

Terms of Reference

Future Energy Leaders' Programme

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1. Introduction

There is a growing shortage of human capital affecting the energy sector, both on the managerial as well as technical side. Talent management and leadership development are in urgent demand to drive growth, innovation and solutions for the future.

The World Energy Council's Future Energy Leaders' Programme – the FEL-100 – is designed to help shape, inspire and grow energy leaders of tomorrow. It serves as a platform for engaging a limited number of ambitious young professionals in national, regional and international activities and events with the objective to inspire participants to become the next generation of energy leaders capable of solving the world's most pressing challenges regarding energy and sustainability.

As such, the programme is an exciting opportunity for outstanding young professionals with a passion for energy to broaden and further their knowledge and skills in an energy-focused, international environment, to learn from the experience of senior energy leaders, to build their own personal networks and to engage in shaping the vision of tomorrow's energy systems.

FEL-100 programme participants are invited to engage in and contribute to the World Energy Council's global energy dialogue, support the development of balanced policy frameworks and help shape energy solutions for tomorrow. The programme is designed to build on the ideas and innovative potential of the next generation, develop new ways of thinking and frame the future of our energy systems.

The Council's community of young professionals is a network of exceptional individuals from across the globe, representing the different players the energy sectors is composed of, including government, energy industry, academia, civil society and social entrepreneurs. FEL-100 participants are provided with the unique opportunity to create their own, personal networks of like-minded, equally motivated personalities today, and together become the energy leaders of tomorrow.

2. Mission/Vision/Values

The mission of the FEL-100 programme is to create a valued community of young energy professionals from around the world that will foster active involvement in the World Energy Council's activities, improve its member's knowledge and experience, and propose creative ideas, thus contributing to the energy solutions for tomorrow.

The FEL-100 mission is based on the following values:

- Self-Determination
- Transparency
- Innovative approaches
- Knowledge sharing
- Responsibility
- Teamwork
- Leadership

3. Objectives

The main objective of the FEL-100 is to develop a strong and active network of outstanding future energy leaders. It is explicitly designed to identify talent, accelerate learning, inspire leadership and shape vision, as well as encourage innovation and development of solutions for tomorrow. Moreover, the network supports national, regional and international World Energy Council activities.

a. Improve Future Energy Leaders' knowledge, experience and skills

Improving the FEL-100's knowledge, experience and skills is made possible via the yearly FEL Summits, the triennial FEL Congresses and other global, regional or national World Energy Council events, where young professionals are able to participate in activities and exchange views with energy leaders and amongst each other. Furthermore, the FEL-100 are encouraged to take part in the Council's study groups and knowledge networks, which offer a unique opportunity to learn about global energy issues and engage with international experts. The FEL-100's development may be fostered further through the development of own content that feeds into the Council's work programme as well as through mentoring and feedback from peers and members of the World Energy Council London office. By making the programme self-determined, participants are encouraged to develop their leadership and interpersonal skills, and ability to handle situations of conflict.

b. Shape the vision of tomorrow's energy system

As Albert Einstein noted “True leadership is the belief that you can’t solve problems using the same thinking that created them in the first place.” Fresh thinking, innovation and new approaches to solving problems are needed. This means, fundamentally, change and transformation in the way we think and the World Energy Council’s community of Future Energy Leaders is there to embrace it. The FEL-100 will develop and update their own vision and embrace the opportunity to promote it by developing own content that supports and adds a new perspective to the Council’s vision and thinking. FEL-100 participating in the triennial World Energy Congress may be invited to share their vision with the wider Congress audience.

c. Bridge the generation gap between young professionals and senior leaders

The FEL-100 act as ambassadors who deliver the vision and ideas of the next generation to today’s energy leaders. As an important part of the global energy network, they have the opportunity to facilitate the sharing of experience of senior leaders by encouraging them to participate in mentoring programmes, formal and informal discussions and debates with young professionals both in a national, regional or international context. Where appropriate, a programme participant may be invited to engage and participate in the discussion of senior energy leaders as part of a World Energy Council event.

