

# YOUTH PERCEPTION OF THE OIL AND GAS INDUSTRY

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Attracting and Retaining Talent



2021 WPC  
GLOBAL YOUTH SURVEY



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# REPORT ON THE 2021 WPC GLOBAL YOUTH SURVEY

## PREFACE

World Petroleum Council (WPC) regularly surveys students' and young professionals' perceptions of the global Oil & Gas Industry. The Global WPC Youth Survey has become one of the WPC Young Professionals' flagship initiatives.

The 2021 WPC Global Youth Survey is dedicated to 'Youth Perception of the Oil & Gas Industry: Attracting and Retaining Talent', a recurring topic that the WPC Young Professionals have surveyed since 2008.

This report highlighting the survey's key findings will be officially presented in December 2021, at the 23rd World Petroleum Congress in Houston (USA). It focuses on providing a holistic and fact-based perspective on talent attraction and retention in Oil & Gas.

Our industry needs to renew its talent pool as the energy transition accelerates – an issue that is becoming increasingly critical. Identifying,

attracting, recruiting and retaining talent with the skills to unlock opportunities will be fundamental to the Oil & Gas industry's success. As career choices are based strongly on perceptions, the industry and organizations of the future must align their operating models with the changing attitudes and expectations of next generation talent.

To provide insights to decision makers, understand the industry's main levers to attract and retain young people, and highlight any significant demographic differences, the survey examines respondents' workplace preferences and the attractiveness of Oil & Gas as a career of choice. It also explores their perception of how the industry is positioned with respect to global energy, geopolitical and digital transformations. Segments of the survey are compared with data from previous editions.



Given the significant global impact of the Covid-19 crisis on the workplace and the Oil & Gas sector, one segment of this year's survey is dedicated to respondents' perceptions of the pandemic's impact on job security, and workplace flexibility preferences.

The Youth Survey was conducted online from April to June 2021 - primarily targeting students and young professionals working in or for Oil & Gas. The survey was also open to industry seniors over 35, with the aim of capturing any generational differences in perception.

Relying on the strong global network of World Petroleum Council member countries and partner organizations, the survey collected views of over 5,600 respondents from 112 countries across 6 continents. This broad global outreach gives us a unique opportunity to observe overall trends and make geographic comparisons.

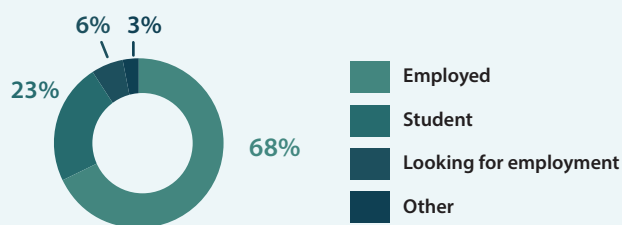
The 2021 WPC Global Youth Survey is delivered with the support of Boston Consulting Group and an HR Expert Committee, with diverse backgrounds representing companies from different countries.

# DEMOGRAPHICS

The Survey attracted over 5,600 respondents from 112 countries across 6 continents.

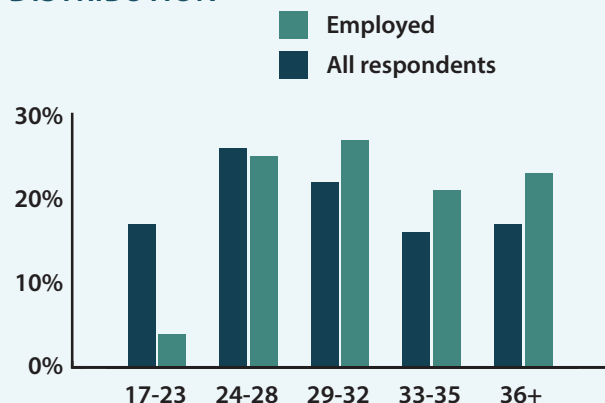
68% of Survey participants currently work in or for the Oil & Gas industry, followed by students (23%), those looking for employment (6%) and others (including retirees, 3%) (Figure 1).

**FIGURE 1 | RESPONDENT EMPLOYMENT STATUS**

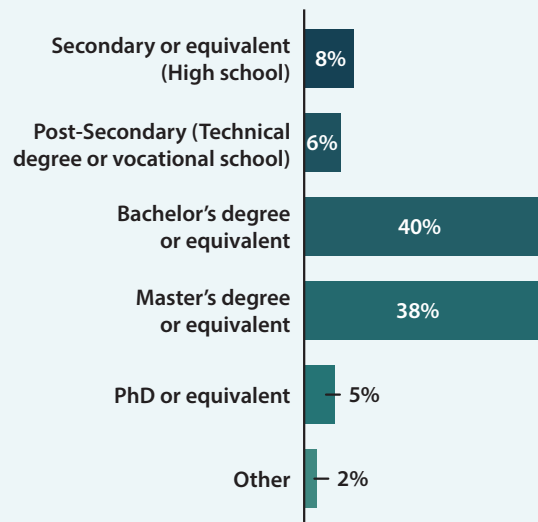


Survey respondents are evenly distributed by age categories. Seventeen percent were over 35 years of age. The vast majority of the respondents (83%) are under 35, entering into the survey’s definition of students and young professionals (Figure 2).

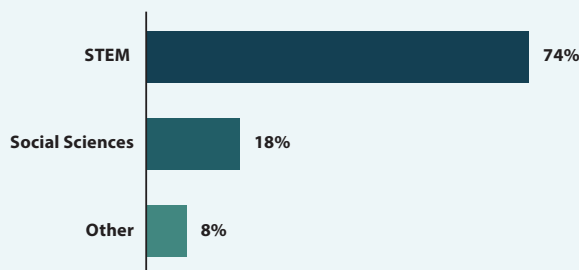
**FIGURE 2 | RESPONDENT AGE DISTRIBUTION**



