



**THE OIL
INDUSTRY'S**

**BEST
KEPT
SECRET**

A book full
of inspiration
and advice

Katy Heidenreich

with support from Oonagh Werngren MBE





Thanks to our sponsors

Thanks to our wonderful sponsors! We extend our sincere appreciation to our sponsors who are helping not just to make this book a reality but also to ensure the content reaches as many people as possible. The next phase of the project will see the creation of even more, web-based material – watch this space!

You can download a copy of this book from www.oilandgasuk.co.uk/womeninindustry



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Foreword

Choosing your education or career can be daunting... it is very common to have no idea what you want to do.

When making a choice about which path to take, most of us look for other people whose example or success we can emulate... we look for a workplace we can imagine ourselves in, doing a job that is fun alongside people who are nice. There are plenty of television dramas that make professions like law or medicine exciting and glamorous. Not enough people outside the oil & gas industry understand what we're about; poorly founded misconceptions mean that many would overlook us and miss out on one of the best industries (hence the title of the book).

At the heart of this project is a shared love for an exciting industry and a desire to celebrate what a great place it is for both men and women to work. I hope that by reading this book you will be inspired by the stories and can imagine yourself working beside us.



**"I HOPE THAT BY
READING THIS BOOK
YOU WILL BE
INSPIRED BY THE
STORIES AND WILL
CONSIDER THE OIL
& GAS INDUSTRY
FOR YOUR CAREER
PATH."**

Katy Heidenreich

Contents

The themed chapters in this book are not mutually exclusive

While our Starting Out chapter is primarily aimed at young people looking to join the industry and the Getting On section is mainly for women looking to take the next steps in their career, their contents offer something for everyone. Much of the guidance, advice and perspectives in these chapters cut across gender, age, discipline and status... the principles they highlight apply to men and women at all stages of an oil & gas industry career.

Why you should consider a career in the oil industry	7
Profiles of ten women who have shaped our industry	10-29
Lauren Adams	
Helen Dickinson	
Susan Elston	
Caroline Gill	
Alison Goligher OBE	
Lindsey Gordon	
Dame Judith Hackitt DBE FREng	
Gretchen Haskins	
Nicola MacLeod	
Diane Wood	
Starting out in the industry	30
Getting on in the industry	34
Embracing the industry	40
Fancy a career in the oil & gas industry?	44-49
Oil & Gas Technical Apprentice Programme	
MyOilandGasCareer.com	
Shell girls in energy programme	
BP invests in bright futures for girls	
About the authors	50
Acknowledgements	52

Why you should consider a career in the oil industry

The world is growing like never before and this growth means we need more energy

Energy is vital to our quality of life - we need it for heat, transport, and to power our homes and businesses – and global demand for energy continues to grow.

THE WORLD WILL CONTINUE TO NEED OIL & GAS IN 10, 20 AND 30 YEARS TIME

+100% 

+20% 

+30% 



“ACCESS TO CLEAN MODERN ENERGY WILL HELP TO REDUCE POVERTY, IMPROVE PUBLIC HEALTH AND EDUCATION AND FOSTER ECONOMIC GROWTH.”

Over one in seven people globally lack electricity to light their homes or refrigerate their food. Even more rely on dirty fuels such as charcoal and coal for cooking. Replacing outdated cook stoves and open fires with modern energy services would save the lives of 800,000 children who die each year because of exposure to indoor air pollution.

The world must move towards low cost, secure and low carbon energy. The oil & gas industry is working collectively, across the world, to improve access to clean energy, reduce greenhouse gas emissions and invest in low carbon technologies. However, even with a fast transition to renewable energy, oil & gas together will still supply around half the world’s primary energy needs by 2040. Put simply, our industry will be around for a long time to come.

“continued investment in oil & gas to meet growing demand”

“improve access to clean energy”

“reduce greenhouse gas emissions”

“invest in low carbon technologies”

“THERE IS A COLLECTIVE DRIVE TO WORK TOWARDS A LOWER CARBON FOOTPRINT”

A CAREER IN THE OIL INDUSTRY

“WE WILL NEED TO RECRUIT OVER 40,000 PEOPLE BETWEEN 2018 AND 2035 - THIS INCLUDES 10,000 PEOPLE IN NEW AREAS SUCH AS DATA SCIENCE, ROBOTICS, MATERIAL SCIENCE, NANO TECHNOLOGY AND CYBER SECURITY”

IT’S A DYNAMIC INDUSTRY – IT’S FUN, EXCITING AND CHALLENGING, AND OFFERS OPPORTUNITIES TO TRAVEL THE WORLD.

The oil & gas industry presents an unparalleled range of career options
 Most of the roles in the oil & gas industry are based onshore and over ¼ of them are non-technical, including areas such as business development, law, finance and administrative support.



“MOST OF THE ROLES IN THE OIL & GAS INDUSTRY ARE BASED ONSHORE AND OVER ¼ OF THEM ARE NON-TECHNICAL”

“We have illustrated the breadth of opportunity available through the women we have profiled in this book”



THE OIL INDUSTRY IS A PROGRESSIVE INDUSTRY WHERE WOMEN ARE TREATED WELL

It promotes a culture of respect – for everyone

The industry takes a modern and forward-looking approach, working to create – and sustain – a culture in which everyone can thrive. Leading companies have policies and practices that are family-friendly, and an empowering environment that trusts and respects individuals – and offers them freedom to be creative, to develop and to work flexibly.

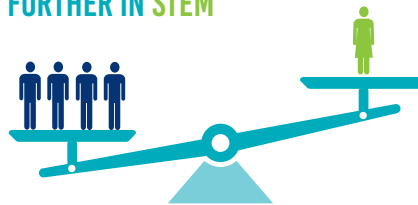
Pursuing a more diverse, inclusive workforce is a key priority for our industry

Women can bring different leadership skills and behaviours but it's not just about diversity of gender, it's about diversity of thought – more balanced teams make better decisions. Women continue to be under-represented not just in our industry but in all STEM sectors. If we want the best chance of success we need to redress the balance.

“LEADING COMPANIES NUTURE AN EMPOWERING ENVIRONMENT THAT RESPECTS INDIVIDUALS, OFFERS FREEDOM TO BE CREATIVE AND TO TRAIN AND WORK FLEXIBLY”

“WE NEED MORE WOMEN TO JOIN OUR INDUSTRY - DIVERSITY OF THOUGHT IS VITAL TO ENSURING THE BEST CHANCE OF FINDING SOLUTIONS TO DIFFICULT CHALLENGES”

WE NEED MORE GIRLS TO PROGRESS FURTHER IN STEM



**SCIENCE
TECHNOLOGY
ENGINEERING
MATHEMATICS**

However, this book is not about statistics, trends and drivers. It is about the real-life experiences of women who have succeeded in our industry – their stories, their views, their diverse routes to professional attainment.

Lauren Adams

Field Specialist, Wireline Services
Baker Hughes, a GE company



The only member of her immediate family to go to university, Lauren Adams completed a chemistry degree at the University of Aberdeen.

Lauren joined oilfield services company Baker Hughes and completed specialist training in wireline engineering.

She has already taken opportunities to broaden her horizons: she undertook her master's degree research in Italy during her study years and spent time working on a land rig in Canada to gain her first practical experience with Baker Hughes, before returning to the UK to work offshore. Lauren's wanderlust has also been satisfied – since joining Baker Hughes she's been able to work in Norway, Denmark and Holland as well as attend training in Dubai and Houston. She's now a senior wireline engineer with the company, which today is part of GE.

A member of the Women's Network at the company, Lauren acts as a mentor to young engineers following her into the oil & gas industry.

I didn't precisely know what I wanted to do with my degree.

I applied to a few companies in the oil & gas industry. I didn't want a research or laboratory role and was sure I wouldn't be happy just sitting in an office.

“IN MY WORLD I'M STILL LEARNING; THERE'S ALWAYS SOMETHING NEW TO TAKE ON BOARD AND DIFFERENT CHALLENGES APPEAR ALL THE TIME. IT'S CERTAINLY NOT BORING!”

2007 Aberdeen University

2012 Master of Chemistry

2011 Great Scottish Run half marathon

2012 Join Baker Hughes

2013

land rig in Canada



I knew people who worked in oil & gas through family and friends and most of my fellow students at university were planning to find a job in the industry.

When I joined Baker Hughes, I was told I'd have the chance to travel and that was important to me.



You have to put in the hours to succeed.

Some people might complain about working late or the occasional weekend, but you have to be willing to put in an extra hour or so to be prepared.

It's important to ask questions and expand your knowledge. In my world I'm still learning; there's always



THE OIL INDUSTRY'S BEST-KEPT SECRET

something new to take on board and different challenges appear all the time. It's certainly not boring!

The biggest everyday challenges come from time pressures. It can be a fast-paced environment as customers often have urgent requirements, but you also have to be thorough and get your kit checks done to get a job ready in time.

I've never experienced any dress issues for women in the industry.