d. Integrate the Future Energy Leaders’ community into the World Energy Council’s activities

Integrating the FEL-100 community into the Council’s activities is of great importance to the programme’s success. Through increased integration, programme participants have the opportunity to interact with senior energy leaders and experts, while the World Energy Council can benefit from the FEL-100’s knowledge and fresh ideas, while diversifying the participation in its core activities. To increase visibility and awareness, the FEL-100 community – where appropriate – will be invited to submit articles to be published in the World Energy Council’s monthly newsletter or on its website.

e. Expand the network by creating national Future Energy Leaders’ programmes

The global FEL-100 network aims to strengthen its base through grass root efforts on the local level by creating further national Future Energy Leaders’ programmes and networks. National programmes are aimed at young professionals that may not act in an international context, but would benefit from having a national network of like-minded individuals to interact with. By providing guidance and sharing best practices, the existing good practices, such as made in Argentina, Turkey, New Zealand or Germany, could be replicated and / or adapted to local circumstances.

4. Eligibility

The excellence of its members is a priority to the FEL-100 Programme and contributes highly to its value proposition. The limitation of the size of the group to 100 participants allows the self-development of outstanding young professionals.

Programme applicants should meet the following essential criteria:

- He/she has a solid interest and proven track record in energy; the CV indicates a specific achievement and the potential to become a leader in the energy sector
- He/she has obtained a bachelor's degree or higher.
- He/she has a minimum of 3 years full-time post-graduate or professional experience in an energy-related field.
- He/she is highly motivated and encouraged to work with the World Energy Council, and ready to commit to become a member of the exclusive FEL-100 and remain engaged for at least one up to typically three years
- He/she has an advanced level of English as the programme and all communications will be delivered in English.
- He/she should not be more than 35 years old at the time of application.

If a candidate does not meet the above criteria but can make a compelling case for participation, exceptions to the above may be considered.

All candidates are required to provide the following documentation in support of their application:

- Application form provided by the World Energy Council
- Curriculum Vitae (limited to working achievements and professional certifications)
- Copies of degree certificates & professional qualifications
- Brief written sample on his/her personal achievement and how it relates to the World Energy Council (max 500 words)
- Prose biography (max 185 words)
- 2 letters of professional recommendation
- A high resolution photograph
- Letter / statement of support by the respective National Member Committee of the World Energy Council or by the FEL-100 Nominations Committee

Candidates may be required to undertake a brief telephone interview.

5. Modus Operandi

a. Nomination process

Every year 35 new Future Energy Leaders will be invited to join the Council's FEL-100 programme and become part of the exclusive global network of tomorrow's energy leaders. The FEL-100 nomination team will evaluate the FEL-100 according to their contribution and performance in the group and retain the 65 top performers every year. A formal call for nominations of new programme participants is issued during the first quarter of every year.

At the occasion of the tri-annual World Energy Congress, every National Member Committee who has no active FEL among the FEL-100 is entitled to send one FEL to join the group for the duration of the Congress. No country can have more than 2 FEL representing the National Member Committee at the Congress.¹

Nominations may be accepted from National Member Committees, Patrons, Global Partners, the FEL-100 Nominations Committee as well as externally and have to be submitted to the Council's London team within the given deadline. No entity is allowed to have more than two FEL within the programme.

The selection of new FEL-100 participants is two-folds:

- The WEC London team / FEL Secretary will review the applications received for completeness, check against the given criteria and prepare a recommendation for the FEL Nominations Committee
- The final review and selection will be carried out by the FEL Nominations Committee

New participants to the FEL-100 programme are welcomed during the second quarter of every year.

b. Term

In order to guarantee the quality and continuity of the programme, each selected individual will initially be taken on board for one year and will be offered the opportunity to remain in the programme on average for three years. This will be determined annually by his/her ability to demonstrate engagement and motivation. If the minimum engagement criteria cannot be met, he/she may be replaced.

