<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Who We Are</strong></td>
<td><strong>360° Project Resourcing Solutions - Attraction, Placement &amp; Retention</strong>&lt;br&gt;Full project resourcing solutions</td>
</tr>
<tr>
<td><strong>Scottish Based Recruiter Supplying Leading Global Brands</strong></td>
<td>With our roots in Scotland, Ten Live operate across the UK, MENA, Asia Pacific, Africa, North America, Brazil, and Australia</td>
</tr>
<tr>
<td><strong>Access To A Global Pool Of Highly-skilled Oil &amp; Gas Personnel</strong></td>
<td>From senior executives, project managers, senior engineers to assemblers, technical trades and supply chain operatives. From other sectors with the transferrable skills &amp; experience which can be easily integrated into oil &amp; gas roles</td>
</tr>
<tr>
<td><strong>Over 40 Years Combined Recruitment Industry Experience</strong></td>
<td>The right expertise and the commitment to work together with the oil &amp; gas industry in the U.S. to find the right recruitment and retention solutions to ensure success for you</td>
</tr>
<tr>
<td><strong>Expert Knowledge Of The Oil &amp; Gas Market</strong></td>
<td>Follow us on our LinkedIn company page &amp; read our whitepapers to keep up-to-date with the latest oil &amp; gas, resourcing and skills sector news in the U.S. and globally</td>
</tr>
<tr>
<td><strong>Excellence In Customer Service</strong></td>
<td>100% excellence in external client service audits</td>
</tr>
<tr>
<td><strong>Award-Winning</strong></td>
<td>Officially One Of The Top 90 Companies In Scotland</td>
</tr>
</tbody>
</table>
**How We Work – How We Attract & Retain The Best Oil & Gas Employees For Your Business**

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**Strategy Management**
We will work with you to understand your business & resourcing needs. We will create a bespoke strategy to resolve your skills gaps & shortages ensuring we maximise profitability for your business.

**Talent Management**
Whether permanent, temporary or full project teams we will attract and place the right people with the right skills to meet your business needs.

**Contract Management**
We provide a full, daily contract management service including in-house payroll, backed by our ISO-accredited quality management systems.

**Retention - Engage© Programme**
Post-placement we will continue to work with you to develop strategies to retain your best staff.

**360° Resource Solutions For You (Attraction Engagement Retention)**

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Note: See Appendix 1 For Further Information

**Our commitment to you** doesn’t just stop at sourcing and engaging the right people for your business.

**Our commitment to you** continues once your new employees have joined your company. We go to great lengths to ensure your new employees settle well and we will continue to support and motivate your new employees once they are in their new post. Our client staff retention programme, Engage®, is all part of the excellent 360° resourcing package that Ten Live provides you.

**Examples of the types of services we provide our Oil & Gas clients through our client staff retention programme, Engage©:**

