Cindy Taylor
The Oil States International CEO
discusses managing change in today’s
certain environment

AI, Blockchain and Innovation

Analyst Perspective on
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Spotlight on Congress:
Senator John Cornyn
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The many training programs conducted by PESA educate thousands of OFS professionals each year, with workforce development, industry knowledge, executive coaching, forward-thinking talent management tools and developmental strategies that are unparalleled in the sector. PESA Members have come to rely on our high-quality workforce training to improve the efficiency of business and boost productivity. The next generation of energy innovators has within PESA critical opportunities to enhance their ability to improve the sector and the industry of the future.

Additionally, PESA’s work in federal, state and international government affairs has made a significant impact on the sector by elevating issues to government officials, opening dialogues between Member Companies and their elected representatives, and assisting members affected by the Chinese import tariffs with the result of having multiple unique OFS products exempt from additional duties.

By now taking on the mantle of the OFS role in Energy Transition and leading the way for PESA member companies to identify best practices around ESG, PESA once again leads the sector in best practice sharing and education around the impact our sector has on the energy industry and today’s modern life.

Now, with the launch of Energy Connection, we have created a resource that’s not just for the sector, but our customers as well. With an audience ranging from the C-Suite and executive teams, to operators and partners, PESA is able to share best practices, offer market intelligence and discuss timely critical issues by leveraging our Members knowledge and expertise.

Thank you for reading our first issue. We will continue to elevate our sector through this new endeavor.

Leslie Beyer
PESA President
Proud supporter of PESA and the upstream oil & gas industry it serves

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ON THE WEB


She sat on the “Future of Energy Panel” with skilled trades advocate Mike Rowe, MikeRoweWorks Foundation; Terry O’Sullivan, President, Laborer’s International Union of North America (LIUNA); and Karen Kerrigan, President & CEO, Small Business and Entrepreneurship Council.

VIRAL

Check out pesa.org for PESA’s High-Performer Spotlight, featuring Gayle Abrahams, Director, Financial Planning & Analysis, Exterran

“ There is plenty that we can do for sustainability while continuing to support global energy needs. ”

BEHIND THE SCENES

PESA President Leslie Beyer poses with cover feature Cindy Taylor, CEO, Oil States International. Also shown are editors Kristin Hincke and Stephanie Fuqua.

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SOCIAL INFLUENCER

Katie Mehnert
Pink Petro

As the founder and CEO of Pink Petro, Katie Mehnert created a global social media platform for women professionals in the energy industry.

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节能连接/2020年2月
A member of the Oil States team since 2000, CEO Cindy Taylor has seen her fair share of ups and downs in the oilfield services and manufacturing sector. Eager to make a positive impact, Taylor has changed the face of the industry with her strong value system and authentic demeanor. Her business degree led her to Houston and ultimately into the energy sector, but it was the entrepreneurial spirit of the industry that has kept her here.
“There is just something about this industry that you fall in love with, and I think it’s that pioneering spirit that so many in the industry possess,” she said. “Workers from all walks of life pioneer new regions of the world in an effort to provide low cost reliable energy to our global population. While I can’t necessarily explain it, you just fall in love with the industry.”

Her career path included a stint in public accounting working for producers, drilling companies, manufacturers and trading companies, all giving her a broad background in the fundamentals of the energy industry. So why did she leave public accounting? “I really wanted to control my destiny, build something of value and grow it,” she said.

With this background, Taylor developed the clear vision required of an industry leader, a steadying force in a cyclical industry. While volatile commodity prices can play havoc with balance sheets and budgets, Taylor noted that the industry has weathered downturns before and survived.

“We should never forget the industry is cyclical,” she said. “A lot of current discussion and focus of Wall Street and private equity companies is to identify strong sources of free cash flow, ROIC and profitability. In the context of a very highly cyclical industry, success is determined by having the right strategy, the right capital allocation framework, and the right leadership team. You can be very successful, but there are going to be times that you have to make strategic decisions at peaks and valleys of the cycle. You need to be able to look through the cycle and make investments that generate solid returns for shareholders.”

She reflected on the significance of losing roughly 80% of the U.S. rig count in an 18-month period and how the industry responded to such a severe downturn driven by the decline in crude oil prices.

“Just imagine if you entered into a multibillion-dollar commitment that spanned three years and you lost 80% of your activity in 18 months,” she said. “Capital intensity is always a risk factor with me because it’s difficult to adjust major capital projects through volatile cycles. Horizontal drilling, extended reach technologies, longer laterals, fracking, pressure pumping, zonal isolation, are the technologies that leveraged increased activity on land. The wells we complete are generally very economic, but still capital intensive.”

Taylor sees a lot of capital still focused on U.S. land production. While commodity prices have fluctuated – at times looking as though the market was going to improve – global shifts in supply and demand have repeatedly caused the industry to refocus.

“What we’re seeing today is the realization that you’ve got to drill a lot of wells in the United States to generate long-term sustainable production,” she said. “We were really successful at advancing technologies, so much so that the rate of production growth exceeded global demand growth in the process.”

Taylor believes that increased production in the U.S. has “de-risked” supply for the United States, offsetting declines such as from the instability we have seen in Venezuela and the Middle East.

“I think we have probably tested the limits of what we can do in terms of production growth in the United States, particularly in a crude price band of $50 to $55 a barrel,” she said. “That’s leading people to say, ‘where are the other prolific basins?’”

Taylor said opportunities exist for production in other areas around the globe, including offshore areas like Guyana and Brazil, as well as basins around Southeast Asia, the North Sea and the Gulf of Mexico.

“We’re in a solid position because we have more of a global footprint with a balanced offering of products and services,” she said. “We have exposure to international activities, to deepwater and to U.S. land. Strategic shifts depend upon the investment priorities of our customers at...”

“Cindy and I have worked together for over 20 years. As one of the first female CEOs in our industry and our leader for many years, Cindy has earned the gratitude and commitment of all of our employees and other constituencies at Oil States. She is respected throughout the business and civic communities with her tireless work on many charitable organizations (especially her beloved Aggies!). We have a great team at Oil States, and the tone definitely starts at the top.”

Chris Cragg, Executive Vice President – Operations, Oil States International and PESA Chairman Emeritus...
the end of the day, but we’ve got the platform and capacity to take advantage of opportunities to support our customers.”

“I can’t think of another chair I’d rather sit in in this city than the one I do because of the health of the company and the leadership team that I have. We’ve always been free cash flow generating,” she said. “I don’t know how you manage if you’re not. We actually did a look back and saw for the last six years – including the extreme downturn in 2016 – we were cash flow positive in every quarter but two.”

Her work as a member of the board of directors of AT&T has given Taylor a deeper understanding of the needs of investors and shareholders. She sees leadership development as a fundamental aspect of corporate success.

“Board services help me as a CEO, quite frankly, to understand the concerns, desires and motivations of my fellow board members and shareholders,” she said. “I say every CEO should sit on a public company board because you become a lot more understanding of the perspectives that your own board members have.”

