



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

Building Strategic Human Capital

Task Force 1: Survey Results and Conclusions

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Kuala Lumpur



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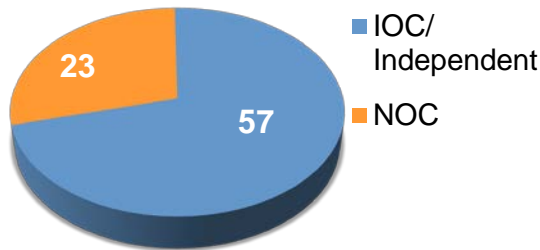


- **Background Information**
- Demographics of the Gas Industry
- Talent Recruitment
- Talent Retention

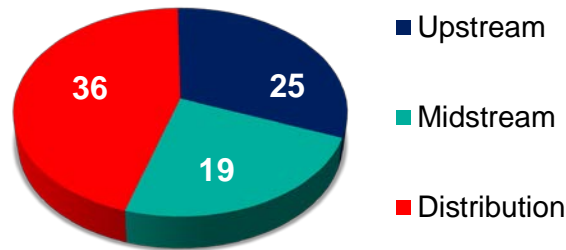
Participants of the Demographic Survey

IGU DEMOGRAPHIC SURVEY PARTICIPATION FROM GAS PLAYERS: 80 COMPANIES

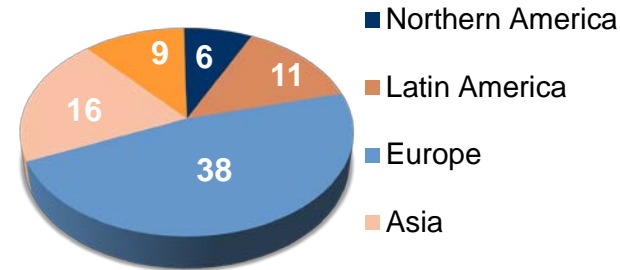
- **By Company Type:**



- **By Company Core Business:**



- **By geographical region:**



80 companies organised by Geographies and Core Business

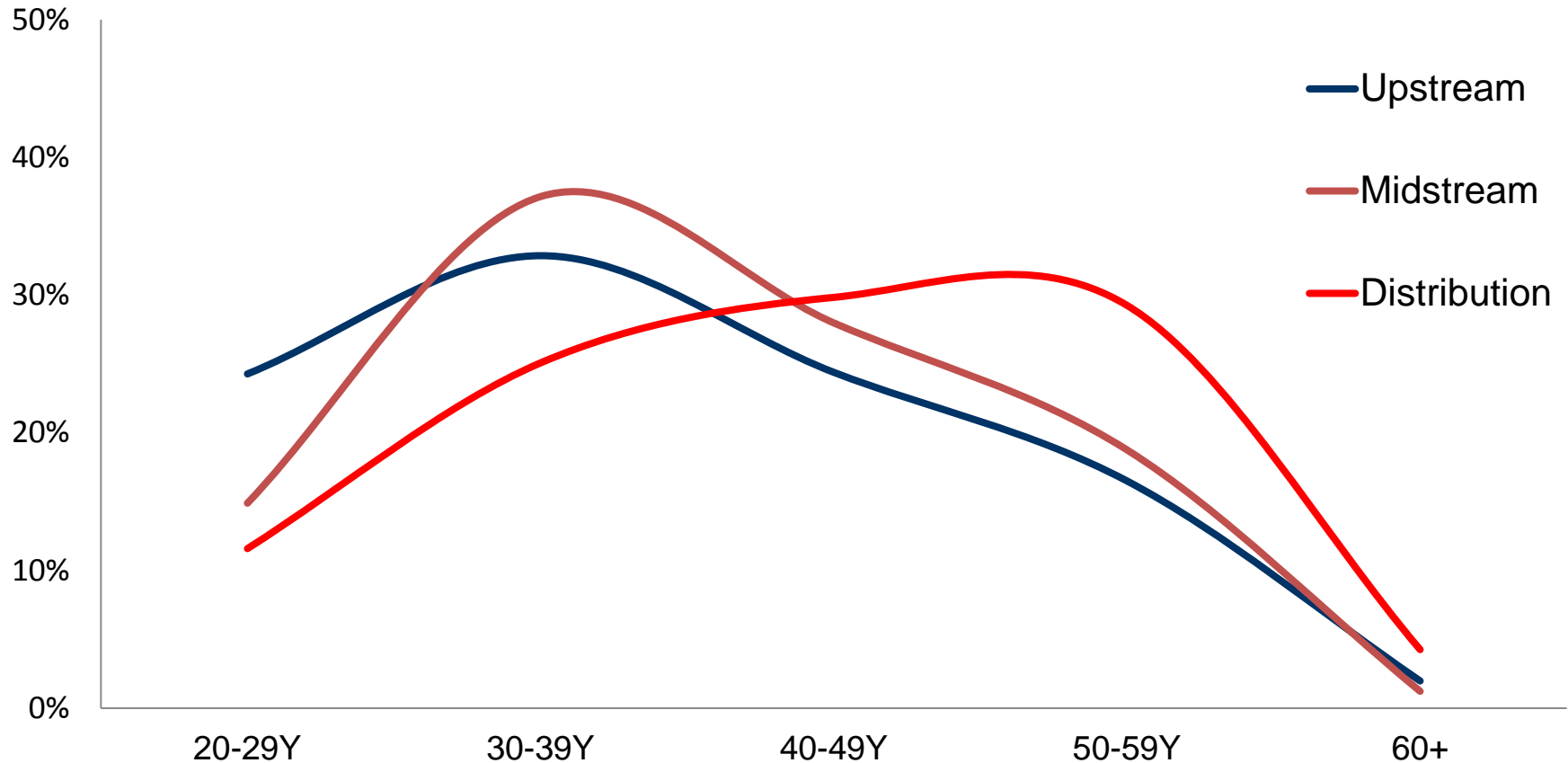
	Europe	Middle-East Africa	Asia	N. America	L. America
Upstream	13	-	7	2	3
Midstream	6	4	5	2	2
Distribution	19	5	4	2	6

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Distribution companies are aging, Upstream and Midstream companies tend to have younger technical staff

DEMOGRAPHIC PROFILES BY CORE-BUSINESS (TECHNICAL STAFF)

