



Embracing Diversity in a Global Workforce: How Do We Respond to Global Cultural Differences?



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Outline

- Changing international petroleum workforce demographics and the need for skilled labor
- Engaging and developing a globally diverse work force
- Personal Lessons Learned



International Petrotechnical Student Demographics

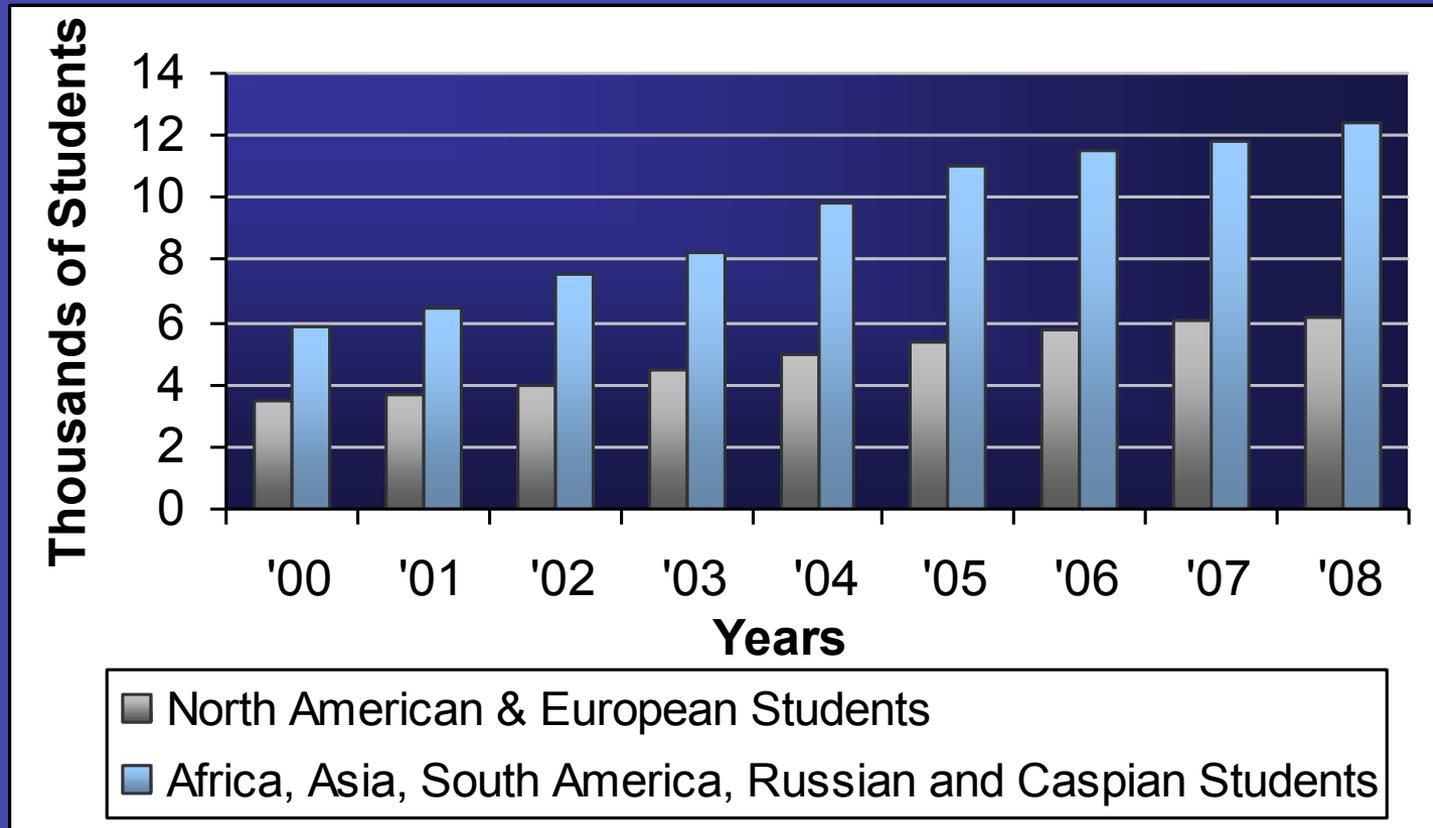
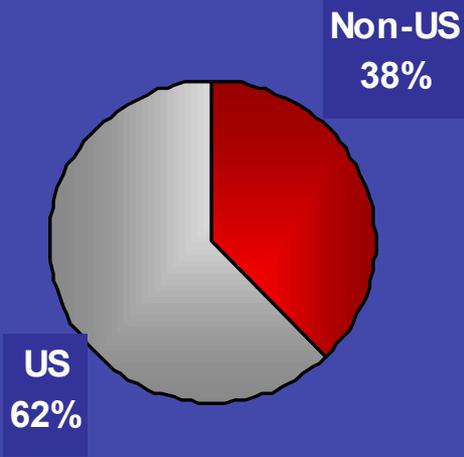