I know some women wear make-up offshore, but personally it's not something I'm bothered about. I'm typically wearing coveralls and some comfortable old clothes under them. It's very different when I'm at home, when I love getting dressed up to go out, but offshore you just accept it's your work. I enjoy the job so much that things like work wear don't come into it for me.

“IT'S IMPORTANT TO ASK QUESTIONS AND EXPAND YOUR KNOWLEDGE”



Advice to your 15-year-old self?

Broaden your range of study subjects. If you eventually aim to move from technical into management or sales roles, for example, you need different perspectives.

A moment of inspiration?

My time spent in Canada was amazing. It was a camp environment in the middle of nowhere and I loved the experience. I never felt uncomfortable and took the opportunities to try new things like skiing.

You hear people say that offshore is not for you if you like a social life and keeping up with friends.

I don't agree with that. You make the most of it when you are together with family and friends, and of course you make a load of new friends at work. Obviously it's not fun to miss a birthday party or a wedding, but you're not going to be left out when you are onshore just because you missed a special occasion because of work. And it's very easy now to use social media to keep up with people on a day-to-day basis.



2018 Transition to onshore role

Helen Dickinson

Assistant Chief Executive Local and Central Government



Helen Dickinson took an indirect – but highly rewarding – route to her post leading the Energy and Transport Tax team at HM Treasury.

With a PhD in physical chemistry, she embarked on a civil service career that took her into scientific-related roles with government departments – her first job as science policy adviser involved protecting the planet from asteroid strikes! She then went on to enjoy 3 years as science attaché at the British Embassy in Paris.

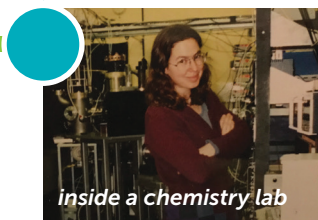
Her growing fascination with the interlinked subjects of science and economics spurred Helen on to re-train as an economist, and she secured a Treasury post focused on energy and climate strategy as she developed her career at the heart of government. From central government she moved into local government giving her a chance to return to her native Newcastle, where she is now Assistant Chief Executive of the city council.

During my university studies, about one-third of my fellow students were women.

When I'd decided to stay on and do my PhD at university, a head of department said to me: 'Good, there aren't enough role models in physical chemistry'. It was true – at the time, he couldn't name more than one. It didn't put me off at all as I'd never felt I was treated any differently as a woman anyway.

I do think role models make a difference. Whether consciously or subconsciously, they do signal that it's possible to progress. Once you have a few high-profile trailblazers, it's probably true that more people will follow the same path.

2000 PhD, Physical Chemistry, University of Oxford



2003 Science attaché, British Embassy Paris



2006 2006 International Energy Policy Adviser, Department for Business, Energy and Regulatory Reform

Workplace culture should always be a consideration.

When I took on a permanent role at the Treasury, it was partly because of the culture there.

From the outside, I appreciate the Treasury can seem like an intimidating place. But perhaps because it's one of the smaller government departments – and because it's often saying 'no' to other departments! – it's actually very supportive, collegiate and collaborative. There's a lot of emphasis on those principles.

Whenever I've made an offshore visit, I've always found it exciting and interesting.

It reminds me of the challenges I'd experienced when I was doing my PhD, except of course on a much bigger scale. People I spoke to offshore were focused on issues such as the reliability of pumps, the age of the equipment they were operating and securing spare parts. It brought home to me the practical challenges of working in a mature province.

My career has followed a circuitous route.

In the short term, that perhaps means it didn't progress as quickly as it otherwise might have done. However, having that wider experience – experiencing different organisations and seeing how they function – has been incredibly valuable and helped me to be successful in the longer term.

When I've done things that I felt were mistakes, it was when I've not trusted my own judgment; I acted in a way that I felt I ought to rather than how I wanted to act. I've learned that being myself is actually a better way to achieve progress than acting as others expect you to. There are different ways to do jobs, and the way that works best for me is the way that feels right for me.

It may sound a bit nerdy, but...

One of the coolest things about my job is listening to the Chancellor of the Exchequer's Budget speeches and Autumn statements, and looking out for the sections you've been involved in. For me, there's a lot of job satisfaction in those moments.

Where educated: Newcastle upon Tyne, Oxford University

First job: Space Policy Adviser, Department for Trade and Industry

Advice to your 15-year-old self?

Relax. Don't be in a hurry to make decisions – and get advice from others.

A moment of inspiration?

Not a moment, but a gradual realisation that the people in government who were doing things that I found fun about science were focused on numbers, evidence and data analysis. And they weren't scientists – they were economists. It made me decide to re-train part-time as an economist.

“I'VE LEARNED THAT BEING MYSELF IS ACTUALLY A BETTER WAY TO ACHIEVE PROGRESS THAN ACTING AS OTHERS EXPECT YOU TO.”

2008

HM Treasury, Climate Change Strategy Adviser



2012

HM Treasury, Deputy Director Energy and Transport Tax



2015

Assistant Chief Executive, Newcastle City Council

Susan Elston

Senior Vice President Offshore and Marine Sodexo UK & I



Susan Elston began her working life in the civil service but quickly realised it wasn't for her.

Instead, she embarked on a career in the hospitality industry and then retail catering – whilst also completing a master's degree in business administration.

She now has many years' experience in the offshore industry: she became Managing Director of Offshore and Remote Sites for Sodexo in 2011

and went on to be appointed Senior Vice President for its Offshore and Marine business in the UK and Ireland.

Susan has also served as a board member of Oil & Gas UK and of two charities, Foyer and Inspire Ventures.

My very first ambition was to be a teacher. I'd no aspirations to be in business or management.

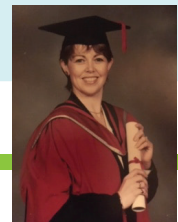
Joining the oil & gas industry was the single biggest thing I have ever done in my life. I knew that it was a challenge and that I'd have to learn everything from scratch, but I also knew I had found my home in this business – I had a real affinity.

When I found myself on the Board of Oil & Gas UK I remember thinking I would be found out any day, that someone would say: "No, sorry, we just want you to come and pour the coffee!" I found it remarkable to have a voice – and to experience a sense of inclusivity – at that level.

1978 Joined civil service

1984 National Training Manager
RHM retail

1999 Masters of Business Administration
Teesside University



"I'M A BIG SUPPORTER OF SPONSORS, ESPECIALLY FOR WOMEN"

Work-life balance isn't just about spending time at home.

You have to work at it; you literally have to put things in the diary. When I'm away I take my gym things and, if it's for a longer time, I make sure that I assign time for things other than work. You have to stop yourself working from dawn until dusk; it's easy to go back to your room and take out your laptop again and continue working.

"I KNEW THAT IT WAS A CHALLENGE AND THAT I'D HAVE TO LEARN EVERYTHING FROM SCRATCH, BUT I ALSO KNEW I HAD FOUND MY HOME IN THIS BUSINESS"

My best mentors have been from outside my own organisation.

I felt I could have more challenging conversations with them. I'm a big supporter of sponsors, especially for women. I don't think it's as easy for women to talk in their peer environment about the things that are worrying them or issues they have to overcome. One of my bosses at Sodexo said: "Look, I know

a few people outside the organisation, let's approach them more formally".

As a female leader, I think it's very important to do this for other people – to make these introductions. Mentoring is for a point in time and for a set period. I haven't had a long-term mentoring relationship, but have benefited from them for limited periods at certain times in my career. They've been really useful. That extra insight does make a really big difference.

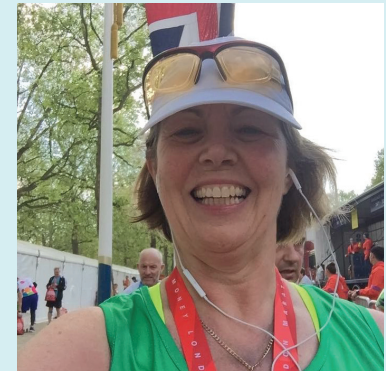
It's worth making the effort to go to networking events – but the value lies in contributing.

I've been that person in the corner nursing a glass of champagne. You have to find the nerve go to over to groups and say: "Do you mind if I join in?" That's when you discover they're actually talking about holidays! People aren't always having the most high-powered conversations in the world. It's about making those connections and relationships.

Once you have 'served your time' people will notice and then ask you to come along to something else. It doesn't just happen straight away. There is a route to being appointed or invited to be on industry or professional bodies. At the same time, you also need

First ambition: Teaching

Enjoys: Running marathons



Advice to your 15-year-old self?

Look at what you've learned and what you're good at. From there, you're likely to make the right decisions.

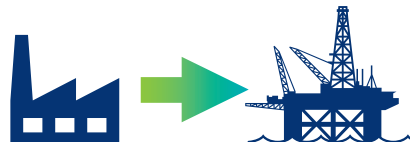
A moment of inspiration?

Listening to myself being introduced as a speaker at an industry conference, I suddenly thought: "Wow, I'm one of those important people!" I have to thank the industry for what I've achieved – no other environment would offer the same opportunities.

to be able to say 'no'; be selective and understand where you can add value.