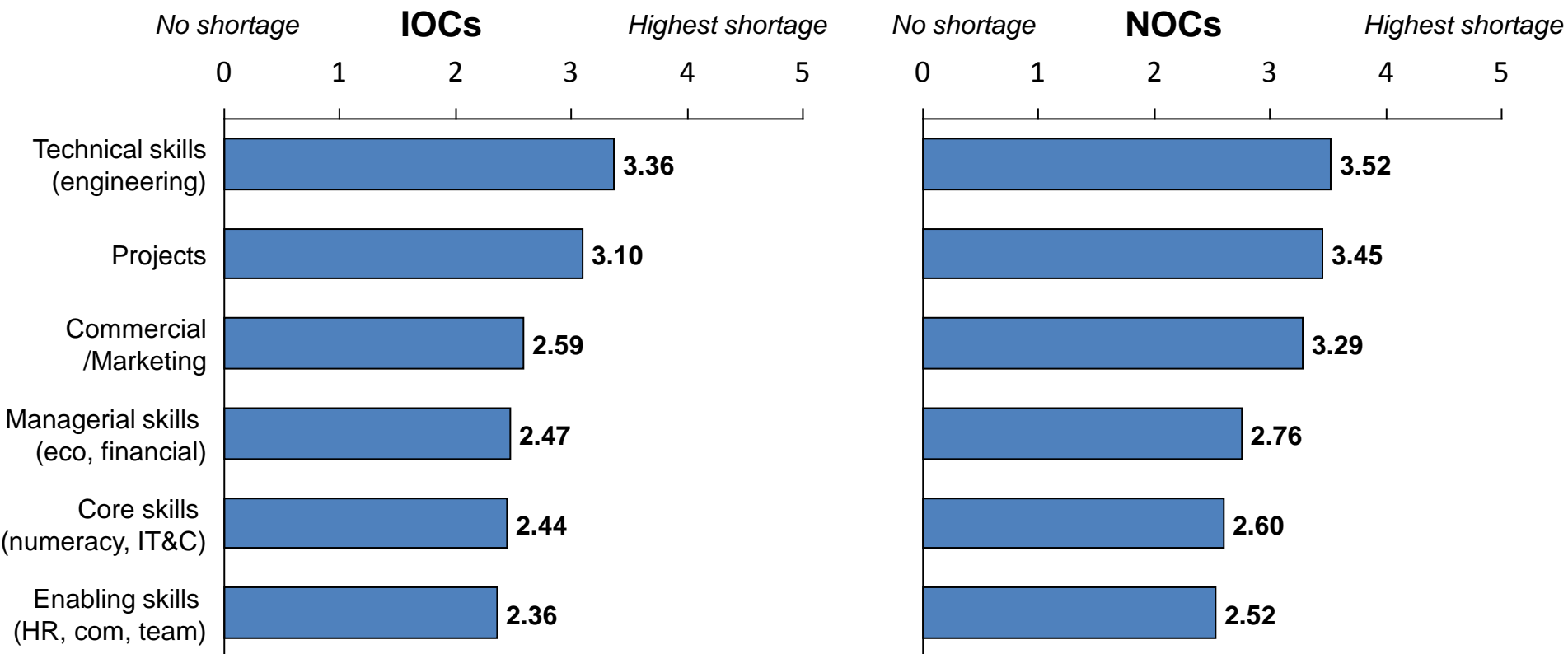


Source: IGU HR Survey 2012

Note: Technical staff includes Operations & Production and Engineering & Production; Profiles based on weighted average

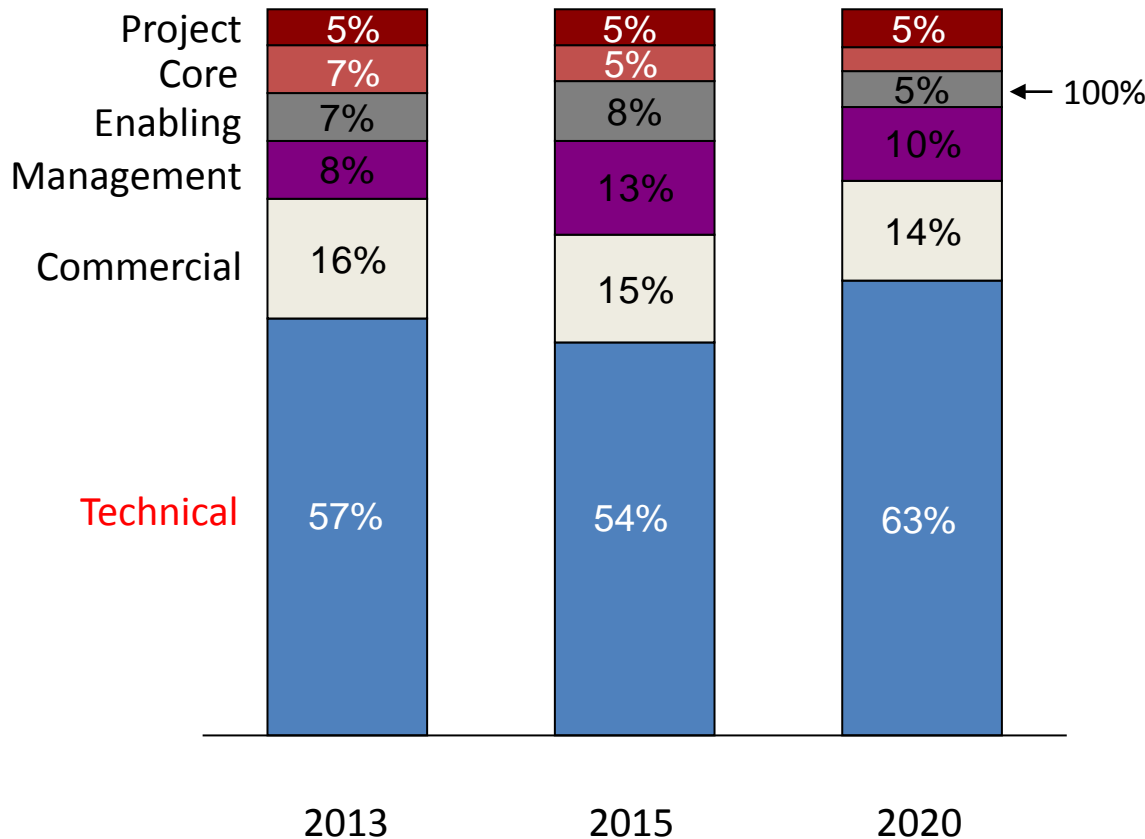
Gas companies suffer from a shortage in technical, projects and commercial skills, with NOCs suffering more than IOCs

AVERAGE GRADES GIVEN FOR SHORTAGE OF SKILLS



Over the next 10 years, gas companies do not expect technical talent gap to reduce

