender Diversity Strategy (eg. gender workforce targets by date)

20% have C-level endorsed gender diversity strategies

SOURCE:
Gender Diversity Study 2018, prepared for PESA by Accenture
Getting to Equal 2018, Accenture
Progress has been made in attracting, retaining, and progressing women

The company has a women’s network open also to men

Men are encouraged to take parental leave

Comprehensive Action—Workplace policies and programs must be created and supported to drive gender equality

Key Factors That Influence Advancement

01 Progress has been made in attracting, retaining, and progressing women

02 The company has a women’s network

03 The company has a women’s network open also to men

04 Men are encouraged to take parental leave

PESA Current State Findings

Fully Paid Parental Leave

- offer 6 or more weeks of paid primary caregiver parental leave

Women in Mentorship/Sponsorship Programs

- offer mentorship programs and actively track female participation

SOURCE:
Gender Diversity Study 2018, prepared for PESA by Accenture
Getting to Equal 2018, Accenture
**Empowering Environment**—Companies must empower and trust their employees, allowing them to be themselves at work

### Key Factors That Influence Advancement

01. Employees have never **been asked to change appearance** to conform to company culture

02. Employees have the freedom to be **creative and innovative**

03. **Virtual/remote working** is widely available and is common practice

04. The organization provides training that keeps skills relevant

05. Employees can avoid overseas/long distance travel via **virtual meetings**

06. Employees can work from home on a day when they have a personal commitment

07. Employees are comfortable reporting sexual discrimination/harassment incident(s) to company

SOURCE: Getting to Equal 2018, Accenture
Empowering Environment—Companies must empower and trust their employees, allowing them to be themselves at work

PESA Current State Findings

Flexible Work Programs
(telecommuting, 9/80s, Job-sharing)
- 60% offer basic flexible work programs, such as telecommuting

Dependent Back-up Care
(e.g., emergency childcare, eldercare)
- 0% of companies offer subsidized dependent back-up care or partner with a provider of accessible back-up care options

Diversity & Inclusion Learning & Dev. Programs
(e.g., unconscious bias training)
- 31% offer learning & development initiatives targeted at inclusion & diversity

SOURCE: Gender Diversity Study 2018, prepared for PESA by Accenture
Where do we go from here?

INCREASE OUR UNDERSTANDING
Encourage more PESA members to participate & supplement baseline findings with qualitative interviews of executives and surveys to industry men and women.

DEVELOP PESA SPECIFIC RECOMMENDATIONS
Develop specific recommendations & PESA programs to advance a greater number of qualified women into leadership positions within the oilfield service and supply sector of Oil & Gas.

EXPLORE ADDITIONAL FACETS OF DIVERSE WORKPLACES
Overtime, expand beyond gender diversity to other topics of Diversity & Inclusion such as race, nationality, age, and linkage to important topics such as digital innovation and safety cultures.
Appendix
## SURVEY FINDINGS: WORKFORCE COMPOSITION

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<tr>
<th>Companies &gt; 1000 employees</th>
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### SOURCE:
PESA Gender Diversity Study 2018, prepared for PESA by Accenture

### NOTES:
36 Respondent Companies Total (35 USA)
### SURVEY FINDINGS: RECRUITMENT

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<tr>
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SURVEY FINDINGS: WOMEN IN LEADERSHIP

Ranking of Company Responses – High to Low

**% Women Emerging & Senior Leaders**

USA Only – 4 companies did not provide responses

**% Women Top Leaders**

USA Only – 2 companies did not provide responses

SOURCE:
PESA Gender Diversity Study 2018, prepared for PESA by Accenture

NOTES:
36 Respondent Companies Total (35 USA)
Emerging & Senior = First Line and Middle/Upper Management; Top = Highest-Ranking Executives

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SURVEY FINDINGS: OUTFLOW & RETENTION STRATEGY

USA SPECIFIC

OUTFLOW OF WOMEN

% of Companies Who Monitor Outflow

51% do not track

Top Reasons Identified

- Lack of flexible work programs (work/life balance)
- Perception of better career prospects elsewhere
- Lack of advocacy and sponsorship

STRATEGY & PROGRAMS

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<thead>
<tr>
<th>Program</th>
<th>&lt;1000</th>
<th>&gt;1000</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Parental Leave¹</td>
<td>47%</td>
<td>25%</td>
<td>34%</td>
</tr>
<tr>
<td>Flexible Work</td>
<td>73%</td>
<td>50%</td>
<td>60%</td>
</tr>
<tr>
<td>Dependent Back-up Care</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Sponsorship / Mentorship Programs</td>
<td>13%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion Learning &amp; Development Initiatives</td>
<td>13%</td>
<td>45%</td>
<td>31%</td>
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<tr>
<td>C-Level Diversity Strategy</td>
<td>13%</td>
<td>25%</td>
<td>20%</td>
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SOURCE:
PESA Gender Diversity Study 2018, prepared for PESA by Accenture
NOTES:
36 Respondent Companies Total (35 USA) 1. 26 weeks fully paid

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ABOUT THE RESEARCH

36 Total Companies Participating

16 <1000 Total Employee Headcount

20 >1000 Total Employee Headcount

22 Reported Non-US Employee Headcount

249,226 Combined Employee Headcount

102,553 US Headcount

146,713 Rest of World Headcount

29,286 Combined 2017 Recruits

16,171 Total US Recruits

62% Entry-Level US Recruits

SOURCE:
Gender Diversity Study 2018, prepared for PESA by Accenture

NOTES:
PESA contacted over 200 sector companies during February-April 2018, of which 36 responded, representing 250,000 men and women in the sector
ABOUT PESA

The Petroleum Equipment & Services Association (PESA) is the unified voice for the energy industry’s service, supply and manufacturing organizations, advocating for and supporting this sector’s achievements in job creation, technological innovation, and economic stability. PESA is a trusted resource, advancing member priorities on key industry issues.

Vision: To promote the oilfield service and supply sector of the energy industry and provide our membership with opportunities to network, elevate issues critical to their businesses and effectively train their workforce.

Within PESA there are 16 committees working to advance PESA’s mission.

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world’s largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.


ACCENTURE STRATEGY

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth.

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