Cindy noted the rise in concerns related to ESG (environment, social and governance) by investors and stakeholders. Taylor has been in the forefront of the movement for the oil and gas services and equipment sector in an effort to provide needed ESG data not only to investors, but also to the general public.

“My message to everybody is that if you’re not listening to this trend, you’re making a mistake,” she said. “I think we all have to be more open to conversations about ESG. We need to collaborate and meet in the middle on issues like this so that constructive dialogue can occur. No one in this industry wants to destroy the Earth or the climate. However, there are realities around world population growth, GDP growth, and all of the technology and conveniences we have today that need to be considered. The reality is you can’t eliminate oil and gas production and sustain the level of economic growth that we desire. Therefore, we need to operate in an environmentally friendly manner.”

She acknowledged that ESG may still be a mystery to some, especially those not working for a publicly-held company who routinely interact with a diverse group of stakeholders. She encourages companies to not only research their ESG scores but also help the rating agencies compile the most accurate and up-to-date information.

“We need to go through those reports, correct the errors, fix the omissions, put information on the website or direct them to places where they can find the policies, procedures and other information that they want to understand. Developing an ESG report that summarizes key data in one place is becoming a best practice.”

Taylor said that while there are still challenges to be solved, such as flaring natural gas and water management, the industry is addressing many issues but could be doing a better job of spreading that message.

“I think at the end of the day, you’re going to see companies in the energy industry openly participate in the dialogue, because it is increasingly becoming a mandate for the long-term survival and health of the industry,” she said.

As the historically male-dominated industry evolves, many are looking to Taylor for guidance on how best to increase diversity in the workforce.

“I want the best people – regardless of gender, race, political persuasion, etc. – to work for this company to make it be the best that it can be,” she said. “I always say, set reasonable standards. You shouldn’t expect that the C-Suite be 50% female if you haven’t developed a diverse talent pool to draw from. We need to collectively promote our industry and establish mentoring initiatives to achieve a talent pool with the requisite backgrounds to succeed.”

Taylor also advocates for involving women and men in efforts to diversify the workforce. “There are so many male advocates that I’ve had over the years that made such a difference for me, sometimes advocating for my success more than I even thought I was ready for,” she explained. “Thanks to them, I have only good things to say about the industry, male sponsorship and the city of Houston.”

Referring to the influence she has felt as an alumna of Texas A&M University, Taylor embraces the cultural values of her upbringing and acknowledges those experiences and the people that helped shape her career.

“Try to emulate those people that were part of your career development. For me, part of the journey will always take me back to College Station. My time at Texas A&M helped me not only from an educational standpoint, but it also helped me form life-long relationships, connect with mentors and develop my own sense of ethics and core values. I’m a better person for having that experience.”

Energy Connection/February 2020
Sen. John Cornyn has served Texas in the U.S. Senate since 2002. He currently serves as the Majority Whip, a position that gives Texas a powerful voice at Congress’ leadership table.

The ending of the crude oil export ban and the granting of permits to export U.S. LNG have changed the global energy dynamic. What have been the effects of these policy changes on U.S. foreign policy and the stability of the world energy supply?

More than four years ago, Congress ended America’s 40-year-old crude oil export ban. The time was right: we had a surplus of American oil and gas available to share with global markets, and we had a need to propel our economy, strengthen our national security, and help our friends and allies.

Since the ban was lifted, U.S. production has been steadily climbing. From the first full month of the policy change through July 2019, U.S. crude oil production increased by 2.6 million barrels per day. Last December, for the first time on record, the U.S. exported more crude oil and fuel than we imported. And for the first time this fall, the value of petroleum exports exceeded that of imports.

But doing away with this outdated policy didn’t just propel the economy; it also provided the fuel to strengthen our alliances around the world. Reducing other countries’ reliance on Russia and other nations for their energy needs isn’t just a win for America – it’s a win for global security.

And in countries like India to which the U.S. doubled LNG exports last year, providing access to American energy is helping lift folks out of poverty.

At a recent visit to PESA Member Company Sunbelt Steel in Houston, you discussed the Green New Deal and its impact on energy production, especially in Texas. Can you share your thoughts on this proposal?

When someone proposes an idea like the Green New Deal that will reorder the world, it’s important to ask the right questions, like is it feasible? How much would it cost? What would it do to the jobs of the men and women who work at places like Sunbelt Steel in Houston, Texas?

What we learned at Sunbelt Steel is it would put them out of business, and for what? There are a lot better ways for us
to deal with our concerns about the environment: through innovation, entrepreneurs, smart people coming up with smart solutions to problems. To me, those sorts of innovative solutions make a lot more sense for the environment than new taxes, more government regulation, more control over our lives. But I think the people we met who work at Sunbelt Steel and the families they represent are the ones that bring this story home to me the most.

As an alternative to harmful overregulation, I have introduced the “Launching Energy Advancement and Development through Innovations for Natural Gas (LEADING) Act,” which would establish a program for the research and development of carbon capture technology for natural gas. This summer, it passed the Senate Energy and Natural Resources Committee.

The oil and gas industry is aggressively trying to combat human trafficking. I know you have worked extensively on the issue, including your work passing the Justice for Victims of Trafficking act in 2015. How can our industry do more to combat trafficking both in areas where drilling is occurring and at large conventions such as OTC?

The Office of the Texas Attorney General estimates there are more than 400,000 victims of labor and sex trafficking in Texas at any given time. Human trafficking is modern day slavery, plain and simple, and I applaud the industry for wanting to do more to end this scourge on our society. The best thing we can all do is to educate ourselves about the signs of trafficking and be vigilant to detect those signs around us.

On the legislative side, I’ve passed a number of bills into law to crack down on human trafficking, including promoting the education of teachers and parents about signs of abuse, training law enforcement to detect and respond to trafficking, protecting resources meant to aid survivors of trafficking, and targeting the use of addiction to coerce victims.

You recently introduced a bill with New Mexico Sen. Martin Heinrich to better protect pipelines from cyber-attacks. What does this bill require of the Department of Energy?

The “Pipeline and LNG Facility Cybersecurity Preparedness Act” I introduced would direct the Secretary of Energy to carry out a program in consultation with federal agencies, states and the energy sector to ensure the security, resiliency and survivability of natural gas pipelines, hazardous liquid pipelines and liquefied natural gas facilities.

It would require the Secretary to coordinate response and recovery to physical and cyber incidents impacting the energy sector; develop advanced cybersecurity applications and technologies; perform pilot demonstration projects; develop workforce development curricula relating to physical and cybersecurity; and provide mechanisms to help the energy sector evaluate, prioritize, and improve physical and cybersecurity capabilities.

With the repeal of the “Waters of the United States” rule, the EPA and the U.S. Army provided regulatory certainty and eliminated the patchwork of regulations this 2015 rule presented. In the future, how can industry assist when agencies decide to amend longstanding legislation such as the “Clean Water Act?”

The best way industry can assist is to stay engaged with lawmakers and to participate in the agencies’ public comment process. I always appreciate hearing from local experts on the ground about the impact of proposed regulations and policies on your operations.

