Diversity and Inclusion in the Energy Sector: The Kuwait Journey

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Outline

- Introduction
- Kuwait Oil and Gas industry highlights
- Young Company Profile and Young Professionals
- Gender Parity: Global and the Middle East
- The Kuwait Journey
- Final reflections
Forecasts of Shares of Primary Energy and Consumption until 2035

Shares of primary energy

Consumption by region

Oil price cycles are part of the Oil and Gas industry
The future is particularly uncertain

Inflation adjusted Brent crude price
USD/bbl (2014 USD)

NOCs never stop production: Kuwait ambitions to reach a plateau at a high production level

Domestic Strategy:
- **Increase oil capacity**
  - 3.5 MM bpd by 2015
  - 4.0 MM by 2020 and maintain through 2030
- **Increase non-associated gas capacity**
  - 0.2 Bcf/d by 2015
  - 1.5 Bcf/d by 2020
  - 2.0 Bcf/d by 2025
  - 2.5 Bcf/d by 2030

International Strategy:
- **Increase production**
  - 130 M boepd by 2015
  - 200 M boepd by 2020 and maintain through 2030
- **Increase reserves**
  - 430 MMBOE by 2015
  - 650 MMBOE by 2020 +
- **Transfer Technology**

Technology Challenges
- **Gas**
- **High Pressure High Temperature**
- **Cost Optimisation**
- **Monitoring**
- **Heavy Oil**
- **Water Injection**
- **EOR and IOR**
- **Field Footprint and Space**
Employment Outlook for 2020, by Industry

Middle East NOCs are young companies in terms of demographic profile

Headcount distribution by age group evolution
# of employees per age bracket (2005 – 2015)

- Young Company profile
- Management to adapt the leadership style to increment retention and attraction of young professionals

Source: KOC Human Resources Group; Accenture Strategy Energy analysis
Aspirations and Focus of the Young Professionals

- Rapid progression
- Enriched Career Paths
- Better and more Soft Skills
- More-Focused Networks
- Technical Knowledge
- Core Values of the Corporation
The Global Gender Parity Index
The Global Gender Parity Index

- The Gender Parity is a reality only in northern Europe
- The Mena region (Middle East and North Africa) are the worst
- Kuwait is ranked in the top 10 of the Mena region
Females on Executive Committees and Boards in the GCC is less than 1%

<table>
<thead>
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<th>Region</th>
<th>Female representation on executive committees</th>
<th>Female representation on boards</th>
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<td>Europe</td>
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Source: GCC Board of Directors proprietary database, Catalyst, 2015
Challenges for Advancing Women in Oil & Gas in Kuwait

- Culture
- Few women in top management, hence few role models
- Monotonous career paths
- Work conditions for Women in operations not ideal
- HR Policies not equal for men and women
- Legislation
The participation of women in the Oil Sector of Kuwait follows international trends, but still below the average (24%).

Variability goes from 8% in the Petrochemical Industries (PIC) to a solid 49% in the headquarters, Kuwait Petroleum Corporation (KPC).
The recruitment of females has incremented in percentage values, from 11% in 2011/12 to 23% this year.

Structurally, this kind of recruitment does not entail or enable gender-balance, but follows the availability of operator-level in-country graduates (all men), and legislation (precluding women at field operations).
What are we doing in Kuwait?

- Launched the Professional Women Network in 2009
- Enable fair conditions at work for men and women
- Enrich career opportunities for women
- Uplifting facilities at operations, to accommodate women
- Raise the awareness about gender gaps present in our companies
Professional Women Network of KPC and its Subsidiaries – Kuwait: Motivation and Objectives

**Motivation**
- Create opportunities for enhancing female professional growth in all K-Companies
- Enhance the work environment in terms of gender-diversity

**Objectives**
- To empower and motivate K-Companies women workers to pursue the highest levels of technical and managerial roles
- To improve their networking within and outside the company
- To raise the awareness on the K-Companies female role models
Achievements of the Professional Women Network of KPC and its Subsidiaries – Kuwait

- **Networks**
  - 10+ Workshops
  - "Challenges of Women at Work"
  - "Courage"
  - "Journeys of Success"
  - Surveys
  - Deep Dive Sessions
  - Town-Hall Launching Event
  - Networking Events

- **Top Management Endorsements**
  - KOC CEO
  - KPC and Subsidiaries CEOs
  - Liaisons with other Networks

- **Quality Enhancements**
  - "Quick Wins" Approach

- **KOC Facilities**
  - 90% uplift in 28 GCs, 6 BS, 2 EWDP and 23 Drill rigs

- **KNPC Facilities**
  - KNPC Pilot for women in Operations/Refinery

- **Restructure of PWN**
  - From KOC to All K-Companies
  - Executive Committee
  - Operations Committee

- **Statistics for Analysis - Diversity Indicators**

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**Develop – Sustain – Transform – Outperform – Retain**
My experience in the oil industry

- Deputy CEO of PIC – Petrochemical Industries Company of Kuwait (2016)
- Vice-President of KUFPEC, with operations in 13 countries (2013)
- Deputy CEO North Kuwait, KOC; 1 million BOPD (2007)
- First Deputy CEO of WK, KOC; 700,000 Barrels of Oil per Day (2005)

Many times, the only woman in the group
My message to young women in the oil industry

- Look for the tough challenges, not the easy ones
- Ask for open and honest feedback all the time
- ENSURE YOUR FAMILY SUPPORT to you, and your work schedule
- Most importantly work HARD – there is no substitute for hard work and full commitment without expecting recognition.
La Coubre, France
Climb each step!
Reach to the top!!
THANKS

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