**FIGURE 3 | EDUCATION LEVEL DISTRIBUTION**



**FIGURE 4 | EDUCATIONAL BACKGROUND DISTRIBUTION**

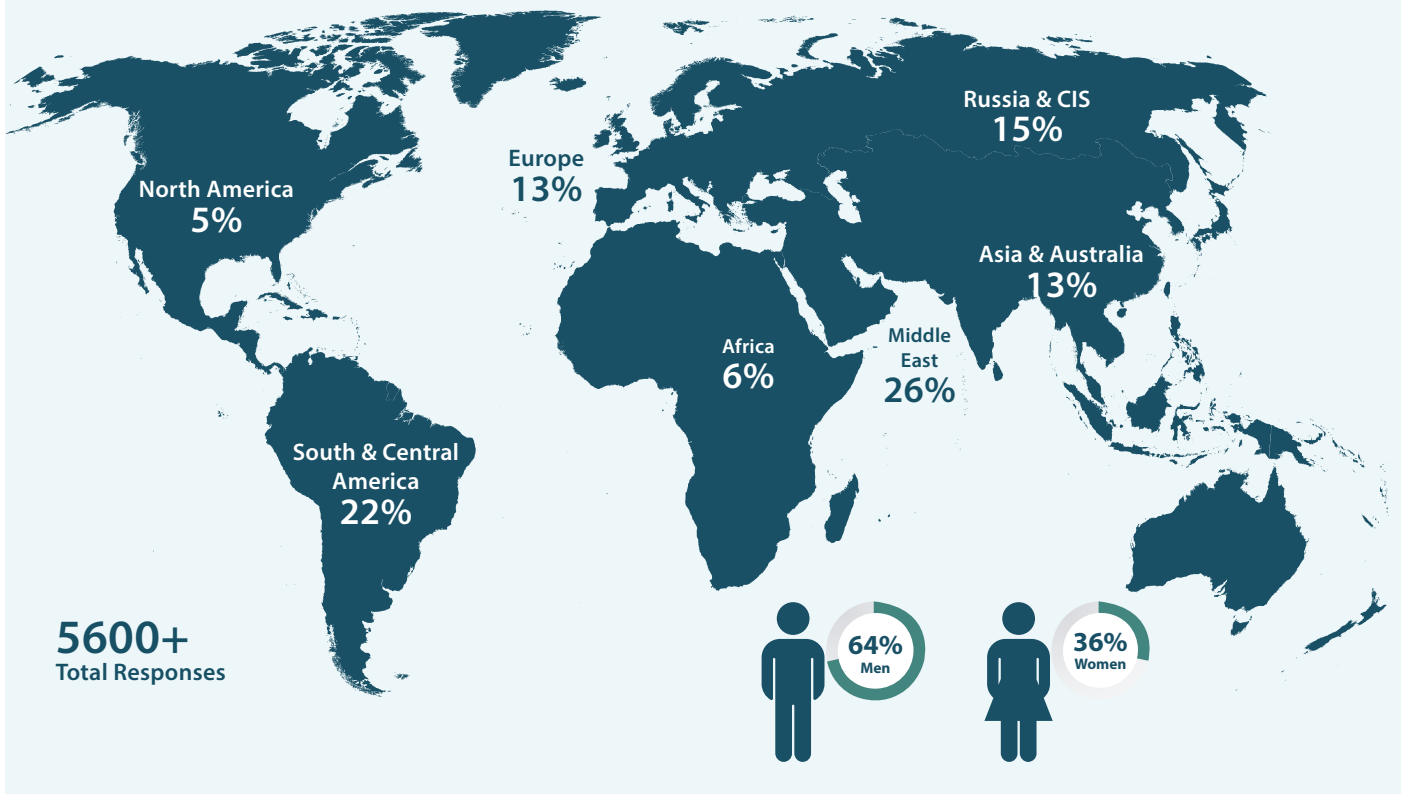


Note: may not add to 100% due to rounding

In terms of education, 74% of survey participants have a STEM<sup>1</sup> background (Figure 4). The majority hold a bachelor’s degree or equivalent (40%), followed closely by those holding a master’s degree or equivalent (38%). A smaller percentage (5%) of respondents hold a PhD degree (Figure 3). While industry data indicates that women represent roughly a fifth of employees in the Oil & Gas industry<sup>2</sup>, the participation of young women in the WPC Global Youth Surveys has consistently been

<sup>1</sup> STEM – Science, Technology, Engineering and Math

**FIGURE 5 | GEOGRAPHIC AND GENDER RESPONDENT DISTRIBUTION**



higher. Women accounted for 36% of this year's respondents.

In terms of geographic coverage, the highest level of Survey participation is observed from the Middle East and South & Central America, followed by Russia & CIS, Asia, and Europe. Somewhat lower participation is observed from North America and Africa. Around 10% of respondents are located outside their country of origin, the majority due to long-term job placement (51%), followed by those who have relocated for educational reasons (32%).

The survey also queried the types of companies employing our respondent base. The majority of respondents (57%) declared working for a National Oil & Gas Company (NOC), followed by those employed with an International Oil & Gas Company (IOC) (33%) (Figure 7).

The survey represents a range of perspectives, including people employed at integrated energy companies (32%), and those that work Upstream (26%) or Downstream (10%). The remaining respondents represent Midstream, Services, Petrochemical or other sectors (Figure 6).

Given the voluntary nature of the survey and the channels used for dissemination (e.g. word of mouth, associations and social media channels focused on the Oil & Gas industry), a certain degree of self-selection and confirmation bias should be taken into account when interpreting the results.

<sup>2</sup> Source: Untapped Reserves – Promoting Gender Balance in Oil and Gas, 2017, a WPC & BCG collaboration

FIGURE 6 | COMPANY TYPE DISTRIBUTION

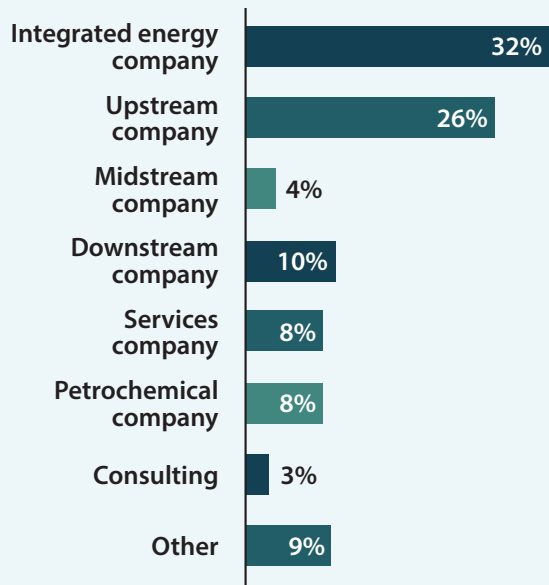
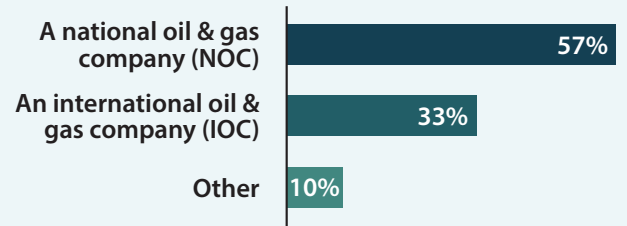


FIGURE 7 | COMPANY TYPE DISTRIBUTION



# INDUSTRY ATTRACTION AND RECRUITMENT

The talent life cycle begins with attraction. The industry's ability to compete for highly valued talent in a fast-changing world depends on the younger generation's attitudes towards Oil & Gas from a career perspective. In many markets and regions, the Oil & Gas industry is no longer considered to be an employer of choice and may lag behind employers from other industries. This challenge has become more acute with the energy transition and climate change. Greener energy industries are emerging as competitors in the quest for talent.

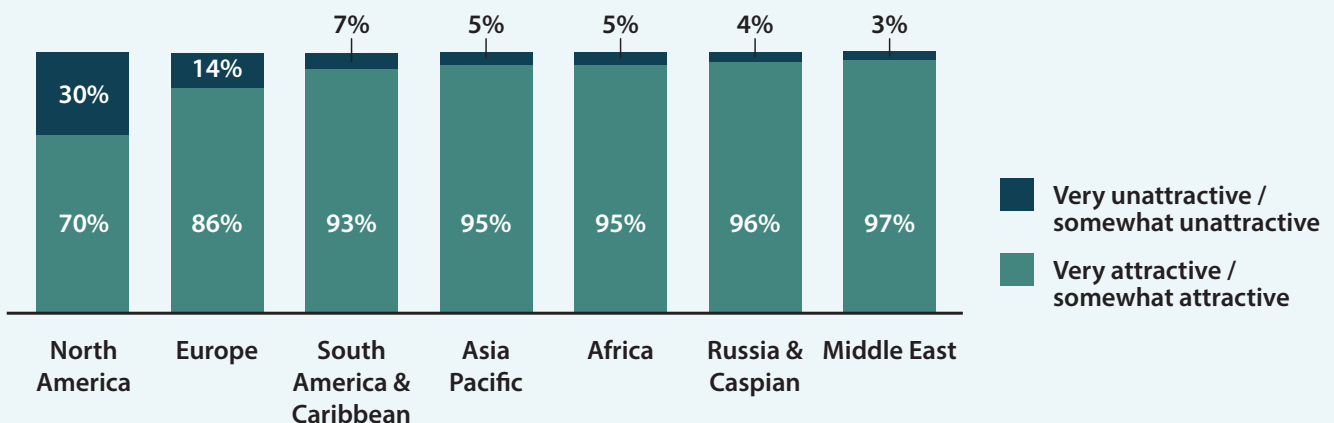
However, it is encouraging to see – and a great asset to build on - that the overall attitude of our Survey respondents is very positive towards the industry. A vast majority of students and those

looking for employment consider working for the Oil & Gas industry attractive – 69% would find it very attractive, and 24% somewhat attractive.

Perspectives differ slightly by geography, with North America and Europe showing lower approval rates compared to other regions (Figure 8). These areas have more intense competition for young talent across industries in these continents. They are also regions with greater interest in renewable energy and a more present narrative about the role of fossil fuels in climate change. Some of the areas with higher approval rates also have a higher prevalence of NOCs offering more career stability.

