

ATTRACTION, RETENTION, AND
ADVANCEMENT OF YOUNG
PROFESSIONALS IN ENERGY

TOOLKIT

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Attracting and retaining young talent is critical to advancing Canada’s ambitions to advance the economy through major energy projects and strengthen its position as a global supplier of low-carbon energy.

According to **Careers in Energy** analysis of 2016 and 2021 census data, Canada’s energy industry saw a notable shift in the age demographic of its workforce. The proportion of workers nearing retirement (age 55 and over) rose from 17.3% to 19.4%, while the share of those under 35 dropped significantly—from 33% to just 27%. This decline in the representation of young talent, combined with a rising number of older workers, signals a significant risk to the industry’s capacity to drive innovation and growth.

The data and analysis also highlight that, while the representation of immigrants, racialized groups, and Indigenous Peoples has increased slightly, the representation of women in the energy industry has decreased by 1%. This data underscores the importance of this toolkit. Canada’s energy industry is at a pivotal moment. As global demand for responsibly developed energy increases, it is vital for industry to attract and retain the brightest young minds to drive the necessary innovation and growth and navigate complex transformations.

There is a common misperception that young professionals (YPs) are uninterested in energy careers, particularly in the oil and gas sector. In reality, many YPs seek work that offers purpose and positive impact; the challenge lies in closing this gap by clearly communicating how the industry contributes to ensuring affordable and secure energy, and how YPs can shape a sustainable future by working from within.

YPs’ expectations for work are shaped by their desire to engage in purpose-driven roles. Other influences are environmental concerns they’ve encountered throughout their lives, incorporating technology into nearly every aspect of their daily routines, and the effects of living through the COVID pandemic, which accelerated the capacity to work flexible schedules and from various locations.

Canadian energy companies need to tailor their attraction, retention, and advancement strategy to young talent, with particular attention to hiring for essential field roles. Those that invest in understanding and engaging young talent will be better positioned to lead in an evolving national and global energy landscape.

About this Toolkit

The YP Link is a collective of five (5) energy-focused young professional groups: Society of Petroleum Engineers (SPE) Young Professionals, World Petroleum Congress (WPC) Energy Future Leaders, Young Energy Infrastructure Professionals (YEIP), Young Professionals in Energy (YPE), and Young Women in Energy (YWE).

They collaborate and cross-promote events and initiatives for young energy professionals, focusing on advocating for and educating about the future of energy in Canada.

YP Link approached Talent4Energy to develop a process for engaging with YPs and gain insights into what is needed to close the gap between the perception of why YPs aren’t attracted to or don’t want to stay in the energy industry and what they truly desire. The Clean Resource Innovation Network (CRIN) also provided financial support for this work.

The process has included:

- Newtonian Shift - an immersive business strategy gaming workshop facilitated by Energy Futures Lab to simulate the complexity of the energy transition. It provided a common experience from which we could engage in a discussion about building a sustainable energy system.
- Workshops with YPs to gather their feedback about their work experiences - including what they like about working in the energy sector, what they want to see changed, and their perspectives on how the energy transition is being managed.
- Retaining Emerging Energy Leaders - roundtable discussion designed to begin the conversation between energy executives and YPs about concrete ways to engage young people in the energy industry.
- The Attraction, Retention, and Advancement Toolkit is a compilation of actions the energy industry can take to better engage with young talent, along with specific “how-tos” that can be implemented by individuals, managers, and the organization. The Promising Practices & Resources section offers practical starting points for organizations looking to drive meaningful change.

The Toolkit is a living resource designed to expand, adapt, and evolve over time as new insights emerge, and the needs of industry and young talent shift.

For questions or more information, please contact pks@creativelinks.ca

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12 ACTIONS

ENERGY COMPANIES CAN TAKE TO ATTRACT, RETAIN, AND ADVANCE YOUNG PROFESSIONALS IN ENERGY

These 12 actions, identified by young energy professionals (YPs), are key to attracting and retaining the bright minds necessary to lead Canada's energy industry into the future.

They are organized under the categories of attraction, retention, and advancement, even though the actions overlap across these categories.

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ATTRACTION

- Convey **honest, clear, and consistent messaging** about the industry's role in energy security and long-term energy mix.
- Attract new talent to the energy industry by **appealing to their desire to engage in meaningful work** and have an impact.
- Promote more **open, inclusive, and transparent hiring processes** to improve access to career opportunities for external applicants.

RETENTION

- Outline **pathways for career advancement**: define competencies and expectations for career development and include skills required to advance to the next job.
- **Invest in leadership development** to help YPs navigate their careers and develop leadership skills.
- **Actively involve YPs** in projects, strategy discussions, and decision-making processes.
- Allow **flexible work schedules and locations** and empower middle management to make the best decisions for their team.
- Promote **diversity in leadership** positions and boards for broader, more inclusive perspectives.
- Create an environment where employees can bring their **authentic selves**.
- **Prioritize sustainability goals alongside profitability**; sustainability targets and efforts can help secure a company's legacy while attracting and retaining future leaders.

ADVANCEMENT

- Provide **promotions and career development based on capability and performance**.
- **Empower managers** to actively drive engagement and performance at every stage of the employee lifecycle.

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| ATTRACTION

Convey honest, clear, and consistent messaging about the industry's role in energy security and long-term energy mix.

Industry needs to proactively own the narrative about energy, particularly the oil and gas sector, and avoid taking a defensive stance. This includes focusing on the positives and using clear language to describe the effects of hydrocarbon shortages on our lives, nationally and globally. Young professionals (YPs) and others want authentic communication about sustainability and environmental, social, and governance (ESG) efforts and challenges backed by metrics. Additionally, reports about innovation and transformational change are more credible when supported by metrics from reliable sources. Actions speak for themselves and carry more weight than glossy PR campaigns.

Transparent and credible communication is particularly important for audiences outside Canada's key oil and gas operating areas. YPs from outside Alberta, Saskatchewan, and Newfoundland and Labrador indicate that the oil and gas industry is viewed much more negatively and misunderstood in their home provinces. These YPs shared that their decision to work in the oil and gas industry was questioned by friends and family, who viewed it as a declining sector or raised concerns about its environmental impact. Enhancing the energy literacy of all Canadians is essential as the industry aims to broaden its talent pool.

A variety of perspectives must be included when conveying the importance of a diverse energy mix to satisfy Canadian and global energy demand and ensure energy security. This includes the voices of Indigenous Peoples, visible minorities, women, and younger energy workers. Young career decision-makers especially want to hear from young professionals. This can be accomplished by engaging YPs in speaking opportunities and panels that highlight the importance of access to reliable and affordable energy. Having these messages delivered by YPs who have experienced energy insecurity would be particularly impactful.

Utilize various methods and channels to convey the industry's sustainability efforts and challenges to diverse audiences. This includes collaborating with organizations that can engage a broad range of target audiences.

Attract new talent to the energy industry by appealing to their desire to engage in meaningful work and have an impact.

Many of today's younger workers prioritize purpose-driven careers. The majority of YPs who participated in this work indicated that the ability to engage in meaningful work that impacts people's daily lives is what they are most proud of in their roles within the energy industry. They also view working in the energy industry as a unique opportunity to drive meaningful change and transformation from within.

An effective attraction strategy involves including YPs working in the industry in activities that allow them to share their experiences with youth considering career choices.

To effectively promote career opportunities to young talent, outreach efforts must directly address concerns about job stability, which are often rooted in the industry's cyclical nature and assumptions about the speed and scope of the transition to low-carbon and renewable energy sources. In reality, employment data indicates that the most immediate and abundant job opportunities continue to be in the established energy sectors. Additionally, scaling emerging low-carbon energy sources will depend significantly on the expertise, infrastructure, equipment, and technology found within the established sectors. A career in today's energy industry not only offers the chance to have a meaningful impact now but also provides critical skills and experience to contribute to a more sustainable, lower-carbon future.

Co-op and internship programs are powerful tools for recruiting young talent, shaping perceptions of the industry, and inspiring them to pursue full-time employment in energy. The structure and culture surrounding co-ops and internship programs differs from company to company and, in some cases, from department to department. Some interns reported opportunities for hands-on experiences, the ability to contribute to real projects with visible outcomes, and exposure to the industry, the field, and innovative technology. Others felt they were brought on primarily to only do repetitive, basic tasks with little opportunity for broader exposure to essential company activities.

YP associations are established to support and empower the energy industry's younger workforce. A strong relationship with relevant YP groups can be a key element of a company's YP attraction and retention strategy.

Promote more open, inclusive, and transparent hiring processes to improve access to career opportunities for external applicants.

Unnecessary barriers – intentional or unintentional – that prevent qualified candidates from accessing opportunities impede top talent from entering the energy industry. Many companies rely heavily on their applicant tracking systems (ATS), internal candidates, or those who belong to a network with industry insiders to fill roles. This narrows the talent pool and leads to missed opportunities to hire the best talent from pools such as new grads, women, professionally trained and experienced energy workers who are new Canadians, and those with critical transferable skills from other sectors. Candidates from these talent pools are less likely to have an industry network or referral opportunities. They are limited to doing their job search using electronic postings and application processes. Some members of these under-represented talent pools are potential fits for hard-to-fill roles, including field positions. They are limited to doing their job search using electronic postings and application processes.

At the same time, HR representatives report being overwhelmed with the volume of applications submitted through their electronic systems. Companies need to find ways to efficiently widen their recruitment networks to improve access to the best talent and deploy more open and transparent hiring processes.

| RETENTION

Outline pathways for career advancement: define competencies and expectations for career development, and include skills required to advance to the next job.

Career security is seen as important by YPs given the cyclical and evolving nature of the energy industry. YPs do not expect companies to take responsibility for their careers. They want agency over their careers and to develop the knowledge and competencies necessary to be resilient in a transforming industry.

YPs look to companies and leaders for guidance and resources. Career pathway resources need to outline expectations and distinguish between the various pathway options for advancement, including leadership/management, technical specialization, and/or cross-functional transferability.

Clear, transparent career pathways aligned with the company's business, growth, and sustainability strategies can help YPs understand how to leverage their existing skills and knowledge to stay relevant and build a resilient energy career. For those who accept field roles, career pathways are incredibly important to establish how the skills and knowledge gained in the field provide a foundation and flexibility for advancing in the field or into non-field opportunities.