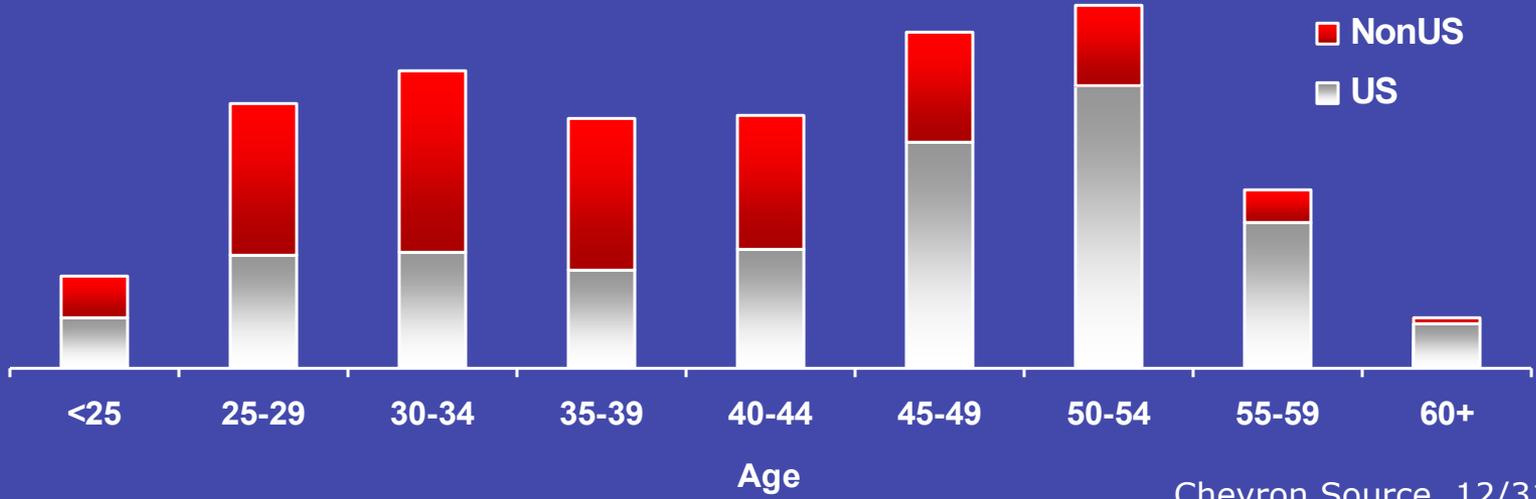
Chart adapted from the **Wall Street Journal**
4 April 08; Data from Schlumberger

This chart does not include China

Chevron Global Upstream & Gas Petrotechnical Staff Demographics



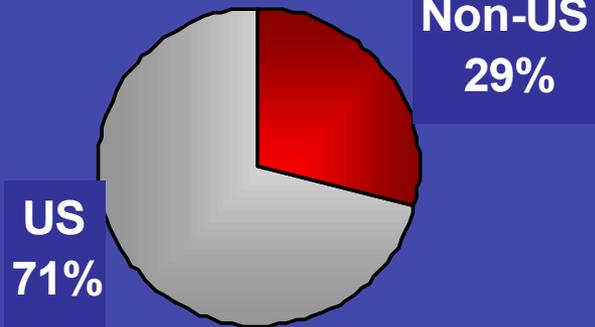
- Non-US Petrotechs are largely from:**
- | | | |
|---------------|-------------|------------|
| Indonesia | Australia | Kuwait |
| Nigeria | Canada | Colombia |
| Great Britain | Argentina | Bangladesh |
| Thailand | Venezuela | Brazil |
| Angola | Philippines | Vietnam |



