

A Gulf Intelligence

Special Report

2015



How to Advance Women in the Global Oil & Gas Industry?



Publishing

Thegulfintelligence.com



CONTENT

ACCELERATING THE GENDER BALANCE

- I. New Policies Needed to Accelerate Gender Balance in Oil & Gas Industry
By Gulf Intelligence Research
- II. Will Technology be a Driver for Gender Diversity in the Oil Sector?
By Dr. Jennifer Dupont, Research Director, ExxonMobil Research Qatar
- III. Four Decades of Change - What are Key Battles Ahead?
Industry Roundtable

BABY BOOMERS FACE OFF WITH MILLENNIALS IN BIG CREW CHANGE

- I. Overcoming Generational & Gender Gaps to Foster the Oil Sector
By Nawal Al-Fezai, OPEC Governor, Kuwait
- II. Mind the Gap as Generation Y Takes over from Baby Boomers in the Global Energy Industry
By Sarah Mroueh, Communications & Public Affairs Specialist, ConocoPhillips Qatar
- III. Getting to the Top
By Lady Barbara Judge CBE, Member of the UAE Advisory Board for the Development of Peaceful Nuclear Energy
- IV. Energy Industry Talent Shortage - Filling the Gap
Industry Roundtable

BUILDING NATIONAL CAPACITY

- I. Weighing in On the Quota Debate in the Energy Industry
By Dr. Shaukat Chandna, Managing Director, Qatar Center for Career Development
- II. Gulf States May Need to Address Cultural Challenges to Achieve Gender Diversity in the Oil & Gas Industry
By Gulf Intelligence Research
- III. More to be Done to Attract and Retain Women in Energy
By Nathalie Rush, Head of Human Resources, Maersk Oil Qatar

GULF STATES ENERGY INDUSTRY SURVEY RESULTS

New Policies Needed to Accelerate Gender Balance in Oil & Gas Industry

Accelerating the Empowerment of Women in Oil and Gas will be Critical for the Industry to Meet a Complex Set of 21st Century Challenges, Study Shows

BY GULF INTELLIGENCE RESEARCH



ACCELERATING THE GENDER BALANCE

The global oil and gas industry should accelerate efforts to empower women and close the sector's gender gap or risk operational preparedness to tackle 21st century challenges such as having to overcome an emerging shortage of petroleum engineers and fostering the technological innovations required to harvest increasingly tough-to-access hydrocarbon reservoirs, a study by Gulf Intelligence Research showed.

The importance of addressing the oil and gas industry's gender gap, especially in hydrocarbon-rich countries, can't be underestimated when females currently make up less than one in ten of the industry's workforce. The sector is caught in a personnel conundrum that's not going to get better any time soon unless drastic policy changes are implemented to correct this imbalance, with the baby boomer generation set to retire from the industry over the coming decade.

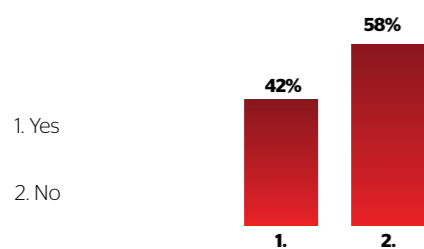
Women make up less than 1 in 10 of the oil & gas industry workforce



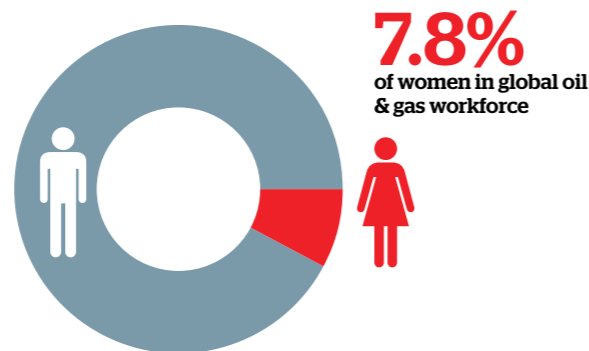
In a Gulf Intelligence (GI) industry survey, held in association with the Qatari Businesswomen Association (QBWA), conducted in March with 150 female energy industry executives and associated stakeholders, over 50% of the respondents expressed the view that under current policies it could take more than 30 years for the global energy industry to achieve gender balance. Only 8% of the Survey respondents expressed a view that a gender balance could be achieved within the next 10 years.

Technological challenges are mounting as the global industry moves into the era of post-easy oil production, field by field, region by region, now including the Gulf where enhanced oil recovery techniques are increasingly being deployed. This in turn requires both the advancement of existing technologies and the development and introduction of new ones, while ensuring a sustained inflow of talent with the relevant skills and expertise. Without significantly bolstering its female component, the industry will struggle to overcome these challenges, the GI & QBWA industry survey showed.

Q1 Will Gulf national energy companies be able to attract and develop the national talent required to manage the industry if women lead in science education but don't enter the sector in sufficient numbers?



As it stands, however, oil and gas companies haven't been very successful in increasing the female portion of their workforce. The sector has traditionally been a male domain and has attracted limited numbers of females into its fold – although it has slowly opened up to greater female participation since the 1970s. According to the Hays Oil and Gas Global Salary Guide, in 2012 only 7.8 percent of the global oil and gas workforce was female, a slight increase on the 7.1 percent figure a year earlier, but still a dismal performance.



To be sure, there have been some encouraging developments. In the U.S., for example, the shale boom helped drive up the number of women working in oil and gas fields by about 60 percent to 78,400 between 2004 and 2011, according to research by energy publication Rigzone. A recent report from IHS Global found that by 2030 the industry could add 185,000 more women to its ranks, with females also sharing in the growth of more skilled white-collar jobs in the industry.

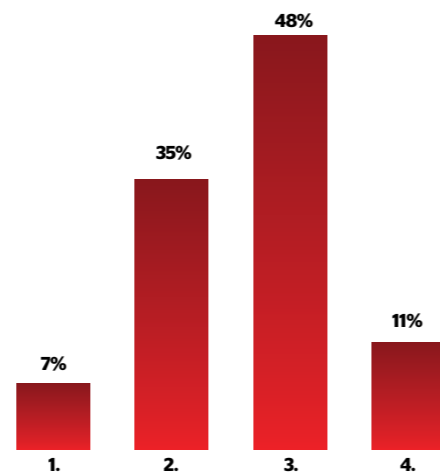
Still, for now, women continue to represent only a small share of the global oil industry's workforce and even fewer hold engineering or other technical roles.

