

The HR Portal From Towers Watson

HR Technology — HR Insight Included

Towers Watson's SharePoint HR Portal provides consumer-grade self-sufficiency for world-class HR service delivery, a dramatically improved user experience and lower HR operating costs.

Keep employees informed and engaged. Anytime. Anywhere. With better self-service, communication and fewer clicks.

Towers Watson's HR Portal — built in genuine SharePoint 2010 — gives employees, managers, families, retirees and HR the information they need, when and where they want it.

Break Free — and Control Your Destiny

Our consumer-grade SharePoint HR Portal is a highly personalized “Tier 0” solution with comprehensive HR content, information, apps, links and tools. It enables HR to deliver world-class services 24/7 without technical knowledge or IT support.

Watch your HR service delivery efficiency dramatically improve, support costs drop, and employee satisfaction and engagement rise.

Tier 0 Service Delivery Like Never Before

The HR Portal is your central hub for all HR communication, information and collaboration, including:

- Industry-leading ZeroClick™ LiveSearch™ optimized specifically for HR — makes information fast and easy to find
- Personalized for each user — employees, managers, spouses, retirees — delivering the right HR content, apps and targeted communications
- Social and collaborative — integrated feedback, voting, ranking — providing an interactive, collaborative experience

- Real-time integration and single sign-on to third-party apps, vendor sites and your HRIS — giving you seamless self-service
- Custom graphic design matching your brand
- Seamlessly integrated with all Towers Watson HR solutions

The screenshot displays the myHRPortal interface. At the top, there's a navigation bar with the Bizco logo, a search bar, and the text "myHRPortal". Below this is a secondary navigation bar with links: Home, Pay & Incentives, Health, Career, Retirement & Savings, Work/Life Events, and Extras. The main content area starts with a welcome message "Welcome, Elle Employee! | Profile". On the left, there's a sidebar with sections: APPS (containing askHR, Contact Info, Calendar, Talent Reward, Total Rewards, and 401(k)), RECENTLY VISITED (listing MyPortal Home Page, BenefitConnect, Competencies, and News Archive), and a "Review" button. The main content area features a large banner image of a family, followed by three tiles: MY WORK, MY HEALTH, and RETIREMENT. Below these is a "New Vacation Policy" video player. At the bottom, there's a "Mid-Year Review Process Reminder" section with a 5-star rating and a "Quick Links" sidebar on the right containing links for Tools & Applications, Provider Links, and Resources.

SharePoint Features Available Only From Towers Watson

Our HR Portal is built and preconfigured in genuine SharePoint 2010 with features developed exclusively by Towers Watson that dramatically enhance usability, simplify administration for HR and speed deployment:

- Live search
- Responsive design
- Recently viewed pages
- Popular searches
- Mega-menus
- Content rotators
- Tabbed content web parts

Consumer-Grade Self-Service — Anywhere, on Any Device

Employee, manager and HR self-service has never been this easy. That's because the portal can be accessed on just about any device — PC, tablet, slate and smartphone — at work, at home, on the go, in any time zone or geography — with powerful results:

- Self-service when your employees need it
- Service delivery the way you want it
- Lower costs
- High user satisfaction

Flexible, Convenient and Fast

- Our pre-built HR Portal is four times faster to deploy than custom SharePoint portals.
- Publishing and updating content is as easy as using Microsoft Word® — no technical skills or support from your IT group are needed.
- Roll out globally or phased — it's up to you.
- Hosted in Towers Watson's Private Cloud or onsite in your data center — you get the flexibility you need.

Powerful Add-on Modules

- **Ask HR:** Global HR Service Center and case management module specifically for HR. More powerful than IT help desk apps. Built by HR for HR
- **HR Knowledgebase:** All the information HR service centers need

About Towers Watson

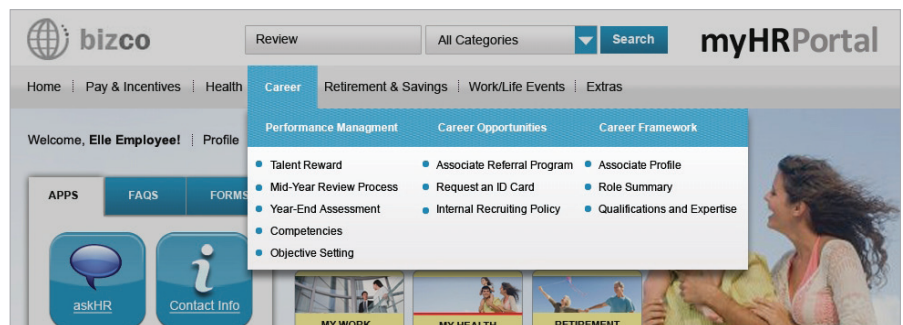
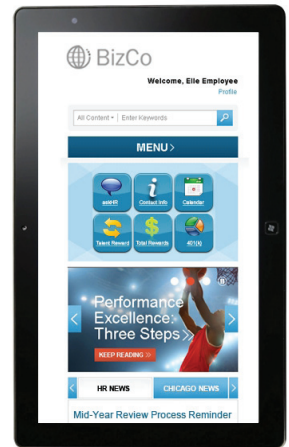
Towers Watson is a leading global professional services company that helps organizations improve performance through effective people, risk and financial management. With 14,000 associates around the world, we offer solutions in the areas of employee benefits, talent management, rewards, and risk and capital management.