2007

Institute of Directors, Scottish Enterprise Female Director of the year



2011

VP Operations Excellence, Sodexo

Caroline Gill

Lead Geologist
Shell UK Ltd



With a 1st in geology from the University of Cambridge and a PhD from the University of Edinburgh – where she undertook industry-sponsored research on the structural evolution of the Northern North Sea – Caroline Gill has gone on to become an active and prominent member of the international petroleum community.

By the end of her PhD work she knew the oil & gas industry was for her. She joined Shell UK and shaped a career which led to her becoming lead geologist for its operated assets.

A past Aberdeen director of the Petroleum Exploration Society of Great Britain, Caroline is also a member of the Petroleum Group Committee of the Geological Society of London; she is a past member of the society's Science Committee. She has presented at a range of major conferences and has had her work published in several peer reviewed journals.

I wouldn't ever describe myself as particularly ambitious.

I've always had quite a bit of self-doubt but then I've always surprised myself. I don't think it was ambition that drove me to work so hard to get academic results; it was actually worrying that I couldn't do it and settling for only a modest grade, but then getting something better.

In general, my way of coping with low confidence and self-doubt has been to over-prepare. I've given over 50 conference presentations. Initially I would have known every word that I would say; it's only experience that has given me that bit more confidence to turn up and do it without feeling that I had clobbered it to absolute death. I'm more ambitious in my personal life: there are outdoor challenges I still aim to tackle!

2000

Summer placement:
Amerada Hess

2004

Mountain
Leader Award



2005

Graduate PhD Petroleum
Geoscience
Production Geologist, Shell UK

2008

Oil & Gas UK overall
excellence award

Where educated: Girton College, University of Cambridge, University of Edinburgh

First job: Production Geologist, Shell UK Ltd

Advice to your 15-year-old self?

Keep being flexible in your study and career choices. It's going to make life interesting – and more enjoyable!

A moment of inspiration?

One of many from the great outdoors! My personal life is dominated by outdoor activities – rock climbing, ice climbing, skiing, sea kayaking, mountain biking, wild camping.

“I’VE DEVELOPED A LOVE FOR WHAT I SEE AND DO IN MY WORK.”

My career has fuelled my passion for the outdoors.

As a geologist your core training includes fieldwork and being outside. If you couldn't cope with being out in the rain on the isle of Arran in the middle of March, you wouldn't get far.

“I’VE ALWAYS HAD QUITE A BIT OF SELF-DOUBT BUT THEN I’VE OFTEN SURPRISED MYSELF”

I've developed a love for what I see and do in my work. It's very rare that we have a day out (my husband is also a geologist) and we don't talk about the rocks that we see. It's a part of our life and has given us some really exciting opportunities.

Everyone has their own way of balancing work and family.

I think the key is to be flexible; it's what works for us. As a couple, we both have the flexibility to work at home and we

can pick up any outstanding work once our children are in bed. It's a totally equal partnership – we both do our fair share. We enjoy having a busy lifestyle, but even when we're working long hours it doesn't impact on family life.

I once read an excellent quote from a senior businesswoman: "Children remember mood more than the amount of time that you're with them." I think that's absolutely right.

For me, quality family time is when we are all sitting around the table, laughing and learning together or we are up a mountain or on our bikes.

I want our children to grow up seeing both parents at work as the norm.

I know it's not right for everyone, but I question when someone makes a conscious decision not to work – how do they influence their children to be ambitious and understand they can go far? For me it's important to be that role model and show my children what they can achieve.

2009 Exploration Geologist

2010 Geologist and Project Manager



2012 Professional Women of the Future Award

2012 Senior Geologist

2014 Senior Geologist, Joint Ventures

Alison Goligher OBE

Executive Chairman
Silixa Ltd



Originally from Northern Ireland, Alison Goligher joined the oil & gas industry after securing a degree in mathematical physics.

Travels during her study years whetted her appetite to broaden her horizons, and over the years she's worked in countries ranging from Brunei and Indonesia to the United States.

She spent 17 years with Schlumberger Oilfield Services, reaching the role of vice president and general manager for cased hole services at the organisation's wireline headquarters in Paris.

Alison then joined Shell E&P Europe and has held several corporate-level roles, latterly responsible for the growth of its international unconventional business. Her contribution to the industry was recognised in 2005 when she was awarded an OBE.

Think beyond the conventional.

At school, I spurned the standard advice to think about a career in areas such as medicine and the law.

I actually harboured ambitions to become an astronaut. I liked the idea of big problems without answers, and to my mind astronomy offered that kind of a challenge. The concept of pursuing something different has probably been a theme throughout my career. I didn't always know what I wanted to do or to be, but I knew what I DIDN'T want to pursue.

At one point I applied to the RAF to study aeronautical engineering, but discovered they didn't accept women at that time...

1988 MSc Petroleum Engineering
Heriot Watt



2001 Managing Director
Schumberger UK
(Aberdeen)



1990 Schlumberger Field Engineer
SE Asia



1996 1996: Technology Product
Champion (Paris)

2004 2004: Schlumberger IPM
President (London)

To earn respect, you need to get your tactics right.

When I was a wireline engineer in the United States, the work took me to a wellsite run by someone who reminded me of an old ranch hand. He asked me: "Where's the

engineer?" Well, that was me. He was initially reluctant to have a female do his well-logging work but relented after I told him it would entail a three-day delay. We ran the job, and everything went well. My advice: think about the best tactics to use in any given situation, and be straight with people.

"IT'S IMPORTANT TO FIND NEW WAYS TO MOTIVATE YOURSELF, WHATEVER YOUR ROLE"

I'm quite impatient and sometimes miss being at the coal face.

I've always enjoyed seeing the tangible results from my work and it's not always easy to find the same motivation sitting in an office within a big, complex organisation.

Elsewhere in a business – if you're a senior engineer at the rig site or the operations manager, for example – you know the wheel that is spinning is YOUR wheel.

It's important to find new ways to motivate yourself, whatever your role.

Be clear about your work-life boundaries.

I think I'm naturally an introvert but my role requires me to lead from the front, and that can be draining. As an antidote I've been known to stay in and do jigsaws at the weekend and I do have projects outside work – renovating properties, for example.

There are times when I work 24/7, but then I switch off and put the phone away. I set the conditions when I work; it's important to be clear about your boundaries. Often senior management aren't good about this, and don't think flexibility and balance apply to people at that level. But the example you set is reflected in your wider organisation.

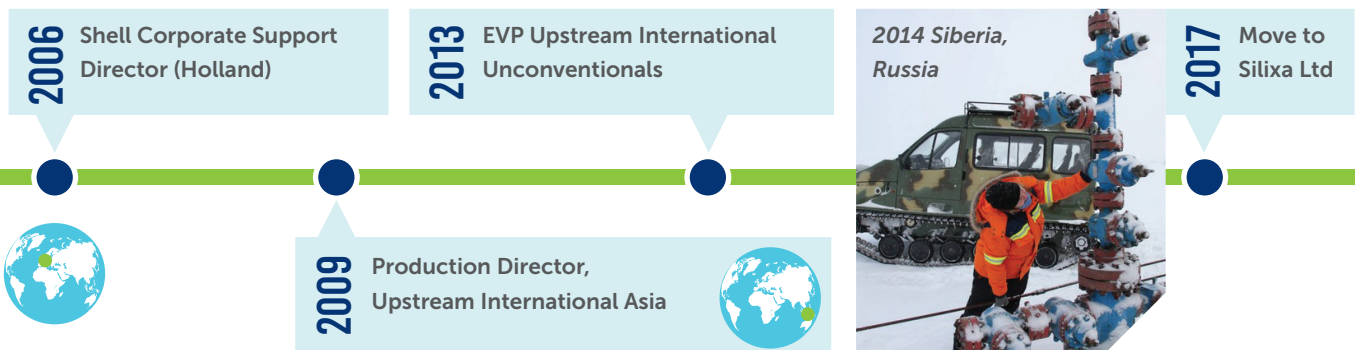
Advice to your 15-year-old self?

Work hard, be flexible and stay resilient. It's up to you to make the best of any situation.

A moment of inspiration?

Driving home from a job in Indonesia, underslept and uncomfortably hot. The work had been so rewarding, though, and the sun was coming up through the trees – a stunning sight. I recall thinking 'I never imagined I could do this'.

"THINK ABOUT THE BEST TACTICS TO USE IN ANY GIVEN SITUATION, AND BE STRAIGHT WITH PEOPLE"



Lindsey Gordon

Petroleum Engineer

BP



Lindsey Gordon has only worked in the industry for a few years but already her career has seen her work at several locations at home and abroad.

Lindsey graduated in mechanical engineering from the University of Nottingham before joining the graduate programme at BP, where she'd already spent time on an internship.

She has gone on to become a production engineer with the operator, and her growing portfolio of experience includes work in the Foinaven and Clair fields in the harsh conditions West of Shetland.

I initially thought about studying politics at university.

However, someone convinced me that, because I was good at maths, I should think about engineering. It was good advice because it presented an opportunity that not everyone could take.

