

# Supplementary Materials: Quantitative and Qualitative Assessment of Job Role Localisation in the Oil and Gas Industry: Global Experiences and National Differences

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Table S1: Questionnaire.

1. Which best describes the company you work for:
  - a. Government or National Oil Company
  - b. International oil or services company
  - c. Training/consulting organisation
  - d. Public university/academia
  - e. NGO/Aid organisation
  - f. Association
2. When considering "local" within local content, what do you consider as local?
  - a. National scale (ie person living in that country)
  - b. Community scale (ie near the operating site)
  - c. Both
3. Who are responsible for developing a local workforce that meets their industry standards
  - a. E&P companies (and their major contractors)
  - b. Government
  - c. Both

For the following statements please consider your personal opinion from general experiences, choose the answer you feel is most accurate.

1. All job roles should be localised rather than using expatriate labour
 

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree
2. Expatriates are paid more than local workers within the E&P sector
 

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree
3. The mind-set is changing by governments and E&P companies for a greater need to develop the local workforce and supply chain
 

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree
4. It is in the interest of E&P companies to invest in local procurement for cost savings and improved quality
 

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree
5. Enterprise development centres are the most effective way to increase local SMEs participation
 

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree
6. Governments should focus on multi-sector skills and not those specific to oil and gas

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

7. **National and local governments are completely aligned in their national development strategies**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

8. **Percentage based local content metrics do not benefit local employment**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

9. **Oil and gas operations provide nations with the greatest opportunity to grow economically**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

10. **The socio-economic benefits from oil and gas projects are evenly distributed across the economy**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

11. **It is more cost effective to build local education capacity locally than to send local people internationally for education and training**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

12. **Local education institutions are completely aligned with the needs of industry**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

13. **E&P operations in projects have more negative impacts for local communities than positive impacts**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

14. **Local community engagement, education initiatives and supply chain development is most effective when led by the local operations teams in country by E&P companies**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

15. **Employment is the greatest expectation by local people from oil and gas projects**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

16. **Investing early in local education institutions will ensure local people are trained to industry standards**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

17. **E&P companies work effectively together in country to develop strategies around local procurement and investment strategies for education**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

18. **Governments and industry can improve the way they disseminate information about employment and procurement needs to the population over the lifecycle of a project**

          

Strongly Agree   Agree   Neutral   Disagree   Strongly Disagree

19. Governments of different countries within a region should work together to collaborate over specialisms within skills areas

Strongly Agree Agree Neutral Disagree Strongly Disagree

20. The oil and gas industry will only focus for developing local skills should be on multi-sector skills if they are incentivised to do so by the government

Strongly Agree Agree Neutral Disagree Strongly Disagree

Considering your experience/observations in implementing “localisation”:

1. What was the biggest success factors and why?

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2. What were the barriers to succeeding/biggest failure and why?

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3. If someone was developing to do a localisation plan, what is your advice?

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**Table S2.** Questions that showed no statistically significant differences in responses based on organisation type.

#	Question	Kruskal-Wallis H test results
1	Expatriates are paid more than local workers within the E&P sector	$H(3) = 6.53, p = 0.088$
2	The mind-set is changing by governments and E&P companies for a greater need to develop a local workforce and supply chain	$H(3) = 1.38, p = 0.711$
3	It is in the interest of E&P companies to invest in local procurement for cost savings and improved quality	$H(3) = 1.03, p = 0.794$
4	Enterprise development centres are the most effective way to increase local SMEs participation	$H(3) = 5.37, p = 0.146$
5	Governments should focus on multi-sector skills and not those specific to O&G	$H(3) = 4.149, p = 0.246$
6	Percentage based local content metrics do not benefit local employment	$H(3) = 0.89, p = 0.828.$
7	O&G operations provide nations with the greatest opportunity to grow economically	$H(3) = 4.01, p = 0.261$
8	It is more cost effective to build local education capacity locally than to send local people internationally for education and training	$H(3) = 3.10, p = 0.376$
9	Local education institutions are completely aligned with the needs of industry	$H(3) = 4.45, p = 0.217$
10	E&P operations in projects have more negative impacts for local communities than positive impacts	$H(3) = 4.88, p = 0.181$
11	Local community engagement, education initiatives and supply chain development is most effective when led by the local operations teams in country by E&P companies	$H(3) = 5.94, p = 0.114$

12	Employment is the greatest expectation by local people from O&G projects	$H(3) = 1.69, p = 0.640$
13	E&P companies work effectively together in country to develop strategies around local procurement and investment strategies for education	$H(3) = 3.94, p = 0.268$
14	Governments and industry can improve the way they disseminate information about employment and procurement needs to the population over the lifecycle of a project	$H(3) = 6.17, p = 0.104$
15	Governments of different countries within a region should work together to collaborate over specialisms within skills areas	$H(3) = 4.12, p = 0.250$