- **SPD/Policy Central:** Author, update and publish compliance content, including SPDs and HR policies with the ease of Microsoft Word — yet with automated workflow for reviews, approvals and publishing, and compliance-grade audit and archive features
- **HR4HR:** Global collaboration specifically for the HR function
- **Onboarding:** Making newly hired employees productive, quickly and easily

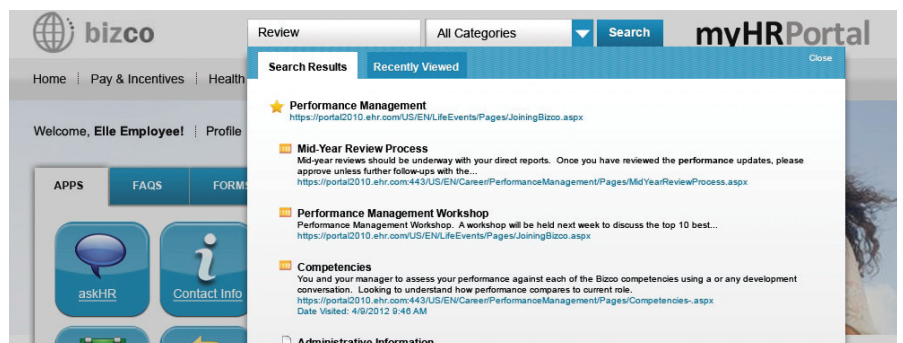
It's as Global as You Are

The HR Portal can be deployed and serviced anywhere you and your employees need to be. It's available in 40 languages. That's because Towers Watson is a global company providing Private Cloud hosting, implementation and support services around the world to meet the needs of companies of all sizes and complexity.

For more information about Towers Watson's HR Portals, please visit towerswatson.com/hrt.



Mega-menu — one click to everything



ZeroClick™ LiveSearch™ results display as you type.

HR technology solutions

Human insight included



TOWERS WATSON



Make One Stop to Put It All Together

Talent Management and Rewards Technology

Thriving in business today means charting a course through volatility. Global economies continue to shift, and organizations face an uneven supply of, and demand for, top talent. This makes effective talent management a critical requirement for success, regardless of your organization's size, industry or global reach.

Savvy companies develop and implement long-term strategies that create a meaningful work experience for their employees, and put in place the supporting technology tools that help deliver this experience — from online performance management systems, to career management portals.

HR service delivery and technology have benefited from this focus due to the technology advances achieved — and investments made — in response to increased market demand for faster, newer and more innovative products. HRSD professionals now have the opportunity to contribute at a strategic level and obtain the proverbial “seat at the table” to help tackle the enduring talent management issues that their organizations need to solve.

Towers Watson is the world leader in strategy, design and execution of talent and reward programs. Now imagine that same expertise applied to the technology solutions that bring those programs to your workforce.

It's a reality called Talent|REWARD®, and it's our proprietary software for delivering programs.

We use our thorough understanding of your business model to work with you to align your reward and talent management strategy and investments with the needs of key talent and employees in pivotal roles. That helps ensure that your people focus on the right actions and behaviors to drive value in the business.

Towers Watson takes you from total rewards strategy, to design, delivery and effective execution by providing best-in-class systems that deliver for your organization — all from one provider.

Our proprietary technology solutions support the complete spectrum of reward and talent management issues, and enable you to realize the full value of your total rewards programs. We provide effective and efficient delivery of your human capital strategies in an integrated, scalable manner.

Our reward and talent management technologies serve hundreds of clients and millions of employees, and are backed by the strength of an organization that has been doing business for more than 130 years.



Make One Stop — With Towers Watson

Towers Watson's leading HR technology solutions come with decades' worth of HR consulting experience and insights. So now is the time to move your organization from plan design and technology implementation to outstanding results.

Go to talentreward.com and discover our HR technology solutions today.



A Look Beyond HR Technology

Our global thought leadership and research examine critical data, surveys and technology issues from every angle and from our perspective, insights and recommendations every day. Thousands of organizations provide input into our research studies each year. Key studies in this area include the following:

- Our HR Service Delivery and Technology Survey is an annual global benchmark of HR program technology and delivery trends and tools, with particular emphasis on talent management technology.
- Our employee surveys help our clients develop meaningful surveys for sustainable change and enhanced performance. We take a tailored approach to survey design that produces measurable results.
- Towers Watson Data Services is a leading provider of compensation, benefit and employment practice information to the global employer community. Our databases are recognized worldwide as the most reliable source of data for compensation planning.