During my studies, the other students were predominantly male; by the time we were doing our masters degree there were 100 of us and only five were girls. It's not something that really bothered me. I played sport at university, so I had lots of female friends from there. You always end up being friends with the other girls on your course as well, because there are so few of you; in the end you just make it work.

“WHEN I WAS INTERVIEWED I FELT THEY WERE LOOKING TO UNDERSTAND ME AS A PERSON, NOT JUST AS AN ENGINEER.”

2009

Climb Mount Kilimanjaro to raise £2300 for Childreach International



2011

Reservoir engineering internship at the Hess Corporation (Copenhagen)



2012

Reservoir engineering internship – BP

2013

Mechanical Engineering, MEng University of Nottingham

2013

Join BP - Petroleum/ Reservoir Engineer

Where educated:

International School of Stavanger,
Nottingham University

Advice to your 15-year-old self?

Hang in there – you're doing great!

A moment of inspiration?

The sheer scale of what we do is inspiring – I sometimes can't get my head around it. As an intern, I worked on BP's Shah Deniz 2, which was said to be the biggest project in the world. To work on such projects – and see them develop – is just immense.

“WE'RE PART AND PARCEL OF THE INDUSTRY NOWADAYS – FOR ME IT'S AN OPPORTUNITY TO HAVE ADVENTURES.”

My graduate programme at BP was a very positive experience.

The programme is well established and there have been quite a few young women on it. Other staff are well used to seeing young people coming in to learn – it's a positive, open culture.

A lot of effort goes into the programme. When senior company people come to the office, graduates get the opportunity to engage with them.

I've always felt well supported but I haven't had a formal mentor; I've never really pushed to have one. However, I can always call on my mum for advice – I'm very lucky in that respect!

I'd never really think: 'Is this a good job for a woman?'

Instead I'd just ask: 'Is this a good job?'

For younger people in particular, the oil and gas industry has come so far in recent years that it simply isn't an issue any more to have women working in engineering roles. We're part and parcel of the industry nowadays – for me it's an opportunity to have adventures

and meet lots of people while earning good money.

You can lay the groundwork for success.

If you're still at school, look for work experience opportunities during the summer holidays. And once you're a student, keep that mindset; I secured an eight-week work placement with an industry operator after my second year at university.

If you're keen on working for a particular company, identify their target universities and make it your goal to get a place there.

You need to stand out in the crowd.

When I was interviewed I felt they were looking to understand me as a person, not just as an engineer. I'd already travelled a lot, I played football at university and became the club president, I've climbed Kilimanjaro and done other fundraising things. Things like that make a difference when it comes to landing the job you want.



Rumaila oil field,
Iraq

2013

Base Management Petroleum Engineer (field visits to Iraq)



2014

Foinaven FPSO - Operational Petroleum Engineer (offshore)

2016

Petroleum Engineer (offshore and onshore)

Dame Judith Hackett DBE FREng



The first member of her family to study at university, Dame Judith Hackett has built a high-profile career in which she has held top national positions in industry and the civil service.

A chemical engineering graduate of Imperial College in London, she spent 15 years moving through the ranks of Esso's chemicals business. She then worked with an organic chemicals company before joining the Chemical Industries Association, going on to become its Director General. She subsequently worked for the association's European counterpart organisation in Brussels.

Dame Judith was appointed Chair of the Health and Safety Commission in 2007 and assumed the same role with successor body the Health and Safety Executive in 2009. She left HSE in 2016 and now has a portfolio career in which she chairs EEF, the Manufacturers Organisation, and SEMTA, the skills body for Engineering and Manufacturing. Dame Judith is also on the Board of the High Value Manufacturing Catapult.

She was made a CBE in 2006 for services to health and safety, and a Dame Commander of the British Empire in 2016 for services to engineering and health and safety. Following the Grenfell Tower tragedy the government announced an Independent Review of Building Regulations and Fire Safety, to ensure a robust regulatory system for the future and to ensure people feel safe in the buildings they live in. Dame Judith led this review – the final report was published May 2018.

1975 BSc Eng, Chemical Engineering
Imperial College



2005 European Chemical Industry Council (CEFIC)

2007 Chair of HSE



My big plan at school was to become a teacher.

I decided that I wanted to be a science teacher, and a good one at that. I felt the best teachers were those who could explain the wider purpose of learning – why things were important. So I thought: I'll do a degree, work in industry for a while, then become a teacher.

But I enjoyed my first job so much that I stayed for 15 years. Teaching ambitions abandoned!

At university, the girls on my course were treated as a bit odd.

There were five of us in an intake of 75 – the most they'd ever had, but it wasn't unusual for people to ask us: 'What makes a girl do chemical engineering?' All five of us encountered that attitude, but we all had good answers. A lot of the boys on the course had no idea why they were doing it. We had at least given it some thought, because we were often asked to explain it.

It's important to retain control of your career.

When I was with Esso, it was clear there was a long career path ahead of me but

“I CHOSE TO TAKE CONTROL AND MANAGE MY OWN CAREER.”

I didn't know how far along that path I would go.

I loved working there, but I realised they wanted me to join the international circuit and work abroad. My husband and I both had careers, and we had two young daughters: we could see that managing dual careers abroad, together with family priorities, was going to be difficult so I decided to move on.

I chose to take control and manage my own career.

We need to do more to retain women in industry.

It's one thing to encourage girls into STEM subjects and careers, but why haven't we made progress in tackling retention? Women want to work, but they don't want to sell their souls. Why does it have to be all or nothing?

It's a very important issue, and balance is the key. How many men look back

Advice to your 15-year-old self?

You can do this. Be more confident, and don't harbour self doubt.

A moment of inspiration?

Any time when I've felt I'm blazing a trail. After two years in my first job they made me a plant supervisor. I was just 23 years old, and the first female in that role. It's inspiring to know you're showing others what's possible.

at their lives at the age of 60 and ask: 'Where did it all go? My kids have grown up and I've missed it all.' I honestly don't have any regrets because I made time for my family. Other than emergency situations, for example, I've never worked at weekends. Such times were for my family.

Going to Buckingham Palace to receive my Honours was cool.

It felt like validation of the fact I'd ploughed my own furrow – and been successful in doing so.

2010

Elected Fellow of the Royal Academy of Engineering



Building a Safer Future

Independent Review of Building Regulations and Fire Safety:
Final Report

Gretchen Haskins

Chief Executive Officer
Heli offshore Ltd



Gretchen Haskins is a leader in safety performance improvement in the aviation industry and an internationally recognised expert in human factors.

She's served in the U.S. Air Force, been advisor to NATO, flown, designed and tested jet aircraft, and dedicated her career to initiatives that support human performance on the frontline.

In recent years she has been group director of safety at NATS and group safety director on the board of the UK Civil Aviation Authority, before becoming chief executive officer of global helicopter industry association Heli offshore.

You can form ambitions at an early age.

As a child I spent a lot of time ice skating – sometimes eight hours a day – and really wanted to compete at the Olympics.

The skating played a big role in helping me set goals for myself and work towards them; I knew that hard work led to improvement. That ethos carried over to my school studies: I had a deal that I had to get straight As in order to be allowed to go ice skating, and it worked!

When I went on to join the US Air Force Academy in Colorado, the dedication paid off and I came closer to realising my childhood ambition. The academy

“I KNEW THAT HARD WORK LED TO IMPROVEMENT”



1983 World University Games



1983 US Air Force Academy with sister Mary at the US Air Force Academy



1986 US Air Force Pilot Training, REESE AIR FORCE BASE, TEXAS

had sports facilities, including an ice rink, and the Olympic training centre happened to be in Colorado – so while I was there I was taught by an Olympic coach and went on to compete at the World Student Games.

It's ok to have a re-think.

While I was at the academy, I probably changed my mind five times about what I wanted to major in.

I looked at aeronautical engineering, for example, but fell in love with human factors engineering, which is a mix of psychology and engineering. Fundamentally, it's about how you design things so that people do their jobs well.

Step away from the comfort blanket.

In the military, the training is partly about getting you accustomed to being uncomfortable. As a young second lieutenant I would be responsible for chairing committees made up mainly of highly experienced men. But I was meant to lead the

Where educated: US Air Force Academy BSc, University of Southern California MSc.

Advice to your 15-year-old self?

Follow your dreams; don't let your fears guide your behaviour. Make choices about what's next, rather than worrying about what just happened.

A moment of inspiration?

Someone once told my husband they'd never have gone into leadership if it weren't for a chance conversation with me – I'd inspired them to go ahead. You often don't find out when you've inspired someone, but when you do it's incredibly rewarding.

meeting, and they liked that I wasn't afraid to ask for help – that I was very communicative and involving everybody. I built a team where everyone knew what was going on and how they contributed to it.

There are mentors all around you.

I've been lucky: I've always had great bosses and lots of mentors. There are many people I believe are great at what they do and how they do it. I'm not afraid to copy – to emulate the way someone else has done something.

Seize the opportunity to follow your dreams...