Prior to the 2016 election, there was an apparent anti-oil and natural gas agenda that existed in Washington, D.C. What can be done now to protect the industry from power shifts in future elections?

For any industry, sharing your localized expertise with lawmakers is exceedingly helpful as we work together to promote policies that benefit all Americans.

Letting decisionmakers know what you do and what you offer for your fellow Texans may help folks better understand how they can help you continue to benefit the community.

Sen. John Cornyn was born in Houston and graduated with a bachelor’s degree in journalism from Trinity University and a law degree from St. Mary’s Law School, both located in San Antonio. He also earned a Master of Law from the University of Virginia.

He first ran for office in 1984, when he was elected district judge in Bexar County. After serving as a district judge for six years, Sen. Cornyn was elected to the Texas Supreme Court in 1990 and reelected in 1996. After resigning from the Texas Supreme Court, he ran for Attorney General of Texas.

Sen. Cornyn was first elected to the United States Senate in 2002 and was reelected in 2008 and 2014.
Welcome to year six of the “lower for longer” world! When BP’s CEO Bob Dudley’s uttered that phrase in early 2015, few thought he was serious – let alone that it would dominate the industry’s thinking for half a decade with few signs of change.

If you are a gas producer, you’ve been living with this mantra for what seems like an eternity. You’d certainly welcome a “higher for shorter” phase. Oil producers have learned that Dudley’s phrase wasn’t about oil prices; it was really about the cost of oil. As one executive said, if he had known how bad this period was going to be, he would have enjoyed those years of $100-a-barrel oil even more!

Although the calendar has turned, the dynamics driving oilfield activity continue: figure out how to get more out of your wells while spending less. Extracting more output from wells has meant squeezing more out of your contractors. With equipment in oversupply, it has been easier to extract lower prices from vendors, but those days may be coming to an end. What might it mean for well costs?

LEARNING CURVE

Adopting new technology to improve well production has been easy. Understanding how your fundamental business practices and strategies need to change has been more difficult. In shale basins, the great land grabs have morphed into trading, joint-venturing and buying contiguous acreage in order to apply the long-lateral well strategy key to bringing well break-even costs into the land of profitability.

Learning how to scale up and manage the logistical challenges of these large well pads and the huge volumes of proppants, frac fluids and wastewater disposal has taken time. Only those who can do these tasks cost-effectively will prove successful, so the winnowing out process is underway, helped by the magnitude of debt at companies.
Drilling activity depends on oil and gas prices. Unfortunately, prices are captive to global supply and demand dynamics, and in the case of natural gas, the weather. Will OPEC, and its newfound friend Russia, remain disciplined and restrain global supply, allowing U.S. shale producers to ride roughshod over profitability? The latter group may be learning it needs to exercise capital discipline, which will aid the task of OPEC.

The investor strike against oil and gas shares will last until managers demonstrate they can consistently drill wells, pay their bills and return capital to shareholders. No longer will reserve and production growth drive shareholder value and executive compensation. Cash returns will. At some point, this strike will end, but until then, producers need to focus on funding all their activities within the confines of the cash they can generate.

**SUSTAINABLE PROGRESS?**

Planning for 2020 and beyond requires divorcing oneself from thinking about what it is going to take to drive oil prices to $70 a barrel and gas to $3.50 per mcf. Get your mind around prices remaining stuck in a range around current levels. Commodity prices are fighting global economic headwinds that are slowing demand growth. The winter may not cooperate, and anti-fossil fuel political agendas are disrupting planning.

Those in the business know oil and gas will be needed for years to come, regardless of the Green New Deal. Never has an energy transition occurred in a matter of a few years. It takes decades. And while this time might be faster because politicians dictate it, they do so by ignoring physical realities. For some commodity markets, replacement fuels remain barely glimmers in the eyes of scientists, hardly close to customer shopping lists. Yet this is the world of energy, today.

The last half of 2019 marked the start of energy’s restructuring. The halcyon years of 2011-2014 are well in the rearview mirror. All the surplus gear, drilling rigs and pumping equipment built for an energy world envisioned by straight-line extrapolations of growth sit idle.

Companies wallow under the debt assumed to construct this equipment. Facing prospects for a significantly smaller industry in the future, managers must grapple with reality – less equipment, fewer workers, slimmed-down staffs, fewer benefits, deleveraged balance sheets and a philosophy of returning capital to shareholders. Survival is now. Profitability is mandatory. Growth may be a luxury – at least for a while.

The power of the American shale business cannot be ignored. Will it continue? Yes, but it will look more like a shrink-wrap version of the last several years. Capital spending will likely decline in 2020. Producers will be cautious; thus, any activity pickup will be tenuous. We know we can produce substantial volumes of shale oil, but can it be done successfully at today’s commodity prices?

The progress the industry has made technologically in lowering shale well costs while boosting output has driven shale breakeven well costs into the realm of being competitive with all other well types. Are these gains sustainable?

Oilfield activity in 2020 will increasingly be dominated by the majors and large, well-capitalized independents, as well as private companies that don't have to answer to shareholders quarterly.

More productive drilling rigs will rule. The start-up of new pipelines will ease capacity constraints in various basins, yielding both opportunities and challenges. The fear of a fall in oil demand due to global economic events will color the thinking of industry executives. Bankruptcies and restructurings will occupy the headlines, as the industry struggles to regain consistent profitability.

This year will be more pedestrian than recent years, but maybe that's not such a bad thing.

"The investor strike against oil and gas shares will last until managers demonstrate they can consistently drill wells, pay their bills and return capital to shareholders."
Digital transformation is one of the most used terms across multiple industries and functions.

From a supply chain perspective, I would like to describe digital transformation as a new way of delivering business outcomes for customers by intentionally altering and revolutionizing our business processes with the help of cloud-based technology. Artificial Intelligence (AI) and blockchain are some of the recent technologies being used to transform the supply chain world.

AI is a self-learning technology that can simulate and/or predict human patterns after collecting and analyzing data associated from human behaviors. It is a very dynamic technology that continuously self learns as collected data patterns evolve and change.

You are probably familiar with Alexa, the virtual assistant created by Amazon. It is an AI cloud-based technology that is changing the way we accomplish certain tasks at home. Some practical examples in the supply chain can include self-learning technology within the procure-to-pay operations with smart PDF invoices indexing, logistics route optimization, cash disbursement predictions, warehouse stock out or excess predictions, and finally workforce planning where recruitment decisions are augmented with AI technology.

By Chika Kekeocha, Executive: Global Supply Chain, Baker Hughes
A ‘Smart’ Energy Transition
The Critical Role of OFS

KEYNOTE SPEAKERS

DIRECTOR JAMES CLAPPER
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Blockchain technology is a decentralized, distributed network that allows transactions and exchange of data between two parties. Blockchain is considered a newer technology that has not penetrated on a very large commercial scale across your typical supply chain. It is currently used more widely across financial institutions, with familiar applications such as bitcoin cryptocurrency.

Bitcoin allows the exchange of virtual currency across a distributed network while eliminating the need for an intermediary. In the supply chain, practical use cases can include smart contracts between two parties used to drive the speed of invoice delivery after a chemical treatment operation, hence enhancing timely cash generation for the company.