TOP SKILLS SHORTAGES EXPECTED BY GAS COMPANIES



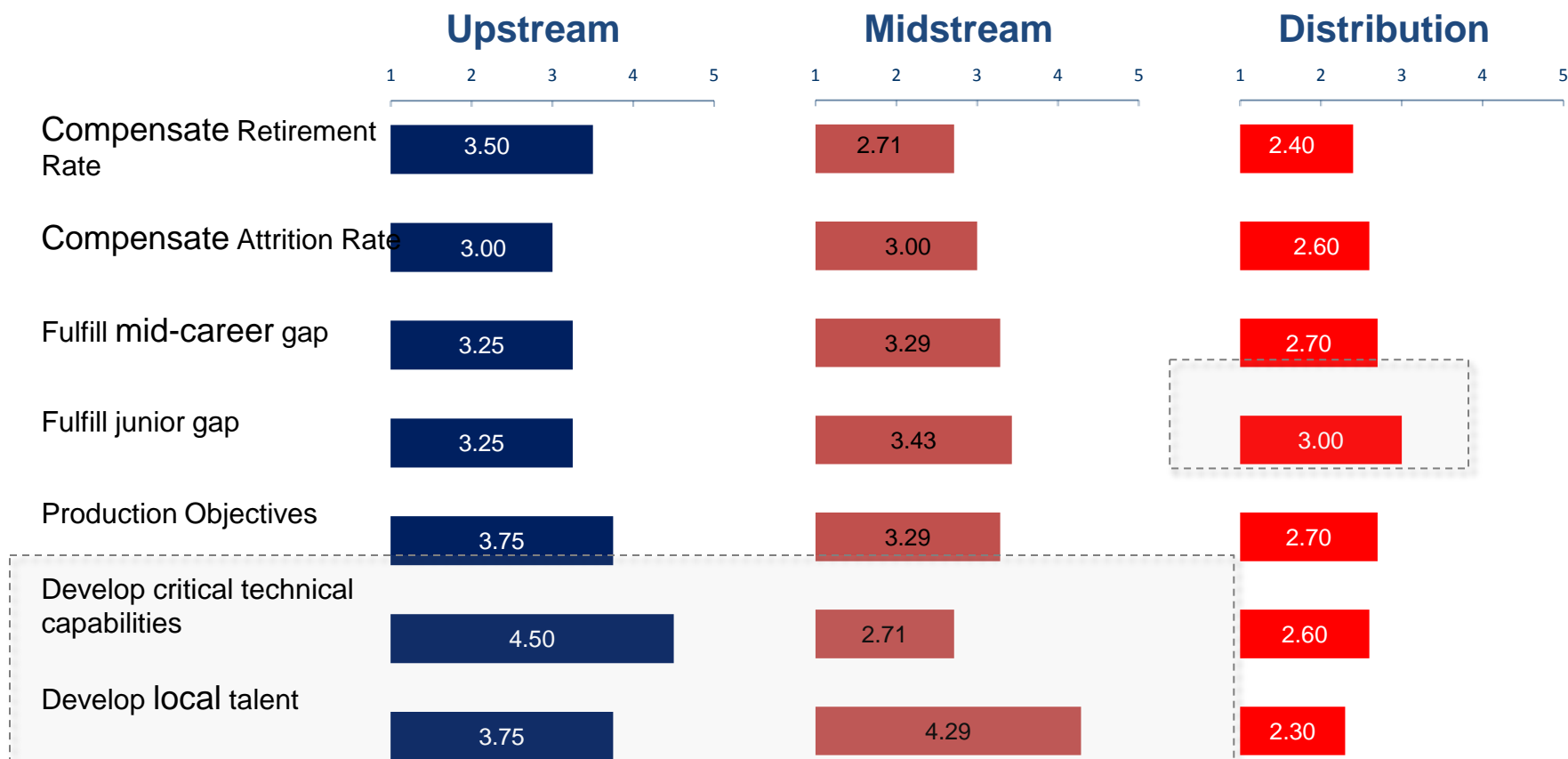
Categories includes:

- Project: project management
- Core: numeracy; IT; procurement & logistics
- Enabling: HR; communication; team building; leadership
- Management: strategy, economical & financial; asset management
- Commercial: sales & marketing; planning & business development
- Technical: engineers; operations; constructions & experts

Critical capabilities and local talent are key elements driving manpower plans

WHAT ARE THE DRIVERS TAKEN INTO CONSIDERATION IN YOUR COMPANY'S MANPOWER PLANS?