About Towers Watson

Towers Watson is a leading global professional services company that helps organizations improve performance through effective people, risk and financial management. With 14,000 associates around the world, we offer solutions in the areas of employee benefits, talent management, rewards, and risk and capital management.

Introducing the Talent Management Navigator

An evidence-based approach to effective talent management

HR organizations are under mounting pressure to get improved results from their talent — results that create value in the business. But where do you start, and what talent management programs are really going to make a difference? Towers Watson's Talent Management Navigator (TM Navigator) is a simple, powerful tool that will help your organization:

- Assess your talent management programs and practices against leading organizations
- Prioritize changes to ensure you will get the biggest return on investment
- Develop a multiyear road map for sequencing and implementing

What do you need to drive significant, sustainable change beginning now — and well into the future? The TM Navigator is a powerful, evidence-based diagnostic that will:

1. Assess your current TM programs and strategies. Whether emerging, maturing, leading or transforming, TM Navigator will provide a clear snapshot of your existing processes and practices, and their level of effectiveness compared to TM programs and initiatives of best-in-class companies.
2. Generate a road map that begins with where you are today — and guides you toward where your organization can be. How? The assessment helps by articulating your greatest TM opportunities along with specific, prioritized recommendations that you can rapidly adopt to raise the bar on value creation in your organization.
3. Enable HR leadership to foster a common understanding about the value of TM and develop a compelling business case for investment in TM programs and initiatives, including scorecard results that will resonate with business leadership.
4. Help HR leadership educate the business about the strategic importance of TM and facilitate its integration into the HR strategic planning process.

TM Navigator Deliverables

The process is quick and economical — a couple of weeks are all that's needed to apply it to your business.

Process inputs



Talent Management Diagnostic Tool

Brief Survey

30-question survey of HR professionals designed to provide quantitative data on talent management processes

+

Interviews

60- to 90-minute interview with up to six leaders designed to probe capability on the five imperatives

+

Data Request

Short list of documents to see “proof” of the talent management output

Process outputs

Talent Diagnostic Scorecard

Easy-to-read, tri-fold view of diagnostic results

1. Logic-Driven Analytics	2. Segmentation
Getting the numbers right is just the beginning — there has to be an underlying logic guiding analysis	The compromise between rigid standardization and mass customization creates an employment deal with the highest benefit at the right cost
Rating components	Rating components
Maintains accurate and integrated human capital data	Identifies pivotal roles, high potentials and high performers
Collects/mines and analyzes meaningful human capital data with appropriate frequency	Calibrates and reviews segments with appropriate frequency
Tracks progress against a visible, goal-oriented talent scorecard	HR and business understand and communicate value of segmentation to employees
Uses human capital data to drive decision making	Segments talent management programs, as appropriate

Talent Diagnostic Workshop

Half-day workshop to review results, understand best practices in targeted areas and prioritize focus areas

Talent Management Diagnostic Workshop Agenda

- Review Talent Management Diagnostic Results
 - Scorecard
 - Detailed Results
 - Recommendations
- Discuss Leading Practices in Focus Areas
- Prioritize Focus Areas

Talent Management Diagnostic Results

	Recommendations
Logic-driven Analytics • Findings	• Sample recommendation #1 • Sample recommendation #2 • Sample recommendation #3
Segmentation • Findings	
Risk Leverage • Findings	
Integration & Synergy • Findings	
Optimization • Findings	

“The TM Navigator approach helps HR leaders deliver greater strategic impact by helping align critical human capital issues with the relevant business objectives.”

The TM Navigator is a unique diagnostic that shows organizations how effectively they are performing in the most critical evidence-based areas:

- Logic-driven analytics
- Segmentation
- Risk leverage
- Integration and synergy
- Optimization

What's different about the TM Navigator?

Most assessments just analyze individual programs. But the TM Navigator looks at the entire system using evidence-based analytics. Plus, TM Navigator is backed by the innovative thinking and best-in-class case studies from *Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage*. As you engage in the TM Navigator process, you'll be able to compare your organization's TM programs to those implemented by industry leaders like Coca-Cola, PNC Bank, IBM, Deutsche Telekom and more.

How do you know if TM Navigator is right for your business?

The TM Navigator approach helps HR leaders deliver greater strategic impact by helping align critical human capital issues with the relevant business objectives. The approach will help your organization answer “yes” to some of these critical questions about how you are managing talent programs:

- Are your analytics driven by the logic of your business so you can use them to tell stories that lead to action?
- Do the data allow you to identify the unique segments of the workforce and the pivotal roles?
- Do you understand which roles are key to delivering on the organization's promises?
- Do you know where the workforce risks are — and the opportunities to transform your HR practices?
- Is there integration and synergy among various areas of your HR portfolio?
- Do you understand how to optimize investments across different segments of your workforce, programs and processes?
- Do you have the courage to move investment away from nonperforming areas to ones that may present unique opportunities in the future?

