



**SUB SAHARAN AFRICA INTERNATIONAL
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PREFACE

- Our industry needs to renew its talent pool
- Recruiting and retaining talent with the skills to unlock opportunities will be fundamental to the oil and gas success
- The industry and NOCs must align their operating models with the changing attitudes and expectations of next generation talent



DEMOGRAPHICS

- More than 60% of africa's population is under the age of 25
- By 2030, young africans are expected to constitute 42% of global youth

INDUSTRY ATTRACTION AND RECRUITMENT

- Talent life cycle begins with attraction
- The industry ability to compete for highly valued talent in a fast changing world depends on the younger generation's attitudes towards oil and gas from a career perspective
- A vast majority of youth and those looking for employment consider working for the oil and gas industry attractive
- Some of the areas with higher approval rates also have a higher prevalence of NOCs offering more career stability
- The major challenges are lack of career path visibility, increased workload, lack of work-life balance
- A direct correlation has been established between level of attraction to the oil and gas industry and contact with company : previous contact with the oil and gas industry = greater interest
- When considering the different types of corporate presence in the academic environment, internships are the most prevalent way to cooperate with universities and attract youth to the industry
- Internships, R&D projects and scholarship are the most beneficial kinds of cooperation

INDUSTRY CAREER OUTLOOK

- Attracting and recruiting talent are key steps to remaining competitive, but talent also needs to be developed
- Youth are not only seeking monetary compensation
- Other benefits are increasingly gaining importance (value in working environment, workalike balance, promotion opportunities, lack of career path visibility...)
- This suggests companies could reevaluate their approach to retaining younger talent



THE IMPACT OF THE COVID 19 GLOBAL PANDEMIC ON THE INDUSTRY

- It will be important for NOCs to understand concerns regarding longer term impact and make clear how they are dealing with the pandemic's negative consequences.
- These sentiments may undermine recruitment and retention efforts, and should be addressed directly

CALL FOR ACTION

- Leverage global and regional professional organizations to promote Oil and Gas talent attraction and retention initiatives.
- Support innovative global and regional initiatives, projects and collaboration models
- NOCs should update required capabilities for a post-pandemic world
- Subsequently it can design specific student-oriented programs that promote Oil and Gas as a desired employer with a clear purpose, strong role in energy transition and investment capacity to offer a high level of workplace security
- There may also be a need to provide visibility into long term career progression



CALL FOR ACTION

- Promote a fair and realistic image of our industry, while continuing to invest and improve along these key dimensions, to attract the best talent
- Young employees could be leveraged to connect with the newer generation and further cultivate their positive image of the industry
- Need to formulate an employee value proposition at a global level, define key target groups and what can be offered to each of them



CALL FOR ACTION

- Introduce measures to support both horizontal and vertical career progression, including for young professionals, to reduce time moves to 2-3 years
- This can include internal job postings available to all, leadership development programs with frequent rotations, and leveraging collaborations and partnerships (with educational, R&D, or environmental institutes) through long term assignments or secondments



CALL FOR ACTION

- Develop a focused talent development strategy for young employees, monitoring potential churn, identifying root causes of increasing targeted action plans
- Adapt benefit policies to each target employee group including young professionals
- Continue advocating and promoting gender balance in Oil and Gas through promotion of STEM programmes among young women

CALL FOR ACTION

- Companies through their CSR policy must release scholarship for the benefit of youth
- Companies must be more accessible by organizing meetings in training structures to give young people a better understanding of the industry
- Companies must sign MOUs with training centers in order to recruit trainees from the first year of study

CALL FOR ACTION

- Incentivize the entry of women into the industry
- Remove barriers for their advancement, through identifying and mitigating bias and hostile environments or vulture, implementing supporting women's networks, sponsorship, and mentoring programs, good storytelling by women in entry positions and leadership roles
- Flexibility needs to be viewed in light of the broader employee value proposition and transparency is needed on what the core propositions are

CALL FOR ACTION

- Distill learnings from new ways of working during the pandemic and incorporate them in business as usual going forward
- Make workplace flexibility a standard company practice
- A one size fits all approach can be counter productive
- Companies will need to be mindful of activities where flexibility is not an option (offshore operations) and mitigate some of the downsides of a more flexible working model.

SENEGAL OIL AND GAS ACADEMY

- First private training center in Oil and Gas Industry in Senegal
- Entirely owned by a woman
- Created in 2018 with only Senegalese customers
- Today , we welcome Gambians , Congolese, Guineans, Sudanese, Gabonese and maybe soon Nigerians....

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