- Regular telephone & e-mail follow-up contact with new employees post-placement
- On-site employee workshops & conferences on new legislation/compliance updates
- Ongoing employee coaching & training
- Ongoing relocation assistance & support
- Visa management
- Contractor management services incl. payroll services
- Whitepapers on key recruitment & retention issues
- Employee surveys
- Client retention strategy development
The great shift change/losing as much as 50-80% of their retirement-industry terms underway and new planned projects challenge for the industry will be sourcing enough eligible employees in the next five years with many large oil & gas employers at risk of to meet their employment needs. All alike will struggle to find enough highly skilled workers skills and domestic oil & gas and power companies meet this goal. New technologies will also require new developed for exploration, extraction and refining to the U.S. by 2040. Regulations, security, immigration & visa issues economic instability, environmental concerns, safety shortages as their main concern shows that 40% of U.S. oil & gas employers cite the in the U.S. oil & gas industry in 2014. Crisis-point & remains the No.1 concern of employers in the U.S. oil & gas industry in 2014. A 2014 survey shows that 40% of U.S. oil & gas employers cite the skills shortages as their main concern, higher than economic instability, environmental concerns, safety regulations, security, immigration & visa issues. Shale gas production is forecast to increase by 44% in the U.S. by 2040, along with the goal of self-sufficiency and a host of new technologies have been developed for exploration, extraction and refining to meet this goal. New technologies will also require new skills and domestic oil & gas and power companies alike will struggle to find enough highly skilled workers to meet their employment needs. With many large oil & gas employers at risk of losing as much as 50-80% of their retirement-eligible employees in the next five years, the key challenge for the industry will be sourcing enough (younger) skilled workers to execute projects already underway and new planned projects – what the industry terms ‘the great shift change/the great crew change’ - between 40% and 80% of those in technical and engineering positions could leave in the next 5 years as they near retirement age. As companies look ahead to the ‘great shift change’, controlling fixed costs for projects, including wages, will become increasingly important for the U.S. oil & gas industry. U.S. oil & gas companies will now have to target the new Generation Y (Gen Y), those born between 1983 and 1995 which represent a significant and increasing % of the global labour market. Other skills which will also be in short supply - plant managers, geoscientists, upstream product managers, finance managers, sales, traders, marine shippers, senior technical safety engineers with a strong chemical process background and E&P. The technical skills gap is a critical problem, but leadership, management and supervisor skills are also noted as being in short supply. Shale gas companies in particular, have been struggling to source reservoir, drilling, completions and production engineering talent and there is also a need for management level roles, with Vice President of Engineering or Operations being advertised regularly and the candidate market being very fluid at this senior level.

Current Hot Topics – Attracting, Recruiting & Retaining Staff – U.S. Oil & Gas Sector

Skills Gap – ‘The Great Shift Change’

In 2014 the U.S. oil & gas industry is at last emerging from years of volatility prompted by the global financial crisis and subsequent recession. U.S. oil and gas reserves each increased by 9% in 2013 with oil prices remaining strong and natural gas prices showing improvement – “the promising oil and natural gas reserves and profit increases are certainly signs that the industry is enjoying more stability than it has in recent years”.

However, one thing that is not recovering is the global oil & gas skills shortage which is now reaching crisis-point & remains the No.1 concern of employers in the U.S. oil & gas industry in 2014. A 2014 survey shows that 40% of U.S. oil & gas employers cite the skills shortages as their main concern, higher than economic instability, environmental concerns, safety regulations, security, immigration & visa issues.

Shale gas production is forecast to increase by 44% in the U.S. by 2040, along with the goal of self-sufficiency and a host of new technologies have been developed for exploration, extraction and refining to meet this goal. New technologies will also require new skills and domestic oil & gas and power companies alike will struggle to find enough highly skilled workers to meet their employment needs.

With many large oil & gas employers at risk of losing as much as 50-80% of their retirement-eligible employees in the next five years, the key challenge for the industry will be sourcing enough (younger) skilled workers to execute projects already underway and new planned projects – what the industry terms ‘the great shift change/the great crew change’ - between 40% and 80% of those in technical and engineering positions could leave in the next 5 years as they near retirement age. As companies look ahead to the ‘great shift change’, controlling fixed costs for projects, including wages, will become increasingly important for the U.S. oil & gas industry. U.S. oil & gas companies will now have to target the new Generation Y (Gen Y), those born between 1983 and 1995 which represent a significant and increasing % of the global labour market.

Key Areas of Skills Shortages

In the petroleum engineering sector employment in expected to grow 26% by 2022 with the shortage of experienced, new petroleum engineers and plant/operations engineers expected to be the most acute during the next 5 years – more than double the rate of all skills shortages and nearly triple the rate of all engineers.

Other skills which will also be in short supply - plant managers, geoscientists, upstream product managers, finance managers, sales, traders, marine shippers, senior technical safety engineers with a strong chemical process background and E&P.

The technical skills gap is a critical problem, but leadership, management and supervisor skills are also noted as being in short supply.