Digital transformation uses any of the tools mentioned above to deliver business outcomes. Obtaining business results from digital transformation requires more than just a tool and the hype that comes along with it. From my experience there are three fundamental pillars for a successful digital transformation, including organizational readiness, adoption strategy, and finally technology selection.

**ORGANIZATIONAL READINESS**

Most organizations have a blurb or two around digital transformation, but very few embrace taking the plunge towards a true outcome-focused approach. An organization is truly ready for the leap when it can define what digital transformation success looks like.

It must be measurable, tangible and tied directly to business outcomes. Defining the parameters of success – as well as having a progressive team that is open to a culture that truly celebrates innovation and risks associated with process changes driven by digital – sets the stage for success. Organizational readiness defines boundaries around digital transformation with a measurable outcome.

**ADOPTION STRATEGY**

Proactively recognizing the process changes associated with digital transformation sets the stage for adoption strategy to be defined. Most organizations completely miss developing a robust adoption strategy.

A well-defined adoption strategy requires a clear understanding of the business processes to be impacted and a very detailed segmentation of the process and organization by meaningful units. With a complete segmentation, the new process can be defined with an entitlement model by units that is measurable. These parameters proactively expose the potential risks and/or roadblocks, hence allowing for mitigation and change management plans to be defined.

**TECHNOLOGY SELECTION**

The technology being implemented is the last piece of the puzzle. Technology selection requires a holistic approach to include implementation partner selection. There are three steps to this workstream.

- **Step One:** Spend quality time to study the latest technology and complete full wing-to-wing demo of the capabilities that exist. It is amazing to hear from these vendors and get insights on real scenarios.

- **Step Two:** Narrow down your technology choices by getting insights from real customers. Any good vendor/technology should be able to pair you up with similar customers who have gone through this journey.

- **Step Three:** Develop clear requirements and assess each vendor against these requirements. The implementation partner should be part of the evaluation criteria. Picking the right technology and implementation partners that closely align with the business requirement is a critical step in the digital transformation journey.

Most organizations typically plunge right to the technology selection, skipping organizational readiness and adoption strategy pillars. Fundamentally, they end up digitizing their current business processes and collecting a ton of data, but eventually are unable to drive a measurable outcome. Successful digital transformation requires intentional disruption of business processes using cloud-based technology as the platform to drive innovation and deliver outcomes.

Chika Kekeocha is an executive leader with experience across supply chain operations, engineering and commercial. She is currently leading the digital transformation of the supply chain shared services operation at Baker Hughes. In her current role she is responsible for long term strategic and tactical vision, building a new global organization, implementation of new tools and systems, metrics landscape and overall governance. Chika currently serves on the Supply Chain Committee for Petroleum Equipment & Services Association (PESA).
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We have all worked through numerous oil and gas industry growth periods, downturns and ongoing handwringing in anticipation of the next wave. The companies who have the ultimate success are those who manage to be well-positioned ahead of the cycle shift and capitalize on the opportunities as they occur, versus those who are always playing catch-up for the majority of the cycle.

In some companies, it seems to be a well thought out, marvelously planned and superbly executed effort that drives success, while some seem to “be at the right place/right time.” Yet others seem to have a combination of both, with maybe a touch of luck contributing to their success. If well-planned and executed, safety performance is not just
developed and deployed overnight as the tide begins to turn in the industry.

ESTABLISH A STANDARD
For the companies that plan well, especially in the area of safety management, they first identify and prioritize crucial aspects of their business. These are real cultural investments that were made to drive the efforts to become institutionalized and not just communicated. If in this process, the culture is not changed to coincide with the business shift and then sustained, the company is doomed for failure and will repeat the same results of not capitalizing on industry shifts.

Second, while numerous areas of the business require our continued focus to be successful, one example of a chief nemesis for most organizations is cost control. To be genuinely successful with this and all business-critical improvement areas, the organization must document, identify, eliminate and – most importantly – sustain this very critical area of ongoing management.

Without establishing a standard, and then sustaining it, organizations will quickly forget the lessons learned when the pressure is relieved and will repeat the same mistakes. In addition, they may even have to relearn their previous improvements during future cycles, resulting in numerous missed opportunities. Instead of focusing on cost control, we should institutionalize cost management as a sustained effort, regardless of the cycle.

PLAN FOR SAFETY
What does this have to do with safety management – everything! All areas of our businesses, including safety management, and any business-critical aspect of our organizations, must be managed in the same way. In my early career in the oil and gas industry, we would develop safety programs with a start and an end to address issues, resulting in inconsistent results and “flavors of the month.”

Today, in advanced safety management, we institute an integrated and systematic approach, with detailed routine analysis, comprehensive plan development, jointly developed and shared execution, success verification and organization adaption based on the planned outcome, including failures or successes.

To be successful in protecting our employees, and driving a sustainable safety culture, three actions are necessary: evolve, engage and invest. We must take a systematic, long-term approach in planning to evolve and sustain our company cultures, during any period within our ever-changing business cycles.

To accomplish our long term vision and goals, we must have a formally published safety improvement plan that is communicated broadly to our management teams, reviewed routinely, and challenged without favoritism, based on real success, to propel our cultures forward.

We must engage the entire management team in plan analysis, action development, deployment and adjustment, to ensure safety management is included in the complete business management process and not just an add-on after the fact. To be truly successful with our safety efforts, we must also invest our time and efforts ahead of the current cycle if we are going to be ready for the future.

A REBOUND IS COMING
When heading into an industry shift, our plans for that cycle have to be made far in advance to be successful. As an example, at this point of a slowdown, we should already be planning for the rebound so we will not be caught off guard by the increase of activity and influx of new hires.

One of the essential items to consider is to discontinue any aspect of the plan that is not necessary for the improvement of the business. We don’t want to burden the organization with unnecessary programs or initiatives simply because they were planned and sounded good at the time. We need to be willing to stop any action or initiative that does not drive the intended results with a positive impact, and redirect the organization’s energy to other critical aspects of the plan.

Managing overall safety improvement throughout cycle changes in our industry can be very challenging and daunting at times. However, if we maintain our efforts to strive for a positive, sustained safety culture, using a systematic approach, improvement will absolutely continue, regardless of the cycle.

Gary Childress has 42 years of combined operations and QHS&E experience in the oil and gas industry supporting both manufacturing and field service operations during his career. Today Gary serves as the Vice President of QHS&E at Oil States Energy Services based in Houston, Texas. Gary currently chairs the Health & Safety Committee for Petroleum Equipment & Services Association (PESA).
Over the course of my career, I have experienced a few learnings that have proven useful to me and that I think can be helpful for anyone as they work toward their own successful career.

In the past few years, I have distilled my thoughts down to six simple concepts I would like to share with you.

MAKE THE ASK
The first learning is don’t be afraid to ask for advice. You do not have to be the smartest person in the room. In fact, it’s best to build a strong team comprised of different subject matter experts. You shouldn’t ever get caught in the trap of thinking that you must show people how intelligent you are. Generally, that is viewed negatively by others.