The same is true for board-level positions. A study conducted by PwC found that women occupy only 11 percent of seats on the board of directors of the world's 100 largest listed oil and gas companies.

"The only sector with a poorer record is the mining industry," PwC said in the report, which was published in November 2013*.

Q2 After four decades of struggle, there are now equal opportunities for women in the energy industry across all levels.

1. I fully agree - there are equal opportunities nowadays
2. I partially agree - important progress has been made but more needs to be done
3. I don't agree - there's a lot of talk but we aren't even close to equal opportunities
4. It doesn't matter because the industry needs ALL the experts it can get regardless of gender



* PwC: 'Building talent for the top 100 oil and gas companies' (2013)



"The sector is caught in a personnel conundrum that's not going to get better any time soon unless drastic policy changes are implemented to correct this imbalance, with the baby boomer generation set to retire from the industry over the coming decade."

The survey found that nearly half of all participants thought that, despite four decades of struggle, equal opportunities remained a distant idea for women throughout the energy industry. Of those surveyed, 48 percent voted that, despite a lot of talk, the sector wasn't even close to offering equal opportunities, while 35 percent thought more needed to be done despite some achievements on this front. Only 7 percent of respondents expressed the view that equal opportunities do exist in the energy sector today**.

It is a widely held view by female energy executives that the sector will need to introduce a new raft of initiatives in order to accelerate the time it takes to achieve gender balance, such as offering greater flexibility in the work place, battling discrimination and harassment, educating young female students about the sector's career prospects, and highlighting the role of technology as a game changer.

"While there is a lot of recognition at the senior level, that women are important, [that] diversity in general is important, the day-to-day isn't quite there yet," said Dr. Katharina Gruenberg, Chair of the World Petroleum Council's Youth Committee, who participated in the GI & QBWA poll.

CHALLENGE 1: CREATE FLEXIBLE WORK ENVIRONMENT

For the oil and gas industry it will therefore be critical to build on existing initiatives and to introduce new ones that address the gender imbalance within the sector in order to become a more attractive career choice for women in general and for young female talent in particular. To this end, one of the priority areas for companies to focus on revolves around creating a flexible work environment.

Flexi work practices already exist casually at most organizations. Employees leave work early to attend children's activities, or take time in the morning for a doctor's appointment. Staffers work from home when they're expecting the plumber, and anyone with a Smartphone or tablet seems to check work email at night and on the weekends.

Casual work flexibility empowers employees to better balance their work and personal lives. But could a formalized flexible work program reap benefits for a company, in addition to benefitting employees, especially female employees? The answer is yes.

The International Finance Corp., the private sector arm of the World Bank, has reported that providing

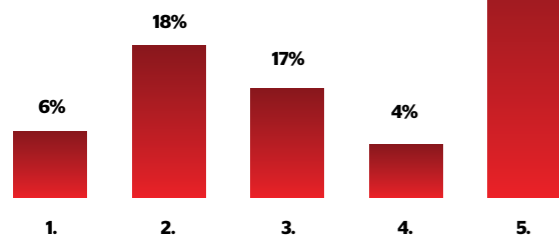
ACCELERATING THE GENDER BALANCE

access to alternative work arrangements, such as options to swap shifts with co-workers, reduced hours on a permanent or temporary basis, flexibility over starting and ending time, the use of time banks for emergency leaves, or other arrangements which make it possible for a worker to be both a good provider and a good caregiver for their family can yield particular benefits for women workers*.

This position was also reflected in the views expressed in the GI & QBWA survey, with 55 percent of respondents supporting the position that the oil sector would struggle to succeed in achieving greater diversity without offering more flexibility in the work place**.

Q3 Which of the following should be prioritized by the oil industry in order to make it a more attractive career choice for women?

1. Overcome macho image and other stereotypes
2. Spend more time on educating young females about career prospects
3. Develop female role models as mentors
4. Promote industry's leadership in cutting-edge technology
5. Introduce more flexibility to ensure balanced lifestyle



“Something that will help both in the energy sector and across other sectors is changing the laws to help, for example, maternity leave, so things that would make it more flexible for a woman to be able to continue in their employment,” said Machaile Al-Naimi, Legal Counsel at ExxonMobil Qatar, who also participated in the survey. “Having more flexible maternity leave, flexible hours, and part-time employment – all these things would help women either being attracted to or at least remain in the industry.”

RECOMMENDATION 1

For the oil and gas industry to become a more attractive career choice for women it therefore needs to offer more flexible work arrangements by:

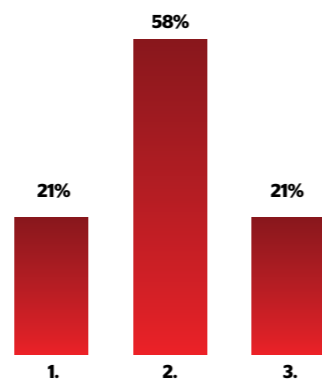
- Communicate the importance of a flexible work culture to the entire workforce
- Create a work culture that promotes and supports greater flexibility
- Provide overt managerial support to flexibility initiatives
- Offer long-term career paths and mentoring to support female professionals

CHALLENGE 2: BATTLE DISCRIMINATION

While introducing more flexibility into working arrangements will help position the oil and gas industry as a more attractive career choice for women, companies will also have to act firmly on providing protection against harassment and discrimination. To this end, companies and governments have, in recent years, put in place a myriad of policies, regulations and measures aimed at supporting and driving gender diversification.

Q4 Would you say that the oil and gas industry has managed to create an environment supportive of gender diversification by introducing strict enough rules to deal with harassment and discrimination in the workplace?

1. Yes, companies have done everything in their power to address these issues
2. There has been some progress but more needs to be done
3. No, companies have failed to create environments free of harassment and discrimination



The UN has established UN Women, which focuses on gender equality and the empowerment of women in all regions of the world, in cooperation with their governments, and within the UN system. Over many decades, the UN has made significant progress in advancing gender equality, including through landmark agreements such as the Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Gender equality is not only a basic human right, but its achievement has enormous socio-economic ramifications. Empowering women fuels thriving economies, spurring productivity and growth.