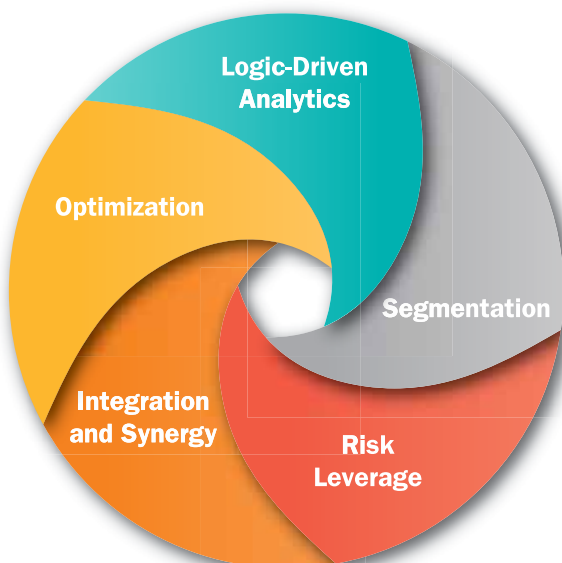
Five Principles of Evidence-Based Change

Logic-driven analytics	Segmentation	Risk leverage	Integration and synergy	Optimization
Defining the talent metrics and scorecard to measure the impact of talent management investments on business performance	Creating a differentiated focus on talent segments	Understanding the full spectrum of HR risk and approaching it with a mindset of leverage (not avoidance)	Realizing the promise of talent management by taking an integrated view across programs, functions and organizations	Managing the deployment of investment dollars to make the biggest difference

About *Transformative HR* and Evidence-Based Change

Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage, by John W. Boudreau and Towers Watson consultant Ravin Jesuthasan, takes the concept of evidence-based change pioneered by the field of medicine a step further by applying it to human capital. Bringing to life powerful lessons learned from Towers Watson clients and research completed over the last 20 years, as well as case studies from 10 different best-in-class organizations, the book presents deep knowledge on the following imperatives:

- **Logic-driven analytics** go beyond mere numbers to tell a compelling story to motivate significant change in leaders, managers and employees alike — and realize value in the whole organization.
- **Segmentation** tells HR where and how much to invest within the workforce according to strategic drivers rather than blanket policies.
- **Risk leverage** presents a big upside that the organization must capitalize on — and the evidence to tell you where.
- **Integration and synergy** are where the evidence points and the organization builds value when you manage all the HR portfolio elements in an interconnected, holistic manner.
- **Optimization** is the sum of the preceding four principles applied to the organization to shift resources to the areas where investment can make the biggest difference.



Want to learn more?

Contact us at towerswatson.com/contact, and ask about Talent Management Navigator.

For more information on *Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage*, please visit transformativehr.com.

Available for purchase at amazon.com and barnesandnoble.com.



EnergySMART®

ERNST & YOUNG

Quality In Everything We Do

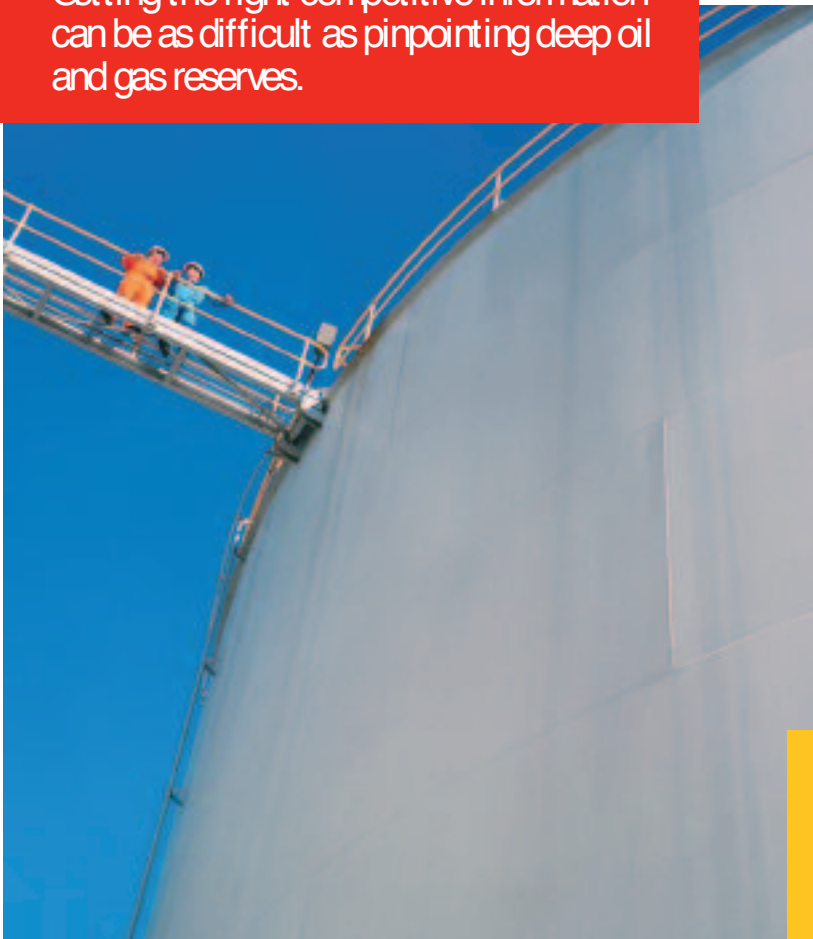
Getting the right competitive information can be as difficult as pinpointing deep oil and gas reserves.