Career advancement decisions should prioritize demonstrated competency over years of experience. Company job postings should reflect a competency-based approach, highlighting the skills and knowledge candidates need to have, rather than emphasizing years of experience.

Invest in leadership development to help YPs navigate their careers and develop leadership skills.

Leadership development can take many forms, from opportunities to interact with company leaders to pursuing an MBA or other advanced degrees. YPs are also looking for:

- Mentorship – relationship(s) offering feedback and advice; providing the bigger picture, strategic perspectives
- Sponsorship – relationship(s) actively advocating for YPs' career advancement
- Project assignments that offer opportunities to develop technical and leadership skills.

Supporting YPs' involvement in YP associations is a tremendous, low-cost opportunity for companies to strengthen career development. YPs report that being active in associations enables cross-functional networking, cross-geographic (including international) networking, and the development of leadership skills.

Actively involve YPs in projects, strategy discussions, and decision-making processes.

Having a meaningful impact is a key motivator for YPs working in the energy industry. Actively involving YPs in essential company activities allows them to engage meaningfully, impact change from within, feel valued, and gain an understanding of the complexities of balancing growth and profitability with energy transition and sustainability. Active involvement also enables companies to hear and include diverse viewpoints in strategically important decisions and activities.

Allow flexible work schedules and locations, and empower middle management to make the best decisions for their team.

Not having a flexible work schedule is a deal breaker for some YPs. Flexible work schedules help employees achieve work/life balance – a key attraction and retention factor for YPs and others. Having flexibility reinforces individual autonomy to work in the most productive and efficient way. A flexible work schedule includes requirements to go into the office. YPs recognize that primarily working remotely and being less visible comes with risks. In-office attendance is considered necessary for:

- Onboarding and building relationships when new to an organization
- Learning knowledge and skills that are more difficult to learn when working remotely
- Working collaboratively with others
- Being visible to managers/leaders to earn career advancement opportunities
- Tasks and roles that can only be done in the office or field locations

Flexible work locations facilitate working from anywhere other than the office or home office, potentially in conjunction with vacation time. This is becoming increasingly important as YP talent diversifies and more individuals have family members living in other countries. Combining remote work with vacation time gives YPs with family abroad the chance to enjoy extended visits without using all their vacation days at once.

Managing flexible work schedules is shaped by both the organization's culture and the management style of individual leaders. A blanket policy for the organization is not seen as the best solution. Rather, a more tailored and strategic approach that balances individual needs with organizational goals is preferred. Managers need to be able to apply their discretion to effectively manage their team while operating within the guidelines of company policy. Managers can assess requests based on role requirements, team dynamics and business impact to establish clear expectations regarding when "in-person" is required for key meetings, certain tasks, etc. Manager and YP relationships built on trust and accountability are the foundation for effectively balancing the desire for a flexible workplace with productivity and operational requirements.

The nature of work required by some roles is less compatible with flexible work schedules and locations, especially field operations. That said, companies offering a variety of field rotations and the opportunity to adjust them as personal situations evolve are likely to have greater success in attracting and retaining YPs.

Promote diversity in leadership positions and boards for broader, more inclusive perspectives.

Diversity comes in many forms, including age, ability, gender, race, and ethnicity. YPs from diverse groups want to see themselves represented in leadership positions. At the same time, they support advancement to leadership roles based on merit and qualifications.

Allyship and sponsorship from male leaders are essential for achieving diversity in leadership positions. Leaders may benefit from an enhanced understanding of what it takes to be an effective ally and sponsor.

Create an environment where employees can bring their authentic selves.

Diverse representation in the workforce is key to retaining YPs and enables the company to benefit from more varied perspectives. There can be both conscious and unconscious barriers that prevent YPs from sharing their thoughts with leaders. As one young professional stated, "it's hard to be my authentic self when I'm the only one that looks like me in my company".

Any company seeking to create value by attracting and retaining diverse talent must ensure a psychologically safe environment where diverse ideas are respected, and all employees feel equally supported, both personally and professionally. The energy industry takes pride in its physical safety record. This commitment must be extended to ensuring emotional and cultural safety to actively encourage and support authenticity in the

workplace. This includes instilling a collaborative work culture, implementing a zero-tolerance policy for discrimination, and celebrating diversity.

To attract and retain young workers in the field, it is essential that company-provided accommodations, such as workforce lodgings and hotels, offer a physically, emotionally, and culturally safe environment. Female YPs continue to face harassment while staying in workforce lodgings, Indigenous Peoples, and new Canadians and visible minorities tend to bear the brunt of jokes and racial comments.

Although the number of workers actively engaging in harassment is small, the bystander effect continues to permit it. Industry's universal efforts to integrate physical safety into its values, attitudes, and behaviours must broaden to ensure that emotional and cultural safety for all employees is also a collective responsibility and an integral component of daily operations.

Prioritize sustainability goals alongside profitability; sustainability targets and efforts can help secure a company's legacy while attracting and retaining future leaders.

YPs have a strong desire to make a positive impact and contribute to the industry's legacy. While many of the YPs engaged in this work have a solid understanding of the complexity and risk associated with building a low-carbon energy system in the global context and want to be part of the solution, not all YPs do. Interns, co-op students, and other entry-level employees need their company's support to better comprehend what it will take to develop a sustainable, low-carbon energy industry, and how they can contribute.

YPs want to see their employers take responsibility for their environmental and social commitments and implement meaningful, measurable actions. They are looking for progress, not perfection or just "checking the box."

Internally, companies need to "walk the talk" by integrating energy-efficient practices into operations and the office. Stated sustainability and carbon reduction goals and risks need to be reflected in decisions, including budget allocations, project undertakings, company communications, and the deployment of innovation in low-carbon energy and technologies.

Responsibility for sustainability cannot solely lie within the "sustainability department." Each department and role needs to incorporate company ESG and sustainability goals into their work and accountabilities. All leaders and managers must communicate how the roles within their departments contribute to achieving the company's ESG and sustainability aspirations.

| ADVANCEMENT

Provide promotions and career development based on capability and performance.

YPs are looking for companies that recognize and promote workers based on individual achievements, readiness, and potential. There is a strong perception that the energy industry's promotion process lacks transparency, often favouring factors other than performance or merit, such as tenure, age, gender, ethnicity, educational background (with a bias towards engineers), or even diversity, equity, and inclusion (DEI) targets.

For YPs, career advancement is key to engagement and retention, but does not necessarily require formal promotions. It could include lateral progression with an opportunity to expand skills and knowledge, take on more responsibility, or the opportunity to work with leading-edge technology. It can also entail involvement in innovation or big, exciting projects.

Managers play a crucial role in supporting YPs' career development and promotion opportunities. To be effective, managers need resources to support their direct reports in pursuing career development. This includes knowledge of the available opportunities and advancement pathways within the company.

Allocating funds for career development is not enough. YPs also require the flexibility and time to take advantage of the funds available to them.

Mentors are equally important in a YP's career and can offer a different level of guidance than a manager. For instance, a mentor can help them through times of uncertainty or new situations. Mentorship training can enhance the effectiveness of these relationships.

YPs can also act as mentors to interns, co-op students, or new YP hires.

Empower managers to actively drive engagement and performance at every stage of the employee lifecycle.

It may sound cliché, but managers matter, and they play a critical role in attracting, retaining, and advancing young professionals. The relationship between YPs and their managers directly shapes their early career experiences and affects their decision to stay or leave the company and/or the industry.

From an attraction perspective, managers represent the organization's leadership and culture, which affects the initial impressions of those entering the industry for the first time through internships, co-ops, apprenticeships, and other entry-level positions. The ability to create a compelling learning environment and communicate career and growth opportunities increases the likelihood of translating those entry-level experiences into long-term talent engagement. An organization's culture and expectations of its managers will determine whether interns and co-op students are simply there to do the repetitive, routine work, or if the placement is viewed as an opportunity to shape a YP's career in the industry.

The retention of YPs is closely tied to their learning, development, and advancement opportunities with managers as the gatekeepers. Managers also play a key role in creating a psychologically safe environment where employees feel valued and can speak up, offer ideas, ask questions, admit mistakes, or express concerns without fear of negative consequences. They can help their direct reports understand the bigger picture, appreciate why their role and work are meaningful, and contribute to advancing a more sustainable energy industry.

Managers play a key role in advancing YPs' careers by serving as their mentor, sponsor, and/or advocate. They help shape a YP's career development by offering constructive feedback, identifying growth opportunities, and connecting them with the right people and projects.

FIELD ROLES ARE UNIQUE

Many YPs credit their time in the field for fast-tracking their careers, thanks to hands-on technical training and direct exposure to senior leaders that accelerated their learning and impact.



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The energy industry faces challenges in attracting and retaining YPs for field roles, including rotational engineering programs. This is despite YPs acknowledging that field experience is a tremendous career asset and advancement in the field can be faster than in corporate environments.

To effectively promote field career opportunities to young talent, the industry needs to proactively address their concerns. Based on input from YPs, the following are some key strategies for attracting young talent to field assignments.

Sell the value of field experience by having YPs who are currently in or have worked in the field share their experiences and the impact it has had on their careers and personal lives.

Invite YPs to speak candidly about their experiences working in the field, including the challenges they overcame, key skills they developed, and tangible career outcomes such as training, advancement opportunities, and clarity about their career paths in the company and energy industry. Authentic testimonials build credibility and can inspire other YPs to pursue similar paths with confidence and enthusiasm. These stories can be shared through panels, social media, newsletters, or short video segments to maximize their reach and impact.

In addition to promoting field career opportunities, highlight the benefits of living in the community. Incorporate messaging about the local lifestyle and quality of life into recruitment efforts. Encourage local employees to share their stories of relocating to the community early in their careers, along with the tips and strategies that contributed to their professional and personal success. Collaborate with local stakeholders, including municipal governments, chambers of commerce, economic development organizations, and other industry employers, to create social media content and other materials that showcase the benefits of relocating to the community.

Parents may also need to be convinced that a field position is a positive career move for their YP, especially if they are unfamiliar with the industry. While it is unlikely that companies will engage with parents during the recruitment process, it may be helpful to provide candidates with information they can share with parents to reassure them about potential concerns, such as safety and the protocol for communication in the event of an emergency.