While these initiatives have resulted in progress on the quest towards greater gender equality in work environments, the GI & QBWA survey findings indicate that the issue is far from being resolved, especially in developing economies. According to the poll, 58 percent of those surveyed acknowledged that some progress had been made in this area but that further action was needed. Another 21 percent of survey participants voted that companies had failed to create environments free of harassment and discrimination, while the same number expressed the view that firms had done everything in their power to address these issues***.

With these polling results, indications are that companies may need to review existing policies and introduce new rules against harassment and discrimination in the workplace, and at the same time build a working environment and infrastructure that accommodates female requirements, including—and in particular—in operational facilities such as offshore rigs. Progress on this front will go some way to make the oil and gas sector a more attractive value proposition for young female engineers.

* IFC: 'Investing in Women's Employment' (2013)

** See Graph 3

*** See Graph 4



RECOMMENDATION 2

Around the world, women are still faced with numerous barriers to full and productive participation in the labor market, including discrimination and culturally-entrenched ideas about gender roles. Women's contributions at work aren't always equally valued. It is against this backdrop that females won't consider the energy industry as a career option or choose to leave it after a few years. The oil and gas industry could ensure that:

- Top and senior management foster a supportive company culture for female employees.
- More women reach leadership positions.
- Women's achievements are highlighted and celebrated as role models.
- Young female engineers are supported with mentors.
- Create a more inclusive culture.
- Training to educate managers about company policies on equal opportunity and anti-discrimination, and to generate a broader understanding of why these policies have been introduced and how to apply them in practice.
- Companies conduct social outreach activities to debunk stereotypes: to convince women and their families that they are truly welcome in the industry, that the working environment is safe and that career opportunities exist.

**** See Graph 5

“In a GI industry survey, held in association with the Qatari Businesswomen Association, conducted in March with 150 female energy industry executives and associated stakeholders, over 50% of the respondents expressed the view that under current policies it could take more than 30 years for the global energy industry to achieve gender balance.”

CHALLENGE 3: IMPROVE EXTERNAL COMMUNICATION

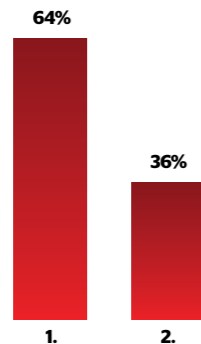
Oil and gas companies can vastly improve their effectiveness in communicating externally to young females, according to polling. The GI & QBWA survey found that nearly two thirds of respondents thought that oil companies had done a poor job in educating young women about the various career prospects on offer in the industry****.

According to the American Petroleum Institute (API), its research indicates that the number one obstacle to women considering employment in the oil and natural

ACCELERATING THE GENDER BALANCE

Q5 Oil companies have done a poor job educating young women about the career prospects in the industry – Agree?

1. Agree, oil companies have been poor at communicating career options
2. Don't agree, oil companies have made great strides in promoting their industry



gas industry is lack of awareness and understanding of job opportunities and career development in the industry*.

Reaching its target audience and conveying the right messages through multiple channels ranging from social media to school and university visits to educate today's young females will therefore be critical communication activities for the oil and gas industry in coming years.

Whether in Silicon Valley or in the Arabian Gulf region, creating an innovation culture is the foundation for a thriving Science & Engineering sector that makes substantial contributions to building a modern knowledge economy. In a recent GI Research survey, 79% of respondents, which included energy industry executives, academia, engineering university students and regional government officials with responsibility for energy policy, said that industry needed to embrace and promote a dynamic start-up culture that resonates with the younger generation in order to achieve recruitment objectives aimed at attracting young national talent into science and on to a path towards higher education.

However, in many instances, regional government strategies are out of date, bureaucratic, and very much top-down driven, not only in terms of providing funding, but also in terms of governments acting as the leading source of innovators. Supporting a more ground-led approach to innovation and technology development could go a long way to create a culture that attracts today's younger generation into science and engineering.

RECOMMENDATION 3

For the oil and gas industry to raise awareness of job and career opportunities it should:

- Create an education and outreach campaign that introduces the energy industry to all ages – from primary and secondary school level through to undergraduate and graduate level.
- Highlight the variety of positions in the industry, promote the exciting pioneering work that they do and qualifications needed for the various jobs.
- Showcase women who already work and lead in the industry as it will be helpful for young women to see that other women have managed to establish themselves in the sector.
- Make use of all types of communication channels, especially social media and new technologies.
- Emphasize the industry's focus on Safety, Training and Education.



CHALLENGE 4: IS TECHNOLOGY A GAME CHANGER?

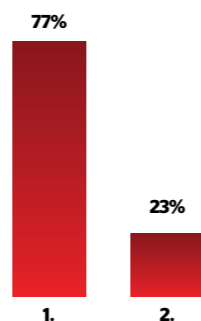
While raising awareness of the industry's job and career opportunities will be seminal to attracting larger numbers of young females into the sector, any such initiative needs to be reinforced by highlighting the transformation that the industry has gone through as a result of major technological advancements.

Over the past decade, the industry has seen the widespread application of new technologies such as computer-assisted exploration, remote drilling and the Digital Oil Field that help increase operating efficiencies and boost productivity, profitability and safety – and can be performed from remote office locations onshore. As a result, many of the various physical demands that in the past were considered barriers for greater female participation have also been removed, in particular due to the application of automation processes and technologies in IT and mobile communication.

There are now few, if any, physical limitations on the type of jobs female employees can perform in the oil and gas sector today. Technology is the great leveller, as the New York Times Thomas Friedman has said 'the world is flat'. The title is a metaphor for viewing the world as a level playing field in terms of commerce, where technology has enabled all competitors to have an equal opportunity. The technology revolution has flattened the world and alludes to the perceptual shift required by countries, companies, and individuals to remain competitive in a global market where historical and geographical divisions are becoming increasingly irrelevant.

Q6 Technology is a game changer for the role of women in energy because it makes field work more efficient and removes physical demands – True?

