

## **The Human Factor in Energy Security**

### **Concluding Statement**

#### **The 2<sup>nd</sup> International IEF Symposium on Human Resource Management in the Energy Industry: Implications of a New Market Environment and Energy Transition**

Manama, Kingdom of Bahrain 17-18 May 2017

Under the Patronage of the Minister of Oil of the Kingdom of Bahrain, H.E. Shaikh Mohammed bin Khalifa Al Khalifa, the International Energy Forum convened the 2<sup>nd</sup> International Symposium on Human Resource Management in the Energy Industry in collaboration with the Ministry of Energy of the Russian Federation, and the National Oil and Gas Authority of the Kingdom of Bahrain, with the support of the Institute for Energy and Finance, Tamkeen, and the Boston Consulting Group as IEF Knowledge Partner, in Manama, Bahrain on 17-18 May 2017.

The Minister of Oil of the Kingdom of Bahrain, H.E. Shaikh Mohammed bin Khalifa Al Khalifa, the Secretary General of the International Energy Forum, H.E. Dr Sun Xiansheng, and the Special Representative of the Minister of Energy of the Russian Federation, H.E. Alexander Novak, the Director of the Department of Public Service Management (HR) and Mobilization Preparation of the Ministry of Energy of the Russian Federation, Mr. Vladimir Smirnov, presided over the Symposium proceedings.

Mindful of the many changes that have taken place since the State of Qatar hosted the 1<sup>st</sup> IEF Symposium on Human Resource Management in Doha on the implications of the petroleum crunch of 2009, the cyclical nature of the energy industry, and the long-term transformations taking place in respect of energy transition, digitalization and labor market dynamics, participants discussed the implications of a new market environment and energy transition for human resource management in the energy industry.

Delegates acknowledged that global energy security and industry performance will continue to depend on how human resource management navigates both cyclical and irreversible transformational trends occurring in the energy industry and wider global economic system.

Sessions focused on:

- Historical trends, key challenges and their interrelations moving forward.
- Implications of the new physical energy market environment.
- Impact of energy transition on human resource management, and
- Identification of options and solutions.

## **5 Key Dialogue Insights**

1. Although fossil fuels will still take up around 70% of demand in 2040, the world has changed in expected and unexpected ways over the past eight years.
2. The energy industries ability to attract, nurture, and advance talent through boom and bust cycles is a critical factor for commercial success, as well as for our future energy security. Human resource management in the energy sector has become more central to business performance, energy security, and successful delivery on globally shared goals therefore.
3. Energy industry business strategies must consider volatility, technology and environmental transformations, as well as shifts in consumer behavior and public opinion in their human resource management and engagement with universities and vocational education centers.
4. Overcoming 'gender gaps' will unlock available talent through merit based advancement and selection, enabling greater diversity in senior management and leadership positions, and improving industry performance and appeal with new generations.
5. Transformation of the energy sector through new technology advancements, digitalization, energy transition requirements, and labor force dynamics present new challenges that should inspire broader engagement with younger generations and society by the industry.

### **Symposium Outcome**

Delegates welcomed the proposal of the Minister of Oil of the Kingdom of Bahrain H.E. Shaikh Mohammed bin Khalifa Al Khalifa, to use the 2<sup>nd</sup> IEF Symposium on Human Resource Management, as a next important step for continued engagement on the role of human resource management in enabling healthy energy markets to strengthen global energy security and sustainability through pursuit of an ongoing dialogue on the IEF platform.