At the beginning of each year, the FEL Nominations Committee will evaluate and determine which of the participants meet the minimum engagement criteria and can chose to remain in the programme, and who may be replaced due to lack of involvement.

¹ Exceptions to this rule can be made if additional spaces become available or if there are no more candidates from other countries.

At the end of their tenure, programme participants will receive a certificate, will be invited to join the FEL-Alumni community and remain part of the World Energy Council's global network.

c. Minimum criteria

To remain in the FEL-100 programme each participant has to:

- Complete the annual FEL-100 Issues Monitor,
- Be an active member of one of Council's working groups,
- Provide at least one contribution / issues paper into an ongoing FEL-100 activity
- If possible, participate in one of the FEL-100 own events, e.g., FEL-100 Summit, FEL Congress etc.

If the above criteria are not fulfilled a programme participants can only remain a FEL-100 under special circumstances and with the approval of the FEL Nominations Committee.

d. Future Energy Leaders' governance

To encourage responsibility, self-determination and leadership the FEL Board will oversee and monitor the achievement of objectives, compliance with processes, as well as the selection of new programme participants. The FEL Board – similar to the World Energy Council's Officer Council – consists of members representing the Council's regions. Oversight responsibilities are carried out through three Committees consisting of three members each who adhere to an agreed on code of conduct (see Appendix B):

- The **Studies Committee** is a subcommittee of the FEL Board and ensures that the work of the FEL-100 is integrated and feeds into the main work programme of the Council and aspires to the same standard of quality. Committee members work closely with the executive team in London, which will provide feedback and guidance with regards to integration into existing work and potential publication. To ensure the FEL-100 work provides value and creates linkages with the Council's general work programme, one of the members of the FEL Board will be an observing member of the World Energy Council's Studies Committee.
- The **Nomination Committee** is a subcommittee of the FEL Board and responsible for monitoring and evaluating the engagement of existing FEL-100, identifying those participants whose membership may not be renewed as well as reviewing the applications of and selecting new programme participants.
- The **Development Committee** is a subcommittee of the FEL Board and responsible for continuous and further developments of the FEL-100 programme as well as for identifying potential partners and sponsors. Outreach strategy and target list to potential partners and sponsors has to be approved by the Council's London partnership development.
- The **Chair** of the FEL Board is a primus inter pares function; he/she facilitates FEL Board meetings and is the spokesperson of the FEL-100.

- The **Secretary** of the FEL-100 oversees the execution of the activities approved by the FEL Board. He/she reports progress to the World Energy Council's Programme Committee.

Jointly, the FEL Board is responsible for the development of the FEL Congress and Summit programmes.

A World Energy Council London staff member will support the FEL Secretary and interface to the Council's headquarter. The FEL Board members, Chair and Secretary will be in place for a 3-year term and their mandate is not renewable. If a member of the FEL Board fails to stay active and engaged he/she may be replaced.

e. Selection of the FEL Board and Chair

The FEL Board with the support of the London Office is responsible for managing its own succession and handover to the next generation.

i. FEL Board

The FEL Board will initiate the call for nominations amongst the FEL-100. Each programme participant has the opportunity to indicate his/her interest to become a board member within the given deadline and identify the committee they would like to join by providing a short motivation letter and vision of FEL-100 activities in a 3-years tenure. The FEL Board will review the nominations, and chose their successors bearing in mind regional, sectorial, and gender diversity. The three Committees consist of three members each, with each member taking on the role of a Committee Chair for one year on a rotating basis.

ii. FEL Chair

The FEL Board will initiate the call for nominations amongst the FEL-100. Each programme participant has the opportunity to indicate his/her interest to become the next FEL Chair within the given deadline and why they wish to take on this role and how they see the development of the FEL-100 programme over the 3-years term. A vote ballot will be sent to all FEL-100 giving them the opportunity to choose their preferred candidate. A simple majority vote will be sufficient.² All votes must be submitted to the Secretary only and will be treated as anonymous.

iii. FEL Secretary

The FEL Board will initiate the call for nominations amongst the FEL-100 along with the FEL Board and Chair nominations. Each programme participant has the opportunity to indicate his/her interest to become the FEL Secretary within the given deadline and explain why they wish to take on this role and how they see the development of the FEL-

² Should there be a tight a second vote ballot will be initiated.