– 1: Nonexistent – 5: Critical –

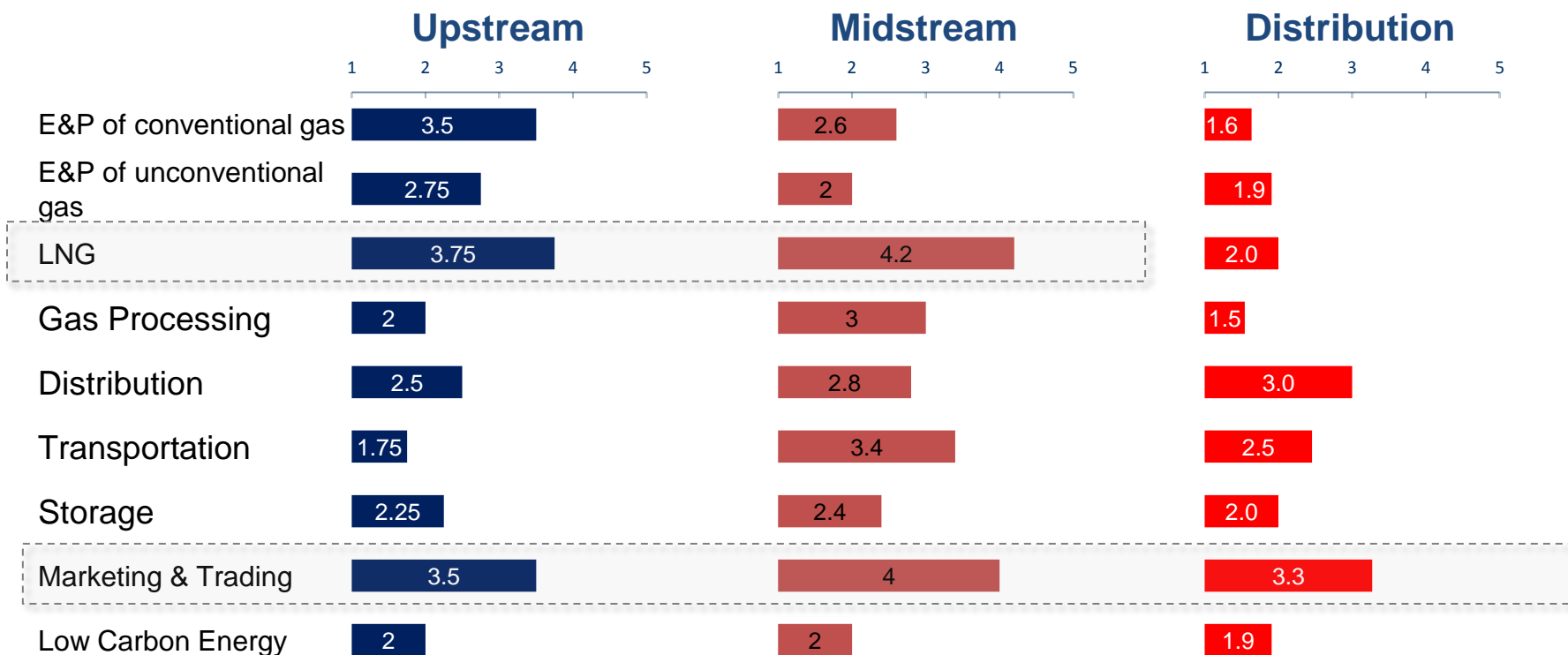


Source: IGU HR Survey 2012

LNG and Marketing & Trading are the key capabilities that companies seek to develop

WHAT ARE THE LONG TERM CAPABILITIES AT A 2 TO 10 YEARS HORIZON CRITICAL TO ACHIEVE YOUR BUSINESS PORTFOLIO?

– 1: Nonexistent – 5: Critical –

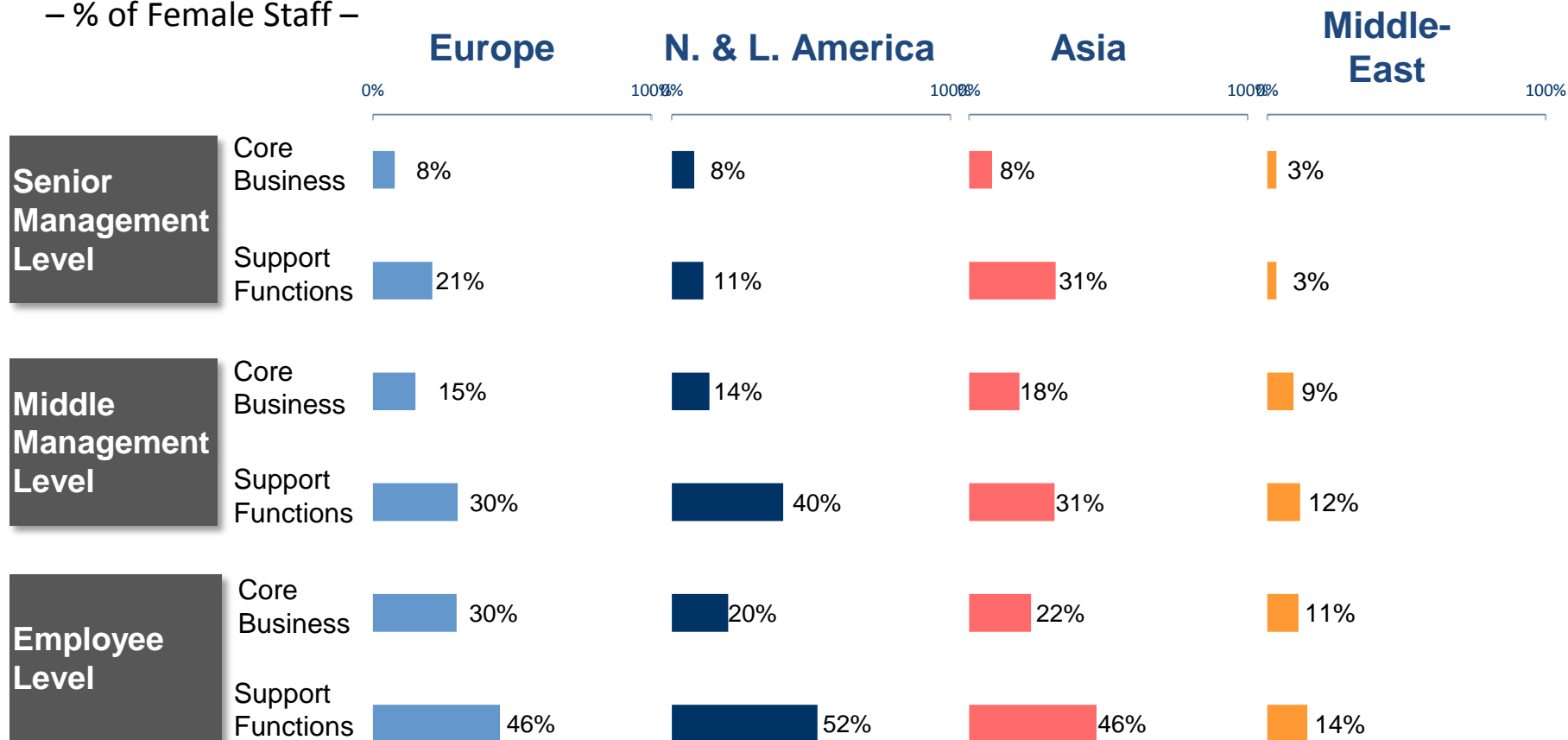


Source: IGU HR Survey 2012

Proportion of female is low in most regions, especially in the Middle-East, and is lower at senior levels

