

Friendship Committee for Women Career Development

FCW Activities FY2019 (April 1, 2019 – March 31, 2020)

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FCW Main Activities

- 1 JCCP Human Resource Development Program for GCC participants
“Management and Leadership for Women in Petroleum Industry”
- 2 FCW Meeting in UAE and Japan
(includes Forum, Lectures, Site-visits, Workshop)
- 3 Activities of Japanese PIC members
(meeting, seminar, workshop)

1 JCCP Human Resource Development Program for GCC participants

We have provided the following course for female leaders to enhance their leadership in petroleum industry.

(1) JCCP Customized Program (Nov. 13 – 21, 2019)

“Management and Leadership for Women in Petroleum Industry”

(2) Course Contents

To foster female leaders and enhance their leadership through lectures and workshop, which include the best practices, Japanese management and new perspectives from Japanese experts.

- Work-Style Reforms
- Diversity Management in Japan
- Team Building through Japanese Culture “Ikebana”
- Contribution to SDGs through Business
- Digital Transformation in Oil Industry
- Company Visit (Toyota Motor Corp., Kyocera Corp., JXTG Energy)

(3) Participants: UAE, Saudi Arabia, Kuwait, Oman Total 14 Persons / 4 countries

(4) Topics: During the program, on Nov. 20, the 10th FCW Forum was held at Waseda Univ.
The Theme was “Diversity Management in the Oil & Gas Industry
- Message toward the future”

JCCP Customized Program and FCW Meeting in Japan



Company Visit (KYOCERA)



Company Visit (TOYOTA)



Discussion with JXTOG
Female Employees

Team Building through "Ikebana"



Opening Ceremony
of FCW Meeting



2. FCW Meeting in UAE

2-1 The 9th FCW Meeting in UAE (June 18-20, 2019)

This meeting of the FCW was held over three days at the head office of ADNOC.

- (1) Participants: 12 persons from Japan, 12 persons for ADNOC group
- (2) Schedule: Day 1st Opening Ceremony, Workshop, Group Discussion
Day 2nd Tour in ADNOC HQ, Japanese companies' presentations
Presentation by ADNOC "In Country Value Program"
Workshop, Group Discussion
Day 3rd FCW Forum "Women, Icons of Tolerance"
Workshop Outcome, Panel Discussion
FCW Closing, Participants' feedback



ADNOC HQ Panorama



Group discussion

2. FCW Meeting in UAE

(3) The 9th FCW Forum in UAE

- June 20, 2019
- Theme “Women, Icons of Tolerance”
- Executive Speech
Ms. Shimada, HRD Uniliver Japan
- Presentation of Workshop Outcome
- Panel Discussion

carried over to
the 10th FCW workshop theme

JOINT RESEARCH BETWEEN UAE AND JAPAN

RESEARCH TOPICS

1. INCREASE OF FEMALE REPRESENTATION AT SITES
A more sustainable environment
A more diversified business
2. FORECASTING THE FUTURE SKILLSET & CAPABILITY IN OIL & GAS
To develop abilities of human resources
To prepare the workforce for future challenges
3. UTILIZING OIL & GAS INDUSTRY FOR RESEARCH IN BIO INDUSTRY
INNOVATION ACROSS UAE AND JAPAN
A more sustainable environment
A more diversified business



Workshop Outcome on:

Women workforce engagement

EMPLOYEE ENGAGEMENT TEAM PROPOSALS



BUTTERFLY EFFECT

Small Changes, Big Impact!

Wide campaign emphasize on simple effective behaviors:

- Appreciation cards
- Says good morning to employees
- Start the meeting with appreciation words to someone



SUCCESS DOSE

Daily Key Statistical messages

Daily key statistics performance messages Shared to all employees through emails, signage and push messages



FLY HIGH

Rewarding Program

Employees reward program similar to airline reward program designed to reward positive and desired organizational behaviors



Panel Discussion

Workshop Outcome on: Women in the research filed

2. FCW Meeting in Japan



2-2. The 10th FCW Forum in Japan

This was the 10th time, we discussed to resolve issues related to the promotion of Women's Empowerment as the following theme. Co-hosting with WASEDA University, those the audience were not only those related to the oil industries but also students and researchers.