Providing relocation support demonstrates a company's commitment to the YP. This could include connecting the new hire with resources to find housing and help to offset the cost of relocating. Many YPs, especially recent graduates, may not have the financial means to relocate. Some companies cover the costs for an employee to visit their new community to find housing and familiarize themselves with the area before their start date. Additionally, introducing YP hires to their co-workers, whether virtually or in person, prior to their start date can help make those first few days in a new community more comfortable.

Some YP talent pools may be more inclined to accept an offer for field-based employment. These include internationally trained professionals seeking to enter the Canadian industry, young talent who have grown up in rural areas, and young talent with transferable skills from another industry.

Given young people's desire for purposeful careers, it's important to demonstrate how field roles have a meaningful impact and contribute to the company's business, social, and environmental goals.

YPs want to understand how their daily work contributes to addressing real-world challenges, including environmental concerns, and energy poverty and security. Companies can also showcase how their prosperity supports the environmental, economic, and social well-being of local communities, and highlight how YPs can get involved. Utilize storytelling, employee testimonials, real project examples, and measurable data to create a vivid picture of how field roles make a meaningful impact.

While sustainability goals and environmental commitments may be developed in the corporate office and stated on the company's website and in reports and presentations, the field is where environmental practices come to life. YPs will quickly notice if a company is genuinely integrating environmental considerations into daily operations or if there's a disconnect between stated values and actual behaviour. If a YP believes that the company is following through on its sustainability commitments, they are more likely to remain with the organization, contribute to solutions, and act as an ambassador for working in the industry.

Promote the opportunity to engage with emerging and cutting-edge technology to combat the perception that fieldwork is less progressive.

Many university programs prioritize knowledge and skills aligned with corporate, analytical, or design-focused roles rather than hands-on, operational field roles. Consequently, fieldwork is often perceived as low-tech, which can deter YPs who are interested in innovation and leveraging technology in their work from pursuing a career in the field. To challenge this perception, organizations can showcase the use of advanced field-based technologies on their websites, social media, and as part of their talent outreach and recruitment strategies.

Clearly define career paths and development strategies for YPs working in the field.

Clear, transparent career pathways aligned with the company's business, growth, and sustainability strategies can help YPs understand how to leverage their existing skills and knowledge to stay relevant and build a resilient energy career. For those who accept field roles, career paths are incredibly important for demonstrating how the skills and knowledge gained in the field serve as a foundation for career progression into advanced technical and leadership positions, as well as opportunities to transition into non-field roles.

A YP's career plan is a roadmap that outlines their personal career objectives and the steps needed to achieve them. Ideally, it includes multiple career path options, allowing YPs to adapt their direction as they gain experience and a better understanding of their strengths and interests. This approach will help them remain agile and future-ready as their career and the industry evolves. Career plans, along with regular check-ins with their leader, will give YPs a sense of progression and ownership, making them more likely to stay and contribute meaningfully.

Along with improving the retention of YPs, structured career planning provides substantial benefits to the company. Field roles often require independent decision-making in dynamic environments, and well-defined training helps give companies confidence in their young talent. Career planning with YPs also informs succession planning, and when combined with a formal mentoring program, can facilitate the transfer of knowledge between generations of workers.

The field also provides tremendous career growth and advancement opportunities for trades, technologists, and operators traditionally employed in the field. Some YPs expressed that these roles often do not receive the same level of attention as engineers, which may contribute to fewer young people choosing these careers.

Structure flexible work schedules and locations in the field to meet YP needs.

While it is recognized that the nature of work in field operations makes it less compatible with flexible work schedules and locations, companies that offer a variety of field rotations and opportunities to adjust them as personal situations evolve are likely to be more attractive to YPs. Predictability is also important so that YPs know their work schedule in advance and can plan their lives outside of work.

Other potential opportunities to build in schedule and location flexibility while maintaining operational integrity include:

- Adjusting rotations to offer extended time off during slower seasons or between projects
- Accommodating for the extra time and expense of vacation travel from rural locations
- Identifying tasks that can be done using mobile devices so they can be completed from varied locations
- Enabling employees to request temporary reassignment to alternate schedules to accommodate short-term personal situations

Companies should ensure that field leaders are trained and have access to the necessary tools and resources to manage flexibility requests while maintaining crew readiness, safety, and operational efficiency.

Establish a supportive onboarding process for YP field hires.

Onboarding is an opportunity to ensure that a new YP hire is equipped to operate safely and productively and begin fostering a sense of belonging within the company.

Areas where YPs in the field may need support early in their roles include driving trucks on rural roads, especially during the winter months, and learning the best ways to handle extreme climates, particularly cold ones. This is true not only for international workers from warmer climates but also for YPs who have spent most of their lives in urban settings.

Ensuring personal protective equipment (PPE) is well-fitting for all body sizes is a critical component of workplace safety, comfort, and inclusivity. Requesting different PPE sizes needs to be viewed as a standard safety procedure, not an exception. Procedures for requesting new or different PPE should be well-established and clearly communicated to all employees. PPE fittings need to be handled privately to protect employee dignity.

Matching YPs with seasoned field professionals will accelerate on-the-job learning and proficiency in daily tasks and responsibilities. Additionally, pairing a newly hired YP with a more experienced YP can help the newcomer navigate company culture and facilitate social integration within the workplace and community. This arrangement also provides the more experienced YP with leadership and mentoring opportunities, fostering engagement and professional development throughout the team. Regular virtual or in-person check-ins with the supervisor during the first few months are important to ensure that the new hire is adjusting to the field, help them feel supported for success, and identify any early concerns.

Foster a work environment where employees can be their authentic selves.

As Canada's labour force becomes more diverse, the need for energy field operations to be inclusive is increasingly important to attract and retain young talent. Companies are obligated under occupational health and safety regulations to provide a workplace that is physically, psychologically, and culturally safe. This involves fostering a collaborative work culture, implementing zero-tolerance policies, and celebrating diversity—elements that are essential for creating a workplace where all employees feel supported both personally and professionally.

Ensuring that field environments are inclusive and respectful can be challenging for companies as they often involve employees from other companies over whom they have limited authority. To address such challenges, many energy companies require all employees and contractors to take cultural awareness and anti-racism training as part of their site orientation. Some companies require employees and contractors to sign a code of conduct. Expectations and reporting protocols need to be discussed regularly during multi-company toolbox/tailgate meetings to ensure everyone understands that disrespectful behaviour will not be tolerated. All workers ought to be aware of their rights in the workplace, as well as the steps and support available to them should they encounter harassment or discrimination.

Field roles are unique in that not only do co-workers work together, but they also often live together in company-provided accommodations, such as workforce lodgings and hotels. These living environments must also be physically, emotionally, and culturally safe to attract and retain YPs. Female YPs continue to experience harassment while residing in workforce accommodations, and Indigenous Peoples, new Canadians, and visible minorities often endure offensive jokes and racial comments. Although the number of workers actively engaging in harassment is small, the bystander effect allows it to persist.

Fostering a respectful and inclusive culture requires a collective sense of responsibility. Companies can accomplish this by:

- Having leaders model respectful and inclusive behaviour
- Strictly enforcing zero-tolerance policies
- Ensuring that a respectful and inclusive culture is a shared accountability and is included in everyone's job description
- Finding ways for field personnel to participate in Employee Resource Groups (ERGs) and related activities
- Providing employees with training so they have the capacity to address discriminatory and harassing behaviour
- Hosting cultural awareness events and authentically celebrating diversity
- Publicly rewarding behaviours that promote psychological safety and inclusion

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ACTIONS **INDIVIDUALS**, INCLUDING YPS, CAN TAKE TO SUPPORT ATTRACTION, RETENTION, AND ADVANCEMENT OF YPS

| ATTRACTION

Be an ambassador for the energy industry.

- Stay informed about current trends and issues in energy
- Share knowledge and debunk myths within your personal network
- Join professional groups engaged in educating youth and other audiences about energy
- Use your social media to share achievements, behind-the-scenes looks, and exciting developments in your field

Be a champion for energy careers. Personal stories often resonate more than corporate messaging.

- Learn about your company's sustainability goals and programs, and how your role and department make a contribution
- Share stories about how your role contributes meaningfully to everyday life, as well as longer-term goals like sustainability
- Volunteer for STEM events, career fairs, webinars, panels, and school programs

Be open to accepting requests to connect on LinkedIn, meet for coffee, or engage with individuals navigating a job search or career transition.

- They have deliberately chosen to reach out to you; be curious why
- Actively recommend and refer candidates in your network for open roles in your company

Educate yourself about common biases and their potential impact on hiring decisions.

- Share this knowledge with peers and hiring managers
- Speak up if you notice biased behaviour or decisions by raising concerns respectfully and offering alternative, fair approaches

| RETENTION

Share your career journey to inspire, guide, and empower others who may be navigating similar paths.

- Be transparent about your experiences, including the successes, setbacks, decisions, and lessons learned
- Your story can be a roadmap, a source of encouragement, and a reminder that growth often comes from unexpected places

Advocate for YPs in what they need and value, and how they may operate differently from more senior employees.

Offer mentorship to a YP by sharing observations or insights about their strengths and areas where they may need support.

- Make recommendations for resources to support career development, such as:
 - Industry YP groups
 - Conferences and workshops
 - Toolkits

YPs can take agency over their careers in many ways.

- Seek opportunities to be involved in strategic meetings or planning discussions that will help you to make change from within
 - Volunteer for cross-functional projects that align with your interests or expertise
 - Ask to shadow or assist someone
 - Join a task force or committee
 - Speak up in meetings
- Communicate your interests for broader involvement to leadership or project teams
 - Ensure your manager is aware of your interests
 - Share ideas or suggestions on company forums or feedback mechanisms
- Stay informed
 - Regularly review internal newsletters, strategy updates, and project dashboards
 - Attend all meetings and briefings and ask thoughtful questions

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[MAKING A DIFFERENCE](#)
[PROMISING PRACTICES AND RESOURCES](#)
[SHOWCASING YP ASSOCIATIONS](#)

- Develop relevant skills
 - Upskill in areas related to project management, data analysis, strategic thinking and leadership
 - Take ownership of mini projects to build experience in planning
- Build relationships
 - Network with colleagues across departments to understand broader company goals
 - Join or form communities of practice focused on innovation or improvement

Be self-aware of what work schedule and location allows you to be most productive

- Acknowledge that your needs must be balanced with company requirements, and compromises may be required

Act as an ally:

- Learn about unconscious bias to better understand own biases and make concerted efforts to address them
- Educate oneself on diversity, equity and inclusion (DEI) issues and systemic barriers
- Speak up when witnessing exclusionary or disrespectful behaviour
- Acknowledge own mistakes and areas to grow

| ADVANCEMENT

Take ownership of your professional advancement and ask for leadership support.

