

UPDATE

THE OFFICIAL PUBLICATION OF THE
UTAH PETROLEUM ASSOCIATION

PUB YEAR 3 | ISSUE 1

FUELING UTAH'S GROWTH AND PROSPERITY



**You can move pipe.
You can move earth.
But you need someone
that can move policy.**

When it comes to getting influential lawmakers, regulators, and their staffs to hear you, there's only one way to do it right: hire a Government Affairs Specialist. A Government Affairs Specialist does what many companies and organizations can not. They have the experience necessary to find the best solutions, as well as having essential knowledge about the legislative process, and most importantly, they can access the decision-makers who control the process.

Pia Hoyt is a law firm with a hyper-focus on achieving our client's goals. JT Martin is the Government Affairs Specialist at Pia Hoyt. His wealth of experience includes holding elected office, multiple political appointments, and over 10 years in the energy services field. Mr. Martin's experience combined with the resources of Pia Hoyt will help you meet your policy and regulatory objectives so you can focus on what you do best – producing energy.



To find out if your organization can benefit from a government affairs specialist, contact JT Martin at 801-350-9000.

PIAHOYT
piahoyt.com



TURN UP **PERFORMANCE**

MAINTENANCE • TURNAROUNDS • SAFETY SERVICES

RIGHT PEOPLE + RIGHT TOOLS = EXCEPTIONAL RESULTS

BRINDERSON® **AllSafe**® 

Michael Wolf
714.450.2845
mwolf@aegion.com

Rhett Dixon
360.300.7482
rdixon@aegion.com

Summary

FUELING UTAH'S GROWTH AND PROSPERITY

04. WHO WE ARE

05. PRESIDENT'S MESSAGE RIKKI HRENKO-BROWNING

The development and production of energy have always been politicized, I suppose. I'm a believer that energy is and always has been the essential foundation to our evolution, its role as critical as that of food and shelter.

06. WOMEN STEPPING UP AND FLAGGING THE IRONY OF THE BIDEN ADMINISTRATION

We want to give a shoutout to Utah Gas Corp for holding their first "Women's Offsite" event and recognizing the inherent value of a diverse and balanced team.

08. THE OZONE CHALLENGE

In August, a reporter with the Salt Lake Tribune published a story titled "The EPA said Utah's ozone pollution was harming public health. Industry groups pushed the state to blame China instead."

10. SUMMER FUN, COMMUNITY GIVING AND GETTING BACK TO BUSINESS

It has been a busy end of the summer for UPA and our members. We've been hard at work on providing networking and community engagement opportunities that have been sorely missed over the last year and a half.

14. THANK YOU GOLF SPONSORS

17. BRINDERSON ACHIEVES ZERO RECORDABLE INCIDENTS

Brinderson's focus on safety is demonstrated by developing personnel, systems, and behaviors that promote a safe work environment. This focus is consistent with our values, that extends from senior leadership to each craft person





2021 GOLF TOURNAMENT

18. KICKING OFF "LATCH THE HATCH"

The Wasatch Front isn't alone in facing ozone as our newest air quality challenge. While the drivers and details are different, the Uintah Basin also struggles with a unique wintertime ozone challenge.

19. SAFETY & ENVIRONMENT AWARDS

UPA's inaugural Safety & Environmental Awards are now open for nominations! Head to <https://utahpetroleum.org/awards/> to nominate those who exemplify excellence and leadership in safety and environmental performance.

20. DIVERSITY, BRINGING WOMEN AND MINORITIES INTO THE INDUSTRY

If you are having difficulties hiring, you aren't alone. In 2016, a research report published by the American Petroleum Institute projected a need for 1.9 million new workers to replace retiring workers and accommodate growth.

22. BUSINESS LISTINGS

23. THANK YOU CHAIRMAN'S CIRCLE MEMBERS

25. MEMBER PROFILE

©2021 Utah Petroleum Association (UPA) | The newsLINK Group, LLC. All rights reserved. UPDATE is published four times each year by The newsLINK Group, LLC, for the UPA and is the official publication for this association. The information contained in this publication is intended to provide general information for review, consideration and education. The contents do not constitute legal advice and should not be relied on as such. If you need legal advice or assistance, it is strongly recommended that you contact an attorney as to your circumstances. The statements and opinions expressed in this publication are those of the individual authors and do not necessarily represent the views of the UPA, its board of directors, or the publisher. Likewise, the appearance of advertisements within this publication does not constitute an endorsement or recommendation of any product or service advertised. The UPDATE is a collective work, and as such, some articles are submitted by authors who are independent of UPA. While UPDATE encourages a first-print policy, in cases where this is not possible, every effort has been made to comply with any known reprint guidelines or restrictions. Content may not be reproduced or reprinted without prior written permission. For further information, please contact the publisher at 855.747.4003.



Who We Are

Mission Statement



The Utah Petroleum Association (UPA) is a Utah-based, statewide petroleum trade association representing companies involved in all aspects of Utah's oil and gas industry. We exist to serve our member companies and advance the responsible development of Utah's natural resources and manufacture of fuels that drive Utah's economy.