1. Yes
2. No



* APE: Attitudes and Perceptions of Women about Seeking Employment in the Oil & Natural Gas Industry (2015)

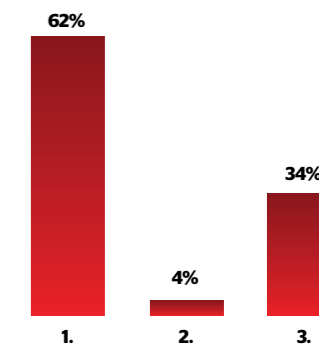
** See Graph 6

*** See Graph 7

**** CAHRS: Re-Examining the Female Path to Leadership Positions in Business

Q7 Is the fact that the oil and gas industry is becoming technologically ever-more cutting edge an advantage or a disadvantage to achieve greater female participation?

1. It's an advantage
2. It's a disadvantage
3. It doesn't make a difference



Against these recommendations it is clear that sustained efforts will have to be made to bolster and retain the female component in the oil and gas industry if future challenges such as developing more complex and remote hydrocarbon reservoirs, bridging the talent gap, and accelerating technological innovations and solutions are to be overcome – whether on a global level or in the hydrocarbon-rich Gulf region.

Beyond this, there are other good reasons to develop the female component of a company's workforce. According to the IFC, higher levels of gender diversity can drive up productivity and innovation, by introducing new ways of working, strengthening team dynamics and improving decision-making processes. Case studies from the mining industry in Chile (Anglo American), the construction industry in Brazil (Odebrecht) and the manufacturing sector in Thailand (Continental) indicate a positive impact on team performance, while research on diversity in company boards in the U.S. and Europe presents compelling evidence that gender diversity can have a positive impact on sales revenue, market growth, profits and shareholder returns.

This view is echoed by the Center for Advanced Human Resource Studies (CAHRS), which in a 2011 report said: Women in today's organizations are key players, but there is still a great need for fundamental change. Beyond quotas, gender diversity in business leadership represents the ability for companies to sustain continuous innovation, competitiveness, and responsiveness to changing economic, educational and workforce demographics. Without it, companies will lose out on critical business opportunities****.

Lady Barbara Judge, the newly appointed Chairman of the UK Institute of Directors, the first woman to hold the post, also participated in the GI & QBWA study – She welcomed the development that the pace at which the issue of gender diversity and female empowerment in the energy industry had begun to pick up, but strongly advocated the introduction of quotas to accelerate the advancement of women in the industry. ■

Q8 Middle East countries should introduce quotas to ensure greater female representation at board level?

1. Agree, the example of Norway shows this is the way to go
2. Don't agree, quotas fail to bolster the overall trajectory of women's careers



Will Technology be a Driver for Gender Diversity in the Oil Sector?

DR. JENNIFER DUPONT, RESEARCH DIRECTOR, EXXONMOBIL RESEARCH QATAR

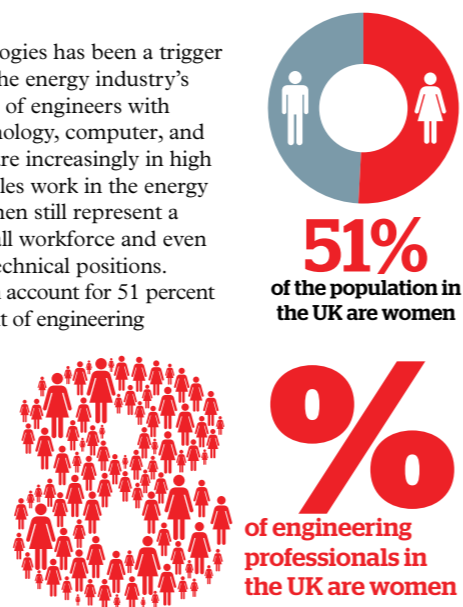


Technological innovation has transformed the oil sector's landscape dramatically over the past decade. From big data and analytics to breakthroughs in directional drilling and hydraulic fracturing, progress in research and the application of new and advanced technologies have fundamentally changed the way the global oil industry operates – and, by extension, the composition of its workforce, which today requires a very different skill set from the previous generation of professionals.

In the past, technology was mostly associated with the image of a nerdy male with glasses sitting in a basement, pounding away at a computer. Thanks to the advances in digital and communication technologies in particular, this image is fading. Today, new technologies permeate every facet of both our professional and private lives. In the oil industry, the arrival of smart phones and tablets combined with the rapidly growing interconnectedness of physical assets means that more and more tasks which previously required accessing remote locations can now be handled from the convenience of an office desk.

The application of new technologies has been a trigger for greater diversification within the energy industry's workforce already, as a new breed of engineers with backgrounds in information technology, computer, and data sciences as well as analytics are increasingly in high demand. But although more females work in the energy sector today than in the past, women still represent a small share of the industry's overall workforce and even fewer hold engineering or other technical positions.

In the U.K., for example, women account for 51 percent of the population but only 8 percent of engineering professionals, according to a recent analysis from the Royal Academy of Engineering. In the U.S., women make up just 12 percent of the industry's workforce, despite accounting for half the country's population, the Society of Petroleum Engineering said in a 2013 report.



“Gender diversification isn’t just important from an equal opportunity perspective. The industry is already confronted with a major talent shortage—especially in science and engineering-related fields—that’s only going to worsen as baby boomers who make up a large share of the existing workforce retire over the next 10 years.”

While the numbers of women working in the energy industry remain relatively small, there appears to be consensus that there are few, if any, limitations on the type of jobs female employees can perform in the energy sector today. This is partially due to recent technological advances.

Over the past decade, the industry has seen the widespread application of new technologies such as computer-assisted exploration and remote drilling that help increase operating efficiencies and boost productivity, profitability and safety – and can be performed from onshore locations. This in turn is seen as allowing more women to participate in the oil industry as it makes it easier to operate equipment for field work remotely and remove potential physical barriers, which may or may not exist.

While the general notion of technology being an enabler for women to work in the oil industry is valid, it does need to be looked at with a certain level of caution. The reason is that the availability of new technologies shouldn’t prevent females from working and applying these technologies in the field – if they want to. After all, technology should be an enabler for both males and females in the industry, whether onshore or offshore, whether in the field or in the office.