Shale gas companies in particular, have been struggling to source reservoir, drilling, completions and production engineering talent and there is also a need for management level roles, with Vice President of Engineering or Operations being advertised regularly and the candidate market being very fluid at this senior level.

Solutions to the U.S. Oil & Gas Skills Gap

The U.S. oil & gas industry cannot “poach” its way out of the talent shortage - New ways of building, recruiting, developing & retaining necessary talent are required

A 2014 report on U.S. oil & gas claims that as the industry’s experts—the ‘baby boomers’ - retire, many companies are planning to buy their way out of the problem, instead of trying to develop more workers with the key skills to replace them - nearly 50% of the companies surveyed indicated that they plan to rely on their ability to “steal and poach” to fill their job openings.

The report goes on to say that this industry-wide strategy of ‘poaching from the competition’ is simply not viable or sustainable as a 5-year forecast shows a shortage of 300,000 to 500,000 workers worldwide in 8 critical areas including geosciences, petroleum engineering and plant management – put simply “There won’t be enough to poach” - “a more strategic approach to both talent acquisition and workforce management that focuses on innovation and execution is required for those oil and gas industry members who hope to become leaders and separate themselves from the competition”.

Companies will need to be adopt some fundamental shift in strategy to expand their pool of available workers, whether;

1. Fundamentally changing staffing models e.g. Workforce analysis and planning are needed to manage industry growth opportunities. Talent sourcing and development strategies need to be developed that aim to build an adequate supply of required talent, enhance the skills and capabilities of the company’s existing workforce, engage staff and foster commitment and loyalty. These programmes must also address the need to manage cost and risk exposure.

2. Increasing training

3. Employing transferrable skills & recruiting from other sectors

4. Relying more on immigrant labour and contractors, but the long immigration protocol to import talent from (post) recession hit Europe is a barrier

Solutions to the U.S. Oil & Gas Skills Gap – 1. Workforce Analysis & Planning

56% of companies surveyed who say they have a workforce-planning process that identifies gaps, only 27% say their processes also provide solutions to close gaps - “The tendency to simply ‘benchmark’ will not be enough- Oil and gas HR leaders need to lead the way in conducting a deep examination of their own workforces, understanding labour trends in key markets, forecasting talent and skill needs and most importantly building a customized plan of action that will address their very specific talent gaps and opportunities”.

If companies can achieve more effective workplace planning, the survey showed that employers who address the above issues will benefit from;

- Strong ROI potential in increased employee productivity
- Decreased attrition
- Increased production
- Decreased operating expenses

(1)http://m.mrt.com/business/article_a71c3b46-46ff-11e3-9189-001a4bc897a.html?mode=jqm May 2014
Solutions to the U.S. Oil & Gas Skills Gap

2. Training Initiatives

A 14% increase is predicted in U.S. STEM (science, technology, engineering and mathematics) jobs between 2010 and 2020. However relatively few students are opting to study STEM subjects. This represents a major issue for the U.S. oil & gas industry. With at least half of all the experienced engineers in the industry eligible to retire in the next 5-10 years if the trend continues there will not be enough graduates to replace them.

There are some attempts at addressing this issue such as the ‘Educate to Innovate’ initiative between educational establishments and the U.S. Oil & gas industry which is seeking to encourage U.S. students to pursue STEM careers.

3. Transferrable Skills & Recruiting From Other Industries

Some innovative U.S. oil & gas companies are already looking beyond their direct competitors and are recruiting and training workers from other heavy industries and from ex-military;

- Structural engineers and electrical engineers from shipbuilding or infrastructure industries are being heavily recruited with similar skill sets that translate extremely well.

- A number of oil & gas companies have already successfully recruited and hired ex-military veterans with core competencies that are very applicable to the oil & gas sector including work ethic, attention to detail, commitment to task, ability to manage projects, collaborate effectively with others, their experience of working in harsher conditions & work environments.