Executive Committee

Josh Jemente, HollyFrontier (Chair)

Josh Demorrett, ConocoPhillips (Vice Chair)

Blair Blackwell, Chevron

Lauren Brown, XCL Resources

Mike Swanson, Big West Oil

Mike Platz, Silver Eagle Refining

Kristen Lingley, Caerus Oil and Gas

Spencer Kimball, EOG Resources

Brad Shafer, Marathon Petroleum

Macey Wallace, Ovintiv

Cameron Cuch, CH4-Finley

UPA Administrative Staff & Office

 **Rikki Hrenko-Browning**, *President*

 **Jennette King**, *Administrative Assistant*



President's Message

Rikki Hrenko-Browning

“—

I am emboldened by the goals of ensuring reliable and affordable energy for all while also being good stewards. And I am optimistic that our industry will rise to deliver on the challenges ahead.

—”

The development and production of energy have always been politicized, I suppose. I'm a believer that energy is and always has been the essential foundation to our evolution, its role as critical as that of food and shelter. However, the hows, whys and wheres of energy development are worthwhile points of discussion, and the nuances of those conversations matter, especially to those most directly impacted by the decisions made.

The current debate about energy development is also about that. Sort of. But instead of a scalpel, the tool of choice feels more like a sledgehammer. Conversations about energy policy at the federal level seem to focus on a wholesale, fundamental shift in how we generate energy on a societal scale, yet look only within our borders. We can disagree about where we're going and the best path that will ultimately lead us there, but any belief that asserts we can transform our energy mix overnight or that we can silo ourselves off from free markets and globalization is foolhardy. And frustratingly, there's something conspicuous by its notable absence in this debate: the real, actual impacts on everyday citizens.

No matter your political ideology, we should acknowledge that we all need reliable energy, and we need it at a reasonable price. We also need to be good stewards of the environment we are borrowing from our children. Neither statement feels like a radical thing to assert, yet in the current climate, such assertions feel divorced from the posture we frequently hear because the realities of our current way of life are either overlooked or outright ignored. These two statements are also not mutually exclusive; we can and do achieve both. The world demands electricity, and a large portion of the populace insists that an increasing amount of the world's energy needs be electrified. Virtually everything we do requires electricity, from the rote task of charging our smartphones to the fundamental need to heat our homes to the modern medical services and devices we take for granted and where the developing world is leaping. Where do we obtain the sources that generate the needed electricity? What are the very real impacts of those choices on everyday citizens?

Before you venture an answer to that, a look at what's happening in Europe proves illuminating. A recent article in Bloomberg

(<https://www.bloomberg.com/news/articles/2021-10-05/global-energy-crisis-is-the-first-of-many-in-the-clean-power-era>) articulates the problem facing a hasty energy transition with the following ominous sentences:

"The shortages jolting natural gas and electricity markets from the U.K. to China are unfolding just as demand roars back from the pandemic. But the planet has faced volatile energy markets and supply squeezes for decades. What's different now is that the richest economies are also undergoing one of the most ambitious overhauls of their power systems since the dawn of the electric age – with no easy way to store the energy generated from renewable sources."

"The transition to cleaner energy is designed to make those systems more resilient, not less. But the actual switch will take decades, during which the world will still rely on fossil fuels even as major producers are now drastically shifting their output strategies."

As the realities of an ambitious energy transition settle upon elected officials, I choose to be optimistic. Our actions must focus upon that which we can control. And in Utah, our industry is energized, pardon the pun. Looking forward, you'll see an industry ready to meet the demand of a public emerging from a pandemic, environmental and efficiency innovations from our membership, and increased production across the board.

Utah's natural gas and oil industry is one of problem solvers, of those who take action and of those who work tirelessly to ensure every Utahn has the power they need to heat their homes, cook their food, drive their vehicles, and live the lives they want to live. We are blessed with abundant natural resources, supportive elected officials, and some of the brightest and most innovative minds, constantly advancing how to safely, reliably, and affordably develop the energy we need.

I am proud of the work our members do. I am emboldened by the goals of ensuring reliable and affordable energy for all while also being good stewards. And I am optimistic that our industry will rise to deliver on the challenges ahead. Thank you for being a part of it. Enjoy the issue. ♡



Women Stepping Up and Flagging the Irony of the Biden Administration

We want to give a shoutout to Utah Gas Corp for holding their first “Women’s Offsite” event and recognizing the inherent value of a diverse and balanced team. UPA President Rikki Hrenko-Browning and the Executive Director of West Slope Colorado Oil & Gas Association, Chelsea Miera, teamed up to talk to the women about female leadership in the energy industry.

This was Rikki and Chelsea’s second recent collaboration. In July, they jointly penned an Op-Ed in the Salt Lake Tribune, pointing out the irony of President Biden contradicting his own stated goals of buying American while calling on Russia and OPEC to produce more oil in order to stabilize U.S. gasoline prices. Why the administration seeks to stifle development of domestic oil and natural gas development which not only helps to keep costs down for consumers, but has the added benefit of fortifying the economy and providing robust jobs in Utah and Western Colorado remains a mystery. Even more perplexing is the stated desire for other countries to increase production, knowing no country on earth produces the resources we so obviously need

cleaner, more responsibly, or with more environmental protections than the United States. The irony is clear.

To read the Op-Ed please visit: <https://www.sltrib.com/opinion/commentary/2021/07/22/rikki-hrenko-browning/>.

Rikki Hrenko Browning is the president of Utah Petroleum Association.