Arrogance is unattractive. I found out early in my career that people typically want to help those who are trying to increase their knowledge and are open to accepting advice from others. I think this holds especially true if you are in the early stages of your career, starting a new role or trying to learn a new skill. The key is being genuine in your request and truly trying to better yourself.

SHOW GRATITUDE
I think the most important point I have learned is to show gratitude and recognition. Everyone likes to know that they are appreciated and that their efforts to perform well or be helpful have been noticed. So, if someone does a good job, acknowledge it publicly. If a person helps you with a problem, or a task, or simply sends you the proper direction to learn something yourself, thank them. It goes a long, long way.

URGENCY & ACCOUNTABILITY
Be accountable in all you do. The team around you needs to understand that you take accountability and can be counted on to get a job or task done. You need to maintain a sense of urgency and always be willing to go the extra mile to ensure results. In this day and age, it is even more important to go the extra mile given that so many people seem to communicate via email and text only, without picking up the phone and talking. I recall a situation where we had an issue going south with a good customer.

When I dug deeper, I learned that our representative was depending entirely on email to address a situation. It was not working out very well, because the customer was not being responsive. Our representative felt that email was an adequate way to communicate and could not be held responsible if the customer would not respond.

Once we explained why that was incorrect, and the customer was contacted via phone, the situation was successfully resolved in short order. Leadership expresses itself in committed action. When you own something and take complete accountability for the result, then you are leading.
COMMUNICATE!
I cannot overemphasize how important this simple point is. If you have yet to hold a leadership position, then keep in mind that your supervisor should not have to chase you to learn what is going on. It is your job to keep them informed. If you are in a leadership position, then it is even more important that you communicate to your organization. Absent facts, people tend to make up their own. They are almost always wrong and typically not good. Communication goes a long way in motivating a team.

FACILITATE TEAM SUCCESS
One of my most important learnings has been to let the team help create the future. I gained this insight several years ago when I was a relatively new president of a business. We needed to develop a new strategy, a new way forward to drive growth in our business. Using consultants, we brought 20 of the top leaders in the business together for a strategy planning session. In this session, we set a three-year plan with five projects that, if successful, would drive significant growth for the business.

The projects were selected and voted on by the team, and my commitment was to accept them and facilitate their success. This was uncomfortable for me. A business is not a democracy and like the old saying goes, “the buck stops here.” But we pressed forward, and I gained real insight from the process. If you make decisions in a vacuum, they are your decisions; it is your strategy and yours alone. A good leader can create a compelling vision and gain support for the strategy, but you will have to push harder for success. If you enroll the team in helping develop the strategy and the tactics that will go with it, then it becomes their own strategy. At that point you just need to empower the individual or team. Gen. Colin Powell once said, “Leadership is the art of accomplishing more than the science of management says is possible.”

ACT WITH INTEGRITY
The final point I want to make is that you must walk the talk. You cannot be a “do as I say not as I do” person. You need to act with integrity in order to be a leader people want to follow. Say what you mean, and you do what you say. Be counted on to do the right thing, even if it makes you look bad. You shouldn’t ever ask anyone to do anything you would not do yourself. Do not be afraid to start first and finish last, with dirty hands if necessary.

You have now read the entire article, so I think that should qualify you for my bonus seventh thing. Hope is not a strategy! If your strategy is hope, then your failure is imminent.
Building a corporate responsibility framework can be an exhaustive undertaking. Change is a constant in the energy industry with technological innovation, mergers and acquisitions, new discoveries and markets, and improved operational efficiencies.

Companies must factor another layer within these dynamics – the emergence of environmental, social and governance (ESG) as a performance indicator of responsible business practices. Although ESG has been a consideration within the investment community for more than a decade, its relevance to the energy industry is clear.

THE OLD WAY: CSR
You are probably familiar with the internal grappling in years past of what corporate social responsibility (CSR) means for the sector and the process of rationalizing why an oil and gas company would voluntarily place itself under public scrutiny, not to mention unnecessarily increasing the visibility of the services and equipment sector. Many wondered if integrating CSR reflected an industry jumping on a bandwagon to a fleeting campaign? Then again, some thought how would their company be perceived if they were the last of their peers to adopt CSR? Would not adopting CSR single an organization out?

EMERGENCE OF ESG
In case you haven’t noticed, there has been a remarkable rise in ESG and the momentum is growing. Different than CSR, ESG brings a welcomed abundance of clarity for the energy industry. Coupled with our innate drive to solve hard problems, ESG means a more focused, collaborative effort on solutions to global priorities.

Each important area of environmental, social and governance is highly visible as a core indicator to a company’s sustainable success. ESG solves the unnecessary confusion in CSR, which is sustainability and social responsibility.

The Emergence of ESG

By Jennifer Cutaia, Vice President, Public Policy & Social Impact, Baker Hughes

Building a corporate responsibility framework can be an exhaustive undertaking. Change is a constant in the energy industry with technological innovation, mergers and acquisitions, new discoveries and markets, and improved operational efficiencies.

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Each important area of environmental, social and governance is highly visible as a core indicator to a company’s sustainable success. ESG solves the unnecessary confusion in CSR, which is sustainability and social responsibility.
ESG brings environment to the forefront, a subject often overshadowed in early industry CSR reporting by the breadth and depth of occupational health and safety policies and programs. In particular, how an organization manages environmental risks such as climate change is now more clearly a measure within an ESG score.

The full range of social issues – including how well a company identifies and manages human rights risks within its supply chain, as well as gender equality and equal pay – are spurring the entire industry to address gaps.

Strong corporate governance, and in particular, how directors and management factor the range of potentially impactful environmental and social issues on the business into their decision-making, is made even clearer within ESG frameworks.

ESG is becoming integrated into strategic decisions within industry rather than treated as “nice to do” but as an essential initiative. This is evidenced by how companies are reshaping their portfolios as they prepare for the opportunities of a low-carbon future.

**TAKING ACTION ON GLOBAL PRIORITIES**

Connecting responsible business practices to global priorities encourages innovation for a stronger industry and technology and services sector and better future. As an example, in 2019 Baker Hughes became a participant in the U.N. Global Compact with a commitment to voluntarily report its progress toward the Ten Principles on human rights, labor, environment and anti-corruption and more broadly, on the U.N. Sustainable Development Goals. Early this year, the company took a public commitment to reducing its carbon equivalent emissions 50% by 2030 and to achieving net-zero emissions by 2050, in line with the Paris Climate Agreement.

Oil and natural gas will continue to fuel the global economy, and it’s up to us to show social responsibility and care towards a host of issues. As an industry, and as individual companies, we must take steps to build the energy industry of the future while generating strong returns and long-term value for our shareholders.

Jennifer Cutaia is Vice President, Public Policy and Social Impact, Baker Hughes. Jennifer currently serves on the ESG Committee for Petroleum Equipment & Services Association (PESA).
Diversity and inclusion (D&I) is a global issue faced by all levels of business. Successful executives know that gender equality is not only the right thing to do, but also a smart fiscal initiative to support. Companies with a higher percentage of women in executive positions have a 34% higher total return to shareholders than those that do not. From the board room to the factory floor to sales and marketing, CEOs are increasingly committing themselves and their companies to gender-equality goals, either as stand-alone objectives or as part of broader diversity campaigns.

