2019 Annual Meeting

Members gathered in San Diego to discuss the latest innovation trends, the geopolitical landscape and investors' attitudes towards the industry.

On the cover: John Daniel, Simmons Energy, A Division of Piper Jaffray

ALSO IN THIS ISSUE ...

- ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)
- CONGRESSIONAL FACILITY TOURS
- HAND & FINGER SAFETY
- EXPLORERS GOLF TOURNAMENT
- OIL & GAS 101
- PIONEER NATURAL RESOURCES' JOEY HALL ADDRESSES WEST TEXAS AUDIENCE
- BOARD MEMBER MIKE REEVES LEADERSHIP FORUM
- SENATOR CRUZ ROUNDTABLE
- HIGH-PERFORMER SPOTLIGHT
Together, we are at a transformative time in the energy industry. Our business has always been a cyclical one, but disruptive technologies, geopolitical uncertainty, and global supply and demand shifts are increasingly changing the way we do business.

The outlook for our sector is evolving, and we need to understand the impact the above factors are having on the business model and how best to navigate them. In the longer term, how can we adapt to this changing landscape while providing a return to our investors?

It is imperative that PESA Members continue to collaborate across the sector to share best practices, attract and develop talent and advocate for our industry’s, and the world’s, best interests. In this vein, PESA Leadership is charting a path for the next three years of the Association. By defining the programs and initiatives that reflect what our customers want, what topics we want and what our Member Companies need, we can ensure that PESA best deploys its resources in supporting our Members.

We will continue to build on our strengths as well as take new directions. During my Chairmanship, I am interested in building membership, where appropriate, across the value chain. We are discussing participation by midstream companies, as well as other avenues to enhance membership. We’ll be seeking expertise from new Members who are technol...
Defining the New Normal

PESA’s 2019 Annual Meeting focused on the positive impact the oil and gas industry has made on trade, employment and the international geopolitical landscape. Discussions outlined the latest in innovation, investors’ attitudes toward the industry and efforts to diversify the workforce.

IN THIS SECTION
• Keynote: Gen. (Retired) Stanley McChrystal
• Keynote: Karl Rove
• New Normal Panel
• Innovation Panel
• Midstream Panel
• Analyst Panel

For complete coverage of this event, visit pesa.org.

Now at first you say, ‘Wow that’s just throwing all of the responsibility to young people. The reality is, it is throwing responsibility to them, but you’ve empowered them with an understanding of the situation they didn’t used to have because it used to be kept in the C Suite. They are the only people who can make the right decision because they are the only people close enough to the problem.”
General Stanley McChrystal

 RETIRED FOUR-STAR GENERAL
Stanley McChrystal, former commander of U.S. and International Security Assistance Forces (ISAF) Afghanistan and the former commander of Joint Special Operations Command (JSOC) discussed leadership and change.

He spoke to the audience about how to make organizations flatter and more interconnected, taking his Special Operations experience and translating it into the corporate world. He explained that although there may be various groups within an organization that run well, they may also run in isolation.

"When times are good a lot of things that are weak in an organization just aren’t apparent," McChrystal said.

"None of us had a road map to do this, none of us had ever done it before," he said. "You have to change the processes and the culture of the organization to do it. We called this empowered execution."

By empowering each employee down to the lowest level to make decisions based on real-time situations, they had the ability to execute much faster.

Aligning teams and improving collaboration relies heavily on the willingness of employees at all levels to identify and commit to a common vision and mission. Only then can the silos be broken down and cross-functional collaboration be promoted.

You have to inspire and lead your organization to make changes, he said, because change is hard and leaders have to own that.

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PESA Leaders Highlight Association

PESA BOARD CHAIR Richard Alabaster, President – Surface Technologies, TechnipFMC, opened the meeting on Thursday by highlighting the global impacts that are changing the way business is conducted within the services and equipment sector. He touched on the meeting’s theme, asking what is the new normal? Is it possible to define?

Alabaster cautioned that the outlook in the sector is still evolving, but he believes it is a transformative time in the industry.

“Some of the disconnect between operator recovery and the services and equipment sector can be laid at the feet of tighter spending and the pricing changes many companies made during the downturn.”

Alabaster believes industry needs to look at the impact trade disputes and international turmoil are having on the sector.

“The uncertainty and unpredictability of a trade war on the supply chain has hurt everyone from operators to manufacturers,” he said.