% OF FEMALE STAFF FOR JOB CATEGORIES

– % of Female Staff –



Source: IGU HR Survey 2012

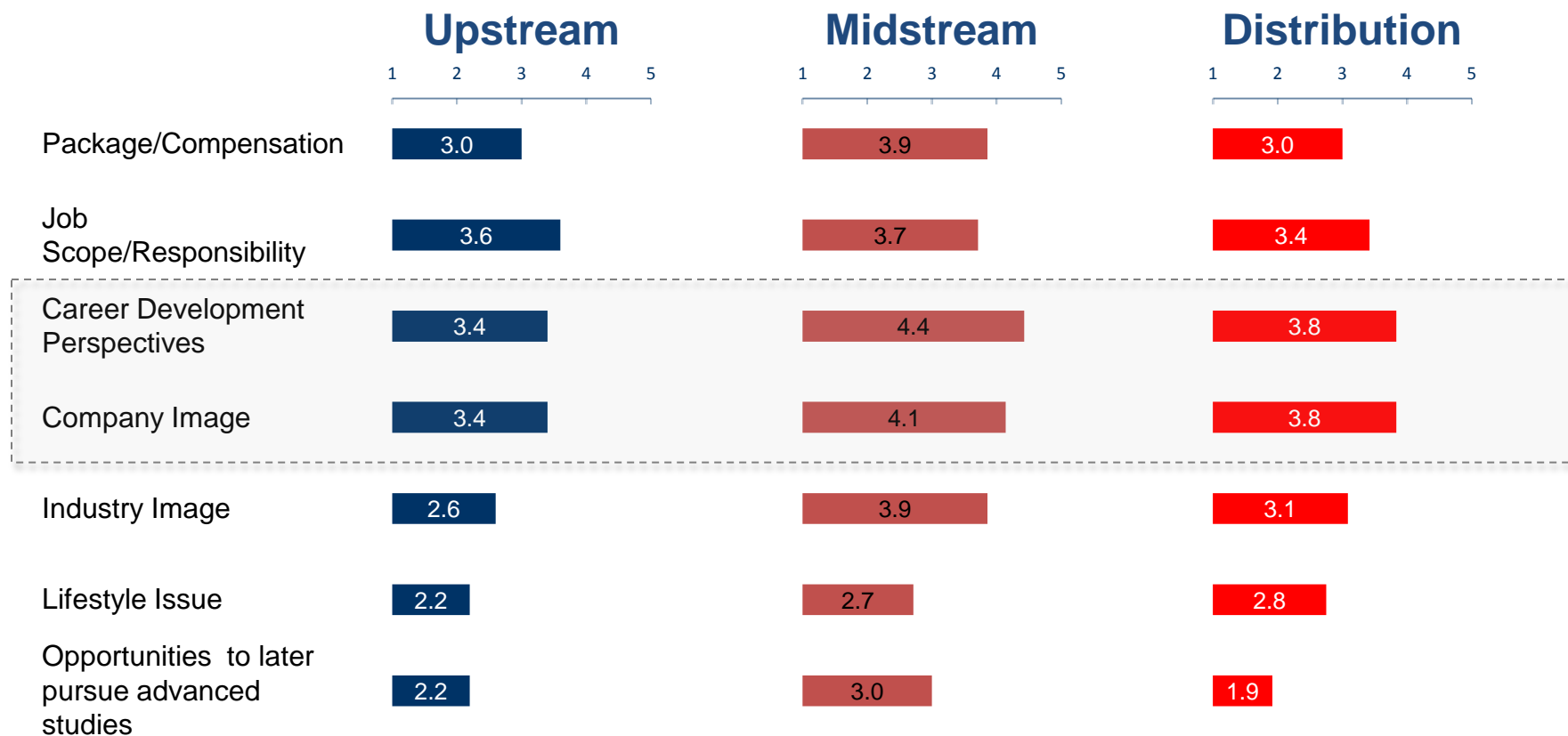
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Career development and company image are attractive factors for fresh graduates