The point is that the industry needs to create a truly level playing field. However for now, gender diversification remains as much an issue in the oil industry as it does in other industries. Gender diversification isn’t just important from an equal

opportunity perspective. The industry is already confronted with a major talent shortage—especially in science and engineering-related fields—that’s only going to worsen as baby boomers who make up a large share of the existing workforce retire over the next 10 years.

Against this backdrop, women will have an important role to play in filling this widening gap. But there’s still a long way to go to remove existing obstacles that prevent females from entering the oil industry. According to the inaugural Global Diversity and Inclusion Report published in 2013, societal conditioning, a lack of qualified candidates and family care responsibilities are the most significant barriers to increasing the number of women in the oil industry.

Moreover, to get more women to work in technical jobs in the energy industry, mentorship programs for females need to be introduced and education of females in science, technology, engineering and mathematics (STEM) to be improved virtually everywhere around the world. This is of particular importance given that employment in technology-intensive industries including oil and gas is projected to grow by 17 percent in the 2008-2018 period compared to just 9.8 percent for jobs in other industries, according to a 2014 report by the Catalyst Research Center.

This in turn will provide new opportunities for women to choose careers in the energy sector and take on more technical roles in the industry. With this in mind, it’s fair to say that technology will be one driver for gender diversity in the oil sector, but by no means the only one. ■

Four Decades of Change - *What are the Key Battles Ahead for Women in Energy?*

Industry Roundtable:

- Lady Barbara Judge CBE, Member of the UAE Advisory Board for the Development of Peaceful Nuclear Energy
 - Marie-José Nadeau, Chair, World Energy Council
 - Dr. Katharina Gruenberg, Chair, Youth Committee, World Petroleum Council
 - Jeanette Forbes, CEO, PCL Group
 - Moderator: Sean Evers, Managing Partner, Gulf Intelligence
-

ACCELERATING THE GENDER BALANCE

Moderator - Sean Evers (SE): Can we expect the professional journey ahead for women to accelerate faster than it has done in the past 50 years?

Lady Barbara Judge CBE: Well I certainly hope so. I do think things are changing today because people are talking about the issue. I got my job because people were thinking about hiring the first women lawyers. The fact that we are here, that these are not the only conferences going on in the world, that it's now on the agenda to think about women, indicates that things will go faster now that there's focus on the issue. Once you focus on something, things start to happen.

SE: Do you agree that the directive from top down is critical in order to make progress?

Marie-José Nadeau: Directive from top down, from governments, from top management and on a sustainable basis – yes. It's not a one year or one CEO's term idea; it has to be consistent over time and supportive. From the women's side, it takes leadership which is an easy word to refer to, but behind leadership there's a set of values that women need to be aware of and they have on their part to sustain over time. Leadership calls for ambition; that you must be confident in your ability to succeed. Compromise is also important – you can't do it all, and that's part of it. To be a role model is something very overwhelming to consider, but it comes with a load of experience.

SE: Since you have lead rather than followed, do you consider yourself a role model in Canada?

Marie-José Nadeau: I don't consider myself a role model but I know that young women look at me as one, I tell them: please consider that you will have to play your own part. This is your own life, if you want to succeed, be confident in your ability to succeed, be loyal, develop your communication skills, and be ready to compromise when time comes. It's the overall result that will count, but be ready to sustain this over time and one day you'll be considered a role model yourself.

SE: Is the energy sector in Canada equal opportunity, equal pay, or is there still a journey to venture?

Marie-José Nadeau: Canada is not different than what we would see in the U.S. Referring to quotas – there are no quotas in Canada. Seventeen percent of women are on boards and an even lesser percentage in energy companies. In western Canada, they are just over ten percent. Canada has its own challenges, but if we do compare it to some other areas of the world, there is a more supportive environment for women, but again, it takes two to tango: from the corporations, the government and from the women that do want to grow in organizations.

SE: Jeanette, as the first woman to be sent to the North Sea in the 1980s - as a pioneer, CEO and a risk taker, where is Scotland presently, and is it comparable to Qatar?

Jeanette Forbes: I have noticed that there are some similarities between Qatar and Aberdeen, where women are trying to break through. First of all, I have to make



“Men get jobs because they play golf with each other, because they're neighbors, and because one man wants his son to be on the football team of another man. People have no idea how the old boys' network works! Women should take jobs no matter how they get them.”

LADY BARBARA JUDGE

a statement that we, the older generation are those who laid down the foundations. The female engineers of today are the real pioneers. They need all the support that they can possibly get, in particular in the energy industry, but also in a technical field, where we are breaking down barriers of a male domain. I think it's absolutely crucial that we have mentoring role models and all the right tools available to encourage young women coming through these difficult, predominantly male dominated sectors.

SE: As a female entrepreneur with multiple challenges in the ICT business of oil and gas industry, is there anything compounded by being a leader in the business?

Jeanette Forbes: Absolutely. There are barriers that I've had to personally break down, not only from an ICT perspective, but also in energy. Going offshore as a first woman in the North Sea, was probably one of the most challenging paths I ever had to undertake - I didn't



“This is your own life, if you want to succeed, be confident in your ability to succeed, be loyal, develop your communication skills, and be ready to compromise when time comes. It's the overall result that will count, but be ready to sustain this over time and one day you'll be considered a role model yourself.”

MARIE-JOSÉ NADEAU

know what was going to greet me on the other side. It was incredibly lonely, there was no interaction. One of the things that I learned very early on was that in order to have a conversation with my male counterparts, I should read the sports pages; that helped opened up a conversation - if I knew what the football score was from the night before.

Personally, more often than not one of the questions that I would be asked by my male counterparts was did I know what I was doing, when I was working offshore. Females would never ask any male colleague the same question, yet I came across that challenge many times where people doubted my technical and my professional ability for instance, within the control room on an oil platform.

SE: Has that changed?

Jeanette Forbes: Absolutely. When I first went offshore as little as this may sound, my cups of tea were always presented in a particularly dirty polystyrene cup. I can

honestly tell you that I now get china cups and saucers, which proves I have earned their respect. That's the real difference, moving forward all those years, so from the 80s to the 2000s, this is where we've come and it means so much.