PESA has led the sector with its ground-breaking diversity study, diversity and inclusion toolkit, and 2020 Inclusion & Diversity Business Champion Certification Program. PESA’s initiative provides tools for leaders across functions to affect internal change, focusing on building internal organization capability of Inclusion and Diversity.

PESA’s program offers key learnings to cross-functional leaders in energy. Utilizing interactive seminars, mentoring/coaching and executive sponsorship, the course will leverage the PESA Diversity Toolkit to help companies create individual plans of action.

This nine-month training and certification program, kicking off on March 3, will provide tools for leaders across functions to affect internal change, focusing on building internal organization capability of inclusion and diversity. Utilizing interactive seminars, mentoring/coaching and executive sponsorship, the course will leverage the PESA Diversity Toolkit to help companies create individual plans of action. Speakers to include E&P companies, industry leaders and investor perspectives.

The program concludes with Certification of PESA I&D Leads to Success

By Debra Martinez, Vice President Human Resources, Global Operations, Exterran

Exterran Argentina I&D Roundtable
Business Champion, signifying that the graduate has gained competence in stated focus areas around inclusion and diversity and promotes strategic thinking in the integration of these best practices.

PESA Member Companies are embracing this program and establishing goals and benchmarks for themselves. One of our companies, Exterran, values diversity and inclusion as part of its competitive advantage. While hiring diverse employees is part of Exterran’s talent strategy, it also values creating an environment of awareness and inclusion for its employees.

As part of its continued D&I journey, in November 2019, Exterran Argentina under the leadership of Federico Medrano, Vice President, Latin America, partnered with SAP Argentina and hosted a round table discussion at its Buenos Aires location. Exterran’s approach to leverage SAP’s perspectives in its D&I’s path forward was a best practice shared in “the call to action” from the PESA Diversity and Inclusion Leadership toolkit launched in early 2019. The roundtable discussion focused on the uniqueness of five generations of workers collaborating to create a new dynamic in the workplace. This format fostered robust dialogue regarding the impact of a holistic approach that aligns business strategy with the diversity of thought, experience, disability, gender and cultural background for innovation within the digital economy. It also provided a platform for employees to express their views, challenge their bias and open their mindsets.

Regardless of a company’s level of D&I awareness, recognizing and embracing differences is key on the continuum of a company journey. Diversity and inclusion programs increase an employee’s sense of belonging, their performance and satisfaction which drives higher market share, increased net margins and higher shareholder returns.

Debra Martinez serves as chair of PESA’s Engagement Committee. She has a master’s degree in Public Administration from Roosevelt University, as well as a bachelor’s degree in criminal justice from Chicago State University. She was named among Women of the Year 2010 by the National Association of Professional Women.
As a recruiter, sourcing and submitting candidates is only part of the job. Our biggest task is preparation and presentation. We prepare the candidates for the interview process by focusing on behavior and communication.

While some soft skills are often listed out on a resume, they aren’t always clearly defined. Teamwork, problem solving and communication are a few soft skills that candidates will outline on their resume or in an interview but when asked to verbally communicate how they demonstrate those skills, most candidates fall short of the correct answer.

Most interview formats are competency-based interviews, also known as behavioral interviews. They require you to draw on past experience and describe specific examples demonstrating competence in a particular area. Interviewers use this method to test soft skills.

Conducting an interview isn’t just to find out if the candidate has the technical savvy to complete the task at hand but also to determine whether they have the soft skills needed to thrive in that role.

According to the Society of Human Resource Management, employers prefer a candidate with soft skills over a candidate with technical experience. Employers would rather leave the role unfilled than hire someone who didn’t have the skills/competencies they were looking for.

**HARD AND SOFT SKILLS DEFINED**

Soft skills are defined as skills that can’t be measured or proven like hard skills. Hard skills are your technical proficiencies or skill sets that can be measured, like computer programming languages, certifications that demonstrate your expertise in machine operation or your safety knowledge.

Soft skills are intangible skills like analytical thinking, integrity, verbal and written communication, problem solving, leadership and teamwork; the list goes on. These skills are highly revered by hiring managers and employers because they help you to effectively and successfully interact with people, regardless of your current role.

**IMPORTANCE OF SOFT SKILLS**

Recent graduates with little to no experience may lack the necessary soft skills needed for their career. Communication, teamwork, integrity and problem solving are just a few of the key soft skills employers are looking for when hiring the next workforce generation.

We’ve heard so many times that communication is key. Whether it’s verbal or written communication, a text or an email, a conversation with a co-worker or a yearly review, how you communicate speaks volume about who you are. ”

Whether it’s verbal or written communication, a text or an email, a conversation with a co-worker or a yearly review, how you communicate speaks volume about who you are. ”

By Jeremy Hill, Senior Recruitment Manager, Brunel
and should be treated as such no matter the recipient or platform.

Being a team player may sound like a cliché but no department is run by a single individual. Cross functional teams are extremely valuable in the workplace. They provide transparency and visibility to each other’s workload. When teams work together towards a common goal, they build strong relationships and strengthen the quality of work.

Often you hear employers asking for candidates to be flexible at work. This doesn’t often refer to a flexible schedule but the ability to adapt to change, because as Heraclitus stated, “The only constant in life is change.” The easiest way to be an adaptor of change is to welcome change as an opportunity, not a challenge.

Problem solving is often a soft skill that gets tested during the interview process with questions like, “Tell me about a time you solved a problem?” or “Tell me about your biggest challenge and how you dealt with it?” When a problem arises, you can either choose to take action or to ignore it. Companies are looking for those solution-driven individuals who choose to solve problems, develop streamlined processes or find ways to cut costs.

THE FUTURE WORKFORCE

With digitalization in the forefront for most companies, soft skills still play an important role for those just joining the workforce. From the integrity of handling millions of pieces of personal data to writing code that assists with chat boxes to helping a customer file a complaint, soft skills will still be present even in the digital era.

By understanding what soft skills you need to cultivate, you can better find success in your current role and career.

Jeremy Hill is a Senior Recruitment Manager for Brunel, a global talent firm. Prior to that role, he served as Senior Manager - Oil, Gas and Chemicals for NES Global Talent, as well as Associate Director - U.S. Southern Region for Michael Page.
Innovation in the U.S. oilfield has been both a blessing and a curse for the oil industry over the last several years. On one hand, innovation in shale drilling and completion efficiency has helped fuel the industry’s impressive growth of more than 50% in U.S. oil and gas production. This prolific production has greatly benefited the U.S. economy by creating jobs, generating tax and royalty revenues for the government, and allowing the U.S. to start exporting oil. During the same time period, oil prices have remained range bound and the increased production has been accomplished using less equipment and personnel to produce each incremental barrel than prior cycles.