PESA PRESIDENT LESLIE BEYER provided an Association update, explaining that the Association’s strategy of Train – Elevate – Network continues to support and guide PESA’s committee activity and programs.

“In 2014, PESA was holding around 12 events each year, with 35 individuals involved in PESA committees,” Beyer said. “That has grown almost tenfold to more than 100 events each year and 347 people involved in committees and programs right now.”

Some of the highlights of the past year included the rollout of PESAs Diversity & Inclusion Toolkit, Health & Safety Benchmarking Platform, Tariff-Based Product Exclusion Requests submitted to USTR on behalf of PESA members, four Executive Coaching Programs supporting more than 250 individuals in Midland and Houston, as well as the development of two International Chapters in Dubai and Buenos Aires.

“PESA has grown stronger with our member-led committee structure, and will continue to increase benefits through the Train – Elevate – Network tenets,” she said.

THE NEW NORMAL PANEL offered perspectives from Cindy Yeilding, Senior Vice President, BP America, Doug Lawler, President, CEO & Director, Chesapeake Energy, and moderated by Lees Rodionov, Global Director of Stewardship and ESG, Schlumberger.

Yeilding reported that one of BP’s priorities is lowering the carbon footprint of the company while moving to a more gas-focused portfolio and modernizing operations to a fully digital business model.

According to Yeilding, BP looks at what society needs to prosper and for the population in emerging areas to live safer, happier and longer lives.

“So, we take all of that from a global perspective and say what are our business priorities, what does the new normal look like?” Yeilding said.

Lawler used one word to describe the new normal: pain.

“Large companies must have complete ownership of environmental stewardship and safety in order to protect and respect the environment, our employees, contractors and service providers.” Lawler said.

While Chesapeake has been working through this tough time, initiatives are underway to address climate change and environmental stewardship.

“Large companies must have complete ownership of environmental stewardship and safety in order to protect and respect the environment, our employees, contractors and service providers.” Lawler said.

Lawler also encouraged audience members to look beyond efforts currently underway in the U.S.
Innovation Crucial to Industry’s Future

THE INNOVATION PANELISTS agreed that the current energy transition is both exciting and unpredictable, and innovation is crucial to the industry’s future. The panel moderated by Vivek Chidambaram, Managing Director, Accenture, included viewpoints from Aimee Blaine, Senior Vice President – Technical, Aera Energy, LLC; John Mingé, Former Chairman and President, BP America; and Ken Tubman, Vice President – Technical Innovation, Marathon Oil.

Mingé said he believes collaboration is key for the industry in the future as we see the demand for energy growing due to the population increasing and shifting from poverty into the middle class.

“ imagining that this energy demand needs to be affordable, reliable and secure. “Our customers and stakeholders across the world are saying ‘yes we want the energy and we want it to be affordable, but we’d like for it to be cleaner. We worry about climate change,’” Mingé said.

Blaine explained her company recently launched an innovation project in order to lower cost and increase recovery. “We have relied on continuous improvement, manufacturing processes, and we have, year-over-year, been able to maintain our costs,” she stated.

According to Blaine, this change was a shift in the culture of the company. Aera went from a company based on processes to one focused on innovation.

Tubman discussed the shift from the large E&P companies funding research departments to the oilfield service companies picking up the innovation baton.

“What we’ve been doing in our industry for some time now is pushing the risk profile, the place where the risk is taking place, further and further down the supply chain.”

Midstream Panel Examines Water

THE MIDSTREAM PANEL featured Jason Fournier, Chief Operating Officer, Ancova Energy, and Stephen Johnson, CEO & Director, WaterBridge. PESA Board Member Craig Lange, Global Strategy, Energy & Transportation, Caterpillar, Inc., moderated the panel.

Johnson said that water management has evolved into an industry no one predicted due to the drilling of unconventional wells. His company operates in the Delaware Basin, and he shared statistics on water in that basin and the infrastructure needed. “In the Delaware Basin in the next 25 years, industry has to handle one trillion barrels of water,” he said, “and when you do the arithmetic on how many trucks it would take to handle a trillion barrels of water, there’s just not enough trucks in the world to make that work.”

Johnson explained the water business has shifted ownership from the small mom and pops and big energy service companies to the midstream side. He also said that the large E&P companies own 85% of the water infrastructure in the U.S.

Fournier explained that the benefits of his small company include the ability to be nimble and creative in business dealings allowing for partnerships with E&P companies on water projects, which incentivizes them to align with the midstream mindset instead of combating it.