Student respondents are most attracted by

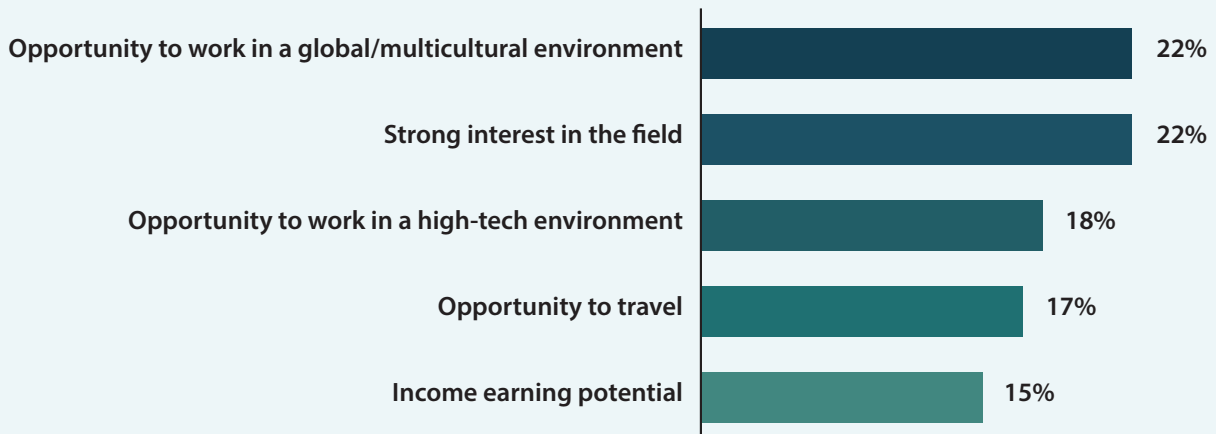
**FIGURE 8 | OIL & GAS INDUSTRY ATTRACTIVENESS BY REGION**



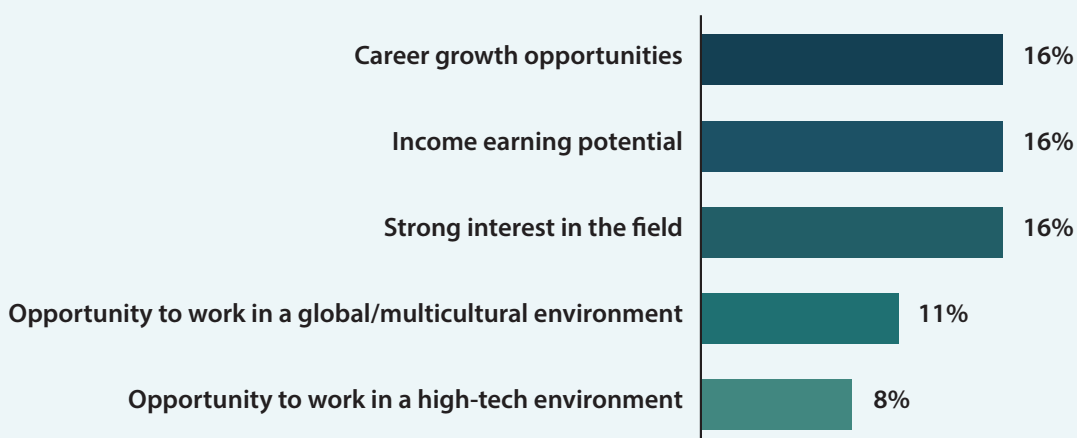


**FIGURE 9 | TOP 5 REASONS STUDENTS FIND WORKING IN THE OIL & GAS INDUSTRY ATTRACTIVE**

**2017 WPC YOUTH SURVEY**



**2021 WPC YOUTH SURVEY**



Note: Does not add to 100%, only top 5 is shown and respondents could select multiple options

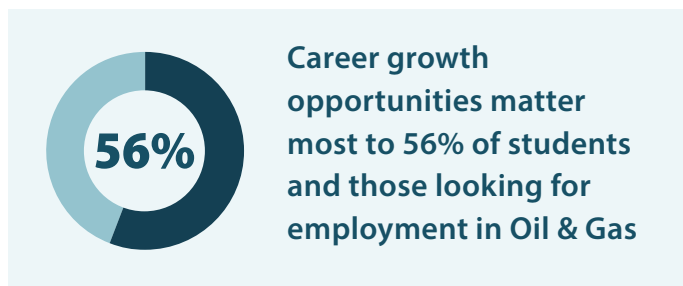
the sector’s ability to provide career growth opportunities and the income earning potential it offers, both coupled with their personal interest in the field (Figure 9).

Among the smaller percentage of student and unemployed respondents that consider working for the Oil & Gas industry unattractive (6%), the top five reasons include the industry’s negative environmental impact, the perception that it is

falling behind in terms of the energy transition, future job (in)security, its negative image and the fact that it is seen as an ageing industry. Interestingly, when compared with answers related to previous contacts with the industry, the majority of these respondents indicate not having had any contact with the industry so are going by their general perception (Figure 10) .

This year's Youth Survey also attracted 8% of respondents employed in organizations other than Oil & Gas companies, including government, NGOs, consulting, and other industries. The major challenges these respondents reported at their current workplaces were lack of career path visibility, increased workload, lack of work-life balance and future job (in)security, signaling what could be potential reasons for a switch to Oil & Gas.

The vast majority of students and those looking for employment in Oil & Gas believe they would get positive feedback from their environment if they found employment in the industry. Less than 10% believed this would be negatively perceived.



Following attraction, the talent life cycle continues with successful recruitment.

To understand the key drivers and motivators of today's young talent, the survey sought respondents' opinions on "what matters most to you with regards to employment". Multiple selections were possible. The top five answers were career growth opportunities (56%), monetary

compensation (40%), personal development opportunities (40%), work-life balance (37%) and job stability (21%). While salary certainly matters, personal and professional growth opportunities are core values that may drive both job selection and motivation in the workplace.

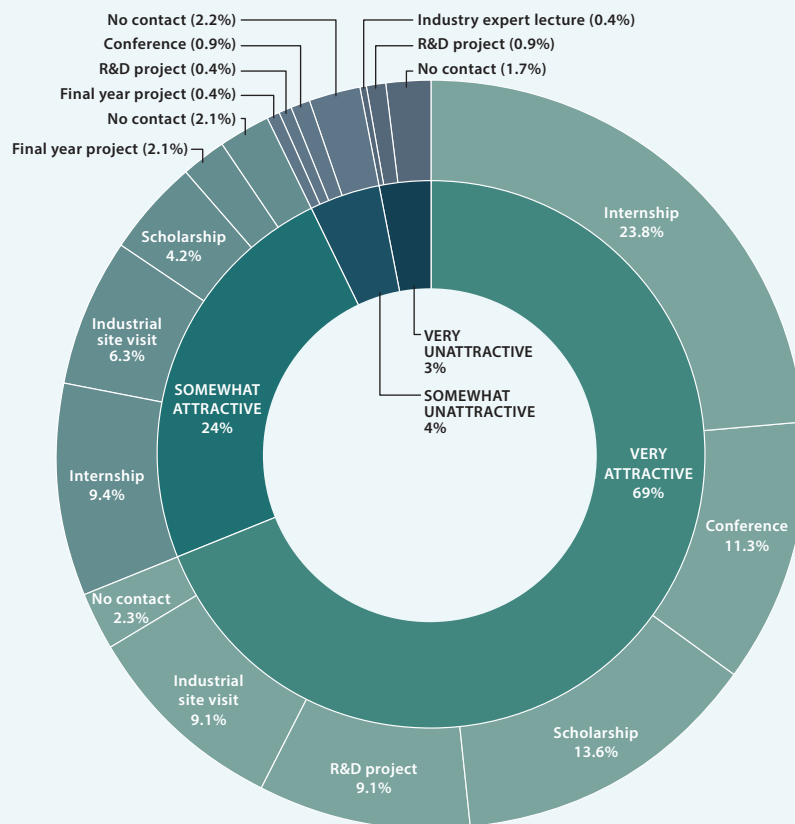
A direct correlation has been established between level of attraction to the Oil & Gas industry and contact with companies.

**Previous contact with the Oil & Gas industry = Greater interest**

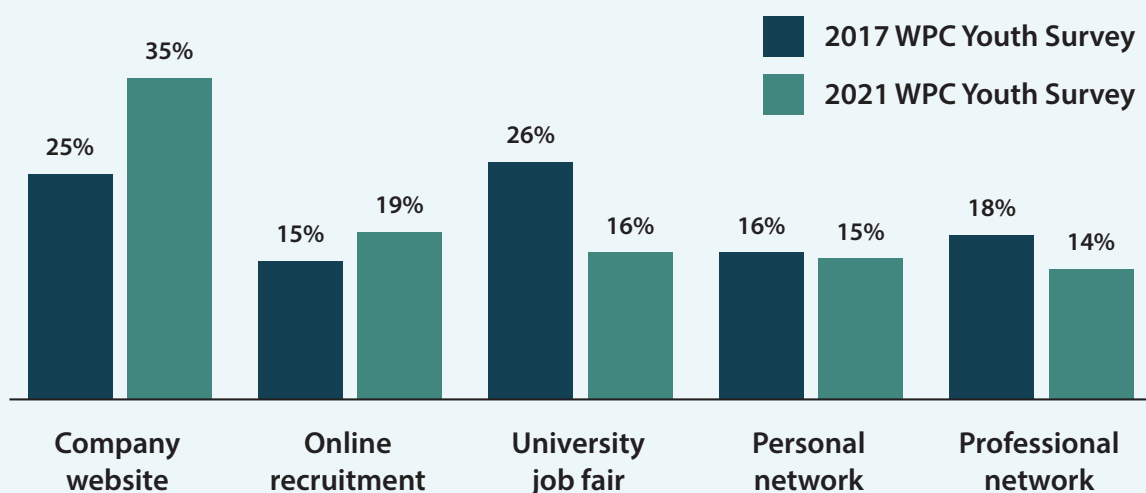
Students who have had direct contact with the industry during their studies (be it through internships, conferences or R&D projects), are more interested in and attracted to further employment in Oil & Gas (Figure 10). When considering the different types of corporate presence in the academic environment, internships are the most prevalent way to cooperate with universities and attract talented students to the industry. Looking back to the results of the 2019 WPC Global Youth Survey on boosting Oil & Gas industry-academia collaboration<sup>3</sup>, internships, R&D projects and scholarships were also prioritized by students as the most beneficial kinds of cooperation. Looking at how the recruiting process is carried out, this year's Survey shows that new recruiting channels like online recruitment websites have overtaken more traditional methods like university job fairs and professional networks (Figure 11).