- Use job descriptions and work activities to create a competency matrix for the position you're targeting
 - List the competencies you use in your role
 - Set short-term and long-term objectives
 - Document your strengths and track your performance
 - Discuss with your manager to confirm a shared understanding of skills and milestones needed for next role
- Continuously build skills
 - Take relevant courses
 - Stay updated on industry trends and technologies
 - Earn relevant certifications and, if necessary, degrees
- Seek feedback and act on it
 - Regularly request performance feedback from managers and colleagues
 - Use constructive criticism to improve and demonstrate growth
- Build a strong professional network
 - Cultivate relationships inside and outside your organization
 - Attend industry events, conferences, and networking groups
 - Leverage social media to maintain visibility

- Take initiative and show leadership
 - Volunteer for challenging projects
 - Lead teams or mentor others when possible
 - Propose new ideas for improvements to processes
- Document achievements
 - Keep a record of accomplishments, metrics and positive feedback
- Communicate career aspirations
 - Let your manager know what your career interests are and discuss career paths and development plans
- Find a mentor or sponsor
 - Ask for guidance and active support for your advancement
- Stay visible and engaged
 - Be an active, engaged and visible member of your team
- Stay focused and adaptable

ACTIONS MANAGERS CAN TAKE TO SUPPORT ATTRACTION, RETENTION, AND ADVANCEMENT OF YPS

| ATTRACTION →

Be a champion for energy careers. Personal stories often resonate more than corporate messaging.

- Promote the varied career opportunities available in the energy industry
- Share stories about how the energy industry and your role contributes meaningfully to everyday life, as well as longer-term goals like sustainability
- Share your company's sustainability goals and programs, and ensure YPs understand how their roles contribute
- Volunteer for STEM events, career fairs, webinars, panels, and school programs

Support YPs to be ambassadors for the energy industry.

- Encourage YPs to engage in activities that enhance their understanding of current trends and issues in energy
- Support them to participate in YP and other groups engaged in educating youth and other audiences about energy
- Use social media to share achievements, behind-the-scenes looks, and exciting developments in your field

Be open to accepting requests to connect on LinkedIn, meet for coffee, or engage with individuals navigating a job search or career transition.

- They have deliberately chosen to reach out to you; be curious as to why
- Actively recommend and refer candidates in your network for open roles in your company

Have a positive impact on attracting young talent by sharing how working in the energy industry reflects what's important to them.

- Communicate the company's role in shaping the future of sustainable energy
- Make connections to how working in the energy industry contributes to global goals like energy reliability, affordability, and security

- Highlight the company's involvement in innovative technology and carbon reduction initiatives
- Tell stories that demonstrate the company's commitment to socially responsible and ethical operations
- Share success stories and metrics that show the meaningful, tangible effects of the team's work
- Outline clear career paths that support growth and the opportunity to stay relevant in an evolving energy industry
- Confirm how the company creates a safe and inclusive work culture, and ensures psychological safety where all voices can be heard

Educate yourself about common hiring biases and their impact on decision-making.

- Share this knowledge with peers and hiring managers
- Speak up if you notice biased behaviour or decisions by respectfully raising concerns and offering alternative, fair approaches

Use your influence to advocate for open and transparent hiring processes that include:

- Inclusive job descriptions and postings that use unbiased language and promote the use of inclusive, clear, and relevant criteria
- Hiring panels that include people from varied backgrounds and roles to broaden perspectives and reduce individual bias
- Analysis of hiring data for patterns in diversity and inclusion. Use insights to improve hiring practices
- Encourage blind resume reviews by removing personal identifiers during initial resume screening to focus on skills and experience

| RETENTION

Create a work environment that supports employee growth, learning, and development, and the achievement of departmental objectives.

- Hiring and onboarding:
 - Get involved early in the hiring process to ensure role alignment and culture fit
 - Create inclusive job descriptions and structure the hiring process to attract diverse and qualified talent
 - Plan new hire onboarding with a clear schedule and objectives
 - Assign a buddy to help new hires integrate socially and professionally
 - Set expectations and performance goals and give ongoing feedback
- Development and growth:
 - Work closely with staff to create a personalized development plan aligned with their interests, goals, and departmental requirements
 - Provide ongoing opportunities for formal and informal learning and development, e.g., training, project assignments, committee involvement, and participation in Employee Resource Groups (ERGs)
 - Discuss career paths and expectations with each employee
 - Use influence as a manager to expose team members to more senior leaders
 - Allow team members opportunities for broader connections outside of the department
- Performance management:
 - Implement regular check-ins instead of relying solely on annual reviews
 - Establish data-driven and goal-based performance metrics that are transparent and fair
 - Recognize and reward good performance through both formal and informal channels

- Engagement and retention:
 - Foster a culture of recognition, inclusion, and psychological safety
 - Encourage open feedback
 - Facilitate more inclusive meetings and distribute chairing, speaking, and presentation time
 - Offer flexibility, e.g. hybrid work, flexible hours
 - Celebrate contributions and maintain respectful communication
- Offboarding:
 - Conduct exit interviews to gain insight into the employee experience and improve practices

Foster an environment that is a safe space for your team.

- Encourage open communication with team members and listen to all voices
- Ensure equitable participation in meetings and decision-making
- Promptly address exclusionary or disrespectful behaviour
- Act quickly to reports of discrimination, exclusion, or harassment
- Respect employees' communication styles
- Accommodate different cultural practices and needs, including time off
- Actively encourage sharing and valuing perspectives and ideas from all team members
- Create space for employees to be their authentic selves and support differences in comfort levels in speaking up in meetings, celebrating themselves, and interacting with leaders
- Provide support to employees in the ways that they prefer

Facilitate flexible work schedules and locations to enhance productivity for the company and retention of talent.

- Understand each team members' preference in their work schedule and how and when they feel most productive
- Clearly communicate expectations for mandatory in-person participation
- Have regular conversations about levels of productivity, comparing office vs. home and time of day
- Set team members up for success in both remote and in-person settings:
 - Ensure access to mentors, team meetings, and work assignments both in-person and remotely
 - Ensure some day-to-day responsibilities can be completed remotely
 - Consider meeting times that accommodate all schedules
 - Foster a culture where employees feel safe to work from home when it is appropriate

Support and engage in DEI programs, ERGs, and other initiatives aimed at fostering diverse and inclusive work environments.

- Attend DEI training sessions and workshops to understand systemic biases, microaggressions, and inclusive leadership
- Champion ERGs and help secure time, funding and platforms for ERG initiatives
- Promote ERG activities with teams and leaders, ensuring they get visibility and support

Act as an ally and model inclusive behaviour.

- Learn about unconscious bias to better understand own biases and make concerted efforts to address them
- Educate oneself on DEI issues and systemic barriers
- Speak up against exclusionary behavior and advocate for inclusive practices
- Acknowledge own mistakes and areas to grow
- Show genuine interest in your colleagues' experiences, perspectives, and cultures
- Use inclusive language that honors others' pronouns, identities, and backgrounds
- Recognize accomplishments and contributions without bias

Prioritize company sustainability goals alongside profitability.

- Incorporate company ESG and sustainability goals into department work and role accountabilities
 - Explain how roles and individuals contribute to achieving company ESG and sustainability aspirations
 - Create a standing item on department meeting agendas for sustainability efforts and results
 - Provide time for employees to participate in cross-functional sustainability projects
- Encourage all employees to bring energy-efficient practices into day-to-day work
 - Engage employees in waste reduction, energy-saving habits, and green office challenges
- Include sustainability metrics in performance evaluation

| ADVANCEMENT

Use career paths as a powerful tool to develop YPs and provide them with structure, motivation, and opportunities for growth.

- Clarifying expectations and opportunities
- Use career pathways to lay out potential roles, responsibilities, and skill sets required for progression
- Set performance benchmarks and help YPs to understand what success looks like at each stage of their career path
- Plan for career development
- Work with YPs to align career paths with their individual aspirations and strengths
- Identify training, mentorship, and on-the-job experience needed to bridge skill gaps
- Contribute to skill and competency development
- Support YPs with time and funds to access learning resources, workshops, and courses tied to career progression
- Encourage stretch assignments and exposure to new technologies that challenge YPs and build skills relevant to their desired path
- Conduct regular performance reviews and ongoing feedback
 - Use performance reviews to assess readiness for the next step and guide development
 - Have ongoing career conversations to provide YPs with feedback and discuss goals. Respond to changes in interests

Champion YPs' interest in broader engagement in company activities beyond their day-to-day jobs and facilitate their involvement in events, strategy meetings, and innovation projects.