“I’ve learned that the smaller companies do have a slight advantage because they have flexibility in what they can do,” he said.

In the marketplace, Fournier sees 2019 activity as flat; however, he sees a lot of infrastructure being constructed, especially in the Permian Basin. This lack of downstream capacity is affecting the operators’ ability to get natural gas to market.
Diversity Toolkit Released

PESA ENGAGEMENT COMMITTEE CHAIR Debra Martinez, Senior Director of Human Resources – Global Services, Exterran, gave an overview of the Oilfield Services and Equipment Sector Gender Diversity Report. A gender survey was sent to PESA members with 36 companies responding and diversity data collected on more than 250,000 employees in the OFS sector world-wide. The research showed that of the women employed by the oil and gas industry, the majority fill administrative roles such as human resources or legal. Males dominate the technical positions available in the industry.

Martinez also announced that PESAs Engagement Committee developed a toolkit on diversity and inclusion that comprises collateral material and a journey map to guide companies on the path to greater diversity.

The committee has a call-to-action for all member companies: compare your numbers to the survey, have a conversation with executives on why diversity is important and invite other employees to help with the initiative. Members can contact PESA for a copy of the kit.

PESA Leadership Awards Presented

SEVERAL PESA MEMBERS were recognized for their service to the industry during the meeting.

The inaugural PESA Platinum Award honoring extraordinary contributions to the industry and the oilfield services and equipment sector was given to Merrill A. “Pete” Miller, Executive Chairman, MHWirth. Pete is a former member of the PESA Board of Directors, as well as the past President, CEO and Chairman of NOV and former Executive Chairman of DistributionNOW.

The Emerging Executives Award was bestowed on Jigna Bhakta, Director, Chief Evangelist, GE, recognizing her extraordinary leadership within the Association and externally for the sector.

PESA awarded the Industry Advocate Award to PESA Human Resources Committee Chair Dave Warnick, Vice President, Human Resources, Weir Oil & Gas, recognizing his outstanding and personal dedication to advocating on behalf of the oilfield services and equipment sector.

The Industry Innovator Award was presented to PESA Advisory Board Member Sanjiv Shah, Managing Director, Investment Banking, Simmons Energy. This award is presented to the PESA Member who has shown significant engagement and leadership in leading/charting a new course for the sector.

Congratulations to all award recipients.

Analysts Discuss Investor Attitudes

THE ANALYST PANEL, moderated by PESA Vice Chair Rod Daniel Larson, President & CEO, Oceaneering International, engaged the speakers in a discussion about Wall Street and investor attitudes towards the service sector.

A recent trend that John Daniel, Managing Director & Sr. Research Analyst, Oil Service, Simmons Energy, has seen is a lack of interest by investors in the servicing sector.

“The performance in the space has been pretty bad over the last several years in terms of financial returns, discipline, etc.” he said. “When you look at the weightings of energy with respect to the S&P 500, they are at or near 20 to 30-year lows.”

“The ESG (environment, social, governance) concept is really important to be focused on because there’s limited dollars flowing in energy as it is today,” Daniel said.

“And so, if you are a public company, you need to pay attention and do things that don’t keep you out of potential investors’ portfolios.”

Daniel advised that companies need to do whatever they can to lower their carbon footprint.

“If you are a company and you want to make sure you have access to quality investors, you should pay attention to ESG,” he recommended. “I know PESA is working with that, so take advantage of the toolkit.”

Panelist Maheep Mandal, Vice President, Equity Research, Credit Suisse, sees challenges with renewables in the marketplace.

“I think the biggest challenge would be the regulatory aspect of renewables,” he said. “The utility, the grid, the infrastructure we have today is not made for a higher mix of renewables. It’s not made for two-way communication where homeowners sell renewable electricity to the grid, so a lot needs to change. The power markets need to change.”

Mandal sees renewables as an economical form of energy.

“The cost of solar and wind has fallen tremendously in the last few years,” he said.

PESA Advisory Board Member Jim Wicklund, Managing Director – Energy Group, Stephens, Inc., sees a shift in ownership of the E&P industry stocks which is forcing companies to earn the cost of their capital.

“Today the industry is being judged on return on invested capital,” he said.