SE: Dr Katharina Gruenberg, can you compare your journey with these pioneers, or does it sound like history? How are your challenges different?

Dr. Katharina Gruenberg: The challenges have evolved, and I am very grateful for all the barriers that have been broken already. I remember stories from my mother seeking permission to work post marriage, but we are still not where we should be even though challenges have evolved. Besides the World Petroleum Council, I work for an IOC and I do appreciate all the programs we have in place, but it's not a common practice. While there is recognition at senior level, that women and diversity is important, it is not there day to day as yet. I do notice I have to put in twice the effort as opposed to my male



“The challenges have evolved, and I am very grateful for all the barriers that have been broken already. I remember stories from my mother seeking permission to work post marriage, but we are still not where we should be even though challenges have evolved.”

DR. KATHARINA GRUENBERG

colleagues to get the same recognition and when I do put in the extra effort, it comes down to how I delivered my job.

SE: European countries are talking about equal pay and bringing in laws to ensure that thirty percent of boards are female and so on. Is it something you would advocate?

Dr. Katharina Gruenberg: I think there are several parts to it. Equal pay for equal work, I think that's a no brainer and should be law, and in most countries it is. I have mixed feeling about quotas. I'm not sure I like them but if that's what it takes then that's okay. I would prefer that we don't have quotas, or that we don't need quotas.

SE: The earlier generation says achieving results is a lot about patience. Is your generation patient?

Dr. Katharina Gruenberg: I don't think my generation is known to be patient.

SE: So with that urgency or sense of expectation, would a place like the Gulf benefit from these kinds of mandates?

Dr. Katharina Gruenberg: Maybe the problem that I have with these kinds of mandates is a sense of pride. I would never be sure if I got the job because I was best or because I was a woman. I know at the end it doesn't matter, but it is still nagging.

Lady Barbara Judge CBE: It really distresses me when women say “I don't want to take this job because all they want is a woman” Men get jobs because they play golf with each other, because they're neighbors, and because one man wants his son to be on the football team of another man. People have no idea how the old boys' network works! Women should take jobs no matter how they get them. Once they get there, it's their opportunity to prove they're better, be promoted and ultimately become Chief Executive of the company. We are never going to get anywhere if we say “I don't want this job just because they want a woman”. A woman has to get on the ladder in order to get to the top of it. If we never get on it, we'll never get to the top.



“I think that there is a lot of talk, but there's not a great deal of action at the moment. Companies possibly feel that they have to be seen to be doing the right thing. That's not the right approach; we should be seriously doing something about equal opportunities.”

JEANETTE FORBES

SE: Do you think that after decades of struggle and change, there are now equal opportunities for women in energy?

Jeanette Forbes: I think that there is a lot of talk, but there's not a great deal of action at the moment. Companies possibly feel that they have to be seen to be doing the right thing. That's not the right approach; we should be seriously doing something about equal opportunities. I think probably one of the best bits of career advice I had was marry the right guy, because men have their support network, they also have women at home supporting them, and we sometimes forget that it's equally important for women to have a supportive family at home too. I'll be going on a year's assignment to a different country, and if I had to struggle at home every evening, on like, why dinner wasn't on the table, I'm not sure it would be so easy.

Latifa Darwish, Admin Director of QPMC Qatar: With a decade of experience in energy HR, as head of Qatarization, I agree with Lady Judge that women have the responsibility to promote themselves. Women need to make up for maternity leaves, sick and childcare leaves by working twice as hard if they want to succeed. It will

definitely be messy if a woman is always out of her office for family or social responsibility as this will affect her career. People have a mindset that if a woman is out of office, she won't have the same enthusiasm or energy or won't add the same business value.

This is the general perception and it is a woman's responsibility to come back and show that they have the same energy. I wouldn't have reached where I am without working hard – there is a lot of give and take. We definitely need to take care of our family and children but with support of family or hired help. There are people who would like women to stay where they are but to promote ourselves to managerial positions we have to work twice as hard, and prove them wrong.

SE: Is the ambition or the aspiration to have everything, to have your cake and eat it, too much?

Lady Barbara Judge CBE: It depends what all is. What is really important, if you're going to be married, you need to have a partner that supports you. Your partner doesn't have to do the dishes, he just has to not mind if somebody else does them. It's just the question of getting on with your life and letting other people support you and you support them. ■



Overcoming Generational & Gender Gaps to Bolster the Oil Sector for 21st Century

BY NAWAL AL-FEZAI, OPEC GOVERNOR, KUWAIT

From expectations to priorities to ways of communicating, each generation has its own characteristics. Baby boomers, born between 1946 and 1965 who are the backbone of today's oil and gas industry are widely seen as being focused on

loyalty, propriety and valuing face-to-face interaction. Today's Generation Y, also known as 'millennials', on the other hand is tech-savvy like no generation before and reliant on technologies such as emails and social media platforms. Born between 1980 and 1997, this generation

from the generation of baby boomers when it comes to working styles, career aspirations and work-life balance goals. The new generation doesn't necessarily believe in working the traditional hours but rather, is looking for flexible work times. This is also the case in Kuwait, for example, where the new generation has a very different vision on how to do their work and how much time to spend on it on a daily basis.

The generational differences don't end there. Having grown up with the internet and mobile communications, today's young generation is much more reliant on computers and believes that pretty much every job can be done using a PC, laptop or handheld device – and in a very short period of time. While computers, the internet, and 'big data' and analytics are changing the way the oil and gas industry operates, it is important to understand that reading, monitoring, analyzing, and face-to-face communication with colleagues are still critical components of operating in the industry.

Such fundamental differences can create friction if members of both generations maintain a mentality that their respective methods and ethics are the right ones. It is therefore important that society at large acknowledges and gives the right recognition to people who have served an organization, a government or a company for a very long time, and values their knowledge and expertise. This will help raise acceptance levels among the younger generation when undergoing training and working with their baby boomer colleagues. With this in mind, mentor programs become even more crucial as they will allow younger employees to learn from the older generation of experienced industry professionals.