Chelsea Miera is the executive director of West Slope Colorado Oil & Gas Association.

Ad space available.



Don't Think Big.
Think Giant!



It's your time to grow.

To advertise in this magazine, contact us today.

801.676.9722 | 855.747.4003
sales@thenewslinkgroup.com



DELIVERING EQUIPMENT SOLUTIONS

RENTALS | SALES | SERVICE

- Reach Forklifts
- Boom Lifts
- Light Towers
- Welders
- Generators
- Carry Deck Cranes
- Industrial Tool & Much More!

Serving Utah, Wyoming, Idaho, & Nevada

5050 West 150 South, SLC, UT 84104
801.596.2300 | www.mywse.com

Join us for the UPA Lunch & Learn!



All members and non-members are welcome to join us for our free monthly virtual lunch and learn which take place the last Tuesday of the month at noon.

Register on our website at utahpetroleum.org/lunch-and-learn/.

Sponsorship opportunities are also available for a very modest cost.

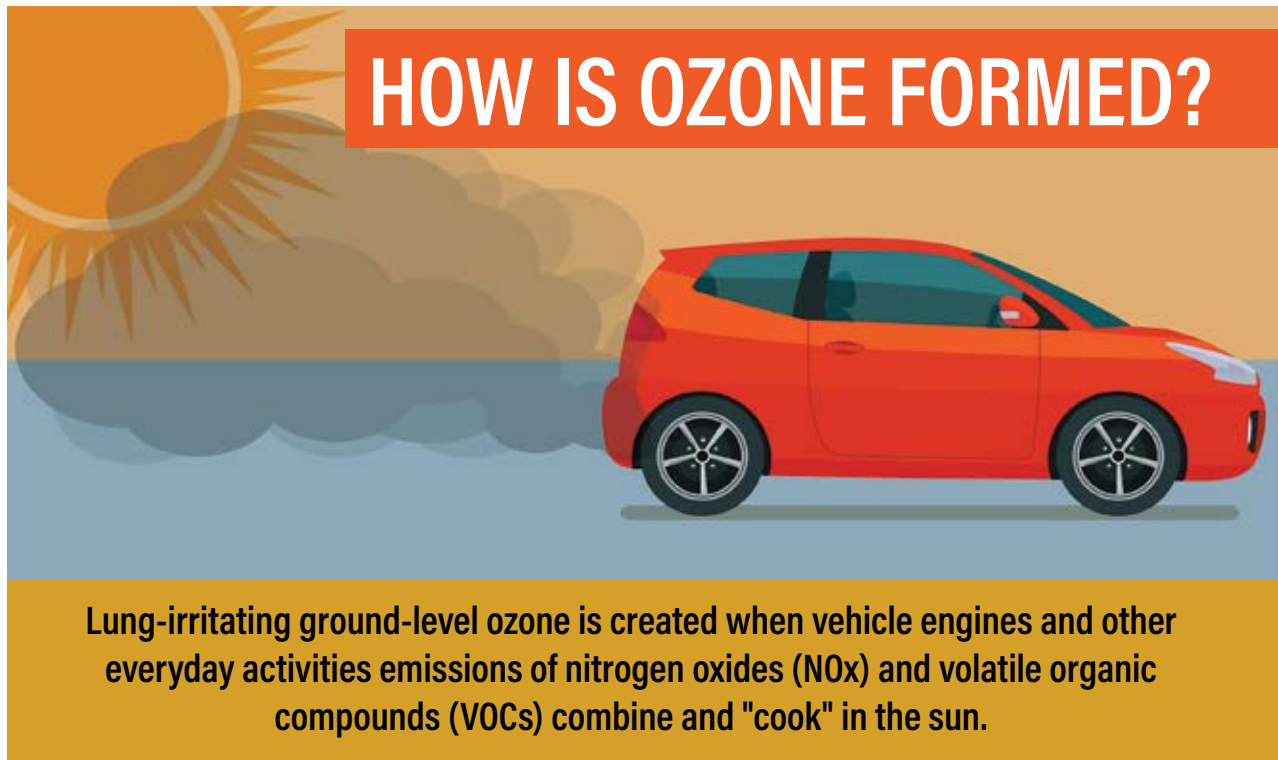


Save The Date



Please plan to join us for our annual meeting on January 13 for skiing, lunch, and an apres-ski reception at Snow Basin. Stay for the 14 for our meeting in Ogden, ranked in the top 20 by Forbes' for "The Best Places for Business and Careers." Mark your calendars, details coming soon!

The Ozone Challenge



In August, a reporter with the Salt Lake Tribune published a story titled *"The EPA said Utah's ozone pollution was harming public health. Industry groups pushed the state to blame China instead."* Read full story here at <https://www.sltrib.com/news/environment/2021/08/25/hijacked-by-polluters/>.

He asked us to participate in the story, and we did. Our business dealings are on the up and up, we have nothing to hide, and you, as our members, supporters, and friends, deserve an organization that is willing to stand up and tell our side of the story proudly and vigorously.

The reporter implied in the story that the Utah Petroleum Association was among a group of industry trade associations attempting to do two things:

1. He implied that we attempted to exert undue influence on state regulators by funding a study that sought to better understand the sources of ozone, presenting the study to state regulators, and then advocating on behalf of its conclusions.