“If you haven’t earned your cost of capital in the last eight years that means you’ve spent eight years destroying the equity value of your business, and that’s not an opinion. That’s a fact.”
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2019 ANNUAL MEETING

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ESA's ESG COMMITTEE held a luncheon discussion on the basics of Environmental, Social and Governance (ESG) on May 15 at Schlumberger.

Panelists included Jennifer Cutaia, Vice President, Corporate Responsibility & Global Community Impact, Baker Hughes, a GE company; Sarah Teslik, Partner, Joele Frank, Wilkson, Brimmer, Katcher; Marie Caekebeke, Director Global Sustainability, Schlumberger; and John Daniel, Managing Director and Senior Research Analyst, Simmons Energy, a Division of Piper Jaffray.

ESG is becoming a critical part of oilfield lexicon, but many companies are just beginning to understand the term. Maintaining a positive image for shareholders is crucial for publicly-traded companies, and investors are increasingly examining these criteria.

ESG criteria include a company's impact on climate change or carbon emissions, water use or conservation efforts, anti-corruption policies, board member diversity, human rights efforts and community development.

INVESTOR INTEREST
The panelists each had unique perspectives on the issue. Daniel shared a story about his recent trip to Zurich where he met with investors and in every meeting the subject of ESG was raised. Daniel sees this investment trend shifting to the United States as the next hurdle in this process. Daniel agreed noting that operators will care about their vendors’ ESG plans when they are required to report on emissions from their well sites. Caekebeke also encouraged attendees to put a code of conduct in place not just for employees but also for vendors.

RATINGS AGENCIES
Teslik, who is a leading expert in corporate governance and investor relations, shared her views on the rating agencies that investors look to for information on publicly-held companies. While these agencies send out questionnaires for companies to submit for a rating, Teslik encouraged attendees not to fill out the questionnaires. Instead, she recommended companies place the same information on their websites where it is accessible to everyone.

She also advised use of a materiality matrix to identify ESG variables and shared that Sustainability Accountability and Standards Board (SASB) has a helpful list of questions that can be answered for investors. Teslik encouraged service companies to tout their innovations because that technology is helping the operators look good to investors.
PESA Members Showcase Facilities to Congressional Representatives

REP. SYLVIA GARCIA TOURS BHGE
PESA hosted freshman Rep. Sylvia Garcia (D-TX-29) for a tour of a Baker Hughes, a GE company facility in South Houston on April 25, where she met with employees and learned about the latest in oilfield services technology. The Congresswoman discussed the current climate in Washington surrounding the oil and gas industry, as well as her work on issues such as veterans’ affairs and international trade.

Garcia sits on the House Judiciary and Financial Services committees and represents the 29th Congressional District of Texas, which includes Galena Park, Jacinto City, and much of east and north Houston. She toured BHGE’s manufacturing plant on Navigation Blvd.

KERR PUMPS HOSTS REP. TOM COLE
Rep. Tom Cole (R-OK-4) visited PESA Member Kerr Pumps on April 24. The visit was hosted by Mark Nowell, CEO, Kerr Pumps at the company’s headquarters in Sulphur, OK. The Congressman, who has been a staunch supporter of the oil and gas industry since his election in 2002, was shown a variety of pumps that are manufactured in the nearly 240,000 square-foot facility.

Nowell discussed industry issues with the Congressman, including employment challenges, technology advances and artificial intelligence. He also discussed Kerr Pumps’ upcoming expansion into Marietta, OK. In a town of nearly 5,000, Kerr Pumps is one of the community’s largest employers and the largest machining company in Oklahoma.

REP. BRIAN BABIN VISITS DISTRIBUTIONNOW
DistributionNOW hosted Rep. Brian Babin (R-TX-36) on April 15 at its distribution center in La Porte, TX. The Congressman toured DNOW’s warehouse and experienced first-hand a vital cog of the oilfield and equipment sector’s supply chain.

Babin sits on the Transportation and Infrastructure Committee, as well as the Science, Space and Technology Committee, both of which have jurisdiction over parts of the oil and gas industry.

During the tour, he was able to provide the participants with insight into Congress and answer questions about the future of the oil and gas industry. Babin, a native of Port Arthur, represents Texas’ 36th Congressional District – located southeast of Houston and extending to the Louisiana border, encompassing portions of Jasper, Polk, Orange, Liberty and Harris counties.

THE PESA HEALTH & SAFETY COMMITTEE DISCUSSED METHODS IN WHICH COMPANIES CAN ENCOURAGE AND BUILD AWARENESS AROUND HAND AND FINGER SAFETY DURING A ROUNDTABLE ON FEBRUARY 14, HOSTED BY CATERPILLAR OIL & GAS.