While lower prices are a benefit for consumers and the global economy, they are also a headwind for energy producers that have recently pivoted their strategies to maximize returns and cash flow over production growth by focusing on increasing efficiencies and minimizing costs in a “lower for longer” environment.

In response, service and equipment companies have developed new solutions and technologies that provide efficiency gains for oil producers (i.e. lower the cost of production) and created an environment where less equipment and service is needed.

**NEW EQUIPMENT DESIGNS**
An increase in high-spec, built for purpose drilling rigs with increased automation, safety and reliability is one example of drilling innovation. This technology has allowed U.S. oil producers to achieve record levels of oil and gas production despite having only about half the number of rigs running compared to several years ago. Similar advances in completion technologies drive efficiencies and lower costs. For example, when operators first began increasing sand volumes per well for better production results, the legacy wellsite sand management equipment was not able to keep up with the increasing volumes.

The industry’s need for a better product was how Solaris was born as a company. Solaris’ technology originated from the batch cement industry, which had already developed commercial solutions to process large amounts of cement and handle the associated dust fines.

Solaris leveraged that technology and tweaked the design for oil and gas use, which included enhancements such as delivery automation, advanced system controls and new software for remote tracking of inventory. The resulting solution allowed for efficient storage and handling of large amounts of sand on the well site.

Another example of completion innovation was the introduction of new frac manifolds to allow continuous consecutive fracs, known as “zipper fracs,” which helped increase leading edge fracturing or pumping time per day from 14-18 hours to 22 hours.

We expect the industry to continue innovating and evolving because the integration of new technologies is still in its infancy, particularly for the hydraulic fracturing or completion portion of well development.

**DIGITAL ADOPTION**
We also expect to see continued adoption of digital solutions in the oilfield, an area that has typically lagged other, non-energy industries but is quickly catching up.

As oil companies analyze ways to improve reservoir recovery and returns, they are hungry for as much data as they can get about their wells and the details involved in every part of the cost curve. Many are investing in artificial intelligence, machine learning and other types of software to address these digital needs.

One such technology offers real-time integration of sand and chemicals inventory data on the well site, on the road and at the vendor, and they are quick to communicate expectations when a connection is lost.
Our customers consistently emphasize how valuable this information is to them. Data has become indispensable to the modern generation. Providing data to customers is a key part of doing business in the oilfield that didn’t exist in prior cycles and should only continue to grow in importance.

AUTOMATION
Automation goes hand-in-hand with digital adoption and is another trend that we believe will continue to propagate. Automation allows for less human interaction, which lowers the risk for error, speeds up processes and lowers potential safety risks, all of which contribute to lower costs.

We’ve initially saw automation on the drilling side with advancements such as automated pipe handling, automated “walking” or mobilization capability, and the ability to control drilling operations remotely.

We are now seeing the completions area follow suit as equipment companies on the high-pressure side of the frac continue to work towards automation of the other components of the fracturing process.

Recently introduced patented automation technology uses machine learning to automatically control the delivery rate of sand to the blender based on consumption rate. One of the key benefits is that the labor required to operate a system is essentially zero, as the individual running the blender in the frac van or on top of the blender is now running our system as well.

We’ve also engineered an automated solution to our new chemical systems that by reducing the need for employees to connect multiple hoses, turn valves and manually check inventory levels of chemicals used in hydraulic fracturing operations.

FRAC FLEET ELECTRIFICATION
Despite the current oversupplied frac equipment market, we believe there will be continued investments in electric frac fleets.

The traditional benefits of running any equipment on an all-electric basis include:

- Improving reliability, which reduces required time to complete an operation
- Reducing carbon emissions
- Eliminating hydraulic fluid on site, therefore fewer drips and spills

In particular, electric motors are known for their reliability, lower required repair and maintenance, and lower emissions during operations. We’ve also seen their adoption in the move towards AC-powered drilling rigs, which are capable of drilling faster than their mechanical counterparts.

The last several years have been a great example of how innovation can greatly reduce cycle times and the resources required for oil and gas development. In our view, the industry’s latest focus on innovation is just getting started.

Yvonne Fletcher serves as Senior Vice President, Finance and Investor Relations for Solaris. Prior to joining Solaris, Ms. Fletcher spent over 13 years focused on energy investment analysis in both buy- and sell-side roles, including as an equity research analyst at Fidelity Management and Research and ClearBridge Investments. Prior to her buy-side roles, Ms. Fletcher held positions at Credit Suisse, Capital One and Tudor Pickering Holt & Co. Ms. Fletcher began her career in the corporate sector as a financial analyst in corporate planning and investor relations at Entergy Corporation. Ms. Fletcher holds a Bachelor’s degree in finance and economics and a Master of Business Administration degree from Tulane University. She serves on the ESG for Petroleum Equipment and Services Association (ESG).

Greg Garcia serves as Executive Vice President, Sales and Marketing for Solaris. Greg has over 35 years of oilfield industry experience and a deep knowledge of all facets of pressure pumping services, including cementing, hydraulic fracturing pressure, coiled tubing and completions to Solaris. Prior to joining Solaris, Greg served as Executive Vice President of Business Development for Loadcraft Industries. He also spent more than 31 years with the Western Company of North America and its successors, BJ Services and, ultimately, Baker Hughes International, where he held multiple positions including Regional Sales and Operations Manager in Mexico for seven years and Director of Strategic Integration for the Southeast Area of the U.S. Land Division, where he oversaw all BHI drilling, completion and production product lines.
W

ith a final push in December, rig counts rebounded nationwide reversing the downward trend seen through most of the year, but the count was nowhere near the high set in November 2018 of 1,237 rigs. Since that time, nearly 30% of rigs running have been lost. Experts see consolidation continuing through 2020 as crude prices remain stable; however, forecasters predict drilling will be down 10%, while the U.S. CapEx spending forecast is down just 7%. Global oversupply continues to negatively affect crude prices.

TEXAS

In the Permian and the Eagle Ford basins, drilling increased slightly at the end of 2019 while completions were down 16% for the year, according to the Railroad Commission. Energy-related jobs in the state have fallen by 18% in the last five years according to the Texas Workforce Commission, but with the increased use of innovative technology, such as longer laterals, efficiencies have increased at least 10% year-over-year since 2014. Also, on a positive note, the Permian saw an uptick in permit applications in December and currently has the highest number of permits filed in the U.S.

OKLAHOMA

The rig count remained static in the SCOOP/STACK play as producers continue to struggle with less than prolific finds. Industry representatives believe the transition from single well to multi well pads – as well as disappointing parent/child well production during aggressive down-spacing programs – have contributed to recent stagnant finds. Job growth slowed in 2019 to well below the national average. Except for a few months in early 2018, the state’s year-over-year rate of employment growth now has been lower than the nation in every month since April 2013. This is after the state outpaced national job growth by nearly 90% for nearly a decade.

NORTH DAKOTA/MONTANA

The Bakken Shale lost three rigs at the end of 2019, leaving 50 working in the area. Laterals have increased in length by an average of 550 feet in the past five years. Six gas processing plants are in the works and scheduled to come online by the end of 2020 in an effort to alleviate flaring in the Bakken. According to the North Dakota Pipeline Authority, about 546 million cubic feet of natural gas was flared daily in October. That is 18% of all gas, well above the 12% target set by the state. Oil production in the state hit a new record in October when 1.5 million barrels per day were produced.