State regulators are under absolutely no obligation to enact what we recommend, but we would be derelict if we didn't weigh in on policy on behalf of our members who stand to be impacted by any proposed policies. I would expect any group with a material interest in the issue to do exactly the same thing, and in fact, they are.

2. He implied that we're attempting to pass the buck on ozone emissions and skirt responsibility for our role in ozone formation.

Nothing could be further from the truth. Everyone should take an honest look at where emissions are coming from and make data-driven decisions. We are an industry of problem solvers who live, work and play in Utah. We have a solid track record of significantly reducing emissions and will continue positively contributing to reducing ozone through Tier 3 gasoline production.

It is interesting then that the very same reporter published an article about a month later vindicating many of our points. In the September 17 issue of the Tribune, a story called "It could take years' to solve ozone pollution on the Wasatch Front, state regulator says" highlighted a number of interesting points. (Review the story here at https://www.sltrib.com/news/2021/09/15/it-could-take-years-solve/?utm_source=Salt+Lake+Tribune&utm_campaign=05faa26141-TopStories091621&utm_medium=email&utm_term=0_dc2415ff28-05faa26141-45511518).

Or, listen to Director Bryce Bird's full testimony to the legislature here <https://le.utah.gov/av/committeeArchive.jsp?mtgID=17770>.





Oil refineries spent around \$450 million over the last decade on a program that reduced their emissions by 40%.

— Dept. of Air Quality Director Bryce Bird



Here are some key quotes from the piece for your easy reference:

- “Only 20% of emissions are from people and originate within Utah, according to the state’s data, and the largest source of those emissions is from vehicles. Restaurants, gas stations, dry cleaners, airplanes and trains also contribute to the problem.”
- “Industrial sources like the oil refineries north of Salt Lake City – the heart of Utah’s ozone exceedance areas – only account for a fraction of overall ozone pollution.”
- “The state has monitored ozone levels since the 1970s, and they have declined significantly over the decades despite a growing population. In the 1980s, Dept. of Air Quality Director Bryce Bird said, the Wasatch Front used to see days that exceeded 120 parts per billion (ppb) of

ozone. Now, the levels in some areas are 77 ppb, a substantial reduction, but one that still violates the most up-to-date EPA standard of 70 ppb.”

- “The oil refineries spent around \$450 million over the last decade on a program that reduced their emissions by 40%,” Bird added.”

This is why we do our work and why it is vital to have active and strong trade associations. A guiding principle of public engagement is: “If you don’t tell your own story, someone else will tell it for you.” We remain vigilant to ensure a complete story is told on every issue concerning our industry, and the above two examples highlight why.

The reality is that we are committed to air quality on both the Wasatch Front and the Uintah Basin, and we continue to support

taking actions to further improve air quality. As Director Bird pointed out, we have already demonstrated that commitment over the past several years by investing hundreds of millions of dollars that have significantly reduced NOx and VOC emissions. We’ve also committed and now delivered on making Tier 3 gasoline. Now, as we shift our focus, we again confirm that we are committed to being part of the solution to solve our ozone challenge. Looking ahead, UPA’s approach to ozone is focused on the data – we firmly believe that all of our actions must be science-based with an expectation that they will be effective toward moving the air quality needle.

We look forward to working together with interests across the state to continue to improve our air quality. 📍

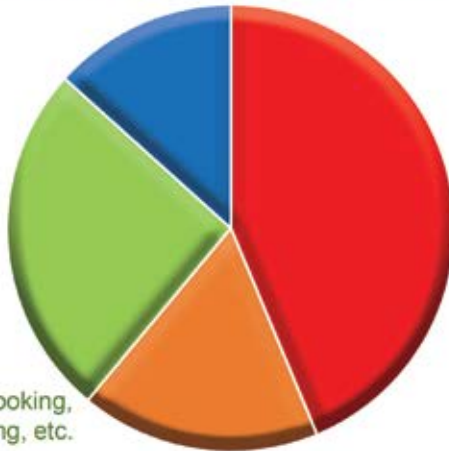
Sources of Utah Man-Made Emissions in the Northern Wasatch Front on an average “ozone season” day.

Point:

- Electric generation
- Petroleum refining
- Other large industry

Area:

- Restaurants
- Auto body
- Painting
- Dry cleaners
- Gas stations
- Commercial
- Small industry
- Residential heating, cooking, hot water, wood-burning, etc.



Over 80% of summer emissions are transported from other states, nations or are naturally occurring

Mobile:

- On-road cars and trucks
- Non-road trains, construction, lawn/garden, airport, etc.

■ On Road Mobile ■ Non-Road Mobile ■ Area Sources ■ Point Sources

Summer Fun, Community Giving and Getting Back to Business

It has been a busy end of the summer for UPA and our members. We've been hard at work on providing networking and community engagement opportunities that have been sorely missed over the last year and a half. On Sept. 9, we hosted our sold-out UPA Oil and Gas Classic Golf Tournament. Thank you to the roughly 500 sponsors and vendors that made it such a fantastic day.

We were also happy to see the Uinta Basin Energy Summit return on Sept. 28 with a great lineup of speakers. We heard about encouraging growth plans from our largest producers, an update on the rail project and natural gas exports, an extremely educational breakdown of what's driving gasoline prices, and UPA hosted a panel focusing on the future of energy. We explored what the "energy transition" may actually mean and what opportunities we have to positively navigate the future as an industry of problem solvers and innovators.