Panelists included Mitchell Kemp, Director-HSE, Gulf Region, Cummins Sales & Service; Jeff Felker, Senior Vice President, Sales, Ringers Gloves; and Rae Rotter, Senior HSE Manager, Stream-Flo USA. Charlie Easter, Fleet Safety Manager – US & Canada Geozone-QHSE, Weatherford, moderated the discussion.

Rotter began the event by addressing hand and finger risk assessment. He addressed challenges around the development and implementation process and the importance of getting the support and buy-in from all levels of management.

Rotter also discussed the challenges an organization can face while creating risk assessments, highlighting the criticality of effective planning and communication.

Kemp shared best practices on Cummins’ corporate hand and finger safety and prevention policy. He touched upon policy requirements used in the matrix such as activities, guiding tools, key documents and the selection of proper risk assessment.

Kemp also addressed prevention and the process and requirements for hand hazard identification and assessment such as a corporate tool kit. This process helps to look at not only the hazard type and sub-type, but descriptions of each hazard and the controls available.

Finally, Felker provided industry statistics relative to hand injuries and how they affect different companies, particularly with regard to cost. He noted additional statistics relative to total industry lost time incidents by body part and total industry recordable incidents by body part, with hand and finger injuries representing a high percentage of those incidents.

Felker also discussed the importance of understanding glove ratings, the protection level on gloves and how to identify which gloves should be used for a particular job.

The PESA Health & Safety Committee will host additional roundtables in 2019, addressing topics that include dropped objects, onboarding new employees into a safety culture and HSE data analytics.
Oil & Gas 101: Industry Introduction

Individuals from across the services and equipment sector gathered on March 20-21 for a comprehensive overview of oil and gas production, hosted by the PESA Emerging Executives Committee. This spring’s Oil & Gas 101 attendance was at an all-time high, again representing an extraordinarily diverse group, both in companies and functions. An audience of attendees across multiple disciplines also made for excellent discussion, Q&A sessions and networking opportunities.

Multiple speakers from other companies across various sectors then followed, giving attendees a comprehensive view of the oil and gas industry and its economic impact on a world stage. Using technological advances, these companies have recently been able to greatly increase production and become among the fastest in the world.

Don’t miss the next session of Oil & Gas 101 on October 2-3, 2019. Register yourself or your team today!

Thank You Speakers!

- History of the Industry: PESA Emerging Executives Committee Member Omeid Rahimian, Oceaneering
- Geology and Geophysics: Mark Sullivan, Halliburton
- Rig Technologies and Drilling the Well: Karl Appleton, NOV
- Completions and Flow Equipment: Ed O’Malley, Baker Hughes, a GE company
- Subsea Infrastructure: Nicole McIntosh, TechnipFMC
- Oil & Gas Startup Ecosystem: Gaby Rowe, Station Houston
- Midstream: Brian Leedy, Exterran
- Refining: Cristy Moreno-Earle, ExxonMobil
- Supply Chain: Brad Wise, DistributionNOW
- Policy Watch: Tim Tarpley, PESA
- Future of Work and the Digital Oilfield: Rolando Gabarron, Baker Hughes, a GE company

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Explorers of Houston Tournament Results

ON MARCH 7, PESA HOSTED its 20th Annual Explorers of Houston Golf Tournament. PESA Members and customers gathered at the Golf Club of Houston for a day of networking and cultivating customer relationships. The event's strong turnout demonstrates PESA Members' dedication to STEM education, as tournament proceeds support PESA's education initiatives, including contributions to the IPAA/PESA Petroleum Academies.

Chairman Emeritus Robert Workman, President & CEO, DistributionNOW, kicked off the tournament by welcoming attendees and thanking the teams entered in the tournament. The B&L Pipeco Services team placed first with a score of 112: Miguel Gastellum, FTS International; Andy Warren, Energy Alloys; Miguel Gastellum, FTInternational; and Bob Gibbens, Sable Permian Resources.

For the second year in a row, the Energy Alloys team followed in second place with a score of 114: Kenny Duke, Energy Alloys; Andy Warren, Energy Alloys; Miguel Gastellum, FTInternational; and Ray Frisby, Sable Permian Resources.