<sup>3</sup> Article on WPC Global Youth Survey "Boosting Oil & Gas industry-academia collaboration" published in the [WPC Young Professionals Magazine](#)

**FIGURE 10 | ATTRACTIVENESS OF EMPLOYMENT IN OIL & GAS INDUSTRY AND TYPE OF DIRECT CONTACT**



**FIGURE 11 | MAIN RECRUITMENT CHANNELS**



Note: may not add to 100% due to rounding

# INDUSTRY CAREER OUTLOOK

Attracting and recruiting talent are key steps to remaining competitive, but talent also needs to be developed. In the previous section we noted employees are not only seeking monetary compensation, a trend exacerbated by the influx of millennials and Gen Z into the workforce. Other benefits are increasingly gaining importance. The Survey therefore aimed to gauge young professionals' satisfaction in the workplace - what they value in a working environment - challenges they encounter, and how these align with global trends.

The overall satisfaction of employed respondents with their workplace is high. Forty-five percent report being very satisfied with their workplace, and an additional 44% are somewhat satisfied.

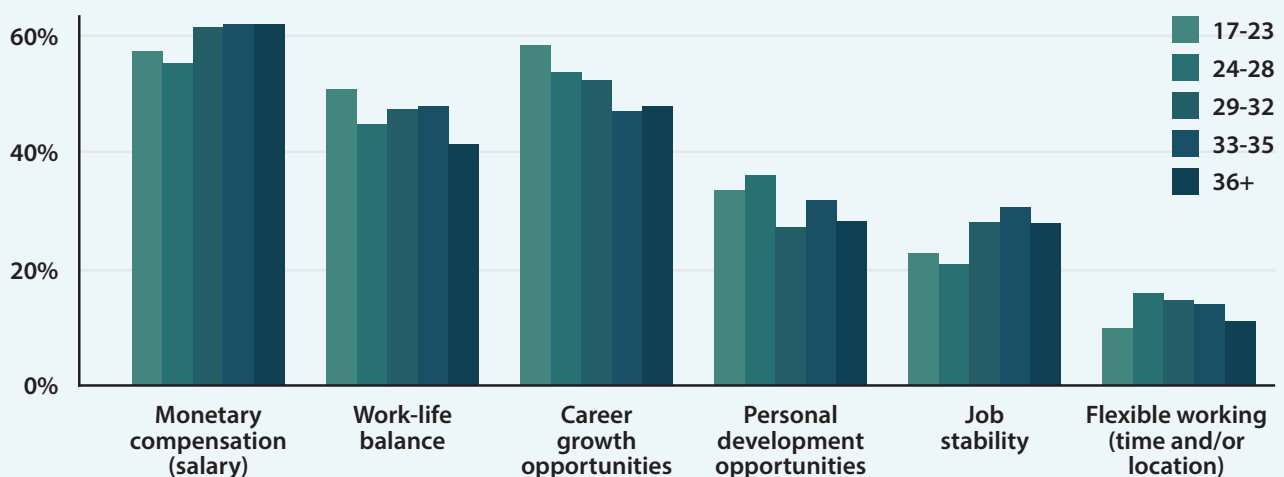
When asked "what matters most to you with regards to employment", employed survey respondents

highlighted monetary compensation, career growth opportunities and work- life balance as top priorities (Figure 12). This represents a slight difference from key motivators identified by student respondents



(see Section – Industry Attraction and Recruitment), who highly value personal development and career growth opportunities beyond just earning potential. The Oil & Gas industry can differentiate itself by offering competitive salary packages, by promoting personal skill development and work life balance. In terms of how different age groups of

**FIGURE 12 | TOP 5 ASPECTS MATTERING THE MOST REGARDING EMPLOYMENT (BY AGE GROUP)**



Note: Respondents had to select 3 options

employed respondents view work-related priorities, a steady increase in the importance of financial compensation can be observed. Respondents aged 36 and over value salary the most. The importance of career growth opportunities is highest for the youngest respondents and declines with age.

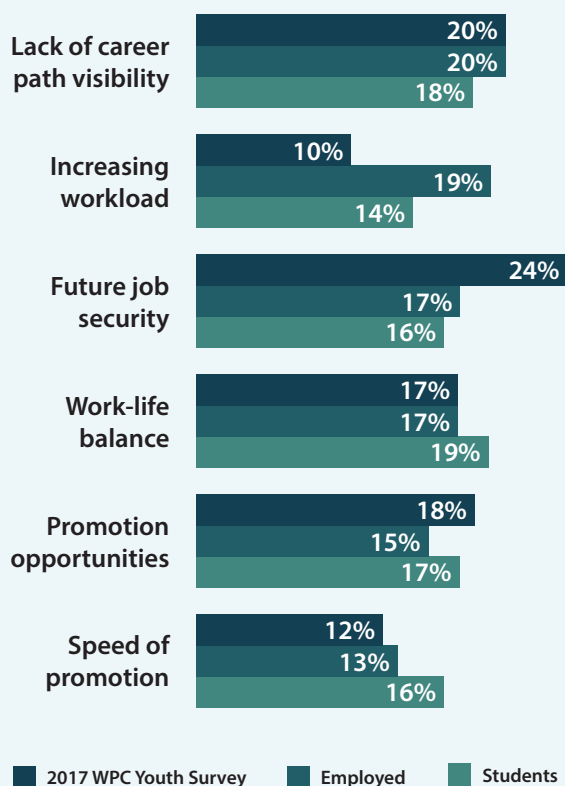
It is interesting to observe regional differences. American and Asian respondents value work-life balance more. Those from Europe, the Middle East, Latin America and Africa primarily value career growth opportunities, while Russia, CIS and Africa value monetary compensation and career growth opportunities more (Figure 14).

**4.4 YEARS**

**the global average progression pace between positions**

Looking more deeply into career progression, we asked employed respondents how long it took them to move from one position to another in their current companies. Survey results revealed that the global average progression pace is 4.4 years. Since career growth opportunities are of strong interest to younger generations, it suggests an opportunity for Oil & Gas companies to alter their career progression practices and shorten the time between position changes.

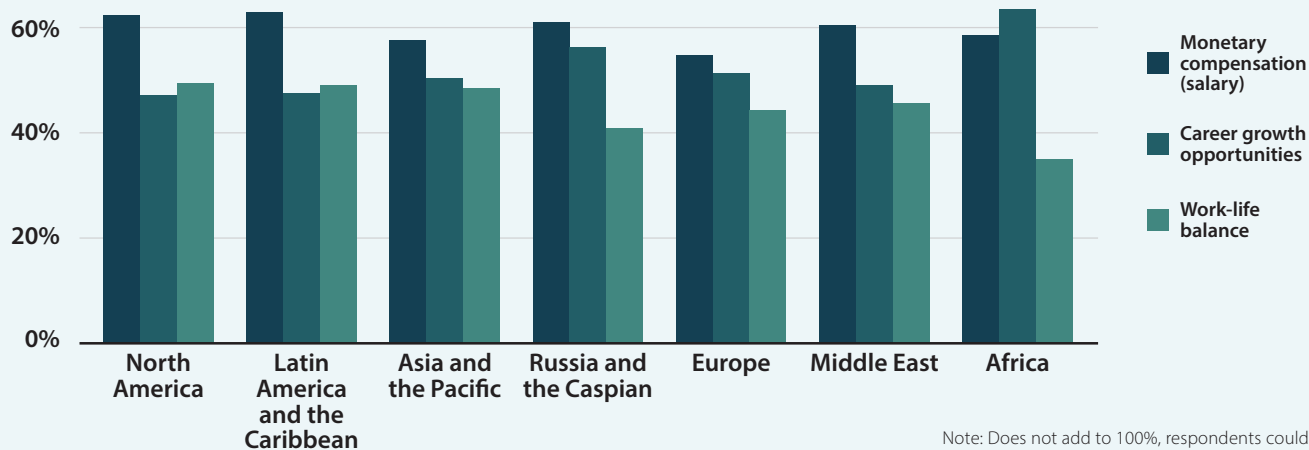
**FIGURE 13 | TOP CAREER CHALLENGES FACED BY EMPLOYED AND STUDENT RESPONDENTS**



Note: May not add to 100% due to rounding

The main challenges respondents face in their Oil & Gas industry careers have remained stable over the years. Work-life balance, promotion opportunities, and lack of career path visibility were identified as the top challenges both in this year's Survey and