- Include YPs in cross-functional project teams
 - Assign YPs to strategic initiatives, product launches or innovation teams
 - Rotate roles to expose YPs to different business areas
- Recognize and act on YPs contributions
 - Publicly acknowledge YP input and how it elicits broader perspectives and influences decisions
- Foster a culture of psychological safety
 - Encourage open dialogue where all employees feel safe to share ideas without fear of judgement
 - Create regular check-ins to gather feedback
- Seek training on active listening to ensure you are hearing perspectives from younger, diverse voices

Foster employee growth and ensure promotions and career development are merit-based:

- Establish and communicate clear performance criteria with objective metrics and expectations tied to roles
 - Conduct regular performance reviews that focus on performance, goals and growth areas
 - Track progress and potential
- Provide constructive feedback and coaching
 - Offer frequent, actionable feedback
- Collaborate with employees to create personalized development plans
 - Provide access to learning and development
 - Support participation in leadership development and certification programs
- Promote transparency in promotion processes
 - Create and share promotion criteria that outlines what's required for the next level
- Use mentorship and sponsorship programs
 - Help employees build relationships and navigate internal promotion paths
- Advocate for equitable opportunities
 - Ensure employees of under-represented groups receive fair development and promotion opportunities

Advocate for the importance of good managers and make recommendations for avenues to develop leadership skills, such as:

- Coaching and leadership courses
- Personal development funds for leaders to explore learning opportunities
- Mentorship and sponsorship programs
- Incorporating leadership as an area of focus in performance reviews
- Recognition systems to reward strong leadership
- Development pathways into leadership roles

ACTIONS ORGANIZATIONS CAN TAKE TO SUPPORT ATTRACTION, RETENTION, AND ADVANCEMENT OF YPS

| ATTRACTION →

Implement internal and external communications strategies that:

- Acknowledge the complexity of decarbonizing the national and global energy systems and potential trade-offs between growth, environmental impact, social impact, and energy security
- Share comprehensive evidence of the benefits and limitations of different energy sources and technologies
- Proactively address specific concerns, and acknowledge areas for growth. Explain what is being done to revisit previous choices with a new perspective prevent them in the future
- Be clear about what is being done today and what is aspirational
- Engage with independent and credible experts to tell the story about energy's role in society
- Involve affected groups to craft messages, including workers in the energy sector, and Indigenous communities, to show a diverse range of perspectives
- Use visuals and human-centered stories to bring technical information to life and make it relatable

Develop outreach approaches for new grads, interns, co-op students, and apprentices that emphasize:

- How the company offers secure, affordable, and reliable energy to Canada and beyond
- How new hires can contribute to providing secure, affordable, and reliable energy and the company's sustainability goals
 - If possible, specify how different job families offer meaningful contributions
- Company's innovation efforts, and use of advanced technologies
- Career development opportunities including pathways to advance within the company, and to build a resilient energy career
 - Involve YPs and other employees with similar backgrounds to share their career paths and experiences with candidates and new hires
- Metrics and storytelling that demonstrates how daily responsibilities can impact company growth, sustainability, and social goals
 - Demonstrate how ESG and sustainability is integrated into company culture, and not just a compliance checkbox
 - Engage YPs to share stories demonstrating ways they have had a meaningful impact
- Engagement through multiple channels: social media, hackathons, climate-focused events, and post-secondary partnerships
- Partnerships with organizations that promote careers opportunities in the energy industry to young talent

Use a checklist to test for bias in hiring

Pre-hire preparation

- ✓ Define employment opportunity using objective, competency and experience-related criteria for the role. Avoid over-emphasizing requirements for a specific number of years of experience
- ✓ Develop inclusive job descriptions and postings using unbiased language and material job qualifications
- ✓ Choose places to post jobs that reach a diverse range of applicants. Conduct targeted outreach activities for under-represented talent pools
- ✓ Ensure all recruitment staff and hiring managers are trained to recognize and address unconscious bias

Resume review

- ✓ Use blind resume screening by removing personal identifiers during initial resume screening to focus on skills and experience
- ✓ Evaluate resumes against predefined criteria, not gut feelings
- ✓ Avoid overvaluing certain schools, previous employers, etc.

Interview process

- ✓ Use structured interviews with standardized questions for all candidates
- ✓ Involve a diverse group of people in the hiring process to broaden perspectives and reduce groupthink
- ✓ Focus on competencies and behavioural indicators
- ✓ Avoid informal questions that could introduce bias such as "Where are you originally from?"

Candidate evaluation

- ✓ Use a scoring rubric to assess interviews
- ✓ Debrief score results with the hiring team to prioritize evidence-based feedback
- ✓ Avoid comparing candidates to each other; compare to role criteria to rank them
- ✓ Consider using skills-based assessments such as practical tests or assignments relevant to the job, rather than relying solely on interviews

Decision & follow-up

- ✓ Document decision-making rationale for transparency
- ✓ Provide constructive feedback to candidates when requested
- ✓ Collect feedback from candidates on their experience with your process to assess and improve fairness

Ongoing improvements

- ✓ Monitor hiring outcomes by demographic group to identify patterns of bias and areas for improvement. For example, is there one group that is consistently screened out, not hired, etc.?
- ✓ Regularly review and update hiring practices
- ✓ Celebrate and share hiring success stories

RETENTION

Develop clear, actionable, and motivating career pathways.

- Start with clear role definitions and show linkages to company's business strategy
 - Prioritize roles and careers to address talent demand requirements, growth areas, and sustainability goals
 - Document responsibilities for each role
 - Identify required skills, knowledge, competencies, and qualifications
 - Include performance expectations and success metrics
- Map progression paths
 - Define vertical growth (e.g., team member → team lead → team manager)
 - Include lateral moves for skill expansion (e.g., from marketing → business development)
 - Outline leadership and technical specialist tracks to support different career aspirations
- Incorporate competency frameworks
 - Use competency models to show how skills evolve with job levels
 - Define technical, interpersonal, and leadership competencies needed at every level
- Promote individualization and flexibility
 - Encourage employees to co-create their paths with managers or mentors
 - Support non-linear progression based on individual goals
- Ensure transparency and accessibility
 - Make career pathway documents or maps easily accessible
 - Include learning resources, certifications, and experience needed for each step
- Train managers and mentors on how to use career pathways in career development planning with YPs
 - Connect career paths with training programs, mentoring, and coaching
 - Schedule regular career conversations and development reviews
- Highlight real-life examples
 - Share success stories of employees who have progressed along different paths
 - Include testimonials or case studies in internal resources
- Evaluate and update career pathways regularly
 - Review career pathways annually to ensure relevance and alignment with business direction
 - Adjust based on industry trends, new technologies, and internal changes

The following steps are recommended for developing career pathways for emerging energy sectors and technologies.

1. Outline the emerging sectors and technologies that are under consideration
2. Map the activities involved in deploying emerging sectors and technologies

- Examples include: Technologies for processing, subsurface evaluation, operations, equipment maintenance, field production, etc.
 - Identify the unique knowledge and skills required to deploy each of the emerging sectors or technologies
3. Identify the occupations already employed in established operations that are needed to conduct similar activities
 - Assess the gap between the skills and knowledge of the occupations employed for established business activities and those needed for emerging business activities
 4. Identify strategies to address skills and knowledge gaps for each occupation
 - Need for advanced certifications through universities, colleges, or polytechnics
 - Micro-credential learning
 - On-the-job training
 - Mentoring

Establish a comprehensive program to develop YP leadership skills leveraging formal and informal training.

- Recognize that leadership development can start early in one's career - include YPs
- Establish diverse leadership pipelines:
 - Identify and invest in potential leaders from various departments and backgrounds
 - o Establish formal commitments, policies, and targets to drive leadership diversity
 - o Set measurable goals for diverse representation in areas such as: gender, ethnicity, age, professional background
 - o Publicly communicate the organization's commitments
 - Establish mentorship and sponsorship programs for all departments and functions
 - o Increase more emphasis on factors beyond tenure when considering future leaders and board members such as:
 - o Contributions to the bottom-line of the organization
 - o Contributions to the workplace culture of the organization
 - o Leadership skills
 - o Knowledge and interest in the organization as a whole
- Establish a clear and formal path to management and leadership roles
 - Identify mandatory certificates, skills and knowledge required prior to taking on a leadership role
 - Develop measurable ways to evaluate the presence of technical skills, emotional intelligence, and communication skills
 - Assign value to prior experience as a mentor or sponsor for an individual within the company
 - Offer cross-functional opportunities to allow future leaders to build broader organizational knowledge

- Identify formal and informal approaches that support YPs developing leadership skills
 - Training that focuses topics such as:
 - o DEI
 - o Systemic barriers including unconscious bias
 - o Inclusive language
 - o Mentorship/sponsorship
 - o Communication
 - o Decision-making
 - o Emotional intelligence
 - o Giving constructive feedback
 - o Balancing company success and employee well-being
 - Rotational assignments that align with developing the knowledge and skills required to progress the company's strategy
 - o Include exposure to cross-functional and field roles
 - Develop programs for YPs that offer ways to meaningfully engage in business, energy transition, sustainability, and technology projects
 - o Include project opportunities for interns and new grads
 - Establish junior boards or advisory councils that reflect diversity and opportunities to share unique perspectives
 - o Create YP advisory group that consults on strategy, innovation, and culture
 - o Give YP's access to real business challenges and elicit their recommendations
 - Use reverse mentoring to bring employee perspectives to leadership discussions
 - Encourage and support YPs' participation in YP associations to foster both technical expertise and leadership skills
- Provide resources for managers, leaders, and mentors to refer to, such as:
 - Conflict resolution guides
 - Career pathways within an organization
 - Contacts across the organization to discuss leadership approaches and management challenges
 - Overview of formal and informal ways to develop YPs, including inventory of relevant training courses
 - Regular communication with HR support
- Evaluate and update regularly

Offer flexible work schedules and locations where possible.

- Establish clear, flexible work policies:
 - Outline flexible work options that allow for team-level customization
 - Establish frameworks that allow for both management-level decisions and autonomy for team members
 - Include clear expectations around availability, response times, and performance measurement
 - Include examples of flexible work schedules and the parameters that can be adjusted:

- o Hybrid work
- o Remote work
- o Compressed work weeks
- o Flexible start/end times

- Support employees with both in-person and remote work options:
 - Provide proper technology and equipment for efficient remote work
 - Create an office environment that is comfortable and productive for employees to work in
 - Provide avenues for virtual attendance for in-person meetings and events
- Support managers with tools and authority to make decisions:
 - Provide frameworks that enable managers to make decisions based on role requirements, team dynamics, and team member preferences
 - Provide guidance on how to evaluate current work arrangements and how to approach team members on potential adjustments

Create an environment where employees can bring their authentic selves by championing a workplace that is psychologically and culturally safe .

- Encourage leaders to model vulnerability and openness, admitting mistakes, and open dialogue so that employees feel safe to share ideas without fear of judgement
- Zero tolerance for discrimination
- Provide anonymous feedback channels that allow employees to safely share concerns and suggestions
- Champion DEI
- Recruit, retain, and promote diverse talent at all levels, especially in leadership
- Establish policies and company values that support authenticity and inclusion:
 - Zero-tolerance policies for discrimination, harassment, and exclusionary behaviours with clear reporting channels and protection from retaliation
 - Specific information to support diverse identities such as:
 - o Pronoun use
 - o Name changes
 - o Dress codes
 - o Cultural and religious observances
 - o Gender-neutral facilities
 - Supports for mental health, neurodiversity, and different abilities
 - Parental leave for all genders and diverse family configurations
 - Flexible schedules that allow for leave due to cultural, religious, family, or personal reasons
- Establish Employee Resource Groups (ERGs) to support underrepresented communities
- Provide Unconscious Bias training for all employees
- Use storytelling to create opportunities for employees to share their experiences and identities (e.g., spotlights, internal newsletters)

Establish and resource Employee Resource Groups (ERGs) to foster a diverse and inclusive workplace.