To make sound business decisions, senior planning executives, competitive intelligence groups, and financial analysts need reliable information — everything from market trend reports to data on industry leader performance. Equally critical is getting that information quickly and in a usable format.

The Information You Need . . .

The energy industry is awash in raw data. But what you really need is easy access to highly specific information about energy company operations around the world. *EnergySMART* gives you all that . . . and more: it gives you data you can trust.

Compiled, standardized, and verified by the professionals in *The Ernst & Young Energy Center* in Houston, *EnergySMART* puts 12 years of financial, operating, and performance data on the world's leading oil and gas companies right at your fingertips.



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SCORE Retrieval File
No. I00060

EnergySMART contains performance measures and data elements drawn from annual reports, SEC filings, and other public information sources. Now, you can quickly and easily find information such as:

- | | |
|-------------------------------|---|
| ■ Well and Lease Information | ■ Reserve Characteristics |
| ■ Reserve Information | ■ Shareholder Return and Market Multiples |
| ■ Capital Spending Indicators | ■ Capital Structure and Coverage Ratios |
| ■ Operating Efficiency | ■ Business Segment Performance |
| ■ Funding Costs | ■ Growth in Key Indicators |

Use *EnergySMART* to benchmark your company's performance against competitors or conduct preliminary due diligence on merger or acquisition candidates. Call up performance information and operating efficiency measures that will support your decision-making. You'll find the information sortable and searchable.

...When and Where You Need It

Accessible via the Internet, *EnergySMART* delivers the information you need, exactly when you need it, directly to your desktop.

Get *EnergySMART*

EnergySMART is for qualified users only. To register and see if you are qualified to use this free service, visit ey.com/us/energysmart. Or contact Lisa Romano at (713) 750-1204 or lisa.romano3@ey.com for more information.

Explorations™

The Ernst & Young Annual Thought Leadership Conference for Energy, Chemical and Utility Executives

Today, more than ever, your clients need new ideas — new ways of tackling their toughest challenges.