We wrapped up September with our inaugural Shootout Hunger Food Drive campaign and awarded our food drive winner at the UPA Basin Shootout on Sept. 30. We were blown away by the generosity of our members, who donated over 4,200 pounds of food to the Duchesne County Food Pantry. We want to thank all that contributed – Berry Petroleum, Caerus Oil and Gas, Orintiv, Uintah Wax/Finley, and XCL Resources – and we hope to expand participation next year. Third place went to Orintiv at 12.6 pounds per person (a total of 1,646 pounds), second place to Uintah Wax/Finley, who totaled 17 pounds per person (and a whopping 2,242 pounds), our first prize went to XCL who donated 39 pounds per person. In addition to bragging rights, XCL gets to host our amazing food drive trophy for the year before handing it off to next year's winner – take good care of it, team XCL!!

In addition to awarding our food drive winner, we had a great day shooting clays and catching up in the fresh air at our third annual UPA Basin Shootout. Our host, Pleasant Valley Hunting Preserve, donated two grand prizes – a 6-bird, 3-man, half-day hunt. Many thanks to them and to Utah Gas Corp and XCL, who donated shotguns for the second place winners and Caerus for the big Yeti cooler for our third place winners. We were also happy to have Beehive Insurance and Envirocare join us for the day as sponsors. A fun day was had by all, from novices to our sharp-shooting grand prize winners.

We recognize in 2021, profound challenges persist for many. That's why we always seek to give back and are excited to see our shootout hunger food drive grow as an annual event. We are a force for good in Utah, and activities like our food drive and the countless other community-sustaining endeavors our members are committed to are proof positive of that. We will continue to look for opportunities like this and welcome input from the community. 🍌



Uinta Basin Energy Summit

Panelists from left to right are: Kit Pfeiffer, XCL Resources; Matt Anderson, OED; Doug Benevento, Faegre Drinker; Blair Blackwell, Chevron and Rikki Hrenko-Browning.



UPA Shootout Hunger Food Drive Campaign

4,200 pounds of food donated



UPA Shootout Hunger Food Drive Campaign



1st place XCL who donated 39 pounds per person



2nd place Uintah Wax/Finley donated 17 pounds per person



3rd place Ovintiv donated 12.6 pounds/person



2021 Golf Tournament

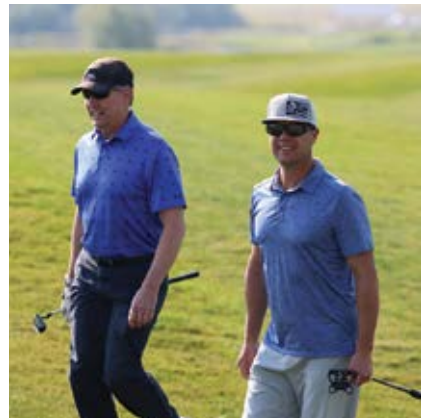
Thank you to everyone who came out to our Oil & Gas Classic Golf Tournament on September 9. We had a lot of fun – it was great to have everyone together! We hope you will join us at our next event. For more info go to utahpetroleum.org/events/.



 **422 Players**



 **3 Golf Courses**



 **5 Gold Sponsors**





 **10 Major Sponsors**



 **10 Diamond Sponsors**



 **34 Platinum Sponsors**



 **34 Silver Sponsors**





Thank You!

Diamond Sponsors



Platinum Sponsors



2021 Golf Tournament Sponsors

Gold Sponsors



Platinum Sponsors



Silver Sponsors



BRINDERSON®

TURN UP
PERFORMANCE
 SAFETY ANNOUNCEMENT



Brinderson Achieves Zero Recordable Incidents

Brinderson achieved 12 months without a recordable incident.

Brinderson's safety excellence is the result of a dedicated team that practices safe behaviors and a strong safety culture.

Of note, Brinderson also received 7 American Fuel and Petrochemical Manufacturers awards for 2020 performance.

These awards recognized zero recordable incidents at:

- Chevron, El Segundo, California
- ExxonMobil, Billings, Montana
- Marathon, Los Angeles, California and Anacortes, Washington
- PBF Energy, Martinez, California
- Phillips 66, Ferndale, Washington and Los Angeles, California

In addition, Brinderson received the 2020 Chevron Gold Award in recognition of achieving zero recordable incidents at the Salt Lake City refinery.

Brinderson's focus on safety is demonstrated by developing personnel, systems, and behaviors that promote a safe work environment. This focus is consistent with our values, that extends from senior leadership to each craft person.

We believe that **ZERO INCIDENTS ARE POSSIBLE.**

Thank you for your support of our safety program.

Kicking off “Latch the Hatch”



The Wasatch Front isn't alone in facing ozone as our newest air quality challenge. While the drivers and details are different, the Uintah Basin also struggles with a unique wintertime ozone challenge. Winter conditions result in temperature inversions “trapping” VOC, NOx, Sulfur, and Particulates. UV light reflecting off snow then reacts with pollutants and results in high levels of ozone.

Again, UPA is proving our commitment to the issue by leading out and kicking off a “Latch the Hatch” Campaign. This collaborative industry effort requires producers and vendors to work together and take responsibility. On Oct. 27, together with several of our basin operators and their gauging and hauling companies we hosted the launch.