In addition to supporting inclusive workplaces, ERGs can serve many purposes:

- **Community building:** foster a psychologically safe environment and sense of belonging among employees with shared identities or interests
- **Professional development:** offer mentorship, skill-building, and leadership opportunities
- **Provide the business insights:** serve as a feedback loop between employees and executive leadership on issues affecting specific communities
- **Policy and culture improvement:** give underrepresented employees a platform to help identify gaps or biases in policies, processes, and workplace practices
- **Recruitment:** attract diverse talent by showcasing an inclusive workplace culture
- **Retention:** create a culture where employees feel more connected and loyal to the organization, reducing turnover
- **Cultural awareness:** support ERGs to host cultural and other events to promote understanding and respect for different backgrounds, cultures, and perspectives

Best practices for establishing ERGs

- Identify a senior leader to champion each ERG and advocate for the group's goals, help secure funding, and ensure alignment with business objectives
- Allocate a budget for events, training, networking, and communications
- Provide administrative support or tools (e.g., meeting space, collaboration platforms)
- Leverage technology to ensure field personnel are able to participate in ERGs
- Clarify the ERG's mission, vision, and objectives and ensure it supports both employee and organizational needs
- Create a structure: leadership roles (e.g., chair, co-chair, treasurer), membership guidelines, and terms of reference
- Rotate leadership to prevent burnout and promote development
- Open the ERG to allies to foster broader understanding and inclusion
- Offer professional development through workshops, speaking opportunities, and mentorship programs

Integrate sustainability into the core business strategy and balance environmental stewardship, social responsibility, and economic performance.

- Set science-based targets and implementation plans
- Ensure transparent reporting including progress reports that cite areas of improvement
- Link executive compensation to sustainability KPIs
- Establish a sustainability committee at the board level
- Invest in clean energy transition technologies and projects
- Improve energy efficiency in operations
- Proactively engage stakeholders
- Regularly audit and update sustainability policies and risk assessments

Enhance sustainability goals through programs that actively involve employees.

- Incorporate sustainability commitments into recruitment programs, especially for YPs
- Establish a cross-departmental sustainability committee
- Offer sustainability training and education
- Set-up employee-led projects on green initiatives providing time and funding for implementation
- Facilitate volunteering and community engagement

ADVANCEMENT

Implement a structured, fair, and transparent talent management system:

- Outline different career path options including:
 - Leadership/management
 - Technical specialization
 - Corporate and field roles
 - Cross-functional transferability
- Establish what competency means for each path, role or level and set transparent performance metrics that include both outcomes and behaviors
 - Incorporate 360-degrees feedback
 - Identify high potential employees and create succession pipelines for each role
 - Provide resources for learning and development
 - Promote regular, informal feedback between peers and managers
- Track and document employee achievements
 - Maintain a record of employee accomplishments, project outcomes, and learning milestones
 - Encourage self-assessments and management feedback for a fuller picture
 - Use performance management tools to track results
- Emphasize performance, capability, and readiness before years of experience
 - Assess for skills, impact, leadership potential, and readiness—not just time served
 - Encourage lateral growth and recognize technical or specialized excellence, not just managerial paths
- Communicate transparently about promotion decisions
 - Share the “why” behind promotion decisions—emphasize merit and impact
 - Celebrate promoted employees while setting clear pathways for others
- Evaluate talent management system
 - Ensure alignment with the company business and sustainability goals
 - Assess promotion data using a diversity, equity and inclusion perspective

Create a culture to support leaders in implementing a merit-based promotion system.

- Promote a feedback culture
 - Ensure continuous, constructive feedback is part of the workflow
 - Train managers to give unbiased, actionable feedback
 - Encourage peer recognition to identify high performers not always visible to leadership

- Train managers on bias and fairness
 - Provide training in unconscious bias, inclusive leadership, and equitable decision-making
 - Require justification for promotion decisions that can be audited and reviewed
 - Ensure diversity in promotion panels or decision-making committees
- Explore the opportunity to leverage technology to assist with making unbiased and fair career promotion decisions.

Equip managers with the skills, authority, and support they need to positively influence every stage of an employee’s journey.

- Hiring and onboarding
 - Involve managers early in the hiring process to ensure role alignment and cultural fit
 - Provide onboarding toolkits so managers can personalize the onboarding of new hires
 - Train managers on inclusive hiring practices
- Development and growth
 - Equip managers with coaching skills
 - Support managers in identifying career paths and stretch opportunities for their teams
 - Support the development of employee resources groups
- Performance management
 - Train managers on performance management system, goal setting, and performance tracking
 - Encourage them to give real-time, constructive feedback in addition to annual reviews
 - Let managers personalize motivation strategies, e.g. flexible work, employee development
- Offboarding
 - Train managers to handle exits to gain insights to improve their teams
- Organizational support and accountability
 - Include team engagement and retention in performance metrics
 - Provide HR business partner support
 - Foster a culture where senior leaders model effective people management

PROMISING PRACTICES AND RESOURCES


This section highlights **Promising Practices** and **Resources** that support progress on the 12 key actions for attracting, retaining, and advancing young talent in the energy sector.


Promising Practices refer to strategies, programs, policies, or initiatives that show potential for advancing one or more of the 12 actions. They are considered innovative and are not always rigorously evaluated. While they may not be specific to energy, many can be adapted for the energy industry.


Resources consist of publicly available tools and materials that can be used to inform and support the implementation of the 12 actions.


Together, they offer practical starting points for driving meaningful change.


ATTRACTION →	PROMISING PRACTICES	RESOURCES
<p>Convey honest, clear, and consistent messaging</p>	<p>Equinor (formerly Statoil), the Norwegian state-owned energy company whose portfolio encompasses oil and gas, renewables, and low-carbon solutions is recognized for its transparent communication about the energy industry for the following reasons:</p> <ol style="list-style-type: none"> 1. Equinor was one of the early adopters of Task Force on Climate-related Financial Disclosures (TCFD) recommendations. It publishes detailed climate risk assessments, future emissions forecasts, and how its investments align with different climate scenarios, including the 1.5°C goal. 2. Unlike many peers, Equinor has openly stated the need to reduce fossil fuel dependency and has included language in its public reports that recognizes the role of oil and gas in contributing to climate change. 3. Equinor’s sustainability and climate disclosures are subject to independent third-party reviews, adding a layer of credibility often missing in corporate ESG reports. 4. While still very much an oil & gas company, Equinor publishes both production growth goals and emissions reduction targets side by side, helping investors and the public understand the trade-offs. 5. Equinor maintains an open dialogue with NGOs, investors, and critics, and has been willing to adjust plans following public scrutiny. For instance, it withdrew from certain controversial exploration projects due to stakeholder concerns. <p>National Grid - Journey to Net Zero National Grid is a UK energy industry that includes a section on their website that showcases the types of occupations and required to progress the company’s sustainability goals. It also features videos of employees working in those occupations and their career path.</p>	<p>Energy Institute Statistical Review of World Energy provides an objective, independent and comprehensive evidence base for decision-makers in government, businesses and civil society.</p> <p>Canadian Energy Centre provides information and conducts research on environmental, economic, and social aspects of Canada’s energy industry.</p> <p>Shell Scenarios helps senior management think about long-term challenges and explore assumptions behind possible futures.</p> <p>Sustainability in Energy Micro-Credential, developed by geoLOGIC systems Ltd., is an online training on key issues impacting the energy industry including climate change, environmental and socioeconomic sustainability, energy security, and Indigenous reconciliation.</p>
<p>Attracting young talent</p>	<p>Checklist to guide the development or evaluation of an intern and new grad program elements:</p> <p><u>Plan:</u></p> <ul style="list-style-type: none"> • Staff accountability for program • Define program objectives and success measures • Program design: critical role to focus on; duration; skill and education requirements; rotation program including field opportunities • Internal partnerships: leadership; field and corporate committees; mentors/ambassadors • Budget and resources: budget; oversight; annual headcount allowance; logistics (laptops, accounts, workspace, etc.) • Sourcing strategy: relationships with colleges and universities across Canada; referral program; leverage job boards; employer branding content; scholarship programs to attract youth in targeted areas: Indigenous students; STEM students; field positions 	<p>Careers in Energy (a division of Energy Safety Canada) offers an extensive portfolio of information about careers in established and emerging energy sectors, tools and resources, and workshops. Of note:</p> <ul style="list-style-type: none"> • Employment outlooks based on projected industry activity and age-related attrition • Profiles for 170 energy careers • Career pathways to help workers navigate opportunities in Canada’s evolving energy landscape • Virtual reality (VR) exploration of diverse work environments and worksites in the energy industry • Day in the Life blog and podcasts • Job board