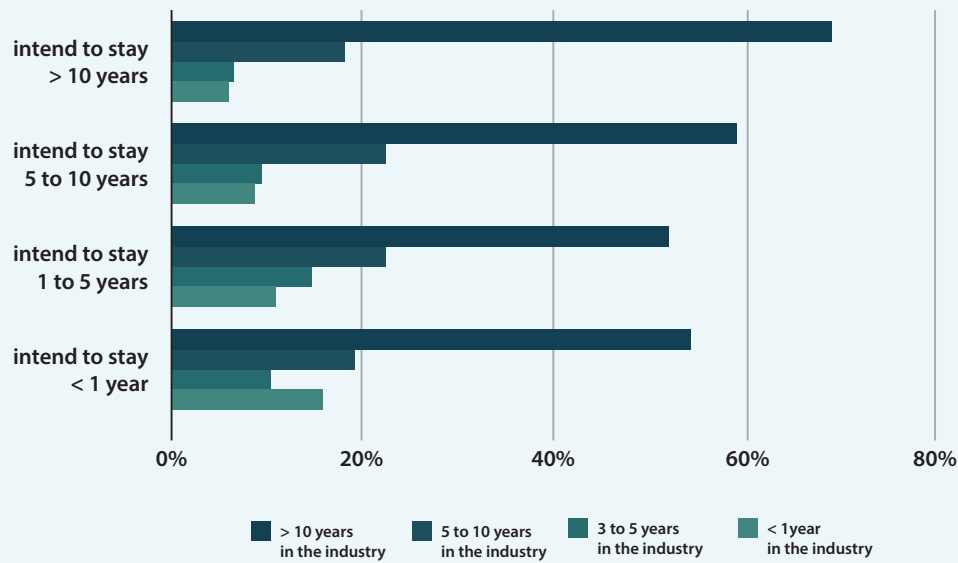
**FIGURE 14 | WHAT ASPECTS MATTER THE MOST TO YOU WITH REGARDS TO EMPLOYMENT**



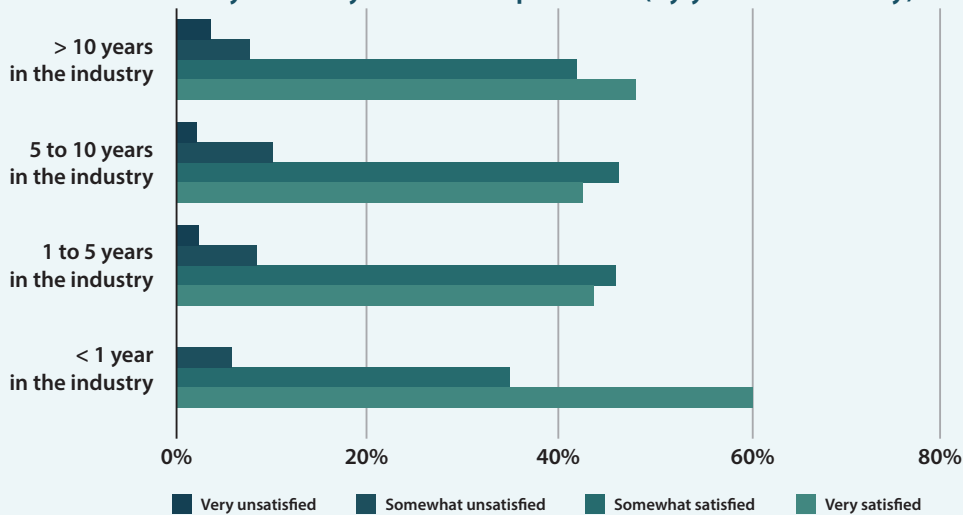
Note: Does not add to 100%, respondents could select multiple options

**FIGURE 15 | RELATIONSHIP BETWEEN YEARS OF EXPERIENCE, SATISFACTION, AND INTENTION TO CONTINUE IN THE INDUSTRY**

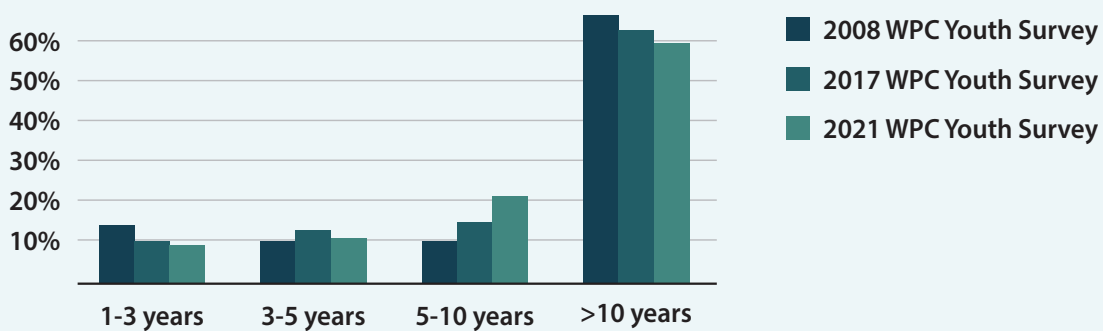
How long do you intend to keep working in the Oil & Gas industry (by years in industry)?



How satisfied are you with your current position? (by years in industry)



How long do you intend to keep working in the Oil & Gas industry?



2017's. Despite monetary compensation being the most important aspect to many respondents (Figure 12), it is rarely identified as a key area of concern. Instead, career development, promotion and work-life balance are more critical factors (Figure 13), and areas where companies could invest.

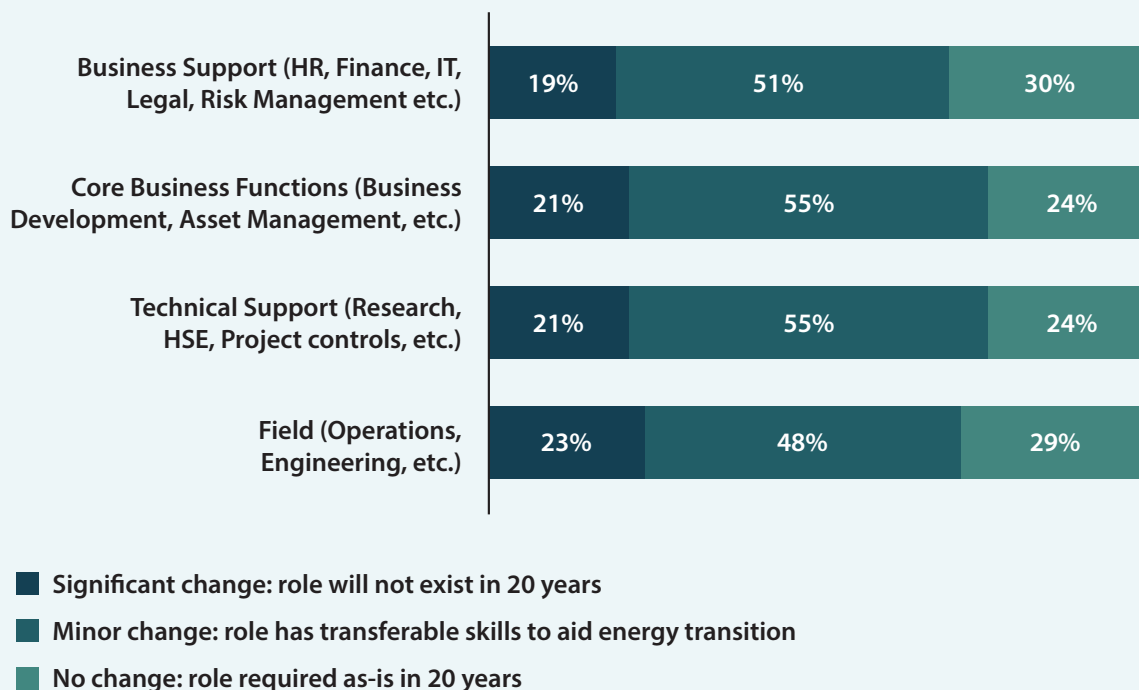
Given that the challenges have remained the same since the 2017 Survey, Oil & Gas companies need to address them more directly. This is especially true in light of results that show 59% of students and employed respondents intend to keep working in industry for more than 10 years. This is almost 12% less than in the first WPC Youth Survey in 2008, revealing a decline in respondents' intention to forge long-term careers within the industry (Figure 15).