MAIN FACTORS DRIVING FRESH GRADUATE RECRUITS TO ENTER YOUR COMPANY

– 1: Nonexistent – 5: Critical –

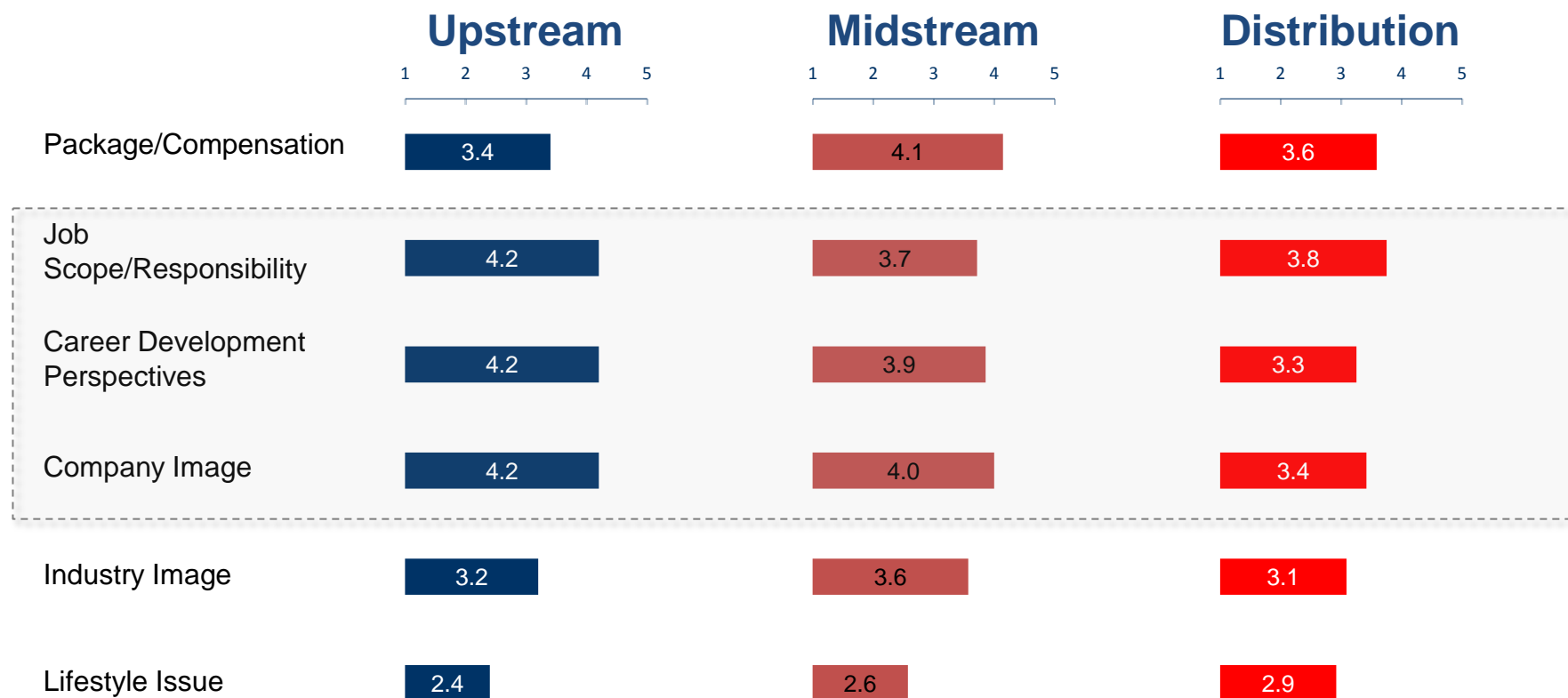


Source: IGU HR Survey 2012

Mid-careers look for responsibilities more than young people

MAIN FACTORS DRIVING MID-CAREER RECRUITS TO ENTER YOUR COMPANY

– 1: Nonexistent – 5: Critical –

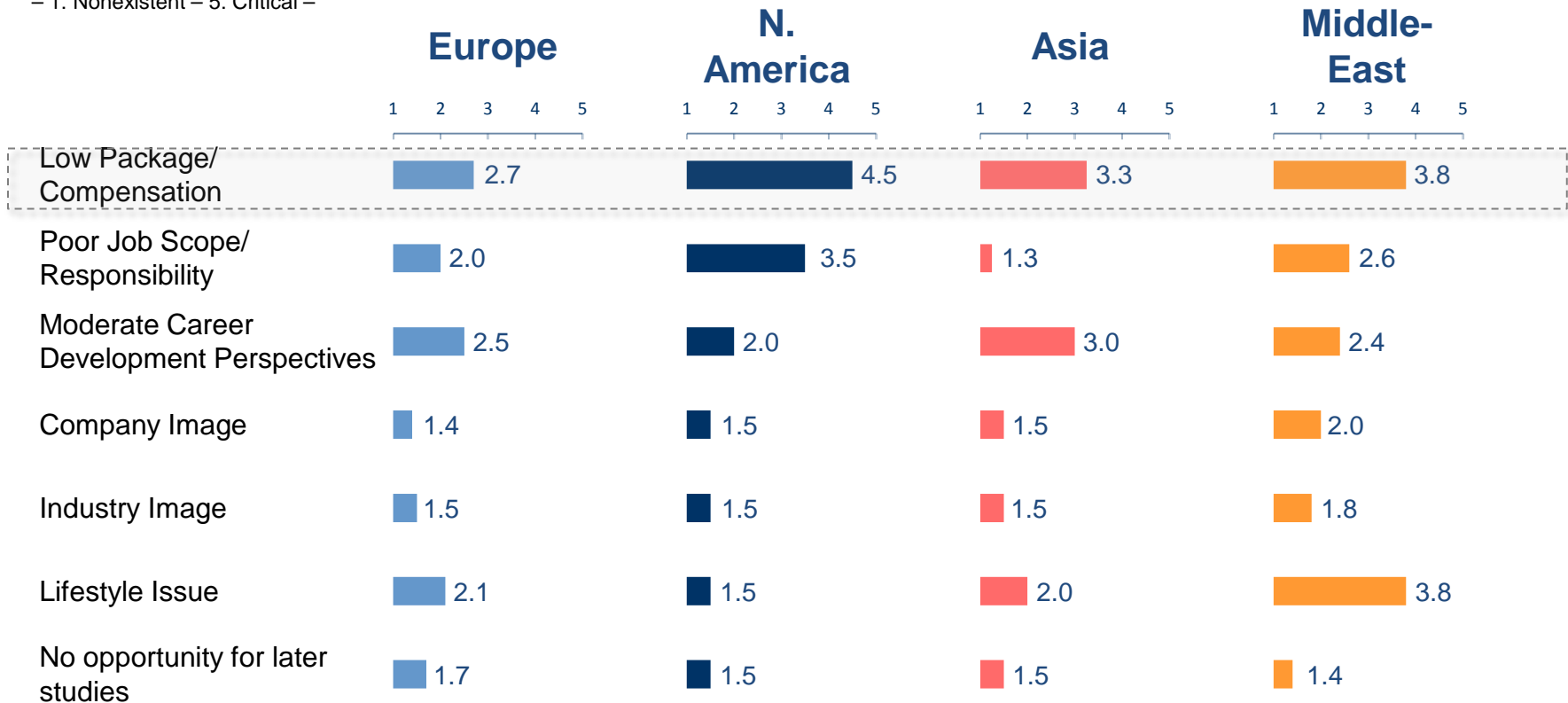


Source: IGU HR Survey 2012

Attractive compensation is a pre-requisite for mid-careers

MOST SIGNIFICANT TYPICAL REJECTION REASONS MENTIONED BY MID-CAREER REJECTING AN OFFER?