To be successful in attracting & retaining ex-military, U.S. oil & gas companies should look to create a plan to target 3 key areas: 1. recruitment, 2. onboarding and 3. retention.

1. Recruiting Ex-Military Veterans. U.S. oil & gas companies should participate in ex-military veteran career fairs such as Military.com Career Expos, brand their company website ex-military veteran friendly and post positions on ex-military websites such as recruitmilitary.com, veteranstoenergy.com

2. Onboarding – Ex-Military Veterans

Once an employer has hired a military veteran, the onboarding process is very critical. Sometimes, shifting from a military career to a private sector career can be challenging. This adjustment can be eased with an effective onboarding process that includes a coach or mentor (someone with a military background if possible and a training and development plan)

3. Retention Strategies – Ex-Military Veterans

Once hired and onboarded there needs to be a focus on training and development and a strong relationship with a manager or team leader. According to the “35 Most Valuable Employers for Military”, when asking ex-military veterans what they value most in an employer “they universally cite examples of how their employers view them- not just as military service people, but as individuals”

Chesapeake Energy – Recruiting & Retaining Ex-Military Veterans. Chesapeake Energy are noted for their intentional focus to recruit and train military veterans. On Chesapeake’s career web site, they have a dedicated military career page to focus on veteran recruitment and resources. Chesapeake brands their messaging to military veterans,”At Chesapeake we share your commitment to freedom, and we value the leadership, discipline and unique skills that come from serving in the armed forces.”

(1) http://www.scifl.net/2014/02/11/energy-talent-shortage/
(2) https://oilonline.com/resources/employer/3-key-strategies-hire-and-keep-military-veterans-oil-and-gas/
U.S. Oil & Gas Salaries – Permanent

2013 / 2014

In 2013/2014 on average oil & gas like-for-like permanent salaries fell globally by 1% - a ‘well-needed’ correction after 2 prior years of significant salary increases (1) - average oil & gas salaries globally fell to $81,184 in 2013, down from the previous year of $81,924.

In the U.S. oil & gas salaries in 2013 decreased to 2010 levels as low natural gas prices depressed onshore drilling - in 2013 average local U.S. oil & gas annual salaries were $111,800 and $118,100 for average imported oil & gas annual salaries.

It is worth noting however that oil & gas workers in North America at current rates are still earning more than double the national average salary in the U.S as the industry continues to grow and for now it appears oil & gas companies are aggressively pursuing the next generation of professionals.

With global energy prices set to remain stable, the U.S. forecast to continue to experience good economic growth and U.S. shale gas production forecast to expand at a pace average oil & gas salaries are expected to rise globally by 5% in 2014 (but with wide variations between disciplines and countries) - U.S. oil & gas salaries are set to follow this trend in 2014 (1).

U.S. Petroleum Engineering Salaries by Percentile

Petroleum engineering employment is forecast to grow globally by a rate of 26% by 2022 (more than double the rate of all jobs and nearly triple the rate of all engineers). The top paying industry for petroleum engineering is oil and gas extraction, averaging $161,100 annual salary.

U.S. Petroleum Engineering Salaries By Percentile;

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>$75,000</td>
</tr>
<tr>
<td>25%</td>
<td>$97,900</td>
</tr>
<tr>
<td>50%</td>
<td>$130,300</td>
</tr>
<tr>
<td>75%</td>
<td>$183,500</td>
</tr>
<tr>
<td>90%</td>
<td>$187,200</td>
</tr>
</tbody>
</table>

At the start of their career, the average starting salary for U.S. petroleum engineers will be much closer to the 10th and 25th percentiles. As engineers gain experience and become a manager, they can expect to earn a salary well into the 75th and 90th percentiles. Petroleum engineering starting salaries with a bachelor’s degree pay on average $75,000 -95,000 depending on the company and location. For a petroleum engineer with a master’s degree that is working in the research portion of the industry the compensation can be anywhere between $150,000 and $200,000 annually per year (2).