To be sure, the younger generation brings much to the table in terms of 21st century skill sets, creativity and entrepreneurial spirit, and as such will help drive innovation in the industry going forward; but what's needed is a healthy, dynamic exchange between both generations in order to learn from each other and use that knowledge to the benefit of the industry, which is already undergoing a period of deep transformation on the back of technological advancements.

This transition is being fuelled by the fact that today's Generation Y includes a larger number of women who are graduating in oil sector-related subjects such as engineering, chemicals and geosciences, which in turn is reflected in the larger number of females taking up positions in the traditionally male-dominated oil companies. This influx of female experts will change the composition of the industry's workforce for decades to come and almost certainly create a new generation of female leaders further down the road.

Against this backdrop of change and generational differences, the oil sector—both public and private—will have to raise awareness of the diverse traits among different generations in order to ensure that employees and employers develop a better understanding of their expectations, needs and thinking. At the same time it will be seminal in the Gulf region in particular to manage the sense of entitlement that has become quite prevalent among today's young generation.

We all know the global oil and gas industry is faced with a myriad of challenges. Overcoming the industries' generational and gender gaps will be among the most critical. ■

is used to a fast-paced lifestyle and quick decision-making.

It is the baby boomer generation of engineers, technicians and geologists who were trained during the last oil boom that lasted from the mid-1970s to the mid-1980s, who are gradually being replaced by newly-graduating millennials who will need to be trained not just for a diverse workforce but also to ensure that the sector's growing talent shortage is being curtailed. The divide between the two generations goes much deeper than purely a difference in age. These two generations grew up in truly distinct times that have embedded in them very different ways of thinking, communicating, and working.

It is obvious from day-to-day observations that the generation of millennials has very different priorities

Mind the Gap as Generation Y Takes over from Baby Boomers in the Global Energy Industry

BY SARAH MROUEH, COMMUNICATIONS & PUBLIC AFFAIRS SPECIALIST, CONOCOPHILLIPS QATAR

At a time when the oil and gas industry is undergoing a period of deep change driven by the development and advancement of technologies such as horizontal drilling, EOR and fracking, it is also faced with the challenge of having to transfer key skills and knowledge from the baby boomer Generation X of engineers, technicians and geologists—50 percent of whom are expected to retire this year—to the less experienced Generation Y of new professionals.

These two generations grew up in very different times, which have imbedded in them diverse ways of thinking, learning, and working. Tech-savvy Generation Y is in constant movement and used to a fast-paced life and fast decision making, and pursues a more flexible vision of work-life balance, where performance is judged principally by the end result, rather than by the amount of dedicated hours or years committed to a particular role or company.

These differences, amongst others, do pose a challenge for the energy industry, but can also be an opportunity if harnessed and channeled appropriately. The combination

of new technical talent combined with the experience and business acumen of Generation X can lead to an ideal outcome, as long as the right bridging strategies are developed.

A good start would be to have the right recruitment staff to deploy a diverse, globalized search for the right talent.

Another strategy would be to keep the retiring generation on in companies as mentors, to engage and coach those coming into the industry, conveying the message that despite the evident advantage of new technical skills and work ethics, traditional business values such as face-to-face communication and deep analysis, are still important.

The new generations tend to think more short term in their commitment to any one entity, and want results and promotions fast. If they don't see tangible value in the work that they're doing, they're quick to seek employment elsewhere. So to retain people, companies need to offer challenging and dynamic roles as well as a clearly defined and flexible career development path that new recruits

“The new generations tend to think more short term in their commitment to any one entity, and want results and promotions fast. If they don't see tangible value in the work that they're doing, they're quick to seek employment elsewhere.”

will feel an affinity for. They also need to recognize that although paychecks are important to this new generation, they are not as significant as gaining experience and knowledge, something which ConocoPhillips leverages very strongly.

Generally speaking, many feel that the oil and gas industry is ahead of others in career development. There are a range of jobs, not just for example in petroleum engineering but also in clean energy, PR and commerce, all of which helps to lower barriers to entry for newcomers. Large companies like ConocoPhillips—which has 19,000 employees—can also offer cross-functional roles, a good magnet and opportunity for the younger generation to come in and take advantage of multifaceted positions and jobs into which they can transfer their skills.

Another measure to bridge the gap is for traditional hierarchal leadership styles in the industry to adjust and to incorporate the new generation more into the decision-making process; this is happening but this still has a way to go. The confident and empowered new generation tends to

