

Local Employment

In 2009, the project continued its efforts to expand its percentage of Chadians and Cameroonians in the work force. At the end of 2009, roughly nine in ten of the project's direct employees, including those working for prime contractors, were Chadians and Cameroonians. The efforts to promote national workers into higher level jobs also produced positive results through the Business Skills and Leadership Development program in Chad.

Business Skills and Leadership Development: The Program



These three Chadians are graduating from the project's Business Skills and Leadership Development Program. They are among 14 employees going through a two-year program designed to advance their careers into supervisory jobs and perhaps eventually into management positions. Each of the participants receives formal training in such topics as problem solving, team building, conflict resolution and time management. They also cycle through on-the-job internship style training to get real world experience in departments dealing with such areas as human relations, business controls and planning.

Business Skills and Leadership Development: Participant Experiences

Zeou Tchimbakbe: "Our hiring process was very competitive, only the most qualified Chadians were selected. So, we are accelerated according to the company plan. We got good training, knowledge and skills. We have built on that foundation in this program, which includes all the core business management needs. A key position like this makes us feel good, more than the money. We are moving."



Assina Oumdaguet: "The program works for the company very well. We Chadians are here and ready to work, and it also works for Chad to build our oil industry. This was explained to us by the company from the beginning, and we see that commitment coming to life, a fulfillment of a promise. We now have skilled Chadians doing many of the jobs expats once did."



Dassou Nagassou: "When we started, the emphasis was always on training to bring the nationals forward. This program is part of that, a structure and design to make supervisors for the future. It works for the business, for continuity of operations and to meet company standards. People move on and must be replaced so it is the right thing to do, a company commitment to bringing Chadians into the work force."



Local
Employment
Statistics

Wages

Wages paid to the project's national workers for 2009 totaled 29.6 billion FCFA (\$62.4 million).

- Wage payments to Chadian workers for the third quarter of 2009 totaled an estimated 7.0 billion FCFA (\$15.0 million). For the fourth quarter, wages were estimated at 7.8 billion FCFA (\$17.2 million).

A combination of factors resulted in a significant increase in total wage payments in Chad in the second half of 2009. The primary factor was an increase in the number of workers because of the increased pace of drilling of oil wells. A second factor was a new labor agreement for Esso employees.

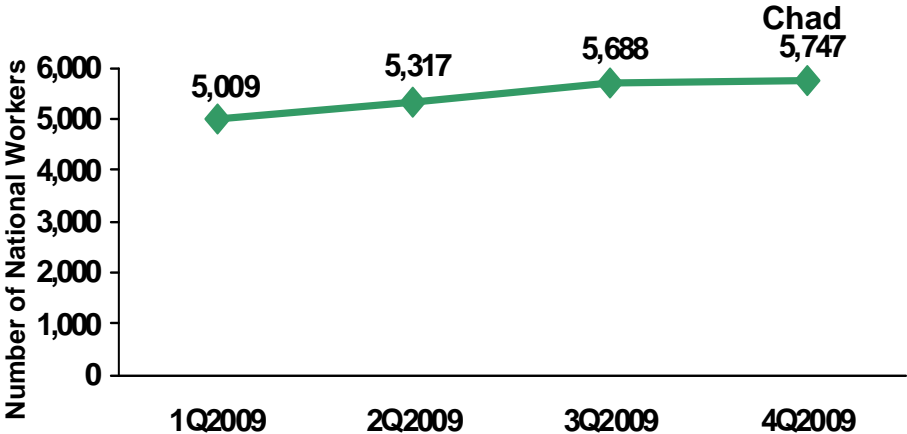
- Wage payments to Cameroonian workers for the third quarter of 2009 totaled 1.4 billion FCFA (\$3.0 million). For the fourth quarter, wages were estimated at 1.6 billion FCFA (\$3.4 million).