Our key message – we need to keep thief hatches closed.

Operators will have the opportunity to sign a commitment statement that requires deploying new consistent signage across the field, contractor education, and a voluntary rollout of technology improvements that focus on alerting operators when hatches have been left open, as well as improved hatches and controls. UBTech has also committed to include the “Latch the Hatch” initiative with their H2S and CDL training programs.

If you have questions about this initiative or wish to lend your support, reach out to Rikki. 💧



UPA's inaugural Safety & Environmental Awards are now open for nominations. Head to <https://utahpetroleum.org/awards/> to nominate those who exemplify excellence and leadership in safety and environmental performance. Winners will be announced at our annual meeting in January. Help us highlight how the industry goes above and beyond! 💧



utahpetroleum.org/awards/

Safety & Environmental Awards

Join us in our effort to highlight industry excellence in leadership for safety and environmental performance. Help us bring to light those that continue to strive for improved results, or have found new and innovative ways to create solutions. We wish to recognize individuals, teams or companies that have shown exemplary work, initiative, and leadership.



Award Categories

Safety Action Award

- Awarded to a person or project team (does not have to be a PSM or HSE professional).
- Relates to PSM or HSE.
- All members are eligible.
- Nominate actions that have resulted in improved safety result or process.
- Describe how they have impacted the likelihood or potential of preventing an accident or incident (health or environmental) through technology implementation, process change, communication/education, or other.

Step Change in Safety Award

- Awarded to a company.
- Encompasses PSM or HSE related topics.
- All member companies are eligible.
- Nominate actions that have resulted in significant process change or organizational culture change, focus on innovation or broader step changes.
- Describe how they have demonstrated a shift whether in participation or sign-up numbers, increased reporting of near misses, or other metrics.

Environmental Leadership Award

- Awarded to a person, project team or company.
- All members are eligible.
- Nominate actions that have resulted in a positive measurable environmental impact that went above and beyond regulatory requirements.
- Describe how they have applied an innovative technology or process to make environmental improvements.

Fueling Utah's Growth and Prosperity

Diversity, Bringing Women and Minorities into the Industry



If you are having difficulties hiring, you aren't alone. In 2016, a research report published by the American Petroleum Institute projected a need for 1.9 million new workers to replace retiring workers and accommodate growth. Then the pandemic shutdown started in March 2020. Job shortages have gotten increasingly worse since then. Many people predicted that labor shortages would end along with pandemic unemployment benefits in September 2021. That didn't happen. A CNBC Global CFO Council survey for Q3 2021 found that 84% of CFOs globally are struggling to hire employees. At 95%, the U.S. percentage was even higher.

According to a Wall Street Journal story published online Oct. 14, 2021, 4.3 million workers have left the job market, possibly for good, despite more than 10 million job openings. It is the biggest drop since World War II or longer. When the Wall Street Journal surveyed 52 economists about the drop, 22 thought the drop would be permanent.

You can't blame it on unemployment benefits, which have expired. But it is probably explained by other factors:

- Population growth has slowed down.
- Many people decided to retire, especially if they were already close to retirement age. This group accounts for approximately half the decline, according to an article by Daniel Bachman for Deloitte.
- Child care and elder care are expensive and hard to find. (Child care affects more people than elder care, but both are factors.) If trusted

friends or family can't help, many parents have opted to have one parent stay home for at least a few years.

- Some people have started businesses.
- Others are waiting for the pandemic to subside more.

According to Erica Groshen in an article for Business Economics, three groups were most likely to be affected by job loss: Hispanics, Blacks and women.

The oil and gas industry faces specific challenges. Oil prices have been strongly affected by many different factors: the pandemic, geopolitical instability, policy changes affecting financial and environmental regulations, supply chains, and the need to improve value by changing portfolios.

Diversity among employees is important in any industry, but it is especially important for companies that struggle to hire skilled employees and increase profits. If you need to fill jobs, but you only look at a subset of the available employees who could fill that job, you will have a harder time hiring than companies that don't limit themselves.

Gender diversity is especially important because there are slightly more women in the U.S. than there are men. Companies that actively hire women have more potential applicants they can consider because they are not automatically eliminating half the entire U.S. population.

That doesn't mean other kinds of diversity don't matter. For example, racial diversity is becoming more important as the U.S. heads toward becoming a minority-majority nation in 2044. Also, civil rights leaders such as Rev. Jesse Jackson and Marc Morial, president of the National Urban League, asked the Interstate Natural Gas Association of America in May 2020 to increase racial and gender representation across the industry at the highest levels. But gender diversity is a good place to start.

Catalyst, a global nonprofit founded in 1962 that is working to improve women's workplace opportunities, reported that women account for 22% of all employees on a global level in the oil and gas industry. Halfway through 2020, the breakdown for women was as follows:

- A scant 1% of oil and gas CEOs were women.
- Only 17% of employees at the senior or executive level were women.
- Entry-level positions were filled by women 22% of the time.

Women are most likely to hold jobs in support functions; think information technology, the legal department and human resources. They are less likely to hold jobs in engineering, manufacturing or research departments.

