Diversity and inclusiveness in the oil and gas industry
Why does it make a difference?

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Can your company afford not to be diverse?
# The business case for gender diversity

<table>
<thead>
<tr>
<th>1. Financial performance</th>
<th>2. Talent management</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ When there is 30% female representation on the board, up to 6% could be added to net margin</td>
<td>▶ Global competition for the best talent is increasing across all industries and is becoming a top business risk for most companies</td>
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<tr>
<td>▶ Currently there is only 9% (35/377 directors) female representation across the top 30 mining and metals companies by market capitalisation</td>
<td>▶ If businesses fail to develop and engage women, they are essentially leaving half of their potential talent behind</td>
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</tbody>
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<table>
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<th>3. Future business growth</th>
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<tbody>
<tr>
<td>▶ By 2020, 1 billion women will have the potential to enter the global economy</td>
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<tr>
<td>▶ This will increase the talent pool and boost innovation</td>
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<tr>
<td>▶ Diversity will help future proof your organisation</td>
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# EY O&G gender diversity survey

## Overview
236 responses from 35 countries
- Men: 41%
- Women: 59%

## Regions
- Americas: 50.8%
- Europe, Middle East, India, Africa: 40.7%
- Asia-Pacific: 8.5%

## Company size
- $1bn–5b: 18.2%
- $5b–10b: 10.2%
- $10b+: 33.5%
- N/A: 9.7%

## Age
- 25–43: 12.5%
- 35–44: 32.6%
- 45–54: 35.2%
- 55+: 19.9%

## Role
- Global board executive: 3.4%
- Senior management: 25.8%
- Head of business unit: 18.6%
- Senior director: 8.1%
- Senior manager: 32.2%
- Manager: 11.9%

## Background
- Finance: 46%
- Engineering: 13.1%
- Legal, policy: 8.1%
- General manager: 4.7%
- Technology: 3.4%
- Sales: 6.4%
- Other: 17.8%

## Time in Sector
- 0–5 years: 16%
- 6–10 years: 23%
- 11–20 years: 30%
- 21–30 years: 22%
- 31–40 years: 9%

## Career path
- Worked in sector whole career: 48.4%
  vs.
- Moved to sector from another industry: 51.7%

Figures may not add up to 100% because of rounding
Current environment within the O&G sector

- 62% agree they are facing a looming talent crisis
- 59% agree their company isn’t prepared to attract talent and manage the aging workforce
- 73% agree they need to do more to attract, retain and promote women into leadership
- 98% say this is a time of monumental change for the oil and gas sector
- 64% agree they need to fundamentally change their business model to survive and thrive
- 94% agree that diversity of thought and experience is key to navigating the disruption in the sector
- 61% recognize that gender diversity improves financial business performance

ey.com/oilandgas/women

#WomenFastForward

EY research is based on interviews with 236 oil and gas employees across 35 countries
Do you think that greater gender diversity on the leadership team improves performance?

Non-financial performance (e.g. governance, corporate social responsibility, innovation, talent retention):
- **Yes, and we have evidence for this**: 20.3%
- **Yes, but we don't have evidence for this**: 56.4%
- **No**: 11.9%
- **Don't Know**: 11.4%

Financial performance:
- **Yes, and we have evidence for this**: 13.1%
- **Yes, but we don't have evidence for this**: 47.5%
- **No**: 21.2%
- **Don't Know**: 18.2%
62% believe the sector is facing a looming talent crisis.

- Less than a quarter (16%) say their organization is very effective at retaining women.
- 15% say they are very effective at promoting women into leadership positions.
- Only one in ten say their organization is very effective at identifying future female leaders.
Diversity and inclusiveness in the oil and gas industry

Diversity is key to navigating change

1. You do not currently have sufficient diversity of thought and experience within your leadership team
   - Agree strongly: 22.0%
   - Agree slightly: 32.6%
   - Disagree slightly: 30.9%
   - Disagree strongly: 14.4%

2. You will need to change dramatically the way in which you attract, retain and promote talent
   - Agree strongly: 28.0%
   - Agree slightly: 45.3%
   - Disagree slightly: 22.5%
   - Disagree strongly: 4.2%

3. Diversity of thought and experience will be key to helping you navigate changes
   - Agree strongly: 55.9%
   - Agree slightly: 38.1%
   - Disagree slightly: 3.8%
   - Disagree strongly: 2.1%

4. The sector is facing a looming talent crisis
   - Agree strongly: 20.8%
   - Agree slightly: 41.1%
   - Disagree slightly: 30.1%
   - Disagree strongly: 8.1%

5. You will need to change fundamentally your business model in order to survive and thrive
   - Agree strongly: 25.4%
   - Agree slightly: 38.6%
   - Disagree slightly: 29.2%
   - Disagree strongly: 6.8%

You will need to change fundamentally your business model in order to survive and thrive.
Insufficient action to address the gender diversity gap
What change do you expect in the proportion of women occupying senior leadership positions in your organization over the next five years?

- **Significant increase**: 9.3%
- **Slight increase**: 0.4%
- **No change**: 37.3%
- **Slight decrease**: 51.3%
- **Significant decrease**: 1.7%
What are the biggest barriers preventing women from reaching senior leadership positions in your organization?

- Conflict with raising a family: 35.2%
- Shortage of available female candidates: 29.2%
- Corporate culture that does not support gender diversity and inclusiveness: 26.3%
- Lack of female role models in the organization: 23.7%
- Other: 21.2%
- Organizational bias against women: 21.2%
- Lack of support from senior leadership: 19.9%
- Lack of mentors: 18.2%
- Lack of flexible working arrangements: 12.7%
- Lack of networking opportunities: 4.2%
What can you do starting today?
What would help women reach leadership positions?

- Corporate culture that supports and promotes gender diversity and inclusiveness: 57.6%
- Strong female role models in the organization: 48.7%
- Mentoring from senior leaders: 48.3%
- Flexible working arrangements: 28.0%
- A formal program to identify and promote future women leaders: 22.9%
- Leadership training for women: 19.5%
- Networking opportunities: 14.0%
- Mentoring from senior leaders: 10.6%
- Quota targets for women in leadership positions: 7.2%
- Don't know: 1.7%
Actions to make gender diversity a reality

**What women can do**

- Take charge of the next phase of your career; spread the word about what you want, seek guidance and have a plan
- Seek mentors to provide advice and guidance, and sponsors to endorse you across wider networks
- Consider focused networking to build relationships and connections beyond your existing networks
- If Board service is on your horizon, start thinking about it today: understand what it takes to serve on a Board and how your skills and experience can be enhanced to prepare for this role. Consider Board-readiness training.

**What men can do**

- Become a mentor and share your experience and knowledge with female colleagues
- Become a sponsor to help female colleagues navigate their career paths; endorse them within your networks
- Consider whether your team has sufficient diversity of thought and experience to avoid “groupthink” and develop innovative solutions
- Organize networking and social opportunities that involve activities and environments that make everyone feel welcome and comfortable
- Create a culture of diversity and inclusiveness that encourages both men and women to excel
- Consider critically where unconscious bias impacts your decisions about who to work with, who to hire and how to network and collaborate
Our guiding principles

- Lead with sponsorship, support with mentoring
- Have leaders lead the program
- Encourage talent at all career stages
- Overcome the cultural roadblock
- Measure the results
- Empower individuals to help themselves

Advancing women into leadership
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