

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

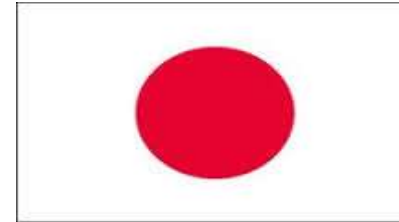
1. Activities of FCW

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

Workshop

Panel Discussion

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 -Message Toward the future -

1. HRD program

(Customized Program in Japan)

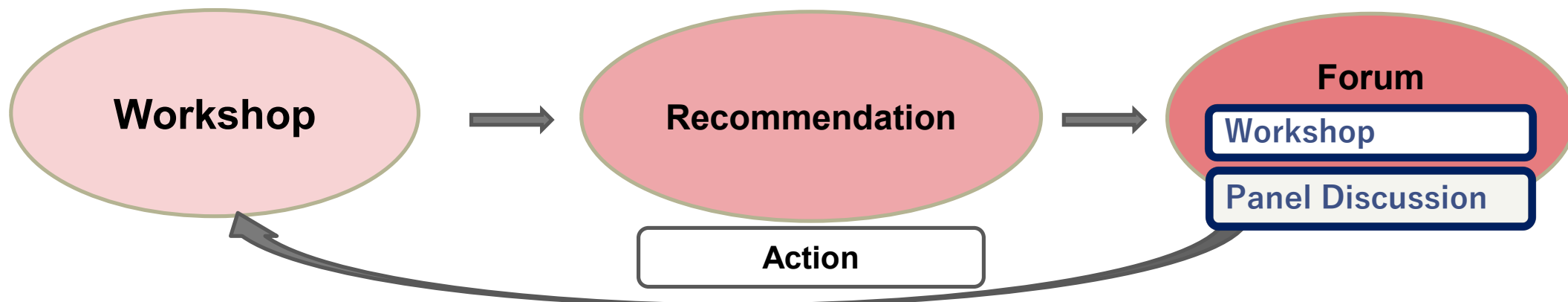
- Lectures and Workshop for Female Leadership in Petroleum industry
- Company Visits : JXTG, Showa Shell, Chiyoda, Kyocera, TOYOTA, etc.



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 10th FCW Forum Nov 20,2019

Theme: Diversity Management in the Oil & Gas Industry – Message toward the future –

Venue: Waseda University

Workshop Recommendation

Theme 1

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

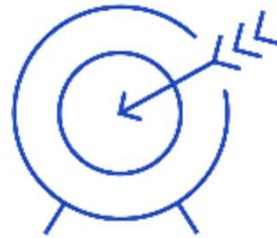
WHY FEW WOMEN AT SITES?



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 10th 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-

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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/Grobal (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.