– 1: Nonexistent – 5: Critical –



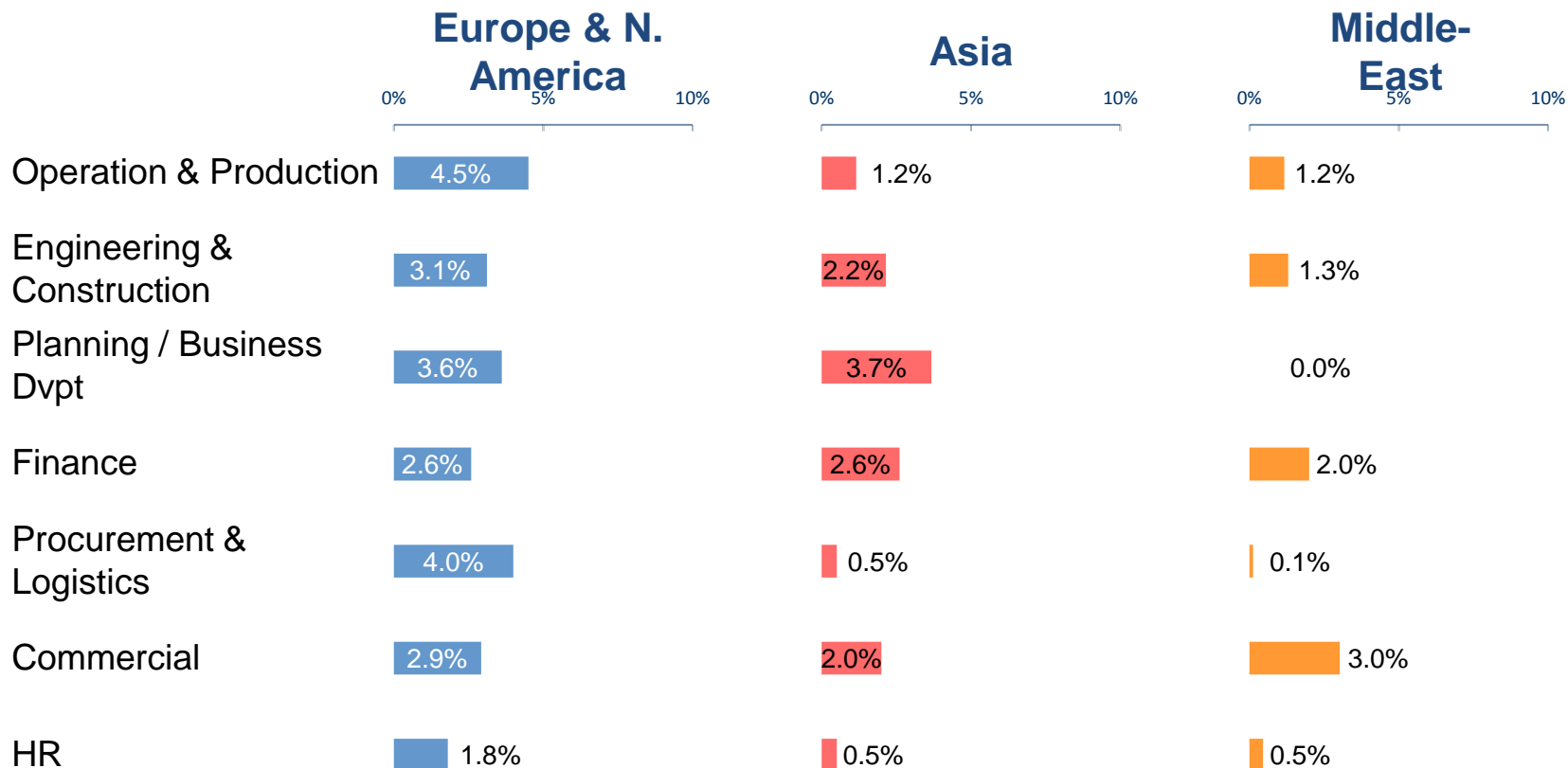
Source: IGU HR Survey 2012

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- **Talent Retention**

European and North American companies have the highest attrition rates

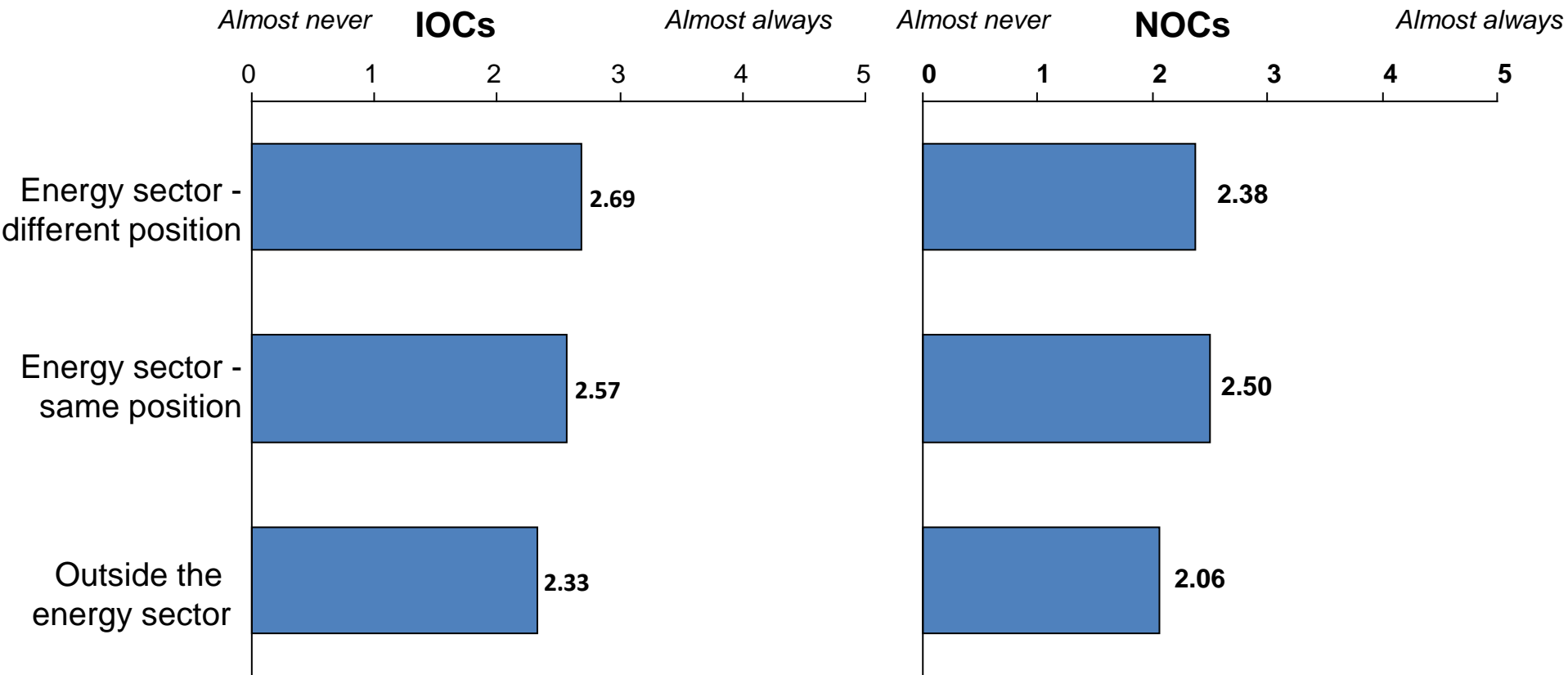
ATTRITION RATES ACROSS FUNCTIONS



Note: Attrition is a factor reflecting the degree of losses of personnel due to causes excluding retirement and redundancies
 Source: IGU HR Survey 2012