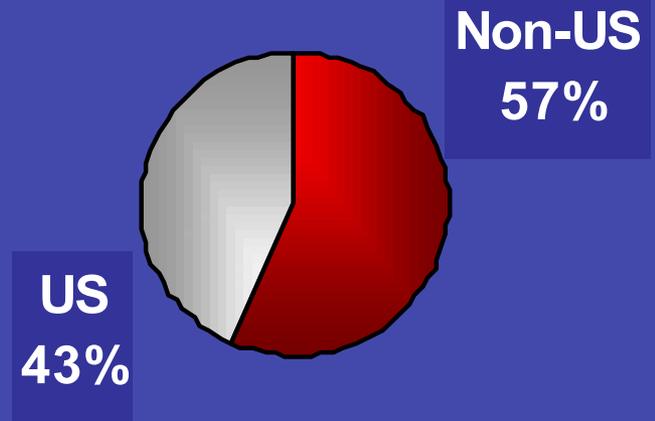
Chevron Source, 12/31/07

Chevron's Overall Workforce

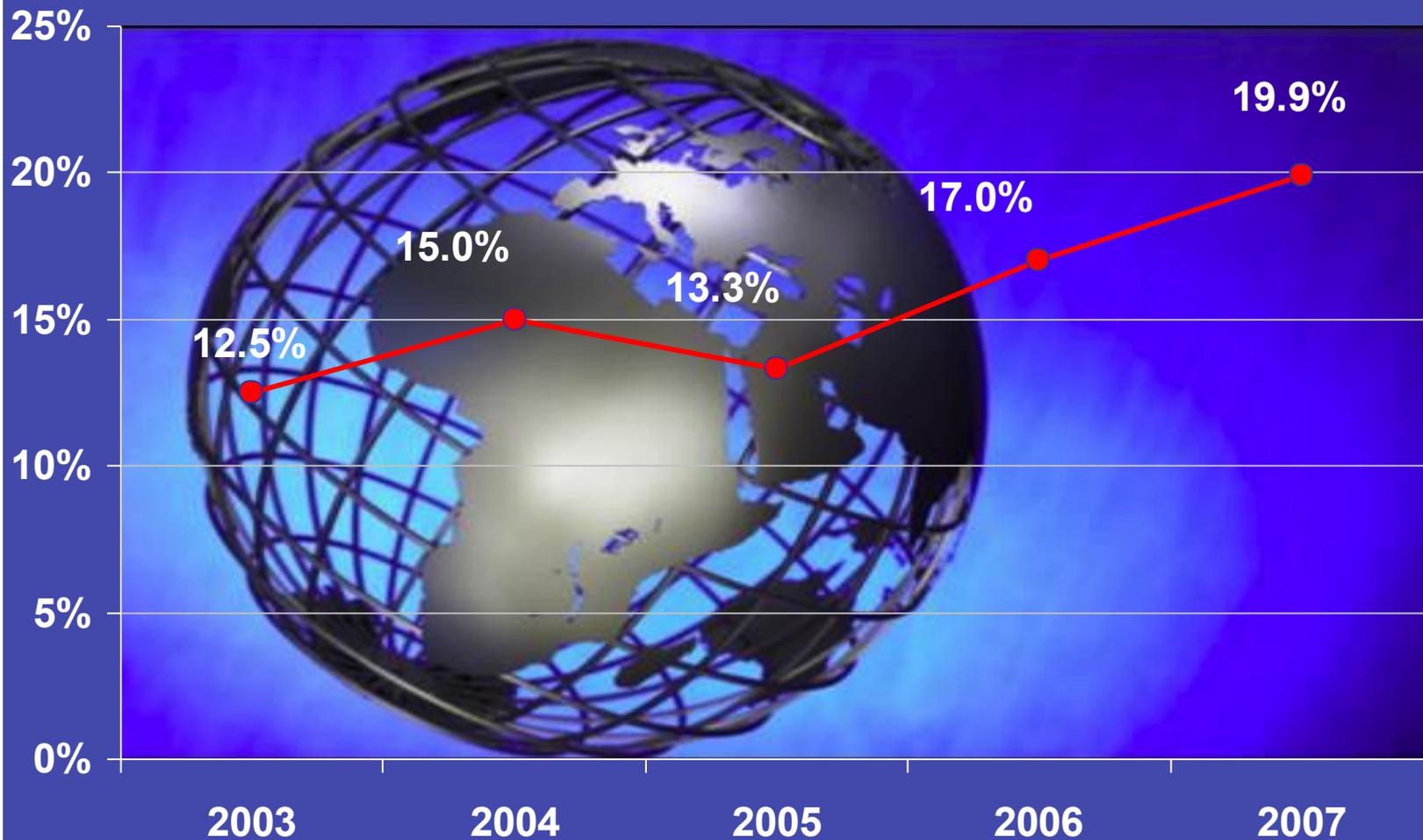
1999



2007 YE



Chevron Internationalization – Percent of overall expatriate population not on US, UK or Canadian payrolls



Chevron source YE 2007

Engaging and developing a culturally diverse work force