COLORADO

The rig count in the Julesburg Basin also remained static at the end of December, while the state has seen a drop in permit requests dating back to the end of 2018 that many blame on the regulatory uncertainty that currently exists in the state. The industry employed nearly 30,000 in 2017 and created another 31,000 additional jobs while adding $13.5 billion to Colorado’s GDP. However, new legislation is changing the game as local control creates a complicated patchwork of regulations across the state.

LOUISIANA/EAST TEXAS

While employment in the mining sector (which includes oil and gas) rose by 700 jobs in November, employment in the industry has not recovered from 2014. In 2019, natural gas production in the Haynesville continued the upward trend started in late 2017, although production dipped in December by about 550 million cubic feet per day while the rig count dropped by four rigs to 47. Tariffs continue to be an issue in Louisiana, and many large industrial projects have been hampered by the trade war.

NEW MEXICO

The downturn has not affected New Mexico like it has other states. Prolific wells and low production costs have made the Delaware Basin the chosen one, as companies have cut back on investments in other areas to focus on southeast New Mexico. In the Delaware Basin, laterals increased 54% over the past five years while proppant intensity increased 49% from 2015 to 2017. Estimates put New Mexico’s 2019 production at more than 300 million barrels up from 249 million in 2018, and residents are reaping the rewards. The state’s GDP has grown $11 billion from 2013 to 2019 while state lawmakers are looking at an estimated $7.8 billion in revenue for the current fiscal year. Water continues to be the hot topic as companies work to recycle and reuse as much as possible.
FROM THE CLASSROOM TO THE BOARDROOM

PESA supports the oilfield services and equipment sector by focusing on today’s workforce — with training, best practice sharing, executive coaching and unparalleled networking opportunities — all while contributing to the STEM education efforts that will produce the industry of tomorrow.

See what we’re all about at pesa.org.
Advancing Women in the Workplace for the Oilfield Services & Equipment Industry

Overall Workforce (All U.S. Industries) 47% Women, 53% Men
Services and Equipment Sector: 16% Women, 84% Men

Job Discipline: Support Functions
- Women: 31%
- Men: 69%

Job Discipline: Technical Operating Functions
- Women: 8%
- Men: 92%

Oilfield services and equipment companies with programs and strategies to advance women offer:

- 60% C-level endorsed gender diversity strategies
- 34% Six or more weeks paid primary caregiver parental leave
- 31% Learning and development initiatives targeted at inclusion and diversity
- 20% Basic flexible work programs, such as telecommuting
- 15% Mentorship programs and actively track female participation

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

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**FEBRUARY**

**FEB 18**
**MIDLAND**
West Texas District Meeting
With Carman Mullins, XTO Energy
and Fred Charlton, Simmons Energy, a Division of Piper Sander
Petroleum Club of Midland

**FEB 19**
**HOUSTON**
Supply Chain Conference
A Digital Journey Through Supply Chain
Baker Hughes

**FEB 26**
**HOUSTON**
Executive Leadership Program:
Advanced Business Development
Exerran

**FEB 27**
**HOUSTON**
Executive Leadership Program:
Engaging Leadership
Exerran

**FEB 28**
**HOUSTON**
Executive Leadership Program:
Strategic & Branded Executive
Exerran

**MARCH**

**MAR 3**
**HOUSTON**
Inclusion & Diversity Champion for Leaders Certification Program
Seminar 1: Inclusion Journey
TechnipFMC

**MAR 5**
**HOUSTON**
21st Annual Explorers of Houston Golf Tournament
Golf Club of Houston

**MAR 9-11**
**HOUSTON**
Pink Petro: Energy 2.0 Conference
The Westin

**MAR 11**
**HOUSTON**
Leadership Forum
PESA Advisory Board Member
Dave Christmas, CEO, Fluid Delivery Solutions

**MAR 17**
**DUBAI**
Middle East Chapter Meeting

**MAR 17**
**HOUSTON**
Membership Luncheon
Featuring Gen. Stanley McChrystal,
Sponsored by DistributionNOW
The Briar Club

**MAR 18**
**HOBBS, NM**
New Mexico Policy Forum
The CORE

**MAR 19**
**MIDLAND**
Executive Leadership Program
Permian Engaging Leadership
Weir Oil & Gas

**MAR 23-25**
**LAS VEGAS**
Simmons 20th Annual Energy Conference
APRIL

APR 1-3
HALF MOON BAY, CA
PESA 2020 Annual Meeting

APR 22-23
HOUSTON
PESA Oil & Gas 101
Baker Hughes

APR 29
HOUSTON
Leadership Forum
PESA Advisory Board Member Soma Somasundaram, President & CEO, Apergy
Apergy

MAY

MAY 4-7
HOUSTON
Offshore Technology Conference
Booth S13
NRG Park

MAY 14
HOUSTON
Leadership Forum
PESA Advisory Board Member Pearl Chu, Director Technical Domains & Knowledge Management
Schlumberger

MAY 14
DENVER
Colorado Policy Forum
Denver Petroleum Club

MAY 19
HOUSTON
Inclusion & Diversity Champion for Leaders Certification Program
JUNE

for Leaders Certification Program
Seminar 2: Unconscious Bias
DistributionNOW

JUN 2
DUBAI
Middle East Chapter
Best Practices Roundtable
Weir Oil & Gas

SEPTEMBER

SEP 3
HOUSTON
LEADERSHIP FORUM
PESA Advisory Board Member Jill Massonne, Director, Global Off-Highway Sales

SEP 8
DUBAI
Middle East Chapter
Best Practices Roundtable
DistributionNOW

SEP 8
HOUSTON
Inclusion & Diversity Champion for Leaders Certification Program
Seminar 3: Talent Pipeline and Retention
Exterran

SEP 15
HOUSTON
Executive Leadership Program
Advanced Business Development
Caterpillar Oil & Gas

SEP 16
HOUSTON
Executive Leadership Program
Engaging Leadership
Caterpillar Oil & Gas

SEP 17
HOUSTON
Executive Leadership Program
Strategic & Branded Executive
Caterpillar Oil & Gas
SEP 24
MIDLAND
Executive Leadership Program
Permian Engaging Leadership
Weir Oil & Gas

NOVEMBER
SEP 30-OCT 1
HOUSTON
PESA Oil & Gas 101
Baker Hughes

NOV 10
HOUSTON
World Petroleum Congress

DECEMBER
NOV 11
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MIDDLE EAST CHAPTER
MEETING
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We take energy forward

We’re committed to making energy safer, cleaner, and more efficient for people and the planet. By combining industry-leading technologies and services with operations in over 120 countries, we’re collaborating with customers to transform the future of energy—everywhere.

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When Your Job Is Unpredictable
Turn to a Partner That Isn’t.

Drill, fracture, hoist and pump with confidence—Allison’s commitment to you is rock solid.