We then examined the relationship between years of experience and satisfaction. Longer experience in the industry corresponds with decreasing job satisfaction rate. The effect is most pronounced after 1 year of employment.

This suggests companies could reevaluate their approach to retaining younger talent. Surprisingly, survey results reveal that while showing generally higher satisfaction levels versus their more tenured colleagues, younger employees aim to stay in the industry for a shorter duration (Figure 15). Explanatory factors could be established network and credibility after many years in the same industry or lower appetite for change in general.

In view of the energy transition, we also asked employed respondents how they saw the evolution of their role over the coming years. Would it still exist in 20 years' time? And does their current position have transferable skills to aid the energy transition? While the majority of respondents believed their work could help advance the energy transition (51%), around 20% of employees across all categories do not think their position will exist in 20 years' time (Figure 16).

**FIGURE 16 | EVOLUTION OF CURRENT ROLE DUE TO ENERGY TRANSITION**



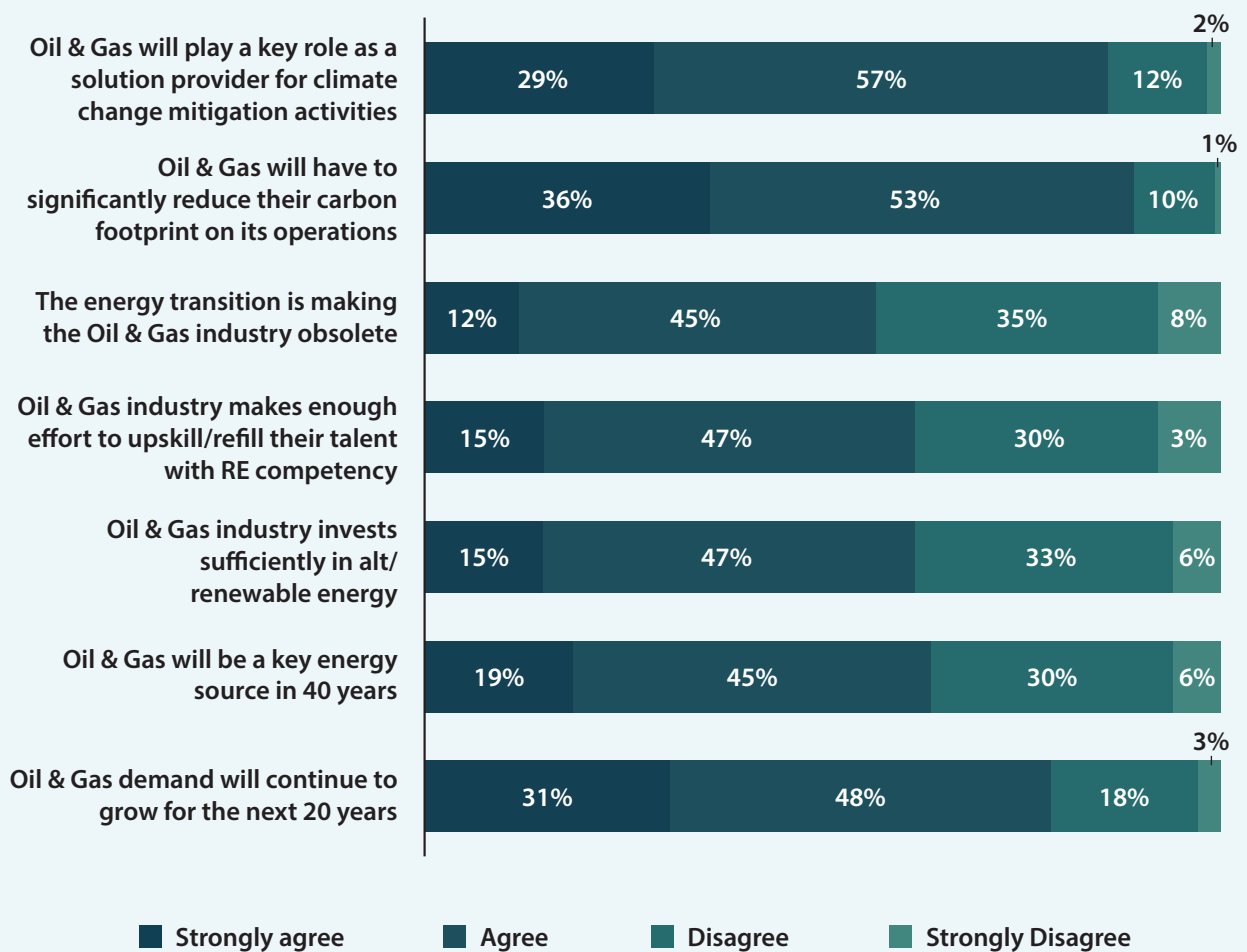
# INDUSTRY OUTLOOK

The accelerating energy transition raises questions around the future of employment in Oil & Gas. That is why the Survey further investigated the perceptions of students – our future workforce – and young industry insiders on the positioning of Oil & Gas as the world transitions towards a low-carbon future (Figure 17).

The majority of respondents believe that demand in Oil & Gas will continue to grow over the next 20 years (79%), and trust that it will still be a key energy source in 40 years' time (64%).

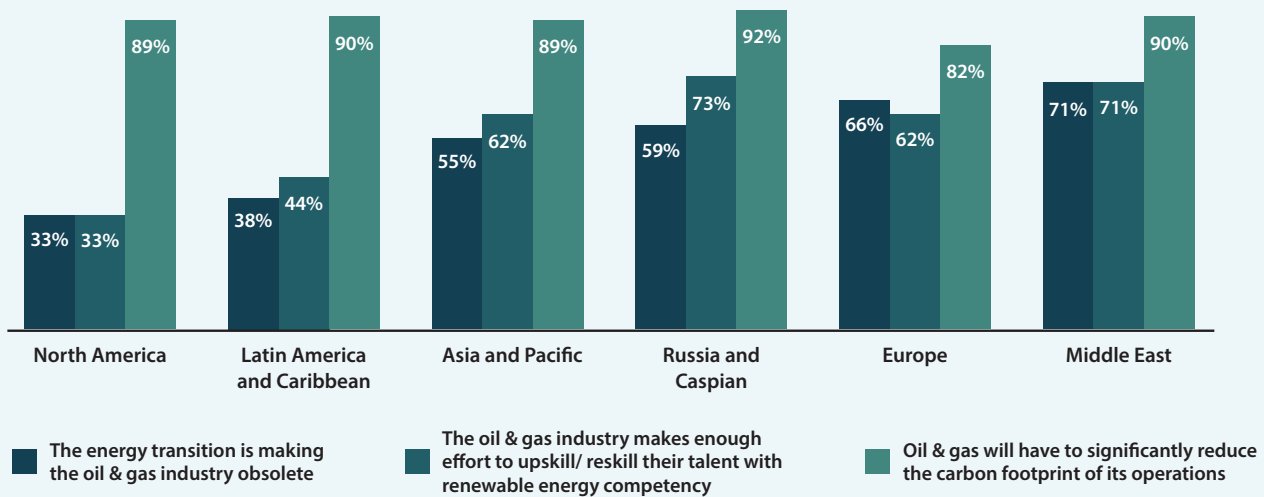
Overall there is a positive perception of the industry in terms of investment in low-carbon technologies. Sixty-two percent of respondents believe the

**FIGURE 17 | PERCEPTIONS ON ENERGY TRANSITION AND RENEWABLES**





**FIGURE 18 | ENERGY TRANSITION AND RENEWABLES BY REGION**



industry is investing sufficiently in alternative/ renewable energies, and another 62% believe it is upskilling/ reskilling talent with renewable energy competences.

Interestingly, 86% of respondents agree that Oil & Gas will play a key role as a solution provider for climate change mitigation activities. Consequently, the vast majority feel that the industry will have to significantly reduce its operations' carbon footprint (89%). In addition, while 90% of respondents believe that the Oil & Gas industry can make significant contributions to reducing GHG emissions, 42% feel that it is currently not doing enough (Figure 18). These insights highlight the growing environmental consciousness and concerns of students and young professionals, and their dissatisfaction with the industry's perceived lack of action.