The Encore Wellhead Systems team finished in third place with a score of 115: Jeff Rainey, Noble Energy; Scott Dunlap, Sanchez Oil & Gas; Greg Wetter, Stellar Oilfield Holdings; and Daniel Lauw, Stellar Oilfield Holdings.

Individual winners were:

- Straightest Drive: Pablo Roldos, ConocoPhillips
- Closest to the Pin: Scott Cranston, Exterran
- Closest to the Pin in 2: Steven Sullivan, NOV
- Longest Drive: Drew Krupa, TechnipFMC

First-place winners B&L Pipeco Services Team with PESA Chairman Emeritus Robert Workman (center) and PESA President Leslie Beyer

Joey Hall, Pioneer Natural Resources, Discusses Labor Shortage, Innovation

LABOR SHORTAGES CONTINUE to be an issue in the Permian, but innovation is the key to success, said keynote speaker Joey Hall, Executive Vice President, Permian Operations, Pioneer Natural Resources, during a West Texas Regional District Meeting on March 6 at the Gardner Denver facility in Odessa.

Hall discussed the labor shortage, which continues to be a leading issue in the area. He stressed that as an operator, he prefers for service providers to be transparent regarding their staffing capabilities as opposed to sending out an unprepared crew.

Pioneer is creating value in the Permian for shareholders by increasing the Return on Capital Employed (ROCE) by 9 percent while increasing cash flow and improving capital efficiencies. The company expects to run 21 to 23 rigs during 2019.

Innovation is the game-changer in the Permian, and Hall highlighted a few of Pioneer’s cutting-edge projects. The new “Pioneer Pad” enables 24 wells to be drilled from the same pad, reducing surface usage. The company’s dedicated water management subsidiary supplies the low-cost water necessary to drive a multi-year development plan across a large, contiguous acreage position. In addition, the company’s new centralized facilities are designed to accommodate more than 80 wells, allowing for capital efficiency.

PESA Discusses Skilled Labor With Cruz

PESA WAS INVITED TO SIT ON A roundtable hosted by Sen. Ted Cruz (R-TX) on April 16 to discuss The Education Freedom Scholarships and Opportunity Act (S. 634). This legislation seeks to expand vocational education opportunities for students by providing a federal tax credit to encourage individuals and businesses to donate to nonprofit scholarship funds.

The bill creates a new dollar-for-dollar, non-refundable tax credit for contributions from individuals and businesses to state-identified nonprofits called Scholarship Granting Organizations (SGOs) and Workforce Training Organizations (WTOs).

The roundtable took place at Texas State Technical College’s Rosenberg, TX campus. Tim Tarpley, Vice President Government Affairs, represented PESA at the event and discussed the sector’s need for skilled labor and how this type of workforce training would benefit PESA Member Companies.

Tarpley was joined by representatives from dozens of local industries who are also experiencing similar workforce shortages, such as construction, welding, plumbing and electrical contracting.
Reeves Offers Leadership Insights Into Developing Company Culture

A COMPANY CULTURE NEEDS TO BE BUILT from the top down, said PESA Board Member Mike Reeves, President & CEO, Rubicon Oilfield International, during a leadership forum on January 22.

In this forum, Reeves discussed his thoughts and insights on proactively defining company culture.

Reeves shared his background and how it brought him to Rubicon. Reeves said that Rubicon saw an opportunity for a consolidation of downhole products through acquisitions when the business was formed in 2015. Once Reeves and the other founders created a platform, from there, anything was possible.

When you are acquiring other business, cultures are uncertain. Every organization has a culture that is either actively or passively allowed to evolve.”

Rubicon chose to not be passive and wait for a company culture to develop by itself. Reeves said that the company decided that all acquired organizations would be a reflection of Rubicon’s culture.

Reeves said that Rubicon decided to define its culture through elimination of “intolerables.” An intolerable is a personal boundary or something that is unchangeable and cannot remain in the organization. Reeves said these guiding tenants govern how Rubicon staff interact and what they expect of each other.

Rubicon Intolerables are published throughout the organization and publicly on their website. Reeves said Rubicon attributes its success to implementing intolerables throughout Rubicon, including acquisitions.

Each employee, by choosing to make these commitments, he said, makes a better employee experience and allows customers to easily do business with Rubicon.