ATTRACTION 	PROMISING PRACTICES	RESOURCES
<p>Attracting young talent</p>	<p><u>Implementation:</u></p> <ul style="list-style-type: none"> • Outreach: in addition to participating in on-campus career fairs, host informal pub nights, and networking sessions to expose students to the industry and engage in conversations that typically do not occur during formal job fairs. • Recruitment and selection: match interns and new grads to roles aligned with education and interests; ensure inclusive and equitable evaluation process • Onboard: orient to energy industry; company business; sustainability goals; impact of new grad/intern role to business • Engage: assign meaningful work, learning and projects; peer social events; connect with YP communities; gather feedback • Performance & development: set goals and expectations; regular feedback and coaching <p><u>Retention and Alumni Engagement:</u></p> <ul style="list-style-type: none"> • Define criteria for permanent offers • Track and report acceptance rates • Provide alumni support • Involve alumni in intern/new grad program recruitment <p><u>Measurement and Continuous Improvement:</u></p> <ul style="list-style-type: none"> • Track KPI's • Collect feedback: interns; new grads; mentors/ambassadors; internal committees • Analyze ROI • Implement improvements <p>BASF Canada recruits over 150 summer students each year to fill roles across various departments and functions. Students complete a season-end project where they present a key takeaway from the term to departmental leaders, with the top 10 presentations selected to be shared with senior leadership.</p> <p>ABB Canada's internship program includes on-the-job training and site visits, and an Interns Club where interns are invited to several events to connect with their peers and leaders.</p> <p>Gibson Energy has developed student and new grad programs focused on supporting under-represented talent:</p> <ul style="list-style-type: none"> • Women Development Program is a unique 1–2-day experience for female identifying students to get an inside look at what it's like to work with the company. 	<p>Community organizations designed to enhance an understanding of the energy industry and its careers to youth.</p> <p>Participating in events also offers real-world leadership and skills development opportunities for YPs and other employees.</p> <ul style="list-style-type: none"> • Ten Peaks engages, inspires and educates Alberta's youth to embrace innovation and learn about technology, artificial intelligence, entrepreneurship, digital transformation and sustainability as it relates to energy, environment and climate. • Inside Education supports teachers across Alberta and inspire their students to better understand the science, technology and issues related to our environment and natural resources. • Mindfuel brings STEM innovation to life in K-12 and post-secondary youth through design thinking and skills development workshops to identify real-world problems and a drive to find related solutions. <p>Words Matter in Job Descriptions.</p> <p>Job description bias tools can help flag exclusionary words that maybe keeping diverse talent from applying to your company. A few examples are:</p> <ul style="list-style-type: none"> • Textio checks for gendered or other biased language, provides inclusivity scores, and suggests inclusive alternatives. • Ongig flags biased words based on gender, race, age, disability, mental health, and more. And the software also makes it easy for you to swap biased words with more inclusive ones. • UInclude identifies gender-based and racially exclusive phrases and gives you more inclusive word replacements. A unique feature is it gives a performance prediction score or an "inclusion score" that indicates the inclusion level in the job ad and how it might appeal to underrepresented candidates. <p>Work NW Alberta is a collaboration between the City of Grande Prairie, County of Grande Prairie, the Municipal District of Greenview, Grande Prairie & District Chamber of Commerce, and Northwestern Polytechnic. The Portal is designed to showcase the benefits of working, living, and playing in the Region to potential employees considering relocating to the area.</p>


ATTRACTION 	PROMISING PRACTICES	RESOURCES
<p>Attracting young talent</p>	<ul style="list-style-type: none"> Indigenous Peoples Development Program is a 1-day experience to provide valuable insights, experiences, and employment to company Indigenous scholarship recipients, while also fostering a deeper understanding and appreciation of Indigenous cultures, traditions, and contributions within the company Engineer in Training Program provides new engineering grads the opportunity to gain well-rounded technical experience and leadership skills during 4 one-year long rotations through roles in key functional areas Pre-approved Chartered Professional Accountant (CPA) 30-month rotational program and provide exposure to all required competencies by working on increasingly complex work assignments expected of an entry-level CPA <p>Nutrien has a 2-year New Grad Technology Program that provides meaningful experience across several tech-related occupations and areas of the business. Strike Group’s scholarship program demonstrates the company’s commitment to help break through employment barriers faced by under-represented talent pools:</p> <ul style="list-style-type: none"> Immigrants Indigenous LGBTQ2S+ community Women in Energy <p>Using Tik Tok to Connect with Youth.</p> <p>Organizations have successfully used TikTok to communicate with youth and mix humour with storytellers to connect their products and messages to everyday living:</p> <ul style="list-style-type: none"> Duolingo UNICEF Dunkin’ Donuts 	
<p>Open, inclusive, and transparent hiring processes</p>	<p>BHP Canada details its recruitment process on their website. They outline the expectations associated with each step of the process and provide advice and tips. Videos of talent acquisition specialists offering strategies and tips for preparing for the process and a FAQ section are also included. Finally, those interested can sign up for a newsletter that shares BHP news, and updates on hints and tips on the company recruitment.</p>	<p>Talent4Energy hosts free networking and employer forum and hiring events that provide recruiters and hiring managers with an opportunity to connect with talent. These events differ from career fairs because they are designed to attract high-quality candidates, focus on specific skills and knowledge required by the industry, and foster an environment conducive to initiating genuine connections with potential candidates.</p>


RETENTION 	PROMISING PRACTICES	RESOURCES
<h3>Outline pathways for career advancement</h3>	<p>Recognized frameworks help define competency requirements for career pathways and support career development.</p> <ul style="list-style-type: none"> • Skills for Success: Everyday skills needed for work, learning and life. • Labour Market Information Council (LMIC): Use labour market information to facilitate decision-making and enhance knowledge of the skill requirements of jobs in Canada. • Careers in Energy Career Pathways: An interactive tool that offers insights into key activities, core skills and abilities to support mapping a successful energy career across a variety of established and emerging sectors. • APEGA Competency-Based Assessment Guide: Outlines 22 key skills or knowledge areas APEGA has identified as crucial to the professional practice of engineering. • OaSIS: A comprehensive framework of the skills, abilities, personal attributes, knowledge, and interests that are usually required to work in over 900 different Canadian occupations. 	<p>Canada's Top 100 Employers of Young People offers a number of promising practices related to the attraction and retention of young talent.</p>
<h3>Career and leadership development programs</h3>	<p>Considerations for providing career development support for YPs:</p> <ul style="list-style-type: none"> • Clear and transparent career pathways outlining skills, knowledge and competency requirements • Workshops on assessing strengths and interests to support development of a career plan • Online tools to help YPs develop and track their career plan • Internal technical and leadership training • Expand rotational programs beyond engineering to provide early career hires with exposure across company functions including field operations • Cross-functional and global mobility options • Tuition reimbursement • Formal mentoring program <p>ABB Canada has a suite of early talent career development programs:</p> <ul style="list-style-type: none"> • Excelle is a program for female early-career employees that includes a formal mentoring program, and learning is based around three modules: developing yourself, owning your career, and leading yourself. • ABB Discovery is a two-year business-driven rotational program open to early-career talent from various disciplines. It is designed to let participants explore different roles by engaging in challenging tasks, networking activities and both hard and soft skills training. 	

RETENTION 	PROMISING PRACTICES	RESOURCES
<p>Career and leadership development programs</p>	<p>Nutrien has two development programs for early-career talent:</p> <ul style="list-style-type: none"> • A 3-year Leadership Development Program designed to establish career pathways for high-potential, early-career talent and prepare them for future management roles by engaging them in rotations across both field and corporate roles. • A two-year Emerging Talent Program offering hands-on learning and development in areas like business, marketing, supply chain, and operations management to build soft skills and knowledge for long-term success in the industry. <p>Siemens Energy Graduate Program is designed to provide YPs with experience and/or graduates with advanced degrees a hands-on experience working on solutions that directly impact climate change and drive the energy transformation. Aligned with the company's sustainability focus. Program highlights include:</p> <ul style="list-style-type: none"> • Three, 8-month challenging assignments actively integrated into the day-to-day business (one with 2 months of intercultural preparation + 6 months on-site training abroad) • Three Development Days, where program participants regroup in key locations for skills development workshops • Each participant is assigned a mentor in a role of interest • Engages a network of peers and business leaders to deliver training modules <p>Avatar Innovations is an industry-led collaboration focused on developing and implementing real-world solutions for energy transition. Companies can sponsor employees to participate in Avatar Ignite, a technology entrepreneurship and leadership development program. Over 15 weeks, participants work as a cross-function team, alongside some of the world's most senior and influential energy, business and technology leaders to come up with a breakthrough idea and technology.</p>	
<p>Involving YPs in projects, strategy discussions, and decision-making</p>	<p>EY organizes an innovation challenge each year to enable employees to think creatively outside of daily work to help solve business challenges.</p> <p>Innovation, Science and Economic Development Canada supports professional development through micro assignments, allowing employees to develop skills and experience outside of their department.</p> <p>Communications Security Establishment (CSE) offers a unique opportunity for employees to gain leadership experience through the "Take Me With You" program, where senior leaders invite junior employees to participate in high-level meetings and engage in job shadowing to experience a day in the life of a leader.</p>	

RETENTION 	PROMISING PRACTICES	RESOURCES
<h2>Flexible work schedules and locations</h2>	<p>Use a tailored, strategic approach that balances individual needs with organizational goals.</p> <ul style="list-style-type: none"> • Create a framework that outlines the principles behind flexibility (e.g. trust, performance, collaboration) • Define eligibility criteria based on job role, team needs and individual performance • Empower managers with decision-making authority • Identify roles that can be done remotely and hybrid and offer flexibility options for those that cannot (e.g. compressed work weeks, flexible start/end times) <p>Bank of Canada implemented flexible work hours and a “work from away” policy that enables employees to work up to six weeks per year at approved Canadian and international locations.</p> <p>Henkel Canada Corp’s Smart Work program allows employees flexibility in the schedule and work location. Includes hybrid work arrangement for selected roles and ability for employees to work for up to 30 calendar days annually in another country.</p> <p>Deloitte Canada offers specific leave policies for Indigenous employees, including paid cultural days for attending events or participating in traditional practices, along with other benefits like flexible work arrangements and wellness dollars, including:</p> <ul style="list-style-type: none"> • Designated paid days for Indigenous employees to attend cultural events or participate in traditional practices within their communities or across Canada • Flexible bereavement leave • Flexible work arrangements, including the ability to work remotely or on-reserve, and work-from-home supply allowances • Wellness dollars, which Indigenous employees can use for various wellness benefits, including traditional medicines and healers • Indigenous-focused employee resource groups that provide networking, events, and peer support 	<p>Workplace Flexibility Strategy guides building an organization-wide approach to implementing and managing workplace flexibility.</p>
<h2>Promoting diversity in leadership</h2>	<p>Catalyst CEO Champions for Change describes key characteristics of companies leading the way in corporate and leadership diversity:</p> <ul style="list-style-type: none"> • Workplace fairness is a core leadership and organizational value that is fundamental to how they do business • Continually strive to reach new heights and innovate to do diversity better • Dedicate resources to diversity and inclusion • Drive accountability through regular reviews and fair processes like pay equity, performance management, career promotions, etc. 	