100 programme over the 3-years term. The FEL Board will review the nominations, and select the most suitable candidate.

f. Certificates

At the end of their tenure, programme participants will receive a certificate that recognises the level of engagement and duration in the Council's FEL-100 Programme.

There are four different kinds of certificate:

- Blue certificate – issued after one year of FEL-100 membership, meeting the minimum engagement criteria
- Bronze certificate – issued after two years of FEL-100 membership, meeting the minimum engagement criteria
- Silver certificate – issued after three years of FEL-100 membership, meeting the minimum engagement criteria
- Gold certificate – issued after three years of FEL-100 membership, meeting the minimum criteria, or independent from duration in the programme for a special achievement, such as, being a FEL Board member for one term, for re-energising a Member Committee, creating a national programme etc.

g. FEL-Alumni

At the end of their tenure, programme participants have the opportunity to join the FEL-Alumni community and remain part of the World Energy Council's international, cross-sector network. FEL-Alumni are encouraged to stay connected not only on a global but also national level and engage in the activities of their National Member Committee.

6. Work Programme

The FEL-100 under the guidance of the FEL Board will develop their own work programme. The current work programme can be found in Appendix A.

Regular milestones of a FEL-100 work programme should include activities and events such as:

- Develop an interesting, rich in content and panellists, Future Energy Leaders' Summit / Congress programme
- Review, update and share (where appropriate) the joint vision
- Create an annual FEL-100 World Energy Issues Monitor
- Join the Council's Study Groups or Knowledge Networks
- In non-Congress years, develop at least one special FEL-100 report per annum that supports the Council's overall work programme and goals
- Develop and update a dedicated FEL-100 page on the World Energy Council website

In addition the work programme could include activities and events such as:

- Participate in global, regional and national World Energy Council events
- Participate in mentoring opportunities from peers, FEL-Alumni and the Council's headquarters

7. Resolution clause

If membership of the FEL-100 programme drops below 90 active Future Energy Leaders or if the regular milestones noted under section (6) cannot be delivered the World Energy Council retains the option to end the FEL-100 Programme.

Appendix A – FEL Work programme [TBA]

The FEL-100 work programme will be added by end of Q2 2015.

Appendix B – Code of Conduct of the Future Energy Leaders' Board

The mission of the Future Energy Leaders (FEL) Board is to coordinate and integrate the work of the FEL Community. The Board is composed of ten FEL100; three committees with three members each that are complemented by the FEL Chair. The FEL Secretary oversees the execution of the activities approved by the FEL Board.

1. FEL Chair

a. Responsibilities

The role of the FEL Chair entails coordination and representation.

The main responsibilities of the position include but are not limited to the following:

- Act as a spokesperson and represent the FEL-100 community
- Take responsibilities and coordinate the work of the three FEL Committees
- Facilitate governance and chair meetings

b. Commitments

The FEL Chair agrees to speak for and represent the whole FEL-100 community and to consider various cultures and backgrounds when achieving consensus. In case of conflicting commitment (professional, personal) or lack of sponsorship, the FEL Chair may delegate any FEL Board member with the consent of WEC London Team to represent the FEL-100 community at the particular event or meeting.

2. FEL Secretary

a. Responsibilities

The Secretary is responsible for monitoring the execution of activities and for assisting the FEL-100 community in general and the FEL Board in particular.

His/her principal responsibilities are:

- To oversee the execution of activities approved by the FEL Board and assist and coordinate the work of the FEL Board and the FEL-100 where appropriate
- To report progress to the World Energy Council's Programme Committee

b. Commitments

The FEL Secretary agrees to represent the whole FEL-100 community when reporting progress to the Council's Programme Committee. He/she commits to work closely with the World Energy Council's London office to ensure the necessary links are made.