(2) http://www.hays.com/cs/groups/hays_common/@og/@content/documents/promotionalcontent/hays_529505.pdf
U.S. Oil & Gas Contractor Day Rates
2013 / 2014

In 2013 contractor day rates declined slightly or were largely flat globally.

U.S. contractor day rates for North America in 2013; (1):

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation technician</td>
<td>$440</td>
</tr>
<tr>
<td>Intermediate</td>
<td>$600</td>
</tr>
<tr>
<td>Senior</td>
<td>$660</td>
</tr>
<tr>
<td>Manager/ lead principal</td>
<td>$790</td>
</tr>
<tr>
<td>VP/Director</td>
<td>$930</td>
</tr>
</tbody>
</table>

Contractor day rates are forecast to remain flat or to decline slightly in 2014 globally, including in the U.S.

In the U.S. permanent hiring is on the rise and fewer contractors were engaged with agencies in 2013. Interestingly, in the UK oil & gas sector major companies are already starting to cut contractor day rates;

- The Wood Group has said it will slash the pay rates of 1600 contractors in the UK of those who earn an average of £110,000 a year by 10% in areas like piping engineering. The Wood Group has said that this decision is a necessary one “to control costs to help maximise economic recovery and to safeguard the future of the North Sea.” The company is concerned that the costs of working in the North Sea are spiralling, as oil & gas firms try to ramp up production to meet strong demand for energy (2).

The UK industry body ‘Oil & Gas UK’ is in agreement that pay rates need to be controlled; “Our industry faces competition for people with the right skills and experience to overcome the challenges of production in the UKCS but we must pull out all the stops to ensure that this doesn’t make operating here too expensive”.

Other UK companies are also set to follow the lead of Wood Group;

- Amec confirmed it was reviewing pay rates of onshore and offshore contract personnel based in Aberdeen from June 1, 2014

- Petrofac has also failed to rule out a rates cut, saying that the group reviews the “competitiveness of our remuneration, compensation and benefits packages” on a regular basis.(3)

(1)http://www.hays.com/cs/groups/hays_common/@og/@content/documents/promotionalcontent/hays_929001.pdf
(3) http://www.energyvoice.com/2014/05/service-companies-set-follow-wood-group-psns-lead-rate-cuts/ (May 2014)
Solutions to the U.S. Oil & Gas Skills Gap – Retention Strategies

Additional Benefits

U.S. oil & salaries are almost double the average U.S. salary with an average of $118,800 in 2013. However, higher than average salaries alone will not be sufficient for U.S. oil & gas companies to hang onto their skilled workers in 2014 and beyond.

With the ‘great shift change’ (the baby-boomer generation nearing retirement resulting in the industry losing their core industry experts and having to attract and replace with the new generation Y) – competition for skilled workers will only intensify, not only in the U.S., but across the global oil & gas skills marketplace.

Employee retention strategies, including attractive benefits packages are must-haves in order to attract and retain the best and brightest talent. Bonuses are a key mechanism used for attracting top talent. Globally 43% of oil & gas employees in a 2013 survey received a bonus. However, for the first time in 2013 bonus was not the top additional benefit received by U.S. oil & gas employees.

Healthcare ranked as the top benefit in the U.S. received by U.S. oil & gas employees in 2013 (perhaps in response to the recent ‘Obama Care’ implementation) with bonus coming second.

Benefits received by U.S. Oil & Gas Employees in 2013:

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health plan</td>
<td>39%</td>
</tr>
<tr>
<td>Bonus</td>
<td>36%</td>
</tr>
<tr>
<td>Pension</td>
<td>21%</td>
</tr>
<tr>
<td>Car</td>
<td>16%</td>
</tr>
<tr>
<td>Overtime</td>
<td>10%</td>
</tr>
<tr>
<td>Training</td>
<td>12%</td>
</tr>
<tr>
<td>No benefits</td>
<td>29%</td>
</tr>
</tbody>
</table>

[Attracting & Retaining Generation Y [To] Oil & Gas]

U.S. oil & gas employers will need to start developing alternative strategies [to overcome the difficulties] of how to attract and retain younger talent into the industry, the new Generation Y.