Invest in People

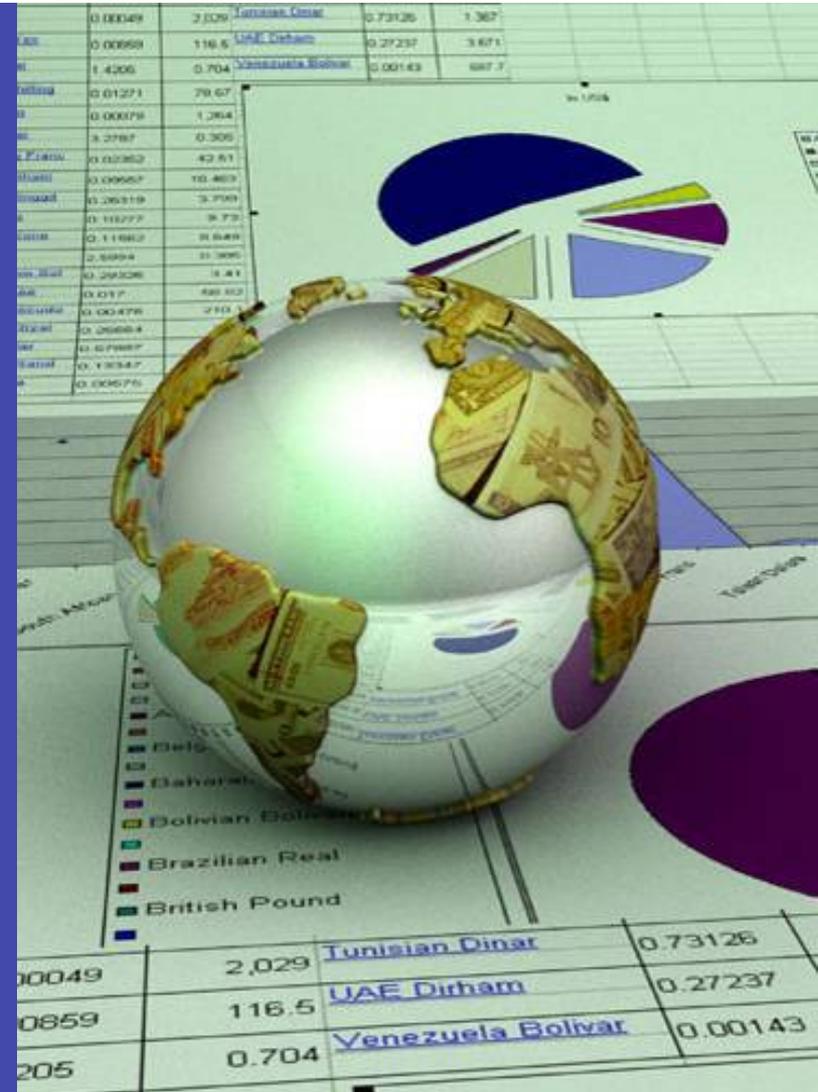
- Attract high performing and diverse talent
- Provide an inclusive place to work
- Respect and understand the unique talents and characteristics of each individual, and leverage skills, ideas, and experiences
- Develop and manage this talent