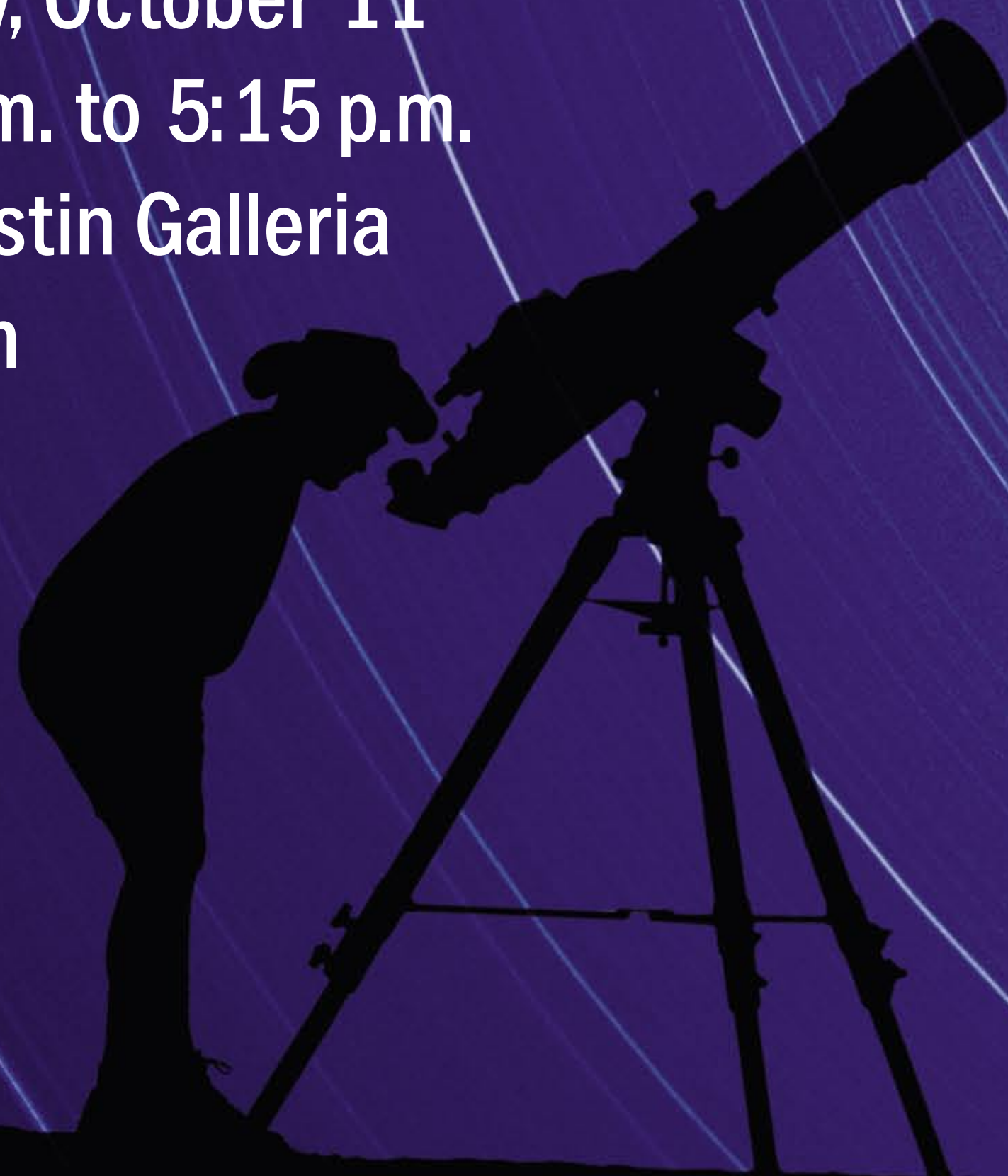
The journey of discovery starts with you.

Invite your clients and colleagues to *Explorations* to:

- Acquire a deeper understanding of today's geopolitical situation from former Secretary of Energy Spencer Abraham
- Hear about successful growth strategies from ExxonMobil General Manager — Corporate Planning Jaime Spellings
- Get a revealing outlook on the political economy from television's premier financial journalist Lou Dobbs
- Find out how energy regulations impact the global market from IPAA Chairman John Walker, API President and CEO Red Cavaney, and FERC Commissioner Nora Brownell
- Gain key insights into restoring investor trust from Ernst & Young Chairman and CEO Jim Turley
- Learn about the challenging terrain of reserve disclosures from Ryder Scott Company CEO and COO Don Roesle
- Look into Houston's future in the new energy world with Michelle Michot Foss, Ph.D., Chief Economist and Center Head, Center for Energy Economics, University of Texas at Austin

To learn more about the agenda and speakers, and to register your clients and prospects, contact Lisa Romano at (713) 750-1204 or visit www.ey.com/us/explorations today.

Tuesday, October 11
8:00 a.m. to 5:15 p.m.
The Westin Galleria
Houston





OIL & GAS

 **ERNST & YOUNG**

Quality In Everything We Do

Proved Developed

Hands-on Solutions for the
Oil and Gas Industry



Talk about unpredictable. From earnings volatility and cost-control and supply chain issues, to acquisition-integration challenges and Sarbanes-Oxley and other regulatory requirements — today's oil and gas companies face tough challenges.

At Ernst & Young, we offer the high-quality services that today's challenging energy environment demands.

We don't just talk to our oil and gas clients about their business challenges. We help you address important issues that arise from them. How? By offering an array of integrated, quality services in assurance, risk, tax, and transactions backed by deep resources, knowledge, and people. And not only do we help you take on key issues, but we assist you in your quest to solve them.

We're hands-on.

A Hands-On Approach for The Oil and Gas Industry



Ernst & Young is a leading assurance and advisory services provider to the oil and gas industry in both the U.S. and around the world. We're a dominant player in international tax services. Domestically, our Exploration and Production practice audits some of the largest integrated oil and gas companies as well as many of the largest independent exploration and production companies. We also provide assurance for companies that represent much of the refining and marketing capacity of the U.S. We are a leader among oilfield service companies as well. Our Energy Risk Management practice provides integrated risk management assurance and advisory services worldwide. Additionally, we provide international tax services to prominent upstream, midstream, and downstream organizations.

Tap into Ernst & Young— The Industry Leader





Vast, Proved- Developed Reserves

By harnessing the knowledge of the Ernst & Young global network of 103,000 people in more than 140 countries around the world, we offer global presence, integrated teams, and powerful industry experience to oil and gas clients.