Respondents' sentiments on this topic are positive overall. However, a cause for concern is that 57% agreed with the statement "the energy transition is making the Oil & Gas industry obsolete".

Perceptions on the energy transition differ among regions (Figure 18). Middle Eastern, European and Russian respondents show the highest levels of agreement that Oil & Gas is becoming obsolete.

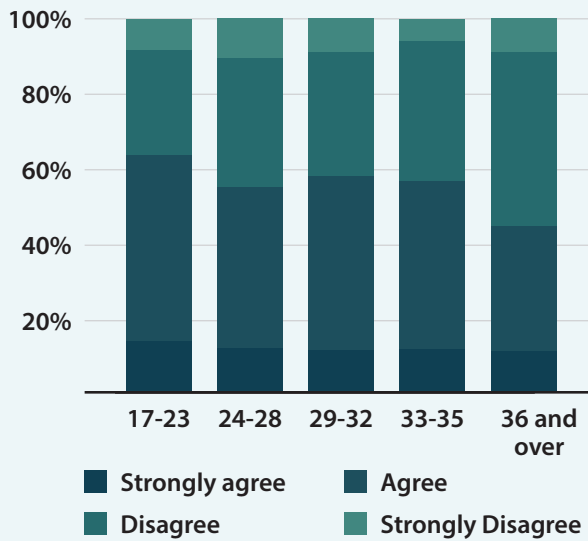
These same groups also show highest levels of belief that the industry is making enough effort to upskill and reskill their talent with competencies to support the energy transition. However, across 6 continents the views are consistent that the industry will have to significantly reduce the carbon footprint of its operations.

We looked more deeply into the views of respondents on the role of Oil & Gas in the energy transition, and found that 63% of respondents under 24 years believe the energy transition will make the industry obsolete while the concern reduces with age (Figure 19).

**57% of all respondents believe the energy transition will make Oil & Gas obsolete over time while half think demand will grow first and Oil & Gas will remain a key energy source in 40 years**

Given current digital transformations along the value chain, and with Oil & Gas embracing new technologies, the Survey asked specifically about perceptions of the industry's digitization and innovation efforts. It is positive to note that the vast majority of respondents (80%) view Oil &

**FIGURE 19 | ENERGY TRANSITION IS MAKING OIL & GAS INDUSTRY OBSOLETE (BY AGE)**

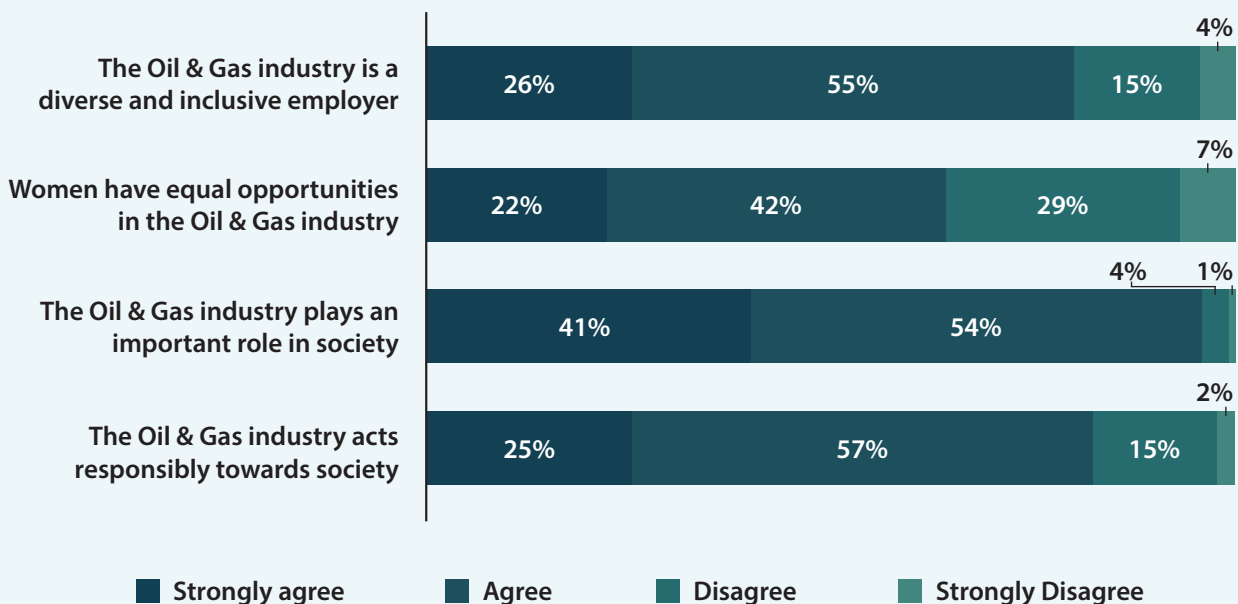


Gas as innovative compared to other industries, and 77% trust that it is investing sufficiently in digital capabilities. Despite these perceptions of innovation and investment, however, a quarter of respondents do not consider Oil & Gas to be a digital industry.

The geopolitical impact of the industry has for decades played a central role in international relations. Oil and gas markets and price volatility strongly influence the dynamics of the global economy. For these reasons the survey sought respondents' opinions on the importance of the Oil & Gas industry in the global economy today, and its role in geopolitics now and in the future. While almost every respondent confirmed the industry's importance today (98%), a 20% decrease is observed in their assessments of its importance 40 years from now.

Looking at the industry from the diversity, equity, and inclusion perspective, respondents' overall sentiment is positive. The majority view Oil & Gas as an inclusive employer that offers equal opportunities for women and plays an important role in society (Figure 20). However, while the question of gender balance and equal opportunities for women has a mainly positive rating, 36% respondents that feel that women do not have equal opportunities in the sector. Interestingly, this observation is almost equally shared among men and women.

**FIGURE 20 | PERCEPTION ON DIVERSITY, INCLUSION, AND SOCIAL RESPONSIBILITY**



# THE IMPACT OF THE COVID-19 GLOBAL PANDEMIC ON THE INDUSTRY

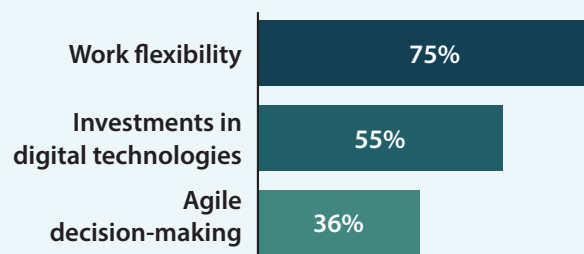
Given the transformative impact of the Covid-19 pandemic globally on how individuals live and work, the survey dedicated special attention to young respondents' opinions on post-pandemic academic, workplace and industry environments.

It is highly encouraging to observe that a vast majority of employed respondents positively assessed their Oil & Gas employers' agility and handling of Covid-19 related crises (83%).

Respondents also confirmed that the pandemic brought about positive changes that the companies can leverage in the long run. At the top of this list are increased work flexibility, digitization, and improved agility in decision making (Figure 21). These perceptions also suggest which changes in

**The vast majority of students believe that the COVID-19 pandemic will endanger their future employment opportunities**

**FIGURE 21 | THE KEY PANDEMIC-CAUSED CHANGES THAT COMPANIES SHOULD TAKE ADVANTAGE OF IN THE LONG RUN**



Note: Does not add to 100%, only top 3 shown and respondents could select multiple options

ways of operating and working are highly valued by younger generations.

However, when asked about workplace security and future employment opportunities, both students and young professionals believe the pandemic will negatively influence employment opportunities and existing work positions (Figure 23). Students hold a much more dire view of future labor opportunities - a striking 84% believe that their future employment will be endangered.

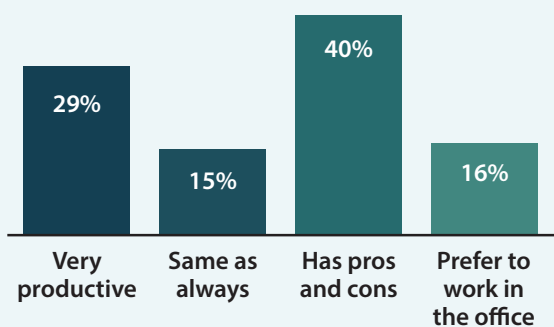
When asked about the overall impact of the Covid-19 pandemic on Oil & Gas, opinions are divided. Fifty-two percent of students and employed respondents believe that it will have a longer-term positive impact on the industry (Figure 24). Note that this sentiment was observed in Q2 2021, when Oil & Gas markets had already stabilized to a significant extent.

It will be important for companies 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.

