

# DIVERSITY IN THE OIL & GAS INDUSTRIES IN JAPAN

## —日本の石油・ガス産業におけるダイバーシティ—

Summary reports on activities of

“**F**riendship **C**ommittee for **W**omen Career Development”(“**FCW**”)

— FCWの活動報告概要含めて —

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## INTRODUCTION

We have been working on activities to foster female leaders in oil and gas industries in JCCP and in my company.

Why Diversity ?

Because..

- ✓ The business environment is uncertain, and diversified insight is necessary to enhance the ability to find a good solution.
- ✓ In Japan, it is said that women's power has the big potential because it was not yet fully utilized..

# TODAY'S TOPICS

**1. Activities of FCW**

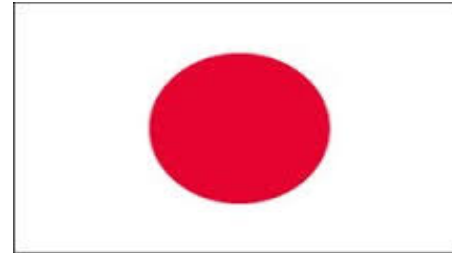
**2. Activities of Idemitsu (出光昭和シェル) 2019**

# Friendship Committee for Women Career Development

(女性のキャリア開発に向けた友好委員会)



Since 2015 ~



**ADNOC Group  
&  
Kuwait, Oman, Qatar,  
Saudi Aramco**



**JCCP**

**Oil, Engineering Companies**

Idemitsu Kosan, INPEX,  
JXTG, Cosmo Oil, Chiyoda  
Corp., JGC, Toyo Eng.

Signing Ceremony in June 2019



# FCW activities

**1. HRD program**  
(Customized Program in Japan)

**2. Committee Activities**  
Planning & Implementing Committee

**3. FCW Forum**



| FCW Meeting |           | Venue | Theme   |
|-------------|-----------|-------|---|
| 1st         | May 2015  | UAE   | Sharing opinions and experiences  |
| 2nd         | Nov. 2015 | Japan | Recommendation as FCW Initiative  |
| 3rd         | Apr. 2016 | UAE   | Action Plan Japan   |
| 4th         | Nov. 2016 | Japan | Sustainable growth of petroleum industry and women leader's business innovation |
| 5th         | Apr. 2017 | UAE   | Harnessing the Power of People and Technology                                   |
| 6th         | Dec. 2017 | Japan | Work Style Reform for Advancement of Women in the Workplace                     |
| 7th         | May 2018  | UAE   | Women Empowerment Across Different Geographic Regions                           |
| 8th         | Jan. 2019 | Japan | Management Strategy & HRD for Responding to the Needs of the New Era            |
| 9th         | Jun. 2019 | UAE   | Women, Icons of Tolerance   |
| 10th        | Nov. 2019 | Japan | Diversity Management in the Oil & Gas Industry<br>-Message Toward the future -  |

# 1. HRD program

(Customized Program in Japan)

- Lectures and Workshop for Female Leadership in Petroleum industry
- Company Visits : JXTG, Showa Shell, Chiyoda, Kyocera, TOYOTA, etc.

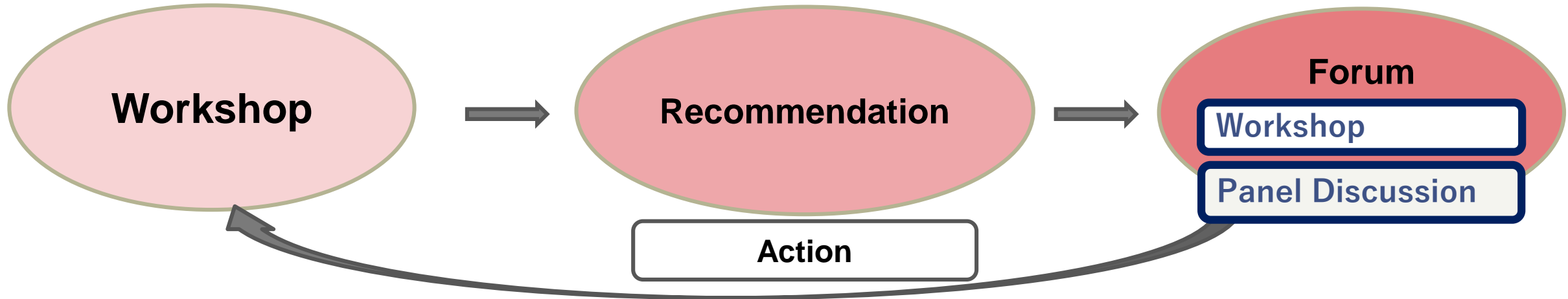




## 2. Committee Activities

Planning & Implementing Committee

## 3. FCW Forum



**Work Shop Theme 1**  
**The Impact of Employee Engagement in Organization**

**Work Shop Theme 2**  
**Female Representation at Plant Sites and the Future**

**The 10<sup>th</sup> FCW Forum**    **Nov 20,2019**  
**Theme: Diversity Management in the Oil & Gas Industry – Message toward the future –**  
**Venue: Waseda University**