3. Studies Committee

a. Responsibilities

The FEL-100 Studies Committee oversees the involvement of the FEL-100 programme participants in the Council's work programme as well as in FEL100 working group.

Its main tasks include but are not limited to the following:

- Gathering the choices of the Council's knowledge networks / study groups that FEL-100 would like to join and communicate them to the London headquarters
- Assisting in the creation and development of FEL-100 study groups and remaining in contact with the London office
- Making sure that reports developed by the FEL-100 community feed into the Council's work programme and aspire to the same quality and diversity criteria as the ones produced by the Council itself
- Ensuring that reports developed by the FEL-100 community follow the designed sign off process
- Making sure that the work is completed on time and meets the expectations of the Studies Committee
- Nominate the leaders of the FEL-100 taskforces
- One of the members of the Studies Committee is co-opted to the World Energy Council's Studies Committee

b. Commitments

The Studies Committee ensures an optimal and balanced participation from WEC regions across energy sectors, ensures that reports are technically robust and credible, and are reflective of the work done by and the diversity of the FEL-100 community.

c. Reports sign off process

- When a FEL-100 report is concluded it is proofread by the members of the FEL Board (Studies Committee) and where applicable the FEL Alumni mentoring the project;
- The report and its executive summary are sent in PDF and Word formats to the Council's staff member responsible for the programme.

- FEL-100 work is reviewed by the respective executive team member in the Council's headquarter and the corresponding Study Group / Knowledge Network, who will provide feedback and advise with regards to publication.
- If the report is recommended to be a stand-alone publication it will be reviewed by the Council's Studies Committee;
- Once the report has been approved by the Studies Committee, it is launched on the Council's website, shared with the Council's global network and promoted by the Council's communications team.

Comments need to be integrated between each step of the sign off process.

4. Development Committee

a. Responsibilities

The Development Committee works to further improve the value proposition of the FEL-100 programme.

Its main tasks include but are not limited to the following:

- Work to enhance the visibility of the FEL-100 programme
- Interact with the Secretary to ensure the FEL-100 page on the Council's website is up to date and opportunities to communicate the FEL-100 activities are used
- Lead the development of summit and congress programmes
- Look for sponsorship and partnership opportunities
- Organise – if possible and where appropriate – FEL activities in the different regions

b. Commitments

In the case of the development of a partnership or sponsorship activity, the Development Committee will work closely with the London headquarters during the process of development and conclusion of an agreement.

5. Nomination Committee

a. Responsibilities

The Nomination Committee ensures the quality of the overall programme by selecting and inviting the most appropriate participants to join the programme, and facilitating their active involvement.

Its main tasks include but are not limited to the following:

- Monitor the level of activity of existing programme participants in accordance with the minimum engagement criteria
- Evaluate and determine which of the participants meet the minimum engagement criteria and can choose to remain in the programme
- Review applications and select new programme participants
- Organise and coordinate the process to deliver certificates to the FEL-100 at the end of their term
- Manage the nomination process of the FEL Board and Chair

b. Commitments

The Nomination Committee strives to select and nominate the best candidates and strictly consider the quality and diversity of the programme when doing so. It strives to ensure programme participants and members of the FEL Board represent the regional and sectorial diversity of the members of the World Energy Council.

6. Modus operandi

- The FEL Board is expected to coordinate itself with the support of a Council' staff member.
- It will provide information on meetings as well as supporting material in a timely fashion.
- The complete FEL Board organises regular, at least bi-annual sessions while remaining constantly in touch with the Secretary and Chair as well as with the Council' staff member in charge of the programme. Meetings can take place either in person or via suitable electronic means. In case the Council' staff member is not able to attend, minutes of the call should be provided.
- The FEL Board Committees meet either in person or via suitable electronic means on a regular, bi-monthly basis. FEL Board members commit to regular, prepared participation in meetings.