I moved jobs when I saw the opportunity to make a greater difference to people's lives. Part of what excites me about the oil and gas industry is that there's a maturity around safety. I go to meetings with very senior stakeholders and they know the technical aspects of safety models. If you can get senior people to understand what really drives safety performance, then you can start to get some really important things happen in the right way so that it will be felt on the front line.



Nicola MacLeod

General Counsel and Company Legal Secretary Spirit Energy



A politics graduate of Edinburgh University, Nicola MacLeod worked in roles as diverse as Scottish Office criminologist, Police Federation researcher and special adviser to the Principal of the University of Aberdeen during her early working years.

Amidst those roles, she also completed a law degree and embarked on a legal career with an Aberdeen firm.

She subsequently joined Maersk Oil, rising through the ranks to become a Director responsible for legal, commercial, HR and external relations, before recently joining Spirit Energy as General Counsel and Company Secretary.

Nicola is a Fellow of the Institute of Directors and member of the Association of International Petroleum Negotiators.

When I was at school, career advice was perhaps a little stereotypical.

Like a lot of females at that time, I was encouraged towards being either a teacher or a nurse, and I actually thought about teaching for a while. At that time a lot of it came down to finding role models and encouragement from teachers and my parents. In the end I chose to study Politics and English being the two subjects I enjoyed most at school and ones I felt would give me a good general degree and keep my options open.

I kind of fell into the oil & gas industry – but I'm glad I did.

The law firm I joined had a dedicated oil & gas department with an international

"MY CAREER PATH HAS INVOLVED ME STEPPING OUTSIDE OF MY COMFORT ZONE..."

1996 MA Politics
Edinburgh Uni

1998 Head of Research & Policy
Scottish Police Federation

2000 LLB, Strathclyde
Uni

2001 Joins Oil Industry,
Ledingham Chalmers
Oil & Gas



THE OIL INDUSTRY'S BEST-KEPT SECRET

client base, and having worked in Edinburgh, Glasgow and London, it was exciting to be involved in an international industry.

When I first joined the industry, I'd go to social occasions with friends who already worked in oil & gas and there would be people from 20 different countries there. It was clear that that the industry offered so many opportunities.

You have to be ready to take on new challenges.

My career path has involved me stepping outside of my comfort zone of legal and managing cross-discipline teams. You need different skills sets for managing different areas of responsibility but it is a really good way to understand the business from outside your own discipline. This has been invaluable in taking me to the next stage of my career and my new role at Spirit Energy.

Our industry is still a male-dominated environment.

I don't mean that in a negative way, but it is factual. Things are nevertheless changing. There is more focus in companies, not just on gender diversity, but on diversity per se and looking at our own unconscious biases when we are recruiting, evaluating and developing our people.

It's important to have diversity in your team.

When I'm appointing someone, I look for a person that's a good fit for the job, the team and the company. My aim is to maintain diverse teams, not just in terms of gender and ethnicity but also in the way people think.

It's a common mistake among managers to hire or promote people like ourselves. In my view the best teams are made up of a real mix of people with different approaches and styles, but all with the right attitude.

Where educated: Thurso High School, Edinburgh, Aberdeen and Strathclyde Universities.

First job: Working in a newsagent

Advice to your 15-year-old self?

Don't feel you need to have your whole career mapped out. Things will happen, and opportunities will come along.

A moment of inspiration?

When I was 13 years old, working in a newsagent, I remember receiving my first pay packet and thinking: 'Wow, you get rewarded when you do a good job.' I always want to do things well – I think it reflects how I was brought up.

“I AIM TO MAINTAIN DIVERSE TEAMS, NOT JUST IN TERMS OF GENDER AND ETHNICITY BUT ALSO IN THE WAY PEOPLE THINK”

2005

Master of Laws
Commerical Law

2006

Senior Legal Advisor
Maersk Oil

2009

Legal Director
Maersk Oil

2018

General Counsel
Spirit Energy

Diane Wood

Section Manager

Society of Petroleum Engineers, Aberdeen Section



After 16 years as a Scientific Officer at the Rowett Research Institute in Aberdeen, specialising in electron microscopy, Diane joined the Society of Chemical Industry (SCI), where she was responsible for Member Services and Customer Care across Scotland.

It was a part-time job that suited her other role as a young mum and it gave her the experience to make a natural transition to the oil & gas industry,

as Secretary for the Society of Petroleum Engineers (SPE) Aberdeen Section Board. After five years as Secretary, Diane became Aberdeen Section Manager in January 2014.

In her spare time Diane is an ambassador for the science, technology, engineering and maths (STEM) subjects. She is also Committee Member for Breast Cancer Now Oldmeldrum Group, Chairwoman of PR and Marketing at the Rotary Club of Oldmeldrum and Trustee and Area Representative of Canine Concern Scotland Trust.

My earliest ambition was to work with animals.

I wanted to be a vet, but then I changed tack and wanted to be a driver! I loved driving – I used to build and race Stock Cars. I was a member of a racing club and got involved in marshalling and rallying at events. I guess that sense of enjoying a challenge has never left me.

Applying your own unique capabilities can have striking results.

When I was at the Rowett, my specialism was electron microscopy. Because I had small, delicate fingers – and am also quite arty – I was well suited to this area of work and absolutely loved it.

1984 Scientific Officer
Rowett Research
Institute

2001 Scotland Co-ordinator,
Society of Chemical
Industry

1988 HNC Biology, Immunology, Genetics,
Biochemistry, Microbiology,
Robert Gordons University

1995 Postgraduate Diploma
of the Royal Microscopical
Society Oxford



With a scanning electron microscope, it was possible to produce beautiful pictures. We would frame and exhibit them at conferences and events. People wouldn't realise the source material was a bug that you had sucked out of a puddle!

Membership of an organisation like the SPE opens up a world of possibilities.

You get so many opportunities as a society volunteer. I see people absolutely flourish; if there's something that's their particular passion, they can just go with it. They gain so much, not just professionally but in the friendships they can often make. It also means they sustain an instant professional network as they move around in their career.

I've seen instances of our younger volunteers come together to develop and run their own initiatives, doing everything from the organisational and sponsorship work to hosting events at which other SPE members can broaden their knowledge. It's great to see.

With the SPE, people can start as a volunteer and work their way up to become a Committee Chair and on to Section Board, where they really feel part of something and that their opinion will be heard at board level.

I love the diversity of the oil & gas industry.

It's always such a privilege to meet such a diverse range of people from so many backgrounds. You're dealing with different kinds of personalities all the time.

It was the same when I worked at the Rowett: you were routinely dealing with people from all over the world, who often had very different ways of working with women because of their cultural background. You had to learn to deal with it – to adapt.

Where educated:

Banff Academy, Robert Gordon University

Advice to your 15-year-old self?

Don't be scared of a challenge. There is no such thing as can't!

A moment of inspiration?

There are inspiring moments every new day. I'm doing a fun job and each day with the SPE brings new things.

“I SEE PEOPLE ABSOLUTELY FLOURISH; IF THERE'S SOMETHING THAT'S THEIR PARTICULAR PASSION, THEY CAN JUST GO WITH IT.”



2009 Board Secretary of SPE Aberdeen Section



2014 SPE Aberdeen Section Manager



2018 Completed NC 500 Raised £6,000

STARTING OUT IN THE INDUSTRY

One of the big challenges we face in life is knowing and understanding the full range of opportunities that might lie ahead.

It's important to believe that you can achieve what you want, where you want, if you're prepared to work for it. The world is your oyster.

The message from many of our interviewees is to think broadly about your future; be ready to seize opportunities when they come your way and always try to do something you love.



GIVE YOURSELF A VOTE OF CONFIDENCE

Self-confidence can be a limiting factor for many people, however experienced they may be. It may hold them back from going for a promotion at work or a place in a sport squad. It may influence how they project themselves inside or outside of work or school. Many of the women we interviewed for this book not only lacked confidence at some stage in their lives but often continued to do so at points throughout their careers, even in very senior roles.

Believing in yourself, and having the confidence to BE yourself, is often a struggle for many of us – even when we're told we're doing great! We may be faring well in exams or getting excellent reviews at work, but sometimes we just refuse to believe it. But you should try to remember people are not just saying this to be nice – they mean it!

Most importantly of all – have more confidence in your own abilities. This is often down to changing your mindset and there are lots of different ways to do this... sometimes, something as simple as listening to your own confidence-boosting playlist can make all the difference.

A PROBLEM SHARED IS A PROBLEM HALVED

It's rare for someone to acknowledge they are worried or frightened; we're scared to admit that we aren't sure. Just the simple act of sharing your worries and concerns can help. Knowing that other people have experienced – or are experiencing – the same issues can also help us to realise how normal our feelings are. More importantly, talking to others builds friendships.

'Follow your dreams... don't let your fears guide you'

'Don't be afraid to be yourself. Follow your dreams rather than letting your fears guide your behaviour and what you do. Even if it goes wrong, that's only a step, in a much bigger journey.'

Make choices about what is next rather than worrying about what just happened. Make the next thing something that'll make you proud.'

