



25th world gas conference  
"Gas: Sustaining Future Global Growth"

# TF1 – Building Strategic Human Capital

Summary of triennium report

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# TF1 – brief introduction

- Objectives of the Task Force
  - understand key issues impacting the attraction and retention of talent in the gas industry,
  - develop a strategic approach to human capacity building
  - share best practices on talent development and retention
- Chair: Ieda Gomes (UK), Vice-Chair Rod Kenyon (UK)
- Sponsors: Total, Oman LNG and Schlumberger Business Consultancy
- Deliverables included:
  - triennium report, including 2 surveys with gas companies and interviews with industry experts and young professionals
  - two regional workshops, in Qatar and Paris
  - periodic articles for IGU magazine

## TF1 – members & work schedule

- Membership quite diverse – 68 participants from 27 nationalities
- 2 surveys - one demographic and the other one detailed
- In-depth interviews with 19 Industry experts and 14 young professionals (energy mix of future)
- 6 meetings and 2 regional workshop during the triennium (Oman LNG & Total main sponsors)
  - 1<sup>st</sup> meeting in London hosted by BP
  - 2<sup>nd</sup> meeting in Prague hosted by Czech Gas Association and RWE
  - 3<sup>rd</sup> meeting & 1<sup>st</sup> regional workshop in Doha hosted by Qatargas (9 speakers, ~80 participants)
  - 4<sup>th</sup> meeting in London hosted by National Grid
  - 5<sup>th</sup> meeting & 2<sup>nd</sup> regional workshop in Paris hosted by French Gas Association (7 speakers, ~50 participants)
  - 6<sup>th</sup> & final meeting in Bilbao, Spain hosted by Natur Gas Energia

## TF1 – summary & key findings

- Gas is the “fuel of the future” – people are a key element to deliver this growth
- Challenges are different across regions:
  - gas industry is exciting in Middle East, Asia and Americas whereas Europe faces ageing workforce and debate around “environmental” agenda
  - several countries have set target for hiring “local” talent but it is difficult to find experienced talent in ME and Latin America
  - number of companies working closely with universities to “develop” talent
  - companies with ambition to go “international” - challenge of not enough local talent
- Talent attraction – perspective of youth
  - young people want to make an impact
  - companies should show social responsibility and respect for nature
  - fast career growth with challenges at young age
  - endeavor to recruit more women in workforce
  - work-life balance & competitive remuneration

## TF1 – summary & key findings (contd..)

- Energy mix of the future (interviews with experts and young professionals)
  - pressure to move towards cleaner fuels – however current technology to make renewables competitive not fully developed
  - natural gas is efficient, affordable, abundant and cleaner
  - main challenge is to displace oil as fuel for transportation
  - gas to complement renewables due to intermittent nature of wind and solar
  - industry has multi-cultural senior management but image needs improvement & communication
  - promote gas a “global”, “challenging” and “exciting”
  - young people not aware of career possibilities offered by gas industry

## TF1 – recommendations and way forward

- expand advocacy to depict an exciting picture of the gas industry
- highlight benefits of “green”, “international” & “exciting” to attract young people.
- IGU should produce a catalogue of best practice to share among its members and web-based “Centre of Excellence” for gas professionals
- platforms like WGC for more interaction between HR managers and professionals
- fostering female networks and female oriented workshops
- using senior employees as coaches and mentors
- school and university linkage programs providing enhanced science syllabus
- offshoring recruitment in countries with plenty of technical graduates - Engineering and Geosciences professionals
- IGU Triennium 2012-2015 will continue TF1 and TF2 work: Task Force on HR