Many companies have been offering more money to employees. Extra money is nice, but it probably isn't enough if potential employees have heavy family responsibilities to consider. Companies that want to have a competitive hiring edge will also consider offering employees family friendly options:

- Flexible hours
- Work-from-home options
- On-site daycare

Even though family-friendly options are most likely to appeal to women, they will also make the workplace more attractive to men. After all, all employees value their families, and most people welcome ways to balance their work and family responsibilities. You can expect all employees to periodically assess their options and change directions if they don't like what they see. Still, if you have created a work environment that accommodates their personal lives, they will probably reward that accommodation with loyalty and better job performance.

It is also important to ensure that employees with equal qualifications have equal work assignments. Jeff Brady wrote about Stephanie Puckly for NPR in 2017. She received a summer internship at a Texas company that builds offshore oil rigs after her freshman year at the Pennsylvania College of Technology. She spent the summer working in an office instead of welding, and that disappointment was enough for her to change her career path. Her next internship was in the automotive industry instead.

If you are already having difficulty filling positions, you really don't want smart, capable employees to leave the company for better opportunities. But minus a clear career path and exciting work challenges, those are exactly the people you are most likely to lose.



Diversity can do more than solve employee shortages. It can also make a company more insightful, innovative and profitable:

- The Peterson Institute for International Economics has calculated that businesses increase their net profit by 6% when they have women leaders.
- McKinsey's research ranked companies by gender diversity within the executive team. Those in the top 25% were 21% more likely to have above-average profits than those in the bottom 25%. Executive teams that were ethnically and culturally diverse were 33% more likely to have above-average profits.

EY surveyed people within the oil and gas industry, and 94% of the respondents said they thought diversity (in experience and thought) is helpful to solving industry problems. They also said diversity improves companies' performance, financially and otherwise.

But you can't change results without changing whatever causes those results. That means increased diversity can't happen unless it is intentional.

Although many big companies have responded to hiring shortages by offering higher pay and more generous benefits to prospective employees, it hasn't been enough to solve the problem. What else can companies do? They can increase the labor pool size by improving diversity within their companies. That means encouraging more young people, especially women, to gain the necessary technical skills from a young age. Companies can create supportive communities by figuring out why they have a gender gap and then closing it. The process involves creating apprenticeships, mentoring and training programs, investing in STEM classes, and giving high-performing women the necessary experiences for a meaningful career.

Most little girls don't dream about the day when they can work in the oil and gas industry. But if children who are good at STEM subjects are offered a suggestion or an opportunity, sometimes they will take it. For example, a retired petroleum engineer named Karen Bard originally thought she wanted to go into oceanography. Competition for jobs in that industry was very tight when she was in high school, so she talked to a career counselor, and the counselor suggested petroleum engineering instead. Karen worked as a petroleum engineer in Salt Lake City during the 1980s; later, she worked in South America, Indonesia and Australia. Petroleum engineering gave her a good paycheck and a chance to see the world.

Companies can do a better job of telling women about the potential opportunities of the oil and gas industry and encourage them to begin preparing for those opportunities while they are still small. They can also compete more effectively with other companies and even other industries if they offer a work environment that better accommodates everyone's family responsibilities. 💧

Utah Petroleum Association

Business Listings

We at the Utah Petroleum Association express our appreciation to our members. We encourage you to buy within the industry and do business with your fellow members. We are stronger when we work together!

TURN UP PERFORMANCE

- Maintenance
- Turnarounds
- Safety Services

BRINDERSON AllSafe+

Michael Wolf
714.450.2845
mwolf@aegion.com

Aegion.com

PSE

Trusted engineering. Proven results.

Brent Ventura, P.E. | (801) 943-5555
Pseutah.com

- Repair services
- 24-hr emergency repair
- Reverse engineering
- Balancing
- Field services

Sulzer Pumps Services (US) Inc.
3618 West 1820 South
84104 Salt Lake City, Utah
Phone +1 801 973 9508
charles.bowles@sulzer.com
www.sulzer.com

SULZER

**You can move pipe.
You can move earth.
But you need someone
that can move policy.**

JT Martin 801-350-9000

PIAHOYT
piahozt.com

GEM
AN EVERGREEN NORTH AMERICA COMPANY

www.enais.com

Evergreen North America
INDUSTRIAL SERVICES

**3567 W. Directors Row
Salt Lake City, UT 84104
801.908.5350**

Serving Utah, Wyoming, Idaho, & Nevada

Western States EQUIPMENT

RENTALS | SALES | SERVICE

- Reach Forklifts
- Boom Lifts
- Light Towers
- Welders
- Generators
- Carry Deck Cranes
- Industrial Tool & Much More!

550 West 150 South, SLC, UT 84104
801.596.2300 | www.mywise.com

Interact with Content on a deeper, more meaningful level.

To participate in the Business Listings or advertise in this publication, please contact us today.

THE NEWSLINK group 801.676.9722 | 855.747.4003
sales@thenewslinkgroup.com

Thank You

Chairman's Circle Members



Big West Oil is committed to be a top-tier refiner, marketer, and employer in the Rocky Mountain Region, focused on building lasting value through operational excellence, continuous improvement, and pursuit of internal and external growth opportunities.

We will accomplish this by embracing the following value statements: Integrity and Responsibility, People and Community, Relationships with Partners, Performance and Continuous Improvement.



CH4 Energy-Finley explores and produces oil and gas. The Company offers natural gas, crude oil, and other related products. CH4 Energy-Finley serves customers throughout the United States.