Gretchen Haskins

'Live by your own rules, not those of others'

'Find ways to build your confidence. It's important to live by your own rules, not those of others. Don't take a job or go to a university just because your parents or school tell you it's the right thing to do, or because you feel you ought to. Try to work out what you really, really want to do. It's easy to drift into things or be taken on someone else's conveyor belt to a place you don't really want to be. You're much more likely to be successful if you are passionate about what you are doing, and if you own the choices you have made'

Vivienne Cox CBE

'Don't worry if you make mistakes'

'Have confidence in your abilities and take advantage of opportunities. Do what you're good at and what you enjoy; if you aren't enjoying it, move on – but give it a fair test first.'

Don't worry if you make mistakes. Try to avoid making large ones and work to reduce how many you make, of course, but always learn from them.'

Jen Brozowska OBE

STARTING OUT IN THE INDUSTRY

LIFE AT THE FRONT LINE OF OPERATIONS

Most oil & gas jobs are based onshore. However there are opportunities to take up roles in a diverse range of disciplines in offshore operations as well as to work on projects abroad. In the modern-day industry it's an exciting, dynamic and inclusive workplace – but be prepared for life in a very different environment.

'Taking conscious decisions helps you have control'

'Always be conscious of the phase of life you're in, and don't wait for things to happen. Being aware of your choices, and taking conscious decisions, helps you to have control. If you're waiting for something to come along, it won't!'

Deirdre Michie OBE

BE READY TO SEIZE OPPORTUNITIES

Almost everyone interviewed for this book, the authors included, can reflect on 'opportunistic' careers that haven't followed a planned path. They've embraced opportunities without necessarily knowing where they might ultimately lead. If a door opens, don't be afraid to step through it...



'Life offshore is a different world'

Life offshore is a different world... the platforms and FPSOs are amazing feats of engineering. The camaraderie is second to none, which is important when you're together for weeks at a time. To round it all off, I get to take a helicopter to work!

Lindsey Gordon

'Didn't feel I was treated differently'

'When I joined the industry, I didn't really think about the fact that it was male dominated. During my time working on a land rig in Canada, I was usually the only woman there and never felt uncomfortable. There were a few people my age there. I didn't feel as if I was being treated differently; if anything it's usually people being nicer to you.'

Lauren Adams

'A failure will never undermine me because I know I'll have done my best'

'I'm very curious intellectually and believe this has allowed me to take risks. I'm very resilient so even when something I am taking on might fail, I never feel that it will undermine me because I know I'll have done my best. I have a 'no harm, no foul' philosophy on life.'

Roxanne Decyk



'Sometimes life isn't a straight line... be ready to take advantage of opportunities'

'I didn't excel at school, and didn't initially go to university. Operation Raleigh took me to Zimbabwe as a canoe instructor.

It was a great learning experience; I fell

in love with Africa and spent three years leading overland expeditions from London to Cape Town. The people on the expeditions tended to be young professionals who took six months out and then returned to their careers. All these people had gone to college and so I decided I'd try it for myself! While studying environmental science at Aberystwyth I read 'Wonderful Life: Burgess Shale and the Nature of History' by Stephen Jay Gould, this turned my attention to rocks, and that was it – a switch to study geology and never looking back.

Life isn't a straight line, sometimes things just pop up – maybe you didn't realise something was there to be found. Somehow you stumble upon it, and when you do be agile, be ready to take advantage of those opportunities when they arise.'

Rachel Preece

'Always choose something that looks interesting and fulfilling'

'Ever since university, my decisions have been influenced by what's technically interesting to me.

I've never had a long-term plan. The question I still dread most from someone more senior in the company is: 'where do you see yourself in 10 or 15 years' time?' The answer is always 'I don't know'. I've always chosen options that looks interesting and will use my technical capabilities.'

Caroline Gill

'Have confidence in yourself and be comfortable in your own skin'

'I have felt uncomfortable a number of times in the past when some men have not been supportive, but you have to find a way to deal with it. You can have a positive conversation with your manager rather than make a complaint. There are times when formal channels are exactly the right thing to do, but there are also times when we can do more for ourselves.

When I was offshore I built up a support group of people. Most men liked you being out there – they were supportive and wanted to look out for you.

'It doesn't suit everyone. Certainly it's much more open to women now but it's not for the faint-hearted. You must have confidence in yourself and be comfortable in your own skin. You do need to be resilient and self-reliant.'

Colette Cohen

GETTING ON IN THE INDUSTRY

Advancing your career and experiencing new opportunities further up the promotion ladder aren't always the same thing. Career progression doesn't have to be about extra responsibility – you might, for example, look to become an expert in your chosen field; a niche specialist.

First and foremost, however, you need to tell people you're open to a fresh challenge. Working hard doesn't automatically get you noticed – don't be shy about letting people know you are ready to take on something new.



'Focus on what's relevant'

'Who am I looking for? Someone with the right characteristics, the right competence, the right attitude, a track record and the ability to learn. Many people labour too much on the wording of their CV, on their list of experiences – I advise them to focus on a concise and powerfully stated description of how they are suited to a role, what they have done that's relevant. The objective of a CV is to attract attention and make those considering your CV want to ask more.'

Roxanne Decyk

THINKING AHEAD, MOVING AHEAD

The first step on the road to promotion is to demonstrate clearly that you can do your current job well. Don't be shy about what you have achieved: those on a promotion board should know about your capabilities.

If your manager is doing their job properly, they will recognise your skills and when you are ready for the next opportunity. But it doesn't always work like that. You might need to take the initiative and find out more about the qualities and experience that you'll need to move on. Sometimes the only way to do this is to ask – get a description of the skills required for the post you're interested in, or talk to your manager about their expectations for the role.

Then comes the tough bit: asking your manager if they think you have the skills required. Whatever the feedback, listen and take note. If they identify a gap, you know what to work on. Find an opportunity to develop the skills they say are needed, and then verify that you're now delivering at that level.

It also helps to network with your colleagues and show you're keen to take on additional tasks. This doesn't mean working all hours in the day; work efficiently in the time given, but demonstrate you can produce a little extra.

You can also learn a great deal by observing the people around you: what they do, how they act and how they contribute to a piece of work and discussion. Are you behaving in the same way as them, and demonstrating your ability to contribute?

'Motivation, commitment and drive'

'[When considering someone for a promotion] I look for motivation, commitment and drive. Of course they need the skills and experience so they are set up for success – as well as an ability to demonstrate that they can learn in that area – but they need to be motivated.'

Deirdre Michie OBE

'You have to make choices... it's not possible to have it all'

There are important questions around how to balance your time for family between all those competing demands - children, friends, exercise, career, yourself. You have to work out what is going to give and make very deliberate choices; you have to decide what's important to you - it's not possible to do everything with the same intensity. Women in particular put themselves under enormous stress thinking that it should be possible to have it all and do it all. Rather unhelpfully, some very successful women go around saying that you can. But my experience, and the experience of others I know, suggests that it's not like that! You have to be clear in your choices, and accept the consequences.'

Vivienne Cox CBE

GETTING ON IN THE INDUSTRY

THINKING OUTSIDE THE BOX

There are many ways to advance your career, beyond the conventional step of moving up the ladder in your current sphere.

There may be opportunities in associated areas of the business, or in moving into new management roles. There might even be the potential to work overseas.

Spend time looking at all the options, even if it means looking at opportunities outside your organisation. And don't be afraid to test your worth: you might be surprised how different bosses, organisations or even companies value your expertise.

'Softer skills are important'

'Assuming that someone has the technical skills required for a role, then the softer skills are important. For example, how do they deal with people or with conflict? How do they make things happen? Self awareness is also very important; in other words, someone who knows who they are and can articulate that. I also look for someone who can overcome adversity. I need to know that when the going gets tough, they will have the resilience to get through it.'

Vivienne Cox CBE

'Wider contribution to office success'

'My appointment criteria range from the technical quality of someone's work to their wider contribution to office success, perhaps in areas such as training and marketing. It's also important to see if an individual is turning into the right kind of partner. In the legal profession, it's not just about legal skills but understanding the commercial context in which they are being applied. It is about judgement; making the best judgement for the client as well as for our business.'

Judith Aldersey Williams

'Define success on your own terms'

'It's not just about promotion, but about succeeding in what you choose to do. In no particular order, I'd advise:

- Do something you love
- Have a sense of your own achievement; whatever you do, do it to the best of your ability – embrace every task with 100% effort
- Don't let other people tell what you can do, or what you should be. At the same time, be ready to accept feedback
- Be true to yourself and what you believe in. Make a conscious choice and then stick by it. If you're not happy about something, then address it; don't be a victim
- Have fun. It's important to keep a balance; define success on your own terms, not on those of other people'

Alison Goligher OBE

PROMOTION CHECKLIST

- Demonstrate you can do your own job well
- Understand the wider context of the office where you work
- Demonstrate that you can take on other challenges
- Understand the requirements of the next job
- Get feedback on how you're doing
- Put your name forward for promotion
- Look outside, for other roles in the company or in the wider industry
- Check out whether you are being paid fairly
- Develop your interpersonal skills and help develop those around you
- Aim high. Why not?