Diversity as a core value & business strategy at Chevron



- Diversity Networks
 - 5 out of 10 Chevron diversity networks are ethnicity-focused
- Diversity is an integral part of performance planning process
- International University Partnerships with 16+ targeted universities
- Recently opened technology centers in Asia and Europe
- Global Mobile Workforce Development



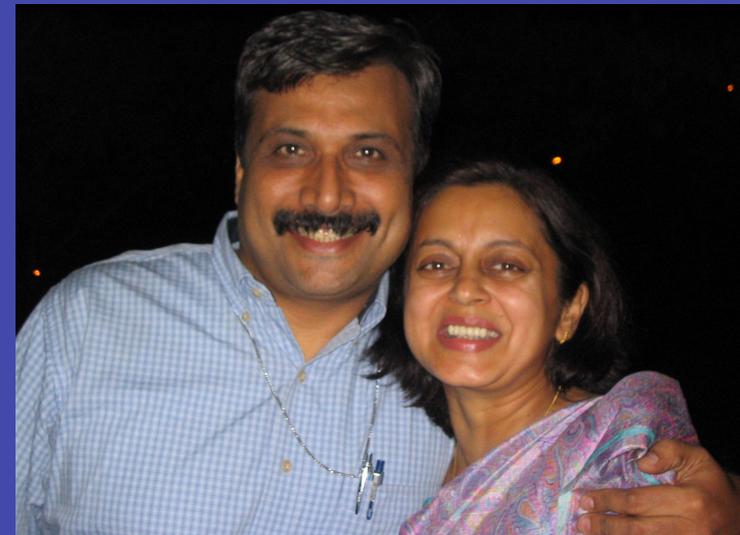
Global Mobile – Personal Perspective

- The overseas student experience as a foundation – India



India Highlights

- Life without phones
- Field work in small villages
- Making bagels and paratha
- Learning about different Indian religions
- Understanding arranged marriage
- Developing life-long friendships



Global Mobile – Personal Perspective

- International life – student vs. professional
- Vietnam - lessons in communication
- Lots of fun



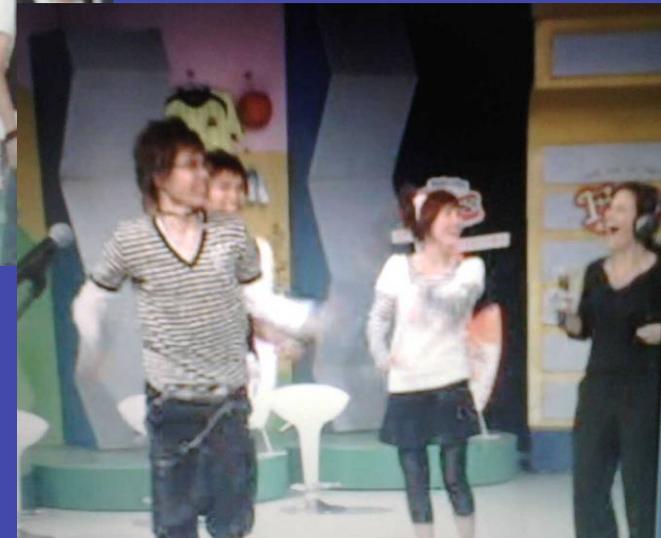
Highlight – Vietnamese Game Show



Highlight – Vietnamese Game Show



They guessed the right song!!!!



Global Cultural Diversity – Lessons Learned

- Explore the unknown, whether in your backyard or across the globe
- Learn another language in your community, even if you only pick up the basics
- Get outside of your comfort zone and take advantage of all that a new place and community has to offer
- Adapt to local norms but maintain your core values
- Listening skills are gold, we can never work on this enough
- Laugh at yourself and embrace all that diversity has to offer



The Onward Journey

- The oil industry is becoming more culturally diverse
- Student and early career opportunities to go overseas foster broad awareness and understanding of global diversity
- Understanding, respecting, and adapting to local norms helps develop harmony in the workplace and leads to an inclusive work environment