During the pandemic, flexibility has emerged as an important topic. We asked for respondents' opinions on remote work and study, flexibility preferences, and the return to normal.

Employed respondents were asked about their preferences towards working from home compared to the office. Forty percent believed both home and office arrangements have their pros and cons, 29% found working from home very productive, and the rest felt productivity was similar or even preferred to work from the office.

**FIGURE 22 | VIEWS ON WORKING FROM HOME COMPARED TO OFFICE WORK**



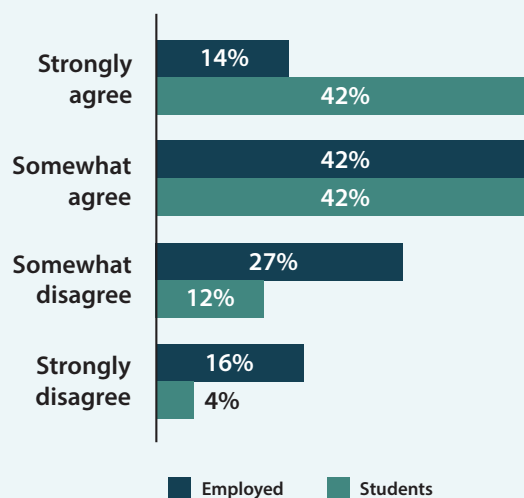
The ideal future work arrangement for the majority (38%) of employed respondents would be the continuation of remote work a few days a week (Figure 25). When broken down by age groups,

partial or full-time remote work is preferred by all categories from 17 to those over 35.

It is valuable to note that younger age groups demonstrate higher preference for working fully from the office, suggesting that younger employees benefit most from social interaction as they build experience in the work place (Figure 25).

When looking at student preferences for a future

**FIGURE 23 | COVID-19 WILL ENDANGER FUTURE EMPLOYMENT OPPORTUNITIES / CURRENT WORK POSITION OF RESPONDENTS**



Note: Does not add to 100% due to rounding

study formats, a similar pattern emerges. Thirty-seven percent of student respondents expressed desire to attend in-person classes.

**FIGURE 24 | THE LONGER-TERM IMPACT OF THE PANDEMIC ON THE INDUSTRY**

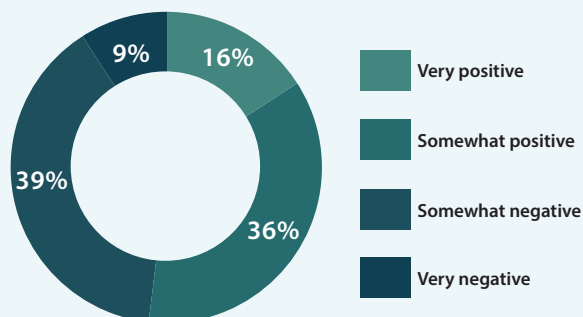
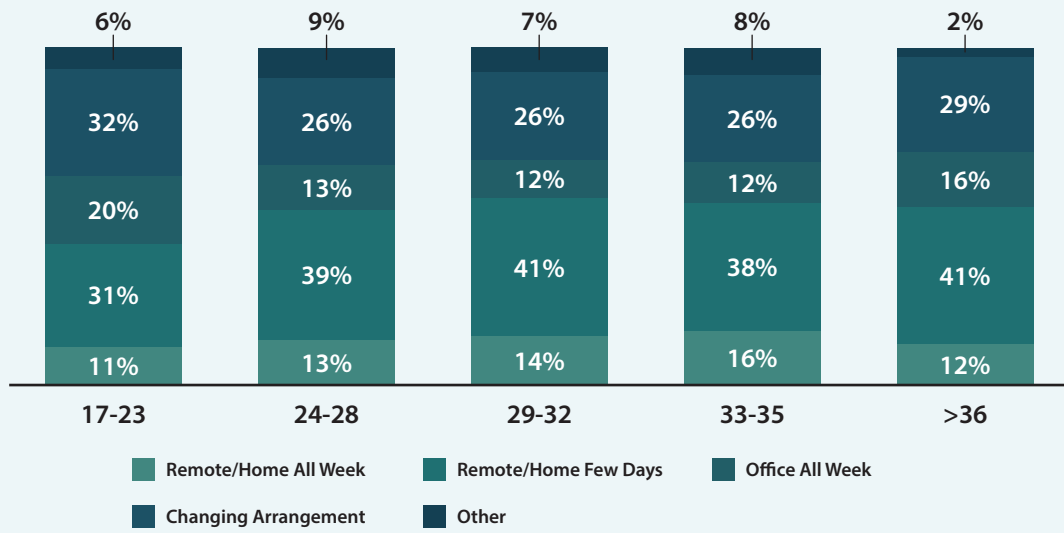


FIGURE 25 | PREFERRED TYPE OF WORK ARRANGEMENT IN THE FUTURE



# CALL FOR ACTION

The 2021 Survey shows surprising consistencies in the views, expectations and perceptions of the younger generation worldwide, across different continents and regions. This confirms Oil & Gas's consistent sectoral culture and strong global footprint, and suggests a globally consistent approach to attracting and developing young talent.

**CALL FOR ACTION:** Leverage global and regional professional organizations to promote Oil & Gas talent attraction and retention initiatives. Support innovative global and regional initiatives, projects, and collaboration models.

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The survey highlights young employees' overall positive perception of the Oil & Gas industry, including its purpose and role in the energy transition, its ability to innovate, and its support for diversity and inclusion. This is a fragile asset to be leveraged going forward to win the battle for talent.

**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.

The survey revealed a significantly higher degree of pessimism and insecurity among students, compared to young professionals, related to their future employment opportunities as a consequence of Covid-19 and the energy transition.

**CALL FOR ACTION:** The industry should update required capabilities for a post-pandemic world. Subsequently it can design specific student-oriented policies and programs that promote Oil & Gas as a desired employer with a clear purpose, strong role in the energy transition, and investment capacity to offer a high level of workplace security. There may also be a need to provide visibility into longer-term career progression, potentially highlighting trajectories to new energies.

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Most respondents highlight career growth opportunities as a factor that makes the Oil & Gas industry attractive, however global career progression data shows that it takes on average 4-5 years to move from one position to another. In addition, lack of career path visibility and absence of career progression are among the key challenges identified by employed respondents.

**CALL FOR ACTION:** Introduce measures to support both horizontal and vertical career progression, including for young professionals, to reduce time between moves e.g. to 2-3 years. This can include internal job postings available to all, leadership

development programs with frequent rotations, and leveraging collaborations and partnerships (e.g., with educational, R&D, or environmental institutes) through long-term assignments or secondments.

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**While younger talent is generally more satisfied with their job in the industry, they do not intend to stay in the industry as long as their more tenured colleagues.**

**CALL FOR ACTION:** Develop a focused talent development strategy for young employees, monitoring potential churn, identifying root causes of increasing dissatisfaction with tenure, and establishing targeted action plans. Adapt benefit policies to each target employee group, including Young Professionals.

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**Almost a third of survey respondents believe that the women lack equal opportunities in the Oil & Gas industry. The WPC has been actively engaged on this topic through its dedicated Gender Surveying initiative, also analyzing the positioning of women in entry level roles in the industry.**

**CALL FOR ACTION:** Continue advocating and promoting gender balance in Oil & Gas through promotion of STEM programmes among young women. Incentivize the entry of women into the industry. Remove barriers for their advancement, e.g. through identifying and mitigating bias and hostile environments or culture, implementing supporting women's networks, sponsorship, and mentoring programs, good storytelling by women in entry positions and leadership roles.

**The report reveals that 57% of respondents believe the energy transition will render the Oil & Gas industry obsolete. In addition, one in five respondents believes that his or her position will cease to exist in 20 years' time due to skills that are non-transferable in the future energy transition.**

**CALL FOR ACTION:** Accelerate the mapping of traditional Oil & Gas business competencies and their evolution against what is needed for the energy transition. Define realistic career paths for the most vulnerable positions, prepare upskilling academies and chart courses for skills that won't be needed in the future. Highlight new career paths to students and young professionals.

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**The survey shows that a vast majority of respondents believe that workplace flexibility is the main pandemic-caused change that companies should take advantage of in the long run. However, the type of flexibility desired differs among age groups.**

**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 counterproductive. Companies will need to be mindful of activities where flexibility is not an option (e.g., offshore operations) and mitigate some of the downsides of a more flexible working model (e.g., establishing connections / networks through in-person interactions, particularly important to the younger generation). Flexibility needs to be viewed in light of the broader Employee Value Proposition and transparency is needed on what the core propositions are.

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# ACKNOWLEDGEMENTS

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