'Passion and genuine interest: you can always see if it's there'

'When I'm looking to recruit, I look for a sense of passion. Most people can speak about the job and what it entails, but what fires me is whether they have the passion and a genuine interest in it. You can always see if it's there. They'll ask interesting questions and inquire about the broader opportunities the role might offer.'

Dame Judith Hackitt

'Be honest, authentic and positive'

'I look for someone who will appreciate the contribution from the rest of the team, but will also understand their own contribution. I like to see someone with energy; someone who is honest, authentic and positive in attitude. I like people who are goal focused; they don't necessarily need to be the best technically. They also need to be good communicators.'

Myrtle Dawes



'Sometimes it's about bringing in somebody different'

'The manager who first recruited me into the industry told me that he was looking for someone different. I had the edge because I was a woman and I was coming in from outside his organisation. Sometimes it's not about

promoting the next person in line; sometimes it's about bringing in somebody different. That difference is not necessarily always about gender – it can also be about coming from a different industry or age range.'

Susan Elston

GETTING ON IN THE INDUSTRY

'Communicate well and possess a certain gravitas'

'When I'm promoting someone, I look for people skills more than anything else. You can teach technical skills but it's harder to teach people skills. I look for people who:

- Have confidence in their own skin so that, instead of worrying about how they're doing, they can listen to what others need and then they can work with them
- Are empathetic and understanding of another person's position
- Communicate well and possess a certain gravitas – this often comes with experience, so usually you get someone with the right blend of people and technical skills

A younger person may seem nervous or insecure, but they could be naturally empathetic with others and willing to take a risk to get something done.'

Gretchen Haskins

'Contributions beyond job delivery'

'I always look for someone with a track record of delivering their job, but who is also actively developing themselves and their team. I look to see what contribution they are making beyond themselves. Are they developing someone else, or can they show they're looking at how to use a new technology that will help the business?'

Leigh-Ann Russell

MENTORING: AN EXTRA DEVELOPMENT DIMENSION

Mentoring, sponsorship and professional coaching are recurring themes in the careers of many successful women in the industry.

'Incredibly important to have a mirror'

'I think mentoring is key. I encourage my team to find mentors. I think it's incredibly important to have a mirror. It helps me to structure my thinking; it puts a discipline around my thoughts and issues. You have to drive it, but it's a really powerful tool that helps you stand back from things.'

Deirdre Michie OBE

'Mentoring usually leads to sponsorship'

'Mentoring and sponsorship are vital in my view. I see mentoring as talking with someone, and sponsorship is talking about them in a positive way when they're not in the room. You can have one without the other, but mentoring usually leads to sponsorship.'

Dr Ceri M Powell



'A guide and sounding board... no matter your age'

'Everyone needs a mentor. That's especially the case for a woman who has aspirations, but in truth it can be anyone at any time. People sometimes take the mentoring relationship too seriously and so are a bit afraid of it.'

In fact, all it involves is someone, not in your direct line, who is a guide and sounding board. It doesn't matter whether you are 22, 42 or 52 – there will be days when you need the sounding board. It might be because you have an idea but don't know how to frame it, or it's not landing the way you want it to. Or perhaps your boss has sent you a note that has really wound you up but you're thinking of responding in a way that won't have a good outcome. You need to talk that through with someone else. They will give you feedback and/or suggest a different approach. No matter what age you are, it's fabulous to have a mentor.'

Colette Cohen



EMBRACING THE INDUSTRY

All the interviewees share a common love for the industry they work in... each has different things they love the most, whether it's the variety of projects, the diversity of people, the scale of engineering challenges or the impact they have on the lives of others.

Here are just a few examples of what these inspirational women love about the oil & gas industry.



**"IT'S A "WOW"
INDUSTRY WHEN YOU
CONSIDER THE SCALE
AND COMPLEXITY OF
THE ENGINEERING
PROJECTS WE HAVE
TO TACKLE."**

'More diversity than people realise'

'The roles I have had have been hugely diverse, which I love. It's given me a very rounded career. People see the industry as being dominated by heavy engineering but there is much more diversity than people realise. I hope people can see that through how careers like mine have evolved.'

Deirdre Michie OBE

'The important role we're playing'

I love just how much it matters – what an important role we are all playing for the world, and it goes largely unnoticed! People do things like fill the car and never give a second thought about what's involved in making it happen.

*Dame Judith Hackitt DBE
FREng*

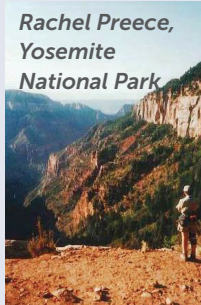
LEAD AN EXTRAORDINARY LIFE

Love your job, but always remember there's more to life than work. Enjoy the wider opportunities that come your way, and never lose sight of your priorities.

Katy Heidenreich, Mount Babadağ, Azerbaijan



Rachel Preece, Yosemite National Park



Caroline Gill (far left) mountaineering with friends



'Think about the things that matter'

'My advice to my younger self would be to think more about the balance, about the things that matter. Otherwise you won't realise it until it's too late. The company will still be there if you don't work the weekend.'

Roxanne Decyk

'Flexibility which goes with the lifestyle'

'I love the industry environment and having access to great technology.'

The opportunity to travel is also attractive. It's not one we have taken full advantage of yet in terms of long-term relocations, but I have been all over the world for work and training. That's one of the best things about being a geologist. There are great rocks in great places, as well as great conferences in great places!

It's a privilege to be paid as well as we are and to have the flexibility which goes with the lifestyle. We don't underestimate that privilege.'

Caroline Gill

EMBRACING THE INDUSTRY

'Solving problems and making a difference'

'The oil industry presents big, difficult and important problems with global dimensions and environmental consequences, and in solving them you are making a difference to people's lives. You can have an impact on economies and a country's prosperity; it is not just about shifting the share price, it is about community welfare. Very few other industries have such an intrinsic criticality.'

Roxanne Decyk

'Work hard, give your all... but keep a balance'

'I love doing the job I do, although it doesn't define who I am. You need to remember that, while you may be important, it is in a very small space and in the grand scheme of things you matter much more to your friends and family. If you don't give those people your love and attention then why should you matter to them?'

So I try to say to others: "Work hard and give your all, but try to stay open and maintain a balance". It took me a long time to listen to other people, but learning to listen early is good.

Importantly, let your hair down and enjoy things. There's no point in working this hard if you don't enjoy life, so find what makes you happy and do it.'
Colette Cohen

'The variety... the enthusiasm... the friendships... the places'

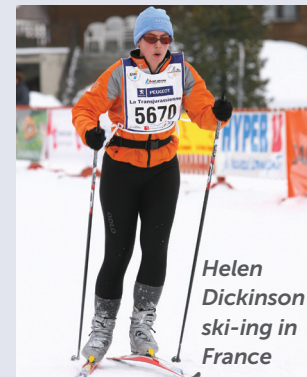
'The variety of projects and ideas that I see; the expertise of company personnel and their universal enthusiasm and positivity (sometimes against the odds); the friendships that build up over the years; the places I've been able to visit.'

Jen Brzozowska OBE

'Society benefits from having our industry around'

'I love that you get groups of people aligned and inspired... we once hosted a delegation of 30 mayors from Norway; they'd come to see how we worked. I got so much energy and inspiration from that engagement because it showed how society benefits from having our industry around. These mayors represented places that 35 years ago were little fishing villages and now they are thriving, prosperous towns. There has been enormous change and there are enormous groups of people aligned around it.'

Nicola Gordon



*Helen
Dickinson
ski-ing in
France*

'Interesting to see the very real impact of the actions you take'

I particularly enjoy the areas of my work where I have most contact with real businesses. In many areas of my role, the taxes I work on have a fairly indirect impact on business. That's not the case when it comes to the upstream tax regime and oil & gas companies – and I find it most interesting when you can see the very real impact of some of the actions you take.

For example, when Ministers announced changes to the tax system to support brownfield developments, suddenly there were headlines about 'jobs boosts' as projects were given the go-ahead because of the new arrangements. You could see how your contribution had made a difference.

Helen Dickinson

'A foundation of safety and mutual reliance'

'The inclusiveness. Usually when you are providing catering, housekeeping and such services, they are outside the core operations. Yet this industry includes all the supply chain; there is a foundation of safety and mutual reliance – it is very much a partnership.'

Susan Elston



'An opportunity to do something you can celebrate'

I like that what we do is technically difficult – that we need technology to solve the challenges.

The solutions are rarely perfect – there is no "right way". You constantly have to think for yourself and use your common sense. Given where we are as an industry, we have a big responsibility to solve the challenges sustainably.

The oil industry offers an opportunity to do something that you can celebrate. You can see what you've got at the end of the day – there's a tangible result.

It wasn't a consideration when I joined the industry, but I love the fact that I work with a very wide range of people. Everyone brings different perspectives. There is a diversity of minds, and we can use the power of our differences to achieve extraordinary results.

Alison Goligher OBE

'Doing the best things to improve safety'

'I didn't previously know a great deal about oil & gas but, with a love of aviation and a passion for safety improvement, when the Heli offshore job came up I knew it was the job for me. I love it because there is a chance to make a difference on a global scale and it's all about doing the best things to improve safety on the front line – how stakeholders work together to drive the things that will make the greatest difference in preventing accidents.'

