STRATEGIC WORKFORCE PLANNING IN MAERSK OIL

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Companies of particular strategic importance:

**TRANSPORT**
- Maersk Line
- APM Terminals
- APM Shipping Services

**ENERGY**
- Maersk Oil
- Maersk Drilling

Strategic investments:
- Maersk Container Industry
- Höegh Autoliners

- Operate mainly in the transport and energy industries
- Approx. 89,000 employees
- 2014 revenue: USD 47 billion
OPERATED PRODUCTION: 550,000 boepd
MAERSK OIL GROSS ACREAGE: 54,000 km²
OPERATED FIELDS: 26
PROFIT IN 2014, EXCL. ONE-OFFS: 1.0 billion USD
WORKFORCE IN 12 COUNTRIES: 4,500 employees
Maersk Oil – from local to global player
Expansion of geographical focus 2002 - 2014

The value chain
Maersk Oil has to respond to the shortage of workforce to safeguard its strategic growth targets.

Straight from Baby Boomers to Whyers – Shortage of talent

- Unfavorable demographic trends:
  - Aging population
  - Skilled O&G workforce is short in supply
  - Unfavorable labor market and educational trends

- By 2016, shortage of experienced PTPs will reach 20% of total talent pool globally (estimated gap between demand and supply of ~15,300 PTPs)

- O&G companies will have to attract significantly different generations of employees and new talent attraction techniques will be required.
Three major trends in Upstream related professions

Estimated average % of vacancies per peer group will be high

Attrition rate will continue to increase for Independents

*PTPs: Petrotechnical Professionals: geoscientists (geologists, geophysicists and petrophysicists), and petroleum engineers (reservoir, drilling, completion and production engineers)

SOURCE: Schlumberger Business Consulting O&G HR Benchmark
SWP is securing the executional capacity for capital deployment in Maersk Oil

**PREPARE BUSINESS CASES AND MODEL RESOURCE SCENARIOS**
- Low, base, high case
- Workforce strategy

**ANALYZE MANPOWER SUPPLY AND IDENTIFY GAPS**
- Functional Career Committee
- Organizational Health
- Discipline Health

**MANPOWER DEMAND AND PROCESSING**

**CAPITAL AND MANPOWER ALLOCATION**

**SOURCING TO FILL MANPOWER GAPS ACROSS DISCIPLINES**
- Resource allocation
- Development
- Recruitment
SWP is executed together with the business as an integrated part of the annual business planning cycle.

1. Prepare SWP
2. Collect BUs/ExUs Manpower Demand
3. SWP data consolidation & analysis
4. Discuss data with Global Functions
5. Refine data and Present to MOET
6. Final MOET Decision

**High level timeline**

- SEP-JAN
- FEB
- MAR
- APR
- MAY
- JUN - JUL
- AUG

Steps 3 and 4 run in parallel.

SWP provides Manpower input for Business Outlook.

Capital and Manpower are jointly presented to MOET.
MyCareer is a new approach to how Maersk works to manage career and structure SWP.

- Is a Group wide platform
- Enhances transparency and alignment across APMM businesses
- Promotes diversity of careers
- Provides a shared Career Philosophy, principles and tools
- Focuses on career development opportunities
Maersk Jobs divides jobs in a functional structure

- Enterprise level definition of a functional area
- Part of a global function that shares attributes
- Same nature of work but may require different levels of skill
- Similar purpose, accountabilities, scope, skills and capabilities

Global Function | Functional Area | Job Family | Job

Example:

- Oil Exploration and Production
- Operations and Production
- Electrical Engineering
- Electrical Engineer
We have 9 Job Levels
All positions have been individually evaluated and calibrated to be matched with the appropriate Job and Level

Maersk Jobs is an online tool where everyone can browse through generic jobs and get an overview
Career Streams
The overall direction of Career Development

- All streams are important to the organisation
- Each stream has its distinct difference in characteristics and career patterns
- They each offer specific learning opportunities and guidance on how to develop your career within the field