Worldwide Presence

We deliver the information and advice you need, whenever and wherever you need it. That's because we have such a wide and global footprint. Our industry professionals are located in all the world's key oil and gas trade routes and energy centers including Houston, London, Sydney, Moscow, and Buenos Aires. In addition, our teams have established *The Ernst & Young Energy Center* in Houston to deliver high-quality resources to our global clients. Ernst & Young is a leader in most markets including the Americas, Europe, the Middle East, Africa, and Asia Pacific, providing assurance and advisory services to many international, integrated, and national oil companies.

Integrated Teams

Nothing demonstrates our leadership better than the way our people work together. Our firm hires and trains our professionals to perform successfully as a team, across service lines, globally. Our professionals have a perspective and knowledge of the industry that allows us to achieve integration. Most important, as part of our knowledge-sharing culture, our people share best practices around the world to increase the value of our industry knowledge exponentially.

Deep Industry Experience

We have deep oil and gas industry experience. Supported by more than 160 seasoned energy audit and tax professionals in Houston, including more than 50 partners, the Ernst & Young global energy practices address the challenges that arise in all segments of this competitive industry. Our people serve oil and gas companies exclusively. That's one of the reasons we're a leader in the primary industry segments, offering a balanced global presence in exploration and production, refining and marketing, oil field services, and energy trading and risk management services. Our Energy Risk Management group is a leader in supplying price risk management services ranging from attestation and compliance to risk management infrastructure evaluation and design.



Standing Tall In the Field

We not only have the resources to provide our oil and gas clients with excellent service, but we're also committed to the industry. That's why we've hosted Explorations™, The Annual Ernst & Young Thought Leadership Conference for Energy, Chemical, and Utility Executives. Our conference brings together top industry experts and clients to share their knowledge. We're a major sponsor of the Independent Petroleum Association of American (IPAA) and participate in the Texas Independent Producers and Royalty Owners Association (TIPRO) programs. We also work with the American Petroleum Institute (API) to share knowledge and stay connected.

Committed to Quality

Our commitment to our clients and the industry is matched only by our commitment to Quality. Twenty years ago, Ernst & Young introduced the internal slogan "Quality In Everything We Do." Today it is our tag line and, as a prominent part of our logo, affirms to everyone who sees the Ernst & Young name our goal to provide clients with services of only the highest quality.

Many Tough Issues. One Hands-On Approach.

Whether your concerns include price-risk management and trading controls, business and merger integration, or cost controls and supply chain efficiency, we offer you concrete, practical services. And we can help you put them into practice.

Issues: Internal Controls and Corporate Governance

Stakeholders are more watchful than ever of financial reporting and other governance-related indicators. As a result, companies are straining their resources to meet new internal controls and financial reporting requirements mandated by the Sarbanes-Oxley Act.

Services: Business Risk Services and Investigative & Dispute Services

Our Business Risk Services group helps companies comply with Section 404 requirements of Sarbanes-Oxley and deal with other internal controls issues. Our Investigative & Dispute Services group can help you investigate and quantify control issues and conduct fraud reviews.

Issue: Regulatory Compliance

In addition to financial compliance, oil and gas companies face regulatory requirements related to the production and distribution of products and services. Non-compliance can result in fines, forfeitures and business restrictions, and could damage a company's reputation and brand.

Services: Business Risk Services and Investigative & Dispute Services

Our Business Risk Services professionals review oil and gas companies' business risk profiles and assess internal audit coverage of the risks to help clients preempt compliance issues. The Investigative & Dispute Services team can help clients handle non-compliance situations by providing investigative support and expert witness services in appropriate situations.

Issues: Business and Merger Integration and Portfolio Strategy

Consolidation in the oil and gas industry has created economies of scale and, as a result, cost efficiencies. But these transactions have not always resulted in value growth, which depends on successful post-acquisition integration and, in some cases, portfolio realignment.

Service: Transaction Advisory Services

To help your transactions realize their desired value, our Transaction Advisory Services group provides a range of services including transaction tax advice, and transaction support such as merger and acquisition due diligence.

Issue: International Tax Minimization or Management

Due to their global nature, oil and gas companies require international tax planning to help international operations realize their value.

Service: International Tax Services

Our International Tax Services are a powerful resource for developing cross-border tax plans. Our professionals provide quality tax planning for mergers and acquisitions, capital markets transactions, and transfer pricing. Our Tax professionals are experienced in dealing with both U.S. and host-country tax laws in relation to oil and gas projects, and can tailor international tax plans that help make oil and gas budgets work for your business.

Issues: Cost Controls and Supply Chain Efficiency

Effective cost controls and supply chain efficiencies positively affect profitability and better position a company to weather periods of low prices. Conversely, inefficiencies can increase the chances that a company becomes a takeover target.

Service: International Tax Services

With its wealth of capabilities in emerging markets, our International Tax Services group helps you develop cross-border tax strategies that rationalize international activities from exploration and production to marketing and refining. The integration of tax planning into your supply chain processes on all levels — international, federal, and state and local — helps address direct and indirect tax exposure and keep your company compliant.