"Rubicon Intolerables

- I will not be afraid to take calibrated risks and if I fail, I will own it, learn from it and move on!
- I will not withhold, “sugar-coat” or delay bad news. I will also accept it like an adult.
- I will not be dishonest.
- I will not pair.
- I will not be defensive towards any constructive feedback.
- I will not let my team down. I will always be accountable. I will do what I say I’m going to do.
- I will not undermine the enthusiasm of others. I will embrace my responsibilities with a positive attitude.
- I will not address real issues unless all the appropriate people are present.
- I will not put my own needs before that of the team.
- I will not sit quietly – I will have opinions and share them at all times.

What influenced your decision to enter the oil and gas industry?

I wanted to find a job where I could put my chemical engineering degree to use outside of a conventional office position. I wanted a dynamic environment, where I could embrace my love of the outdoors. This was influenced by my desire to be a part of an emerging industry, while also finding a career that would allow me to be financially stable. I wanted to find something that I was passionate about and rest assured that boredom would not be in my vocabulary.

During an internship, I learned about using shallow hydraulic fracturing for in-situ bio remediation of consolidated bedrock in contaminated aquifers. I found it incredibly interesting. After graduating, I met a man on an airplane who worked in the industry and he told me about being a “Field Engineer” in the oil and gas field. I researched it, and thought “Wow, that’s perfect!” A week later I was interview in Williston, ND and that is how my career in oil and gas began.

What was your impression of the industry beforehand, and how has it evolved?

My pre-conceived notions about the oil and gas industry was that it was a rough, tough, place where few women worked.

As soon as I came into this industry, I realized my impressions couldn’t have been further from the truth. While some moments are certainly tough, the people in this industry are second to none in their comradery and sense of teamwork. There are people of all levels of education, cultures and backgrounds, and I realized the industry is one big family. Importantly, I found out I was not alone; there are women working at all levels in oil and gas. I am proud to be a part of it.

What have you found to be the most surprising about the industry?

The resilience and the passion. Every day I see people maintain a love and passion for this industry. No matter what, no matter how many times we get knocked down, we always get back up, brush ourselves off and try harder the next time. It’s amazing to be a part of this environment.

What are you most excited about for your career, your company and your industry?

As a woman working in operations, the Executive Leadership Program helped me meet many other women in operations and grow my confidence. The program showed me that it doesn’t matter if you are male or female, it’s all about who is best for the job.

Tell us about some of the people you’ve met while working in the industry and how they’ve impacted your thinking.

I could talk about CEOs and directors, vice presidents and consultants, but the people who have impacted my thinking the most are those who taught me about operations. They taught me how to see things logically, find solutions given the tools at hand, and how to be a family industry. That has meant the most to me.

What would you tell someone who is thinking about entering the oil and gas industry?

I would tell them not to join for the money and not to be afraid of the cyclic nature of the industry. I would also tell anyone to get as much experience in operations as possible, because knowing what happens in operations is key to understanding the entire process, regardless of where in the industry your job takes you.

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## U.S. Oil and Gas Field Equipment Exports

Top 15 Destinations for Q1 2019 (in U.S. $1,000)

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<th>JAN</th>
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<th>MAR</th>
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<tr>
<td>Singapore</td>
<td>22,903</td>
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<td>Argentina</td>
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<td>United Kingdom</td>
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<td>3,843</td>
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<td>Germany</td>
<td>4,794</td>
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Subtotal: 157,512, 130,299, 138,499
All Other: 70,259, 53,861, 72,204
Total: 227,771, 184,160, 210,703

Sources: Data has been compiled from tariff and trade data from the U.S. Department of Commerce and the U.S. International Trade Commission.

## Q1 New Members

“We are pleased to welcome several new companies to PESA membership,” said PESA President Leslie Beyer. “Building our membership ensures that we are an even stronger unified voice for the oilfield services and equipment sector.”

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### Upcoming Events

**AUGUST 14**
Supply Chain Roundtable: AI, Blockchain & Digital Transformation
Houston, TX

**AUGUST 15**
Health & Safety Roundtable: Dropped Objects
Houston, TX

**AUGUST 15**
Executive Address at Topgolf with PESA Chair Richard Alabaster, TechnipFMC
Houston, TX

**SEPTEMBER 19**
Middle East Chapter Meeting
Dubai, UAE

**SEPTEMBER 24**
Argentina Chapter Kick-Off Reception
Buenos Aires, Argentina

**OCTOBER 2-3**
Oil & Gas 101
Houston, TX

Find upcoming events at [www.pesa.org](http://www.pesa.org)