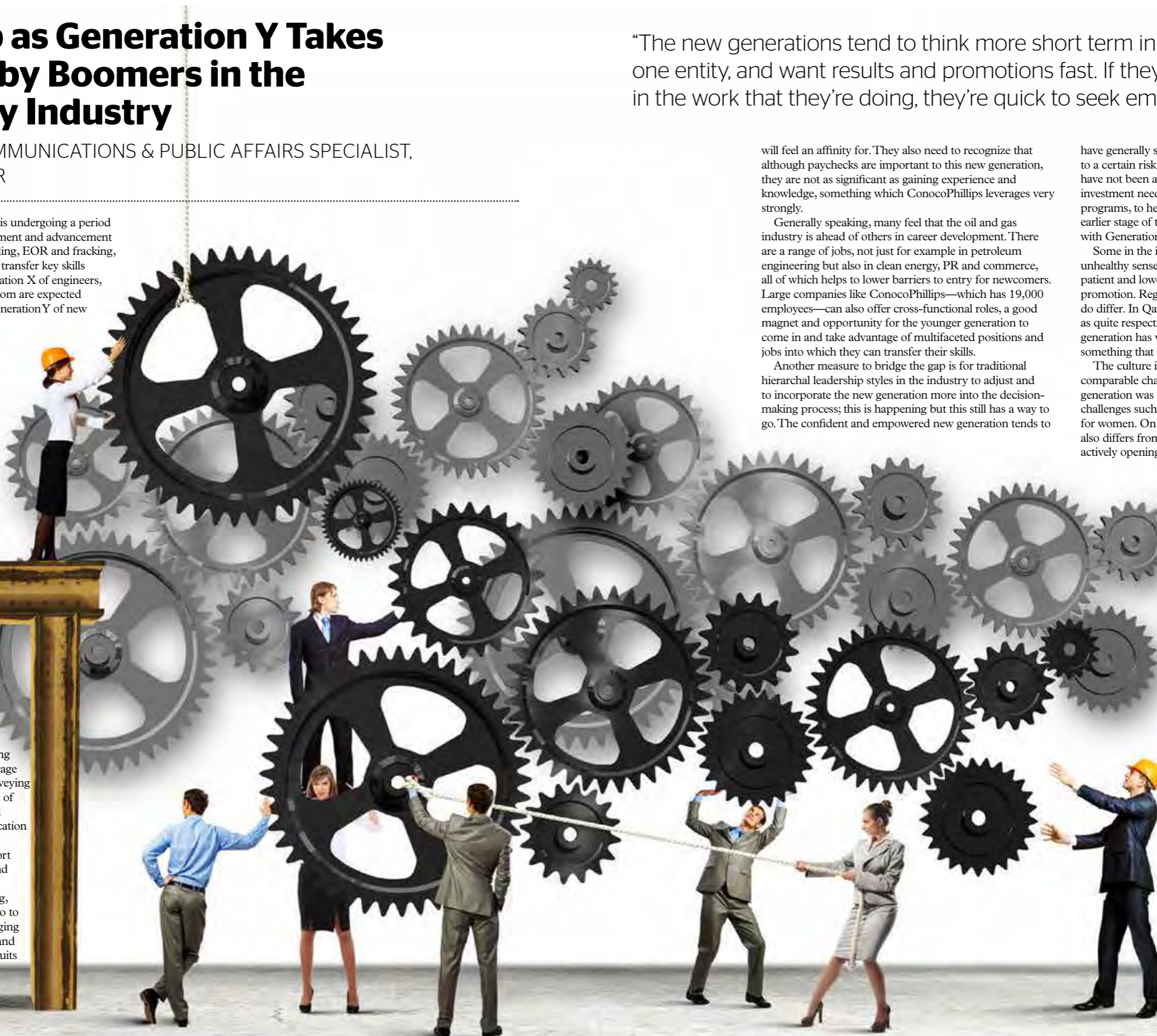
have generally shorter tenures in companies, which leads to a certain risk in letting them take leadership roles if they have not been appropriately trained. Therefore, significant investment needs to be put into leadership development programs, to help mold them into skilled leaders at a much earlier stage of their career than would have been the case with Generation X.

Some in the industry feel that Generation Y has an unhealthy sense of entitlement and needs to be more patient and lower expectations on aspects like speed of promotion. Regional and country to country aspirations do differ. In Qatar, young university graduates are seen as quite respectful and accepting of the fact that the older generation has value to share, but this is not necessarily something that is seen globally.

The culture in the GCC is often perceived as facing comparable challenges to that which the baby boomer generation was facing in the U.S. 30 years ago or so—challenges such as increased integration and opportunities for women. On that point, in this region the pace of change also differs from company to company, with some CEOs actively opening opportunities for talented young women, while others still position hurdles.

There's also a lot of government workforce aspiration in the Middle East and the presence of the public sector as a large employer in the energy industry is rather entrenched. This tends to discourage entrepreneurship or private sector employment, leading to the new generation sometimes getting stifled because it doesn't have that hunger to go and seek entrepreneurship or progress their own ideas.

While many feel that the private sector offers stronger development skills and career paths than the public sector, it also takes longer to reach a management position, whereas engineers working with government entities tend to be promoted faster, paid more, and work fewer hours. This public-private sector battle to attract people does exist but in time, and with more private sector role models coming through, is expected to dissipate. ■





“While some women may object to quotas as a matter of pride on merit, it is important to understand that to get through these cultural constructs and breakthrough male-dominated lobbies, women need to take opportunities regardless of how they are packaged.”

Getting to the Top

BY LADY BARBARA JUDGE CBE, MEMBER OF THE UAE ADVISORY BOARD FOR THE DEVELOPMENT OF PEACEFUL NUCLEAR ENERGY

Earlier in my career when I was an associate in my law firm I was asked to move my office to the cooler side of the building. As I am a naturally cold person I did not want to move, so I jokingly said to the person who asked me “I do not want to move from here unless you are offering to move me to a partner’s office”. It was only then that the firm understood that what I aspired to be was a full partner. I believe that one of the reasons that I was ultimately promoted to become a partner, was because I had made it clear then that a full partnership was my aspiration.

Women from my generation have broken these barriers and more – from the first women who went to the North Sea in the 1980s to the first woman chair of the World Energy Council. We have come a long way but there is more to be done.

Generation Y is relatively lucky. They do not live in the world that their mothers and grandmothers lived in – they have their pick of careers and yet they still face many

barriers and obstacles in furthering their cause. Among the many questions women ask themselves is one I asked myself many years ago – how do I get to the top?

The numbers are not very encouraging. A recent study by PwC revealed that the United Kingdom – a mature economy that operates beyond the gender lens – has only 5% female representation on the boards of energy companies, and 61% of leadership roles have no female representation at all. Globally, the figures are even more depressing; the Oil and Gas Financial Journal reports that almost 99% of energy companies are led by men.

The good news is that the numbers are leading to conversations on quotas, attractive retainers and contracts to bring in more women to leadership positions. Many of these have been successful; Norway’s decision to install mandatory quotas for women on company boards in 2003 has created a spillover effect. Today, Spain, the Netherlands and France have followed suit while in March 2015, Germany approved a 30% quota. I commend these

initiatives, but not for conventional reasons. While quotas help achieve the goal by accumulating a critical mass that helps to foster gender diversity, my opinion is that they also help create great entry points for females that would have previously been exclusively accessible to men through their networking relationships. This ‘country club’ culture still very much exists in the energy industry and that is very damaging. Men get jobs because they are friends, because they play golf together and sometimes simply because they are neighbors.

While some women may object to quotas as a matter of pride on merit, it is important to understand that to get through these cultural constructs and breakthrough male-dominated lobbies, women need to take opportunities regardless of how they are packaged. Industry and governments are striving to attract more women and create more opportunities, but it is sometimes women who are holding back their own success. Sheryl Sandberg, the Chief Operating Officer of Facebook said in her TEDx Talk that women systematically underestimate

themselves. I would like to add to her statement and say that women also forget