Gretchen Haskins



Fancy a career in Oil & Gas?

Hopefully you are now inspired to find out more about a career in the oil & gas industry.... Over the next few pages we have included some information from our sponsoring companies, but these are just a few examples of the pathways you can follow. We are working with educational and skills bodies like OPITO, Skills Development Scotland and Developing the Young Workforce to deliver this book, and the wealth of additional material we will share in the future, into as many hands as possible.

Oil and Gas Technical Apprentices Programme (OGTAP)

The Oil and Gas Technical Apprentices Programme (OGTAP) is managed by OPITO, the skills organisation for oil and gas, and the Engineering Construction Industry Training Board (ECITB).

OGTAP is a 3 year 9 month scheme, split into 2 stages. Apprentices spend time both at college and at one of the sponsoring companies, where they receive on the job training.

Apprentices are given the opportunity to gain recognised qualifications, combined with practical training with some of the most innovative oil and gas companies in the world.



Oil and Gas Technical Apprentices Programme



There are four disciplines:

**INSTRUMENT AND
CONTROL MAINTENANCE**

**MECHANICAL
MAINTENANCE**

**ELECTRICAL
MAINTENANCE**

PROCESS OPERATIONS

An OGTAP apprentice will:

- > **STUDY TOWARDS RELATED QUALIFICATIONS**
- > **GAIN JOB-SPECIFIC SKILLS**
- > **EARN WHILE THEY LEARN**

For more information visit: www.ogtap.co.uk

Case studies



Sophie Ewan

Sophie Ewan, aged 21, is currently in her 3rd year of the OGTAP scheme. She is currently working offshore for her sponsoring company Chevron and is based on the Captain Platform, 90 miles north of Aberdeen as a Process Apprentice.

“OGTAP IS HIGHLY RECOGNISED AS A PRESTIGIOUS COURSE GLOBALLY. THE TRAINING IS OF A HIGH STANDARD AND THE SCHEME OFFERS GREAT OPPORTUNITIES.”

Robyn Burn

Robyn Burn, 18 years old from South Shields, joined the OGTAP scheme in 2018.

“IT’S A GREAT FEELING TO HAVE BEEN SUCCESSFULLY ACCEPTED ONTO THE SCHEME, MAKING THE MOVE TO ABERDEEN AND EMBARKING ON SUCH AN EXCITING CAREER.”





myOilandGasCareer.com

MyOilandGasCareer.com

My Oil and Gas Career provides information on a variety of industry specific job roles and guidance on the different routes into industry.

Aimed at school pupils across the UK, My Oil and Gas Career is designed to promote the various career opportunities available within the industry. The online resource includes helpful tools such as a career and skills matrix, video case studies where users can listen to industry professionals as well as information about life offshore and the safety training required.

The website also hosts information on the wide variety of roles available, allowing users to gain an insight into the skills required for different career paths.

Caroline Kelly is a Chemical Engineer

"IT'S VERY MUCH A PEOPLE INDUSTRY..., IT INVOLVES PEOPLE SKILLS, LISTENING TO PEOPLE AND COMMUNICATING"

Hannah Cummins is a supply chain manager,

"I LOVE THE VERSATILITY OF MY JOB, THE AMOUNT OF RESPONSIBILITY AND TRUST AND SO MANY DIFFERENT THINGS I CAN GET INVOLVED IN, IS REALLY INTERESTING."

Cat Burgess is a geophysicist

"THE GEOLOGISTS I WORK WITH ARE FROM ALL OVER THE WORLD, WHICH IS REALLY INTERESTING."

"THE NICE THING ABOUT THE INDUSTRY IS THAT THERE ARE SO MANY OPPORTUNITIES"

Shell Girls in Energy programme



'It was a once in a life time opportunity to have taken part in the Shell Industry Experience, over the last two weeks I have seen that the energy industry still offers young people an adverse range of challenging, interesting and rewarding career opportunities.'

*Stefani Duncan,
Mintlaw Academy*

This experience with Shell has influenced my decision to pursue a career in the energy industry. Meeting employees from the company has expanded my knowledge of the different careers and opportunities available in the future.

Grace Brown



Shell is committed to increasing the pipeline of STEM professionals, especially among those groups, like women, that are under-represented in the energy industry. The Girls in Energy course is an important part of Shell's STEM education programme; providing young women with the information and inspiration they need to pursue a career in the energy industry.

The Girls in Energy programme is a one year course, delivered by the North East Scotland College (NESCol) and Fife College, designed to open young women's eyes to the energy industry's wealth of career opportunities. It is targeted at girls aged 14-16 in secondary education. Participants that successfully complete the end of course assessment receive an Intermediate 2-level qualification in Energy.

The course helps students to rethink these preconceptions and show them that there are a huge number of different careers available both offshore and onshore all over the world.

Girls in Energy pupils get to understand the future energy challenge including some of the pressing challenges we face in the world today and the role engineering plays in meeting the growing energy demand in a sustainable and innovative way.

Since being established in **2010** our Girls in Energy Programme has seen active participation from more than **850** girls from across North East Scotland and Fife.



BP invests in bright futures for girls



BP has supported STEM education for 50 years, inspiring girls to enjoy STEM subjects and showing them the range of exciting and challenging careers available.

Since 1968, one of the core aims of our education programme has been to widen participation in STEM subjects, particularly to help young women understand that roles in science are interesting, worthwhile and attainable. With confidence rather than competence being a challenge for girls, we simply open our doors, let young people in and give them personal experiences which demystify STEM careers, encourage their curiosity and allow them to see themselves in a STEM role.

Our flagship BP Schools Link programme creates meaningful partnerships between volunteers and local schools. Female scientists and technologists go out and deliver workshops, careers talks and mentoring to school girls and welcome girls into the workplace on inspiration days and work experience.

BP has a long history of running competitions that challenge students to work together, fusing creativity and scientific method to create something which is greater than the sum of the parts. The Challenge to Youth, hugely popular in the 1970's has led to the Ultimate STEM Challenge – first prize for which has been awarded to all female teams for the last two years running.

To find out more and enter this year's Ultimate STEM Challenge visit www.bp.com/bpes/ where you will also find 100's of free STEM resources showing how the classroom curriculum links to STEM jobs at BP.

For more information on careers at BP visit our employer profile at www.startprofile.com/bp where you will see what real people do in BP and what skills are needed for success.

To apply for a graduate role, an internship or a school leaver position at BP and to find out even more careers information please see our website www.bp.com/careers



Challenge To Youth 1968-1979



Ultimate STEM Challenge 2013-2018

About the authors



Katy Heidenreich

Katy Heidenreich was educated in Aberdeen, Scotland and holds an Honours Degree in Engineering from Heriot Watt University. She joined the oil & gas industry in 1996 after working for an engineering consultancy. After 15 years with Schlumberger Oilfield Services she joined the industry association Oil & Gas UK, the body which represents the UK's offshore oil and gas industry.

Katy entered industry after realising her passion for science and has worked in a variety of technical and senior management roles. She has also had the opportunity to travel the world with her job. She loves fixing things, especially if they are complex problems! She is passionate about encouraging other girls to realise their career ambitions into STEM subjects and share her experiences of this exciting industry.

In her spare time, Katy enjoys cycling, sailing, hill walking and running. She is married to Ben, and they have two teenage children, Rebecca and Magnus and flat coat retrievers Oscar and Isla.



Oonagh Werngren MBE

Oonagh started working in the oil and gas industry in the 1980's and was one of the first women to work in an offshore environment.

She spent over 36 years working for international oil and gas companies, in locations from London to Paris and Alaska. Oonagh was the first ever female Wells Manager for BP and went on to work for GDF Suez as Head of Developments and Oil & Gas UK as Operations Director.

Oonagh has always been a keen advocate of diversity and inclusion in the work place, mentoring both young men and women as they strive to reach their potential.

Married with 2 sons, Oonagh is currently Commodore of the Colne Yacht Club where she also supports women to achieve their potential in sailing.

Oonagh was awarded an MBE in 2011, for services to the oil and gas industry. She is delighted to have been involved in this project to highlight opportunities for women to excel.



Abbreviations

FPSO	Floating Production, Storage and Offloading Vessel
SPE	Society of Petroleum Engineers
HSE	Health & Safety Executive
OGTAP	Oil and Gas Technical Apprentice Programme
OPITO	Offshore Petroleum Industry Training Organization
ECITB	Engineering Construction Industry Training Board
STEM	Science, Technology, Engineering and Mathematics

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We would like to thank the women featured in this book for agreeing to share their stories and photographs. We haven't been able to include everyone's stories here but we are looking forward to making these available in the future, both online and through future events.

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- 11 Alison Goligher OBE, Executive Chairman at Silixa Ltd
- 12 Lindsey Gordon, Petroleum Engineer, BP
- 13 Nicola Gordon, Board Member in public, private and third sectors; former Shell executive
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to join the oil & gas industry

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