◀ Tally of Total Project Workforce Quarter by Quarter

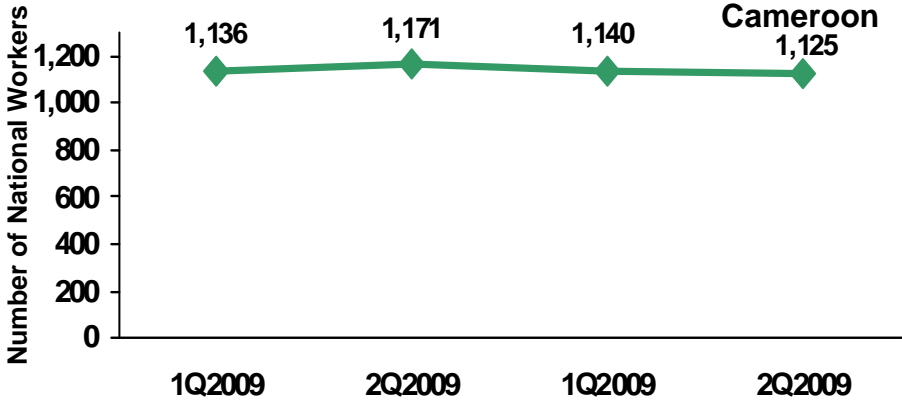
| | <i>End 1st Qtr 2009</i> | <i>End 2nd Qtr 2009</i> | <i>End 3rd Qtr 2009</i> | <i>End 4th Qtr 2009</i> |
|-----------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Chad | | | | |
| Nationals | 5,009 | 5,317 | 5,688 | 5,747 |
| Expatriates | 832 | 846 | 838 | 860 |
| Total Chad | 5,841 | 6,163 | 6,526 | 6,607 |
| Cameroon | | | | |
| Nationals | 1,136 | 1,171 | 1,140 | 1,125 |
| Expatriates | 91 | 91 | 81 | 68 |
| Total Cameroon | 1,227 | 1,262 | 1,221 | 1,193 |
| Project Total | 7,068 | 7,425 | 7,747 | 7,800 |

Wage estimates and employment level tallies have been based on the latest available reports from project contractors and may be adjusted in future reports.

◀ National Employment Level Trends Quarter by Quarter



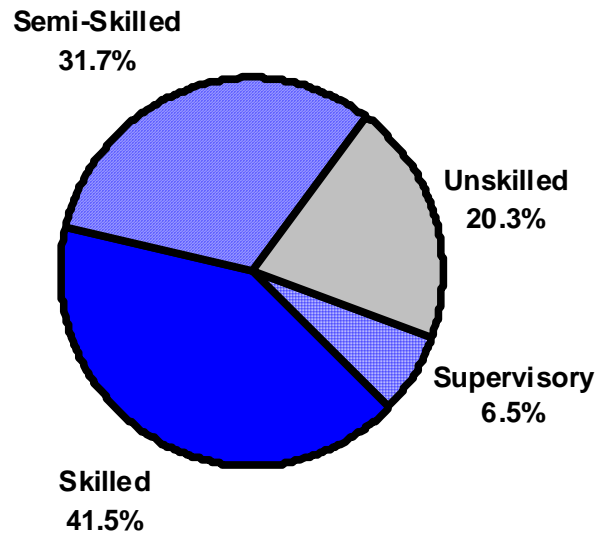
National employment in Chad increased somewhat over the last four quarters. At year end 2009, the Chadian percentage of the project workforce in their home country was about 87%.



National employment in Cameroon held steady in 2009. At year end 2009, Cameroonians made up over 94% of the project workforce in their home country.

Skill Categories ◀ National Workers Employment Skill Levels

| | <i>Supervisory</i> | | <i>Skilled</i> | | <i>Semi-Skilled</i> | | <i>Unskilled</i> | |
|----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | <i>3rd Qtr 2009</i> | <i>4th Qtr 2009</i> | <i>3rd Qtr 2009</i> | <i>4th Qtr 2009</i> | <i>3rd Qtr 2009</i> | <i>4th Qtr 2009</i> | <i>3rd Qtr 2009</i> | <i>4th Qtr 2009</i> |
| Chad | 237 | 237 | 2,445 | 2,511 | 1,710 | 1,921 | 1,296 | 1,078 |
| Cameroon | 195 | 213 | 390 | 344 | 307 | 254 | 248 | 314 |
| Project Total | 432 | 450 | 2,835 | 2,855 | 2,017 | 2,175 | 1,544 | 1,392 |



Over 73% of the Chadians and Cameroonians working for the project held skilled or semi-skilled positions at mid-year 2009. Well over 6% held supervisory positions. Skilled jobs include such positions as control room operators; technicians for oilfields, construction, machinery, electrical and instrumentation; EMP monitors and welders. Examples of semi-skilled jobs include food service assistants and welder helpers.