Most people leaving companies do not leave the energy sector

AVERAGE GRADES GIVEN FOR JOBS AFTER LEAVING THE GAS COMPANY

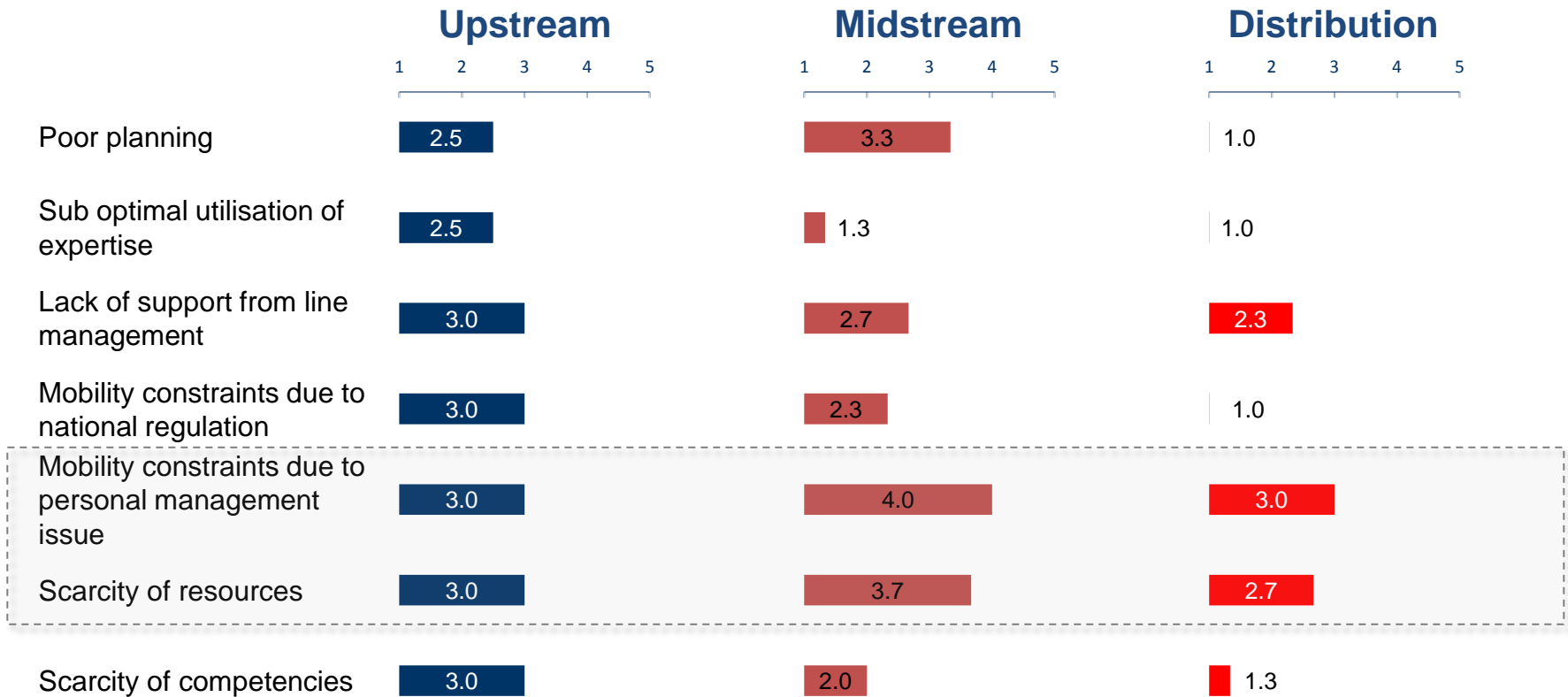


Source: IGU HR Survey 2012

Mobility constrains and scarcity of resources are the main difficulties faced to staff people on projects

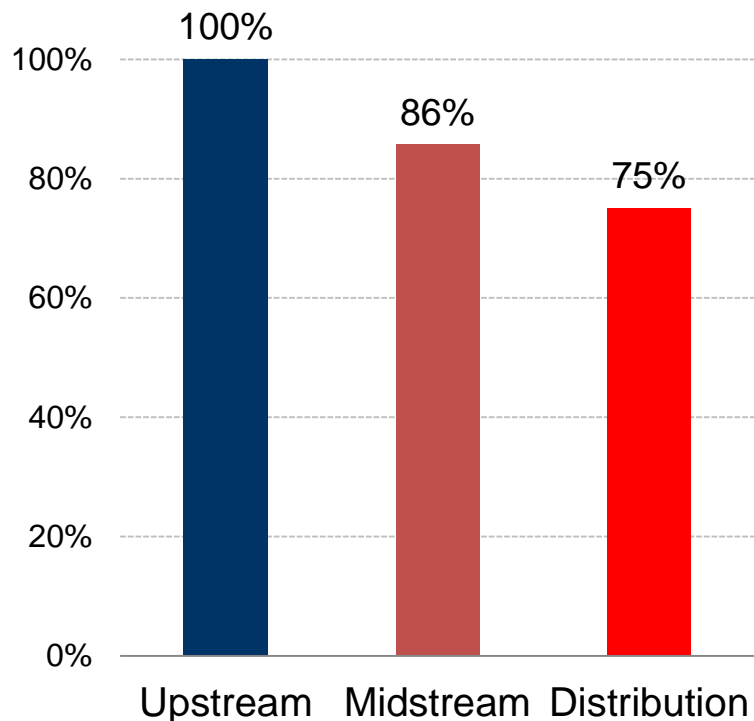
WHAT ARE THE DIFFICULTIES IN TERMS OF STAFFING

– 1: Nonexistent – 5: Critical –

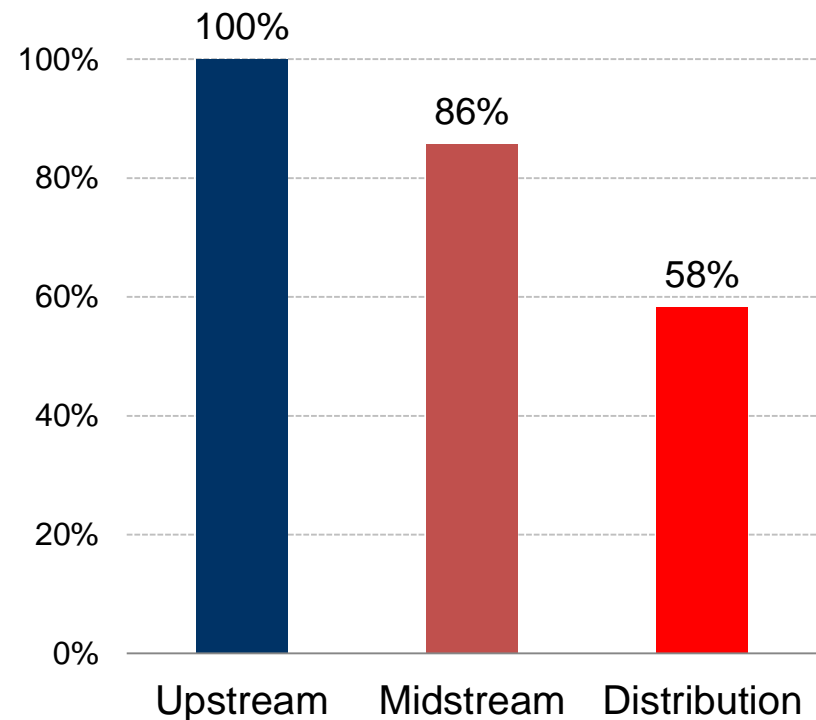


Upstream companies invest more effort in developing technical competencies of their staff

DOES YOUR COMPANY CONDUCT TECHNICAL COMPETENCY ASSESSMENTS?



DO YOU HAVE TECHNICAL CAREER LADDER FOR TECHNICAL PROFESSIONALS WITHIN YOUR COMPANY IN ADDITION TO A MANAGEMENT LADDER?



- The HR situation varies across the value chain
- Technical intensive companies are in the middle of the crew change and will soon be young companies b demographics
- Distribution companies are still aging companies having difficulties in attracting young people
- Commercial skills are required across the entire gas value chain
- Mobility represents an issue, both for personal reasons and for legal reasons.
- LNG and marketing competencies seem to be key critical capabilities that all companies are seeking to develop
- To remain attractive, gas companies must offer interesting career perspectives to young people and interesting job scope for mid level staff.