Issue: Price-Risk Management and Trading Controls

Energy trading and derivatives pose risks for most oil and gas companies, emphasizing the need to identify, measure, monitor, and mitigate exposure to commodity price fluctuations. Commodity price fluctuations, including compliance with industry trading standards, directly affect earnings volatility and shareholder value.

Service: Energy Risk Management

The Energy Risk Management group helps companies address price risk management and trading controls through services ranging from attestation and compliance to infrastructure evaluation and design. Through our broad range of services, we help clients monitor and mitigate commodity price risk including market, credit, and operational risks.



Filling the Knowledge Pipeline

Tap into the pipeline of cumulative experience and skills offered by our global professionals. We provide a powerful flow of industry know-how and knowledge-sharing capabilities. Yet we don't take our knowledge reserves for granted. Every day we replenish our resources by reaching beyond our experience serving clients. We search for knowledge in the market and elsewhere — and leverage it throughout the firm so that our professionals have a comprehensive view of the issues facing oil and gas companies.

A Thought Leader

Ernst & Young is a thought leader in the exploration and production, and oilfield services segments of the industry. We produce the annual *Fixed Rate Overhead Survey* outlining drilling and producing rates of oil and gas wells in 28 states. The Ernst & Young *Center for Business Knowledge*, a research team of 125 professionals, serves as our wellspring for competitive business and industry learning and research. Our Energy Risk Management team is a market leader in providing price risk management and trading controls.

The Right Stuff

Ernst & Young is a “People First” firm: we hire and retain the best people and constantly nurture their professional development. This translates into high-quality service delivery by our professionals as well as continuity of service — two of the most important factors companies need to weigh when evaluating their professional services provider. For six years in a row, Ernst & Young has been named one of the *Fortune 100 Best Companies to Work For*.

Power to Our People

In this complex and dynamic industry, companies need more and better knowledge, faster and faster all the time. To optimize the firm’s vast knowledge in the oil and gas industry and relevant service lines, we make sure our people always have the tools they need to reach their potential. Toward this end, we provide them with the technology and knowledge-management solutions they need to serve our clients as effectively as possible.

Tops in Technology

To help our clients gain a competitive advantage, the firm has created state-of-the-art knowledge-management systems. By researching, evaluating and creating — and continually investing in — the most effective knowledge-based technologies — we’re able to deliver quality services to our clients anywhere in the world.

EnergySMART® is a cutting-edge research management and analysis tool for the oil and gas industry. Developed by *The Ernst & Young Energy Center* in Houston, *EnergySMART* makes us the only Big Four firm that can enable its clients to track and evaluate their cost performance in relation to their peers through an operational and financial monitoring and benchmarking system. This powerful tool gives the user quick-and-easy access to more than a decade worth of geographically classified financial and operating information on the world’s leading oil and gas companies. Its database contains performance measures and data elements for upstream exploration and production companies.

EYOnline delivers knowledge from the firm’s Assurance, Risk, Tax, and Transaction Advisory Services to provide insight into evolving business issues, global industry-based knowledge, communication and collaboration capabilities, and business tools. This Ernst & Young tool helps the firm’s professionals and clients by empowering them with self-serve access to information and knowledge

In Search of Excellence

We are pleased that our dedication to the power of technology and knowledge management has been rewarded in the following ways:

- Ernst & Young has been recognized with a *Most Admired Knowledge Enterprise (MAKE™)* Award for six years running based on its knowledge management. One of only 11 companies to be recognized in all five global MAKE studies, Ernst & Young has been inducted into the MAKE Hall of Fame.
- The firm was acknowledged for three consecutive years as one of the *InformationWeek 500* most innovative users of information technology. Ranked No. 26, the highest ranking of any Big Four firm, Ernst & Young was singled out for its use of technology to serve clients.
- We were named one of the *CIO-100* organizations most likely to excel in the 21st Century based on our “innovative practices and leverage of people and technology.”

We're High Energy. Contact Us.

We've got teams of industry professionals strategically located in the world's top energy centers. And we're ready to get our hands dirty. Give us a call!

Industry Sector Leader	Oil & Gas	Charles Swanson	713-750-4944
Service Line Leaders	Energy Risk Management	Marcela Donadio	713-750-1276
	International Tax	Lee Cleland	713-750-8105
	Transaction Advisory Services	Greg Pollard	713-750-5908
	Business Risk Services	Kevin Corbett	713-750-1495
	Investigative and Dispute Services	Barry Mabry	504-596-4211
	Technology and Security Risk Services	Donald Gauci	713-750-8870
The Ernst & Young Energy Center	Houston	James Hammond	713-750-1398
	London	Richard Wilson	44-20-7951-4990
	Moscow	Jim Drucker	7-095-755-9746