The oil & gas industry in the U.S. (and globally) has a problem of attracting new talent, despite the potential of making a six figure salary. Salary is not enough to fix the labor shortage. Graduates prefer ‘sexier’ careers in IT and technology over industry.

Unlike the baby boomers’ generation where financial reward and gain was a key motivator and retention tool, highly important to the new Generation Y is flexibility, work life balance, respect, and feedback. Generation Y-ers also have a great appreciation for resources such as people and technology with a focus on long-term career development.

Key strategies to attract Generation Y’s;

- Offering Professional development and diverse roles: long-term career development will instill loyalty. Add to that the opportunity to relocate, learn new skills and work with fast moving innovative companies makes oil & gas an attractive employment opportunity.

- Sense of purpose and meaning: Sharing a company’s vision, values and mission to create a strong sense of belonging and loyalty.

- Mentorship: Generation Y wants to be challenged and connected. While a strong sense of autonomy is important to this generation, they want to remain close to experience and leadership. Training, setting performance objectives and performance reviews is important for both attracting and retaining oil & gas employees.

(1) http://www.hays.com/cs/groups/hays_common/@og/@content/documents/promotionalcontent/hays_920901.pdf
(2) http://blog.cowaninternational.com/2013/10/15/canada-oil-and-gas-jobs-how-to-attract-generation-y/
How We Help You Attract & Retain The Right Staff For Your Business

U.S. Oil & Gas companies need to start thinking NOW about how to attract new (Gen Y) staff and how to secure longer-term commitment from your skilled workforce.

Our Engage© programme provides you with the framework to secure that commitment;

Ten Live will work in partnership with you to help you to;

- Source the right people for your business
- Understand the factors that drive your employees’ commitment to staying with your organisation and to finding practical solutions on how to address these factors

Ten Live Can Significantly Improve Your Client Staff Retention, Costs Savings & Benefits To You Through Our Engage© Retention Programme.
Download our whitepaper - 6 Key Techniques To Aid Staff Retention
How We Help You Retain Your Key Staff – Benefits To You, Our Client

- Cost savings/increasing profits using our service
- Employees earn more money
- Flexibility of staff numbers in line with client’s business requirements - they only pay for the skills when they need them - we should make a point that we have people there for years, there is a mixture of long and short term
- Volume campaign management – clients use and pay for the skilled staff only when their business needs them
- Improved client’s staff retention
- Ten Live assist in the management of the contractor workforce

Through Ten Live’s Contractor Engage© Programme Additional Cost Savings Can Be Achieved;

Ten Live’s Contractor Engage© Programme Ten Live has aided many of our client’s staff retention by effectively managing our client’s contractor database and ensuring key skills are retained and are engaged only as and when required by our client
About Ten Live

Ten Live is an international recruitment and resource management company with over 40 years’ combined experience in the recruitment sector, with the expertise and the commitment to work together with the oil & gas industry in the U.S. to find the right recruitment and retention solutions to ensure success.

With our roots in Scotland, Ten Live operate across the United Kingdom, MENA, Asia Pacific, Africa, the USA and Australia, offering a range of specialist recruitment and resource management services in the Oil & Gas, Energy, Telecoms and Logistics industries.

Officially one of the Top 90 companies in Scotland.

have immediate access to a global pool of highly-skilled personnel in oil & gas and from a range of other sectors with the transferrable skills & experience which can be easily integrated into oil & gas in the U.S.

Contact Joanne Telfer, our oil & gas resourcing expert e-mail joanne@tenlivegroup.com or call +441236702007

For the latest up-to-the-minute insights on the oil & gas industry follow Ten Live on Twitter and LinkedIn

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