RETENTION 	PROMISING PRACTICES	RESOURCES
<p>Promoting diversity in leadership</p>	<ul style="list-style-type: none"> • Are committed to removing bias and artificial barriers in company policies and practices • Culture of meritocracy where all deserving talent has the opportunity to rise and thrive <p>This resource also outlines several actions companies can take to progress their diversity and inclusion goals.</p> <p>BASF Canada requires all people leaders to maintain at least one performance goal outlining how they will advance diversity, equity and inclusion (DEI) progress for themselves and for their teams, with achievement of these goals tied to compensation.</p>	
<p>Create an authentic, inclusive work environment</p>	<p>Employee Resource Groups (ERGs) Offer numerous benefits to employees as they can foster a sense of community and belonging, a safe space for dialogue, and networking. From a company perspective, ERGs can be a source of information and suggestions for enhancing an inclusive culture.</p> <p>Dentons Canada facilitates two-way communication through weekly small-group listening sessions hosted by the firm's CEO -- employees can share feedback directly and make suggestions for improving the firm's organizational culture.</p> <p>Enbridge's Inclusion Network includes:</p> <ul style="list-style-type: none"> • Employee Resource Groups: employee-led groups bring people together in the workplace based on shared characteristics or life experiences. Joining the networks helps people stay connected and shapes our culture of inclusion and belonging. Allies are welcome and valued members of all networks. • Inclusion Sponsor Council of executives committed to advancing the company's Inclusion Strategy and sponsoring the Network • Inclusion Advisory Network that advises on company's policies, priorities and compliance 	<p>The STEM Moms Project is an initiative examining the unique challenges encountered at the intersection of Working Parent and Woman in STEM. The project findings highlight recommendations for organizations, leaders and allies to create supportive and inclusive workplaces for both Working Parents and Women in STEM with the ultimate goal of increasing retention of mid-career STEM Women.</p> <p>Enserva's Remote Workforce Lodgings Industry - Community Commitment Toolkit outlines policies and wise practices the workforce lodgings sectors and those who use workforce accommodations can implement to ensure physically, emotionally, and culturally safe lodgings by:</p> <ul style="list-style-type: none"> • Creating workplaces and community environments that are physically, emotionally, and culturally safe for all • Conducting authentic community engagement • Contributing to the economic security as a foundation to empowerment and safety <p>38th Street shares evidence-based insights into how social behaviour in the workplace impacts women, with a particular focus on women in trades and other male-dominated occupations and industries.</p> <p>Next Gen Men Is a Canadian nonprofit dedicated to changing how the world sees, acts and thinks about masculinity. The host workshops with youth, educators, communities, and employers to champion change and address gender-based violence.</p> <p>Lean In supports women to achieve their ambitions by offer advice to navigate bias and lean into their strengths. It also provides companies tools to create equal and inclusive workplaces.</p> <ul style="list-style-type: none"> • Allyship at Work helps employees recognize unfairness at work and learn specific actions they can take to practice allyship. • 50 Ways to Fight Bias explains five major types of bias in the workplace, specific examples of bias with recommendations for what to say and do when it arises. Includes a small group activity designed to facilitate active learning and motivate people to take action against bias.

RETENTION 	PROMISING PRACTICES	RESOURCES
<p>Prioritize sustainability goals alongside profitability</p>	<p>GHD Ltd encourages employees to commit to a greener commute by offering up to \$400 as an incentive for walking, cycling, carpooling, or using public transit to travel to and from work.</p> <p>ABB Canada has a sustainability committee that looks at ways the company’s day-to-day operations can be more sustainable. Everything, from making sure employees are not printing or copying unnecessarily to considering the packaging being used to ensuring the lights are shut off when employees are not in the office.</p>	<p>Energy Futures Lab is an Alberta-based coalition of diverse innovators and leading organizations working to accelerate the transition to the energy system of the future.</p>

ADVANCEMENT 	PROMISING PRACTICES	RESOURCES
<p>Promotions and career development</p>	<p>Companies known for strong meritocracy and unbiased career promotions are typically characterized by:</p> <ul style="list-style-type: none"> • Transparent evaluation processes • Clear performance metrics and regular performance check-ins • Strong diversity and inclusion practices • A culture that values talent and results over tenure 	<p>Active engagement and performance management.</p> <p>Simple frameworks to embed regular check-ins into the annual performance review process:</p> <ul style="list-style-type: none"> • Start-Stop-Continue Feedback Framework: a simple yet effective tool for improving team performance and process • Radical Candor: a communication framework to support saying what you think while also showing that you care

SHOWCASING YOUNG PROFESSIONAL ASSOCIATIONS



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CRIN

Clean Resource
Innovation Network

The Clean Resource Innovation Network (CRIN) Young Professionals group is part of CRIN's Talent sector, which is dedicated to promoting the energy and cleantech sectors as an exciting, innovative and sustainable career path, and facilitating opportunities for clean hydrocarbon skill development to retain and recruit talent. The Young Professionals group supports the attraction, retention, and advancement of young talent by organizing and amplifying events and other opportunities for professional development, sharing the successes of young professionals, and promoting networking opportunities.

CRIN is committed to supporting mentorship, identifying skill gaps for the future of the industry, and increasing the representation of young professionals in each of its technical theme areas (cleaner fuels, digital oil and gas technology, carbon capture and value-added products, novel hydrocarbon extraction, novel land and wellsite remediation, methane monitoring, quantification, and abatement, and water technology development).

CRIN's mandate is to increase the competitiveness of Canada's hydrocarbon sector in global markets and to de-risk and accelerate technology development to meet Canada's energy needs and environmental goals.



The Society of Petroleum Engineers (SPE) Young Professionals (YP) Calgary Section is a thriving community of early-career professionals committed to shaping the future of the energy industry. Designed for individuals under the age of 36 or with less than 10 years of experience, SPE YP Calgary serves as a launchpad for young engineers, geoscientists, business people, and energy professionals to grow, connect, and lead.

Located in the heart of Canada's energy capital, the Calgary YP chapter offers a wide array of programs and events that blend technical excellence with personal and professional development. From expert-led technical talks and hands-on workshops to leadership forums and career development panels, we provide cutting-edge knowledge and practical skills that are essential in today's evolving energy landscape.

SPE YP Calgary also places a strong emphasis on building meaningful connections. Through regular networking events, social mixers, and collaborative initiatives with other industry groups, members can expand their professional circles and form lasting relationships with peers, mentors, and industry leaders. The chapter's Data Science Mentorship Program is particularly impactful, pairing young professionals with seasoned experts to foster technical guidance, support, and career insight.

Beyond the workplace, SPE YP Calgary is deeply committed to community engagement and social responsibility. Members actively participate in STEM outreach programs and sustainability efforts that give back to the local community and inspire the next generation of innovators.

Whether you're just starting your career or looking to take the next step, SPE YP Calgary offers a supportive, inspiring, and opportunity-rich environment to help you succeed. Join us and become part of a passionate network that's driving innovation, leadership, and positive change in the global energy sector.

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World Petroleum Congress (WPC) Energy Canada's Future Leaders is an initiative that educates and develops young professionals in the energy sector. Operating under the Canadian National Committee of WPC Energy, the Future Leaders program targets individuals aged 20 to 35, providing them with opportunities for professional growth, networking, and engagement with industry leaders.

The group's mission is to foster globally responsible resource development by building tomorrow's energy leaders. Its objectives include:

- Facilitating intergenerational dialogue within the energy industry
- Promoting Canadian energy literacy
- Providing educational forums focused on responsible resource development
- Encouraging diversity, inclusion, and ethical collaboration among young professionals

The Future Leaders group organizes various events to engage and develop its members:

- **Ignite Talks:** An annual event featuring short, impactful presentations by industry professionals
- **Networking Opportunities:** Platforms for young professionals to connect with peers and industry veterans, fostering mentorship and collaboration
- **International Engagement:** The group actively participates in global forums and events, such as the WPC Energy Congress and Youth Forum, to exchange ideas and collaborate on international energy challenges

By participating in the Future Leaders program, young professionals gain exposure to the multifaceted aspects of the energy industry, from sustainability and innovation to policy and infrastructure. The program emphasizes the importance of ethical practices, continuous learning, and proactive engagement in shaping the future of energy in Canada and beyond.



Young Energy Infrastructure Professionals (YEIP) is a dynamic, youth-led organization dedicated to empowering the next generation of leaders in Canada's energy infrastructure sector. With a mission to shape a sustainable future, YEIP provides a platform for young professionals and students to engage, influence, and innovate within the energy industry.

YEIP's core mandates are threefold:

1. **Influence:** Elevating the voice of young professionals in policy-making and industry leadership.
2. **Exchange:** Facilitating the development and sharing of ideas through collaborative platforms.
3. **Advocacy:** Promoting effective and sustainable energy infrastructure solutions.

YEIP has a growing national presence, with active chapters in Alberta, Ontario, British Columbia, and Nova Scotia. Its membership—over 4,650 strong on LinkedIn—includes university students and professionals from leading energy companies across Canada.

In 2024 alone, YEIP hosted more than seven technical and non-technical events, including industry mixers and virtual lunch-and-learns. The organization has partnered with major conferences such as IGRC2024, Energy Connections Canada, the Global Energy Show, and IPC, providing members with valuable exposure and networking opportunities.

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The Calgary chapter of Young Professionals In Energy, founded in 2008, is part of the global Young Professionals in Energy (YPE) network, a non-profit organization with more than 40,000 members worldwide. YPE Calgary aims to facilitate the advancement of young professionals in Calgary's energy industry by providing a forum for networking and career development through social, educational and civic service-oriented events. We foster an environment where members can learn from each other's experiences, share industry knowledge and accelerate their careers.

YPE Calgary is for everyone with an interest in the energy sector and in the early years of their energy career who wants to learn from industry leaders, connect with other professionals, and give back. We are a multidisciplinary and diverse group that aims to unite a broad range of young professionals in energy through providing events and opportunities to learn and develop, expand your network, and get involved in the community.



Young Women in Energy (YWE)'s mission is to increase the voice, presence, development, and leadership of women in Alberta's energy industry. Founded in 2013, YWE is an Alberta-based nonprofit that believes young women have the power to change the energy industry for the better. The organization supports over 4,500 members through events and programs designed to help them 'change the face of energy'.

YWE supports the attraction, retention, and advancement of young talent in Alberta's energy sector through targeted programs and community-building initiatives. They attract emerging leaders through high-impact events like the YWE Summit and ODEI workshops, helping companies build inclusive workplaces. Retention is supported by fostering authentic community connections and offering informal peer mentorship for women to connect and learn from one another. Advancement is driven by the annual YWE Awards, which recognizes exceptional talent and provides access to an influential alumni network that supports continued career growth and visibility.

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