

among that demographic, leading to further workforce “leakage.”

While there is not a silver bullet to address the D&I issues in oil and gas, there are some easily implemented initiatives that can help attract and retain talent. To help address these issues, Sodexo, the global food services and facilities management company, recently relocated its E&R (Energy & Resources) headquarters to Houston, commonly referred to as “The Energy Capital of the World.”

Sodexo E&R provides quality-of-life services that make work environments pleasant.

For millennials, a big paycheck is not enough. They place high regard on social impact, the environment, diversity and equality, and corporate social responsibility. They also value individuality, so they have an appreciation for companies that take the extra effort to accommodate their unique needs. In office environments, Sodexo is implementing concierge services that provide car detailing, dry cleaning, haircuts, and other personal services. In man camps, Sodexo is implementing amenities such as 24-hour cafeterias that serve gourmet / healthy meals, entertainment rooms, fitness centers, recreation, retail, and on-site Wi-Fi. Some of the changes that seem minor can be momentous, like uniforms designed to fit women.

Putting its money where its mouth is, Sodexo E&R heavily promotes diversity and inclu-

sion through events and its own best practices. Sodexo (global) is the world’s 19th largest private employer and has committed to having 40 percent women among Senior Leaders by 2025. While considered controversial, manager compensation is directly tied to achieving D&I goals. Today, Sodexo’s Board of Directors is 58 percent women, and Senior Leaders globally stand at 33 percent women. Overall, women make up 55 percent of Sodexo’s 460,000 employees.

Sodexo has been recognized for the 11th consecutive year as a top company for diversity and inclusion by DiversityInc and is one of the first inductees into DiversityInc’s Top 50 Hall of Fame. Sodexo ranks first place / best in class in its industry by Dow Jones Sustainability Indices 15 years running, with leading scores in labor practices, climate strategy, and stakeholder engagement. In 2018, Sodexo received the “Woman Chair Prize” on the European Gender Diversity Index, which recognizes a company with a woman Chair and the best female representation on the Board among the 200 largest companies of the Stoxx Europe 600, and last year was selected by Bloomberg Gender-Equality Index, an honor that distinguishes companies committed to transparency in gender reporting and advancing women’s equality.

D&I is no longer a nicety; it’s a necessity. By creating an inclusive workplace, the oil and gas industry will have access to a larger talent

pool and higher retention rates of key talent, leading to increased profitability and better performances.



Stephanie Hertzog is Sodexo’s CEO of Energy & Resources – North America. She has over 20 years of experience in the energy industry and has spent most of her career in services business, focusing on general management, strategy, and sales and marketing. Stephanie started her career as a Process Engineer at Celanese. She spent several years as an Engagement Manager with McKinsey & Co, a global consulting firm. After McKinsey, she joined PSC, an environmental services firm in need of a turnaround following the company’s second bankruptcy filing, as Senior Vice President of Strategy. After PSC became profitable, she joined Exterran, a publicly held oilfield services company. She held several roles at Exterran as Vice President Sales and Marketing, Vice President Strategy, and Vice President Product Lines. After Exterran, Stephanie was Senior Vice President at Tally Energy Services, a private equity backed oilfield services start-up. Stephanie earned her Bachelor of Science degree in Chemical Engineering from Texas A&M and a Master of Business Administration from Harvard Business School. ☒

DEAL FLOW OF Q2

BY JOSH ROBBINS

After NAPE, everyone gets together, they decide collectively to put their assets on the market. Everyone gets excited that deals are being marketed and put together engineering runs on anything and everything that appears even close to decent. Offers are made, and then...nothing. The seller expectations are not met, and buyers are once again wondering why they put all of this time and effort into getting a potential deal, that was never really “for sale.”

It is a consistent cycle that we’ve seen for a number of years now. Sellers looking at a maximum dollar amount and buyers looking at a minimum, and no one is willing to meet in the middle. As we turned into 2020, there was hope that oil would rise, and we would see some transactions happen that should have happened half a decade ago.

Sellers have to realize that their numbers have to make sense. If you wouldn’t buy

at that sales number, why would anyone else? Real data, showing asset value in today’s market is what people are using. So selling based off of theory or an increased “potential” will never transact.

I talk a bunch about off-market deals because I live in that part of the A & D market every day. I see when sellers come together with buyers and talk through the reasons behind the numbers. I see buy groups actively try to meet and understand seller’s figures and communicate continuously when things don’t add up.

This continuous interaction is the only way deals are getting done. With an openness and willingness to transact at numbers that can be managed, understood and valued. Until that is the norm, the industry is going to continue to cycle out deals that aren’t transacted on. ☒



Josh Robbins