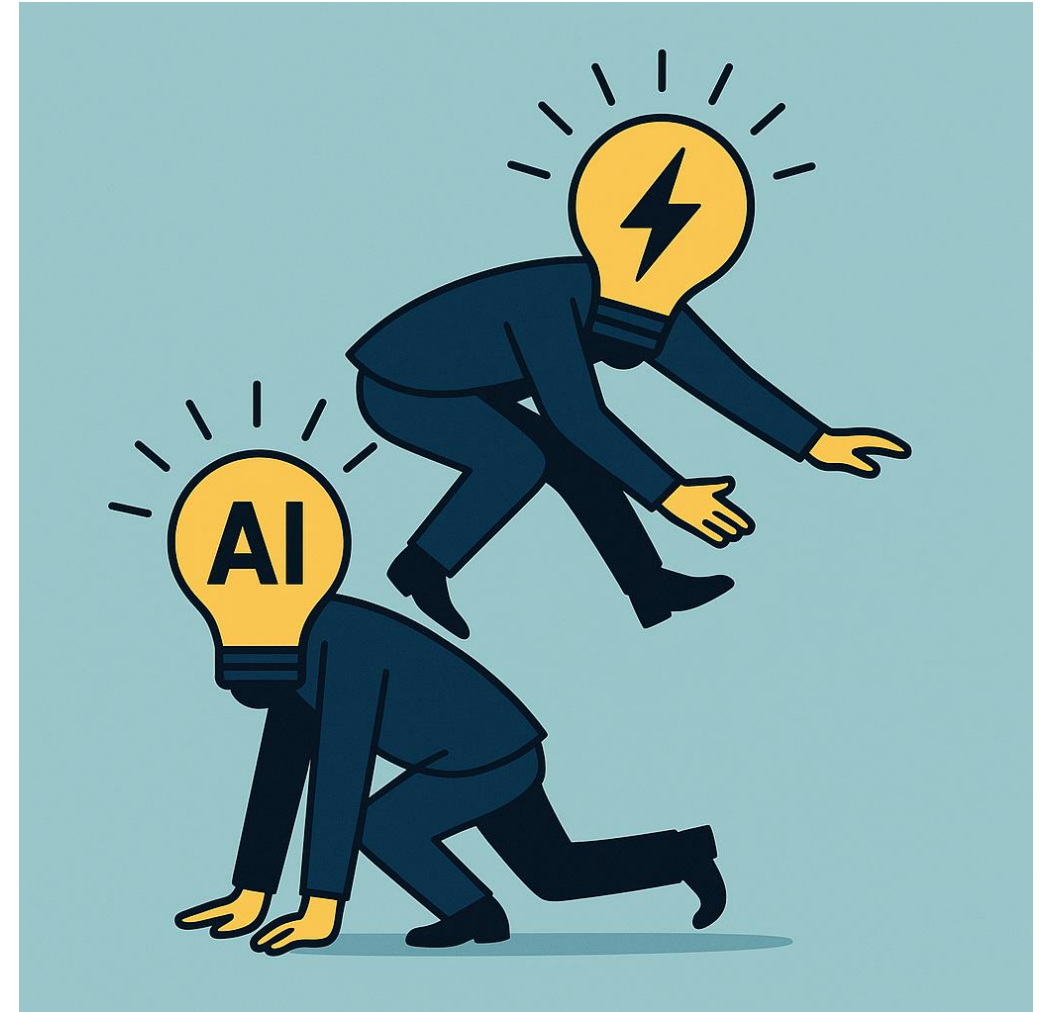


The image features a black silhouette of an industrial facility, including several tall distillation columns, a lattice tower on the left, and various pipes and structural elements. In the upper left, there is a solid purple square containing the white text 'HFS'.

HFS

**Energy's decade-long talent crisis
is coming for all your industries**

***What can the once ultimate legacy industry,
energy, now teach other sectors?***



**Energy is not seen as high tech or
sustainable...**

... Sound familiar?

At risk of dating myself



**... But how many companies and sectors
are under the microscope?**

Few are great...

The “arc” of sustainability history

EHS

CSR

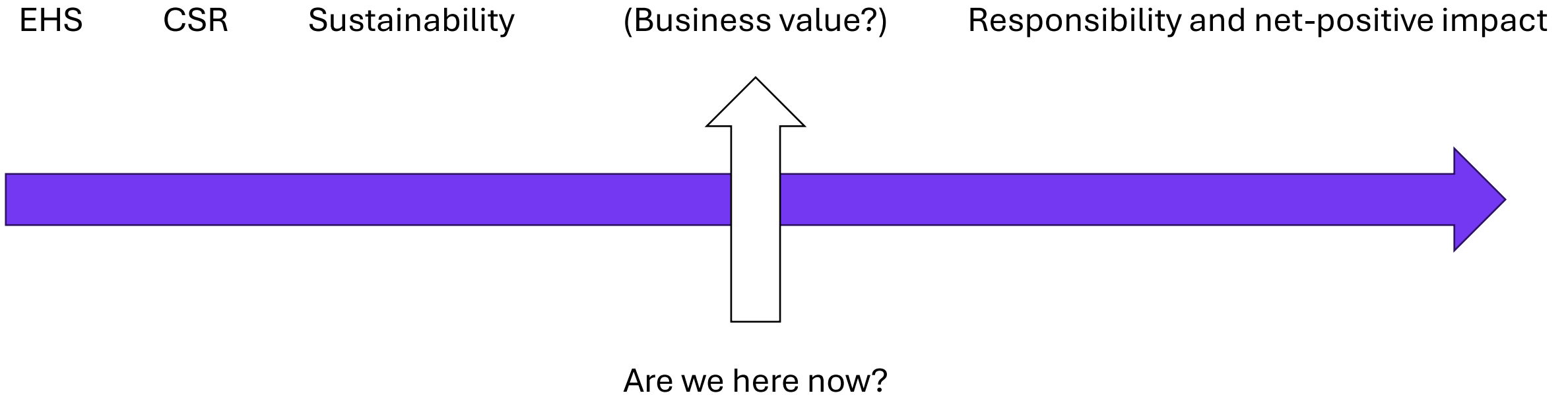
Sustainability

(Business value?)

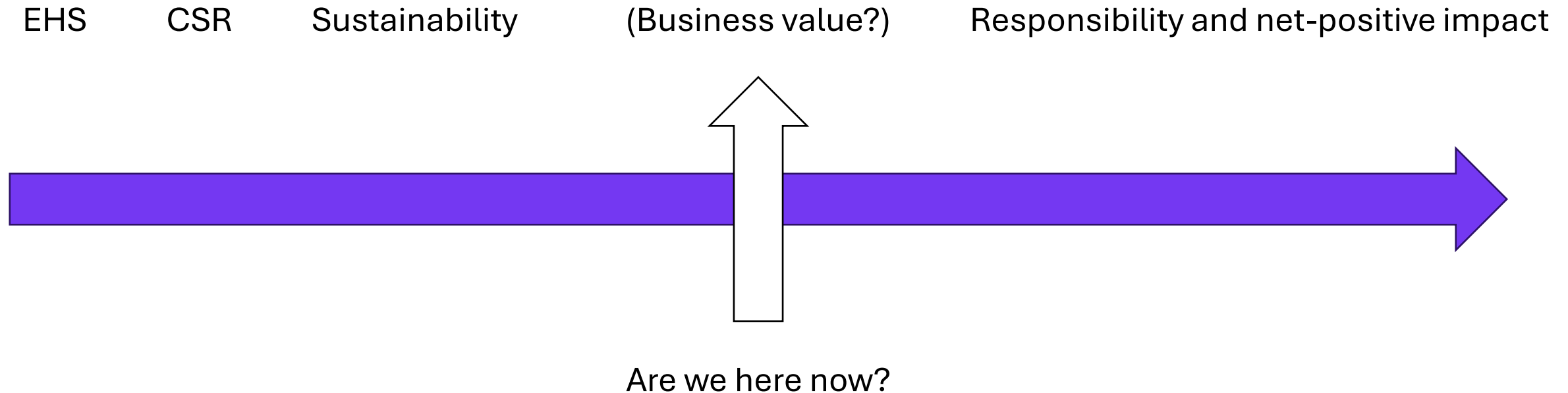
Responsibility and net-positive impact



The “arc” of sustainability history



The “arc” of sustainability history



The long term hasn't changed despite turbulence...

What to do about talent (continued)

Do you have a talent transition plan?

The talent ladder

THE TALENT LADDER

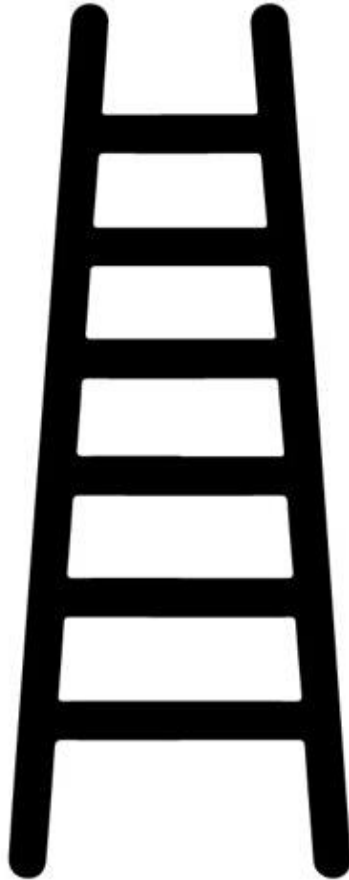


ENTRY-LEVEL

INTERMEDIATE

SENIOR

EXECUTIVE



Overstory

Cultural impact

Government

Board

C-suite

Upper management

Technical experts

Mid-career and middle management

Early-career and graduates

Apprentices

University

High school

Early-years education

Transparency and trust

***What can the once ultimate legacy industry,
energy, now teach other sectors?***



***What can the once ultimate legacy industry,
energy, now teach other sectors?***

Outcomes

(For AI, sustainability, and talent...)