Chevron's success is driven by our people and their commitment to getting the results the right way — by operating responsibly, executing with excellence, applying innovative technologies and capturing new opportunities for profitable growth.

Our company's foundation is built on our values, which distinguish us and guide our actions to deliver results. We conduct our business in a socially responsible and ethical manner, protect people and the environment, support universal human rights, and benefit the communities where we work.



ConocoPhillips is the world's largest independent E&P company based on proved reserves and production of liquids and natural gas.

We explore for, develop and produce crude oil and natural gas globally with a relentless focus on safety and environmental stewardship.

To learn more, visit conocophillips.com.



Ovintiv is a leading North American resource play company focused on oil and natural gas production, growing its strong multi-basin portfolio and increasing shareholder value and profitability. By partnering with employees, community organizations and local businesses, Ovintiv contributes to the strength and sustainability of the communities where it operates. Our strategy is built on four Pillars — top tier assets; market fundamentals; capital allocation; and operational excellence — which are critical to our business success.



EOG Resources, Inc. is one of the largest crude oil and natural gas exploration and production companies in the United States with proven reserves in the United States, Trinidad and China. EOG's business strategy is to maximize the rate of return on investment of capital by controlling operating and capital costs and maximizing reserve recoveries. EOG strives to maintain the lowest possible operating cost structure that is consistent with prudent and safe operations.



HollyFrontier Corporation, headquartered in Dallas, TX, is an independent petroleum refiner and marketer that produces high value light products such as gasoline, diesel fuel, jet fuel and other specialty products.

HollyFrontier owns and operates refineries located in KS, OK, NM, WY and UT and markets its refined products principally in the southwest U.S., the Rocky Mountains extending into the Pacific Northwest and in neighboring plains states. HollyFrontier produces base oils and other specialized lubricants in the U.S., Canada and the Netherlands, and exports products to more than 80 countries.



Marathon Petroleum Company is in the business of creating value for our shareholders through the quality products and services we provide for our customers. We strongly believe how we conduct our business is just as integral to our performance. As a result, we strive to always act responsibly with those who work for us, with those business partners who work with us, and in every community where we operate.



We are focused on creating a stable and scalable operating platform that will have "staying power" in an industry that is volatile, unpredictable and subject to rapid changes.



Silver Eagle endeavors to be a good corporate neighbor, by assisting in positive ways with the Woods Cross and South Davis communities. Silver Eagle endeavors to work collaboratively with municipality governments, agencies, and private groups to improve the quality of life within the immediate surroundings of our Woods Cross Refinery.



XCL Resources is a private oil and gas company focused on maximizing risk-adjusted returns on assets that require efficient development.

Thank You

Platinum Member



Finley Resources, established in 1997, owns, manages and develops over 3,000 oil and gas properties in eight states. Our primary focus is on acquisition and development with a growing commitment to drilling programs. Our organizational structure is lean and efficient, empowering decision-making throughout all levels of the company. We employ a talented and dedicated staff that brings innovative ideas to our environment daily and we support employee decisions to further enhance their decision-making ability.

Platinum Member



Altamont Energy was established in late 2017 by an experienced team of oil and gas executives to acquire and operate oil and gas properties in the Uinta Basin, Utah. Our main development targets are the prolific Wasatch & Green River stacked formations. Altamont's team members are recognized as industry experts with a reputation for strong ethics, integrity & trust. Our competitive advantage is complemented by our long-established relations with the basin services providers, the local community & strong relationships with the Ute Tribe, and our commercial partners in Utah.

Member Profile

Welcome XCL Resources and Lauren Brown to UPA's Executive Committee. We're excited to have Ms. Brown join our leadership and bring her energy and vision to the Basin.

XCL Resources strives to be the next great resource company with a mission of integrating the right people, culture, technology, and assets to make decisions that maximize returns for all stakeholders. We are a data-driven company – data creates transparency, leads to better discussion, and elevates decision making at all levels. Technology is the critical tool that empowers our people and sets us apart. We are proud to provide reliable and affordable energy to the world while being equally proud of protecting our people, communities, and environment.

XCL entered the Uinta Basin at the end of 2019 and is actively drilling and completing horizontal oil wells. We are focused on safely, efficiently, and ethically growing through large-scale operations. XCL's team spent their careers at some of the top public and private operators of unconventional assets across the Rockies and the country. XCL has an office in Roosevelt, Utah and is headquartered in Houston, Texas. XCL is financially backed by equity commitments from EnCap Investments L.P., Rice Investment Group, private investors and the XCL Resources management team. To learn more, visit xclresources.com.





6905 S. 1300 E. #288
Cottonwood Heights, UT 84047

PRSR STD
U.S. POSTAGE
PAID
SALT LAKE CITY, UT
PERMIT NO. 508

This magazine is designed and published by The newsLINK Group, LLC | 855.747.4003

ONE LAST THING ...

Did you know that you can enjoy your association news anytime, anywhere?

The new online article build-outs allow you to:

- Stay up to date with the latest association news
- Share your favorite articles to social channels
- Email articles to friends or colleagues

There is still a flipping book for those of you who prefer swiping and a downloadable PDF.

Check it out!

Scan the QR code or visit:
update.thenewslinkgroup.org