Date: Nov. 20, 2019

Venue: WASEDA University in Tokyo

Theme: Diversity Management in the Oil & Gas Industry -Message Toward the future
- 湾岸産油国及び日本におけるダイバーシティ経営 - 未来へ向けたメッセージ -

- Leaders speeches
- Presentation of Workshop Outcome
- Panel Discussion



2. FCW Meeting in Japan

2-2. The 10th FCW Forum in Japan

Workshop Outcome I

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”

Recommend ways to improve the workplace environment and performance by the involvement of employees and managers in the organization



- 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
- Engage employees in management meetings/events



2. FCW Meeting in Japan

2-2. The 10th FCW Forum in Japan

Workshop Outcome 2

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

Implement Digital Transformation:

- Enhance work efficiency (AI or Robotics)
- Allow remote access to site information
- Reduce typical long work hours
- Make and use the Universal Design (big or high valves)
- Potential use of wearable PC, Drone (potential security limitation)



Lack of sufficient welfare arrangements

Establish infrastructure to avail better welfare facilities for female workers.

For example:

- Accommodations, Restrooms, Locker rooms
- Recreational facilities, Night duty rooms

WHY FEW WOMEN AT SITES?



Unfavorable female perception of site work

FEMALE PERCEPTION

- Reach out programs to Universities and High schools.
- Implement site attachment programs for technical females.
- Engage existing female role models.



Male workers unaccustomed to work with females on site

CHANGING THE MINDSET

- Leaders to drive changing workforce mindset on diversity.
- Awareness and engagement programs.
- Measure leaders' progress on increasing diversity.



Limited incentive to attract women for site-based positions

INCENTIVIZE SITE WORK

- Define career progression paths for females with operational site experience (technical and management)
- Standardize incentive HR policies for working at sites.
- Flexible work-leave rotations.

2. FCW Meeting in Japan



2-2. The 10th FCW Forum in Japan

Panel Discussion

At the panel discussion, the leaders in oil-related industries in Japan and the Gulf countries discussed each theme. Co-hosting with the university, we had the pleasure of many participants, such as students, researchers and those related to the oil industry.

Discussion 1 “Sustainability Management in the Oil and Chemical Industries” - Diversity and Future Process Plant 「石油・石化産業のサステナビリティ経営」 -ダイバーシティと将来のプロセス・プラント-

Moderator : Prof. Matsukata, Dept. of Applied Chemistry, Waseda University

Panelist : Ms. Ayako Endo Deputy GM, Wakayama Refinery, JXTG Nippon Oil & Energy Corp.

Dr. Mayumi Hayashi, Manager, Responsible Care Dept., Sumitomo Chemical Co., Ltd.

Ms. Noriko Tatsumi, Deputy Manager, Process Technology Div., JGC Corp.

Ms. Tayba Al Hashemi, CEO, Al Yasat Petroleum (UAE)

Ms. Sarah H. M Shabib, Young Leaders Advisory Board Coordinator, Strategic Planning Dept., Saudi Aramco (Saudi Arabia)

Ms. Zainab A. Senior, Cost & Planning, Eng. & Services, MAB, KNPC (Kuwait)



2. FCW Meeting in Japan



2-2. The 10th FCW Forum in Japan

Discussion 2 "Woman's Leadership and D&I Management" -Initiatives to Transform Corporate Culture 「女性リーダー育成とD&I 経営」 – 企業の意識改革への取り組み –

Moderator : Ms.Yuka Shimada, CHRO - Japan, Unilever Japan Holdings K.K.

Panelist : Mr. Kitayoshi Tsumita, Director, Economic & Social Policy Office,
Economic & Industrial Policy Bureau, METI

Ms. Michiyo Terakami, Executive Officer, Idemitsu Kosan Co., Ltd.

Ms. Junko Takeda, Director, Executive Officer, Cosmo Oil Co., Ltd.

Ms. Atsuko Funo, GM, Corporate ESG Planning Dept., JXTG Holdings Inc.

Ms. Kaoru Nakamura, GM, Corporate Service Dept., Chiyoda Corporation

Ms. Naoko Yasui, Group Leader, HR Dept., D&I Group, Mitsui Chemicals, Inc.

Ms. Mashael Y. Moosa Team Leader, Senior Legal Counsel, Legal Dept., ORPIC



3. Activities of Japanese PIC members

1. Seminar

- Promoting Social Participation of Women as a Growth Strategy

Lecturer: Mr. Tsumita Director, Economic & Social Policy Office, METI

- Systematic development for female managers in Mitsubishi Heavy Industries

Lecturer: Ms. Mizogami, Defense & Space, Mitsubishi Heavy Industries

- Diversity & Inclusion, Coaching

Lecturer: Ms. Yoneda, CEO of Insights · Peaks Co., Ltd.

2. Exchange / Shearing Information among Oil & Gas industries

(Women Empowerment, HRD for Women's Leaders, Work-style Reform, etc.)

3. Discussion with GCC participants at the Workshop

4. Preparation of the Outcome of Workshop for FCW forum