# Workshop Recommendation

Theme 1: The Impact of Employee Engagement in Organization  
“エンゲージメントが生む組織経営の向上”

- CEO's regular messages
- Upgrade from engaged to intrapreneur
- Make a difference and have an impact
- Learn and grow everyday
- Live the company's culture and values
- Gamification at work
- Pass the quality gate
- Live the company's culture and values
- Engage employees in management meetings/events



## Theme 2: Female Representation at Plant Sites and the Future 現業部門に於ける女性活躍の取組と将来像

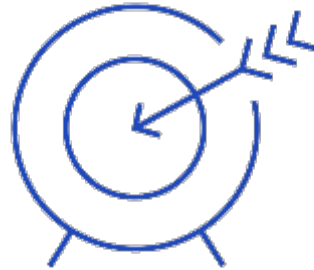
### WHY FEW WOMEN AT SITES?



**Physical limitations**  
to execute certain tasks



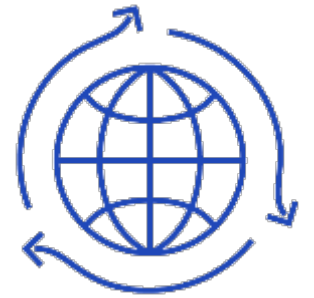
**Lack of sufficient  
welfare arrangements**



**Unfavorable  
female perception**  
of site work



**Male workers  
unaccustomed** to work  
with females on site



Limited incentive to attract  
**women for site-based  
positions**

# Panel Discussion in the 10<sup>th</sup> FCW Forum



- **"Sustainability Management in the Oil and Chemical Industries"**  
- Diversity and Future Process Plant -



- **"Woman's Leadership and D&I Management"** - Initiatives to Transform Corporate Culture-

# TODAY'S TOPICS

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**2. Activities of Idemitsu (出光昭和シェル) 2019**

# ACTUAL ACHIEVEMENTS



GM in Electricity Marketing

## Female Leaders in Our Company



Director in Marketing Subsidiary



Procurement (Mgr)



Supply Planning



Manufacturing  
Technology Center



Financial Risk  
Management

# ISSUES TO IMPROVE

- Our Ratio of Female Managers are still low..  
All Industries in Japan, Average 9.6%  
Oil and Coal, Average 1.4%
- Less chance of business experience for females around 30s due to time for family matters

# HOW TO IMPROVE

- Mind set change (male & female)
- More opportunities for challenging assignments for females
- More flexible working environment (including support for balancing of work & family life)



# ACTIVITIES IN OUR COMPANY (2019)

## Net-working among females

### ① Internal (100 Female employees & Management)



### ② Plant on site (Female engineers 23)



### ③ External/Global (Female leaders of Japan and Korea 22)



## Work shop for seniors who have juniors with children

Employees during kids care leave and their seniors 120



## D&I Game session

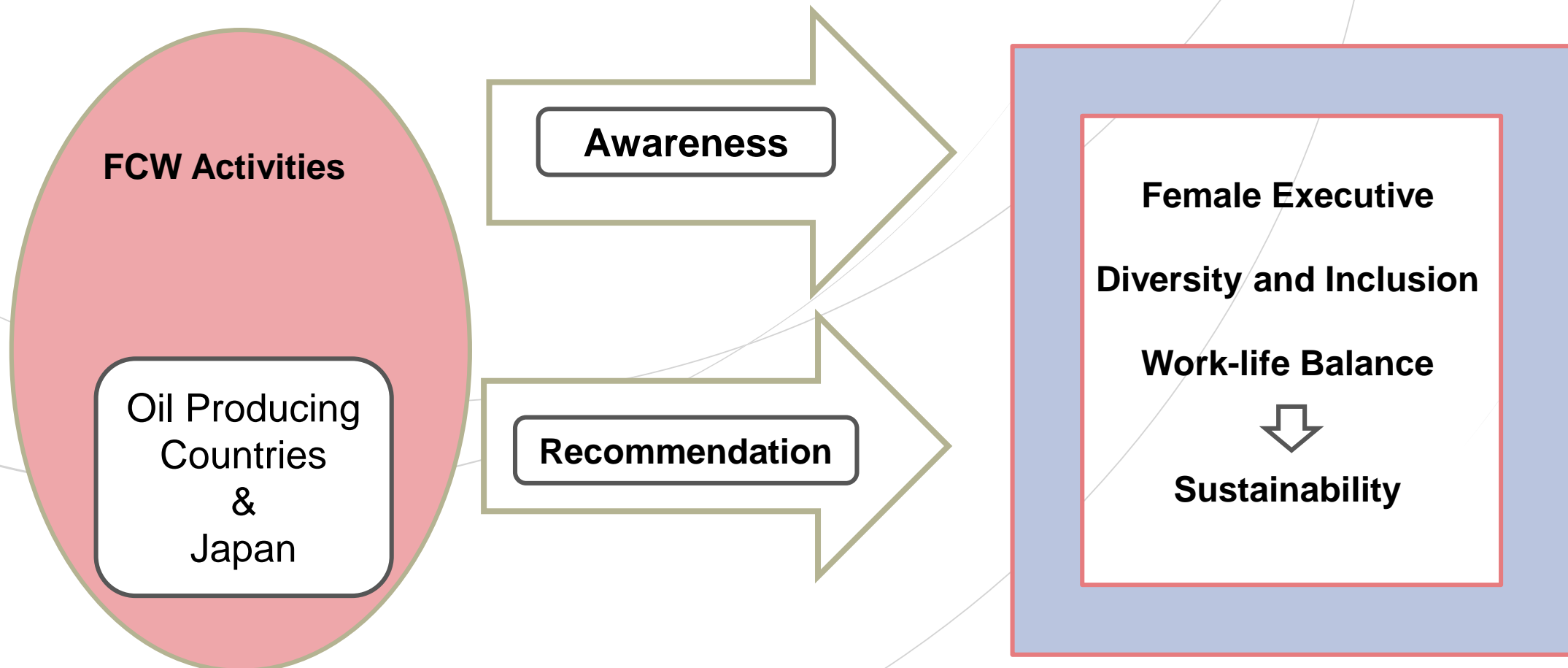
Experiencing D& I through the card game 830

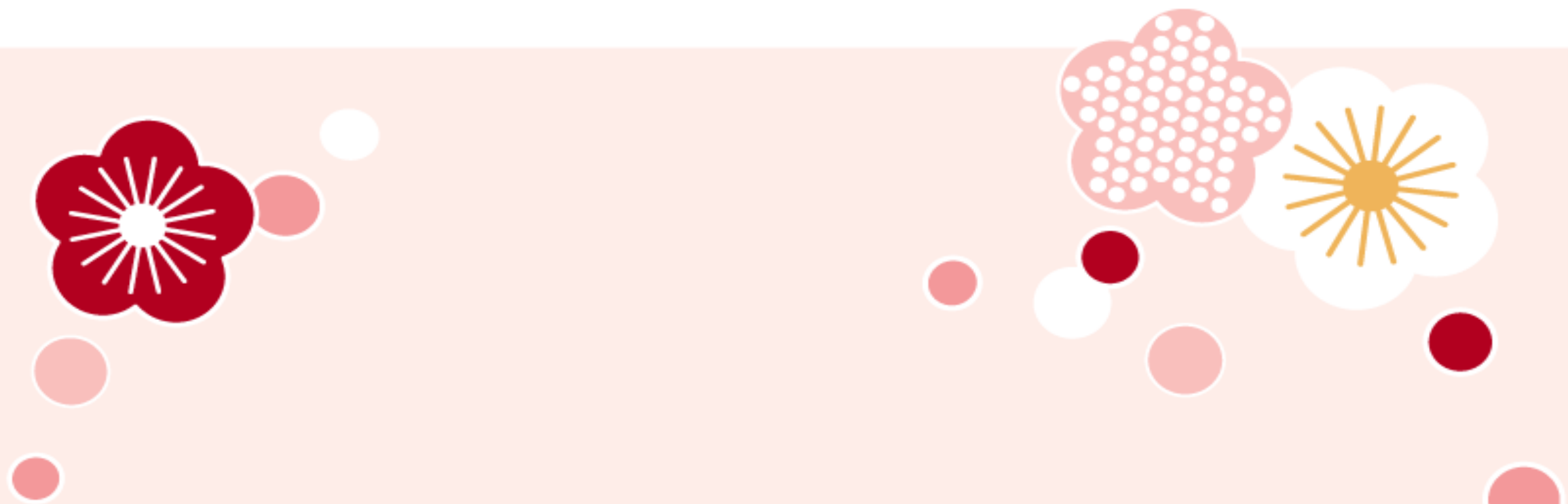




# EFFORTS TOWARD FUTURE

Active engagement of Female leaders may become a big “engine” to make a move for “ new solution provision” via diversified insight.





*Thank you*