The Oil & Gas industry needs more talent

Need to fill crew vacancies

~350k workers laid off during downturn

Aged current workforce – 2/3 are over **50 years old**

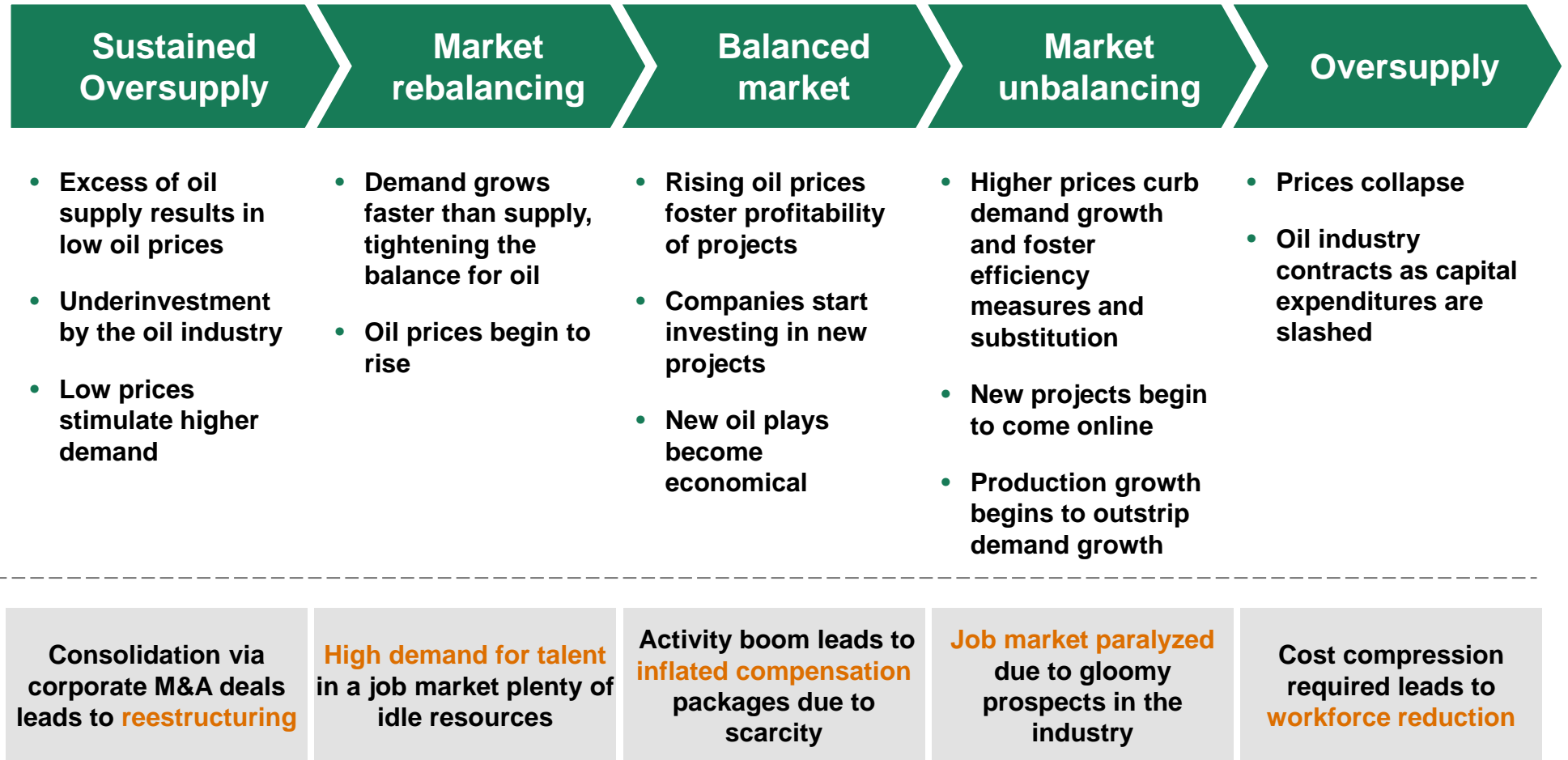## Need for talent to face challenges

Investments needed to compensate for the declining of existing fields

Game-changing **technology** (robotics & artificial intelligence)

Oil & Gas cycles have an impact in talent management

Sustained Oversupply	Market rebalancing	Balanced market	Market unbalancing	Oversupply
• Excess of oil supply results in low oil prices • Underinvestment by the oil industry • Low prices stimulate higher demand	• Demand grows faster than supply, tightening the balance for oil • Oil prices begin to rise	• Rising oil prices foster profitability of projects • Companies start investing in new projects • New oil plays become economical	• Higher prices curb demand growth and foster efficiency measures and substitution • New projects begin to come online • Production growth begins to outstrip demand growth	• Prices collapse • Oil industry contracts as capital expenditures are slashed

Consolidation via corporate M&A deals leads to reestructuring	High demand for talent in a job market plenty of idle resources	Activity boom leads to inflated compensation packages due to scarcity	Job market paralyzed due to gloomy prospects in the industry	Cost compression required leads to workforce reduction

Impact in HR

Changes in labor market with substantial business implications

Issues affecting O&G labor market

1. 'Crew change' resulting in younger workforce

2. High voluntary attrition

3. Skills shortage

4. Dwindling graduate pool

5. Push for use of local labor

Potential outcomes

Increased cost?

Project delays?

Reduced Safety?

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Talent management is key to ensure gender balance

Entry Level	*Midcareer*	*Senior Leadership*
Boost women's participation in **STEM PROGRAMS**	Ensure that women have the same **CAREER OPPORTUNITIES** as men	Keep **MEASURING PROGRESS** in increasing the share of women at all levels
Make the industry more attractive as a **CAREER CHOICE** for women	Apply work-life balance policies **EQUALLY ACROSS GENDERS**	Broaden the range of **CAREER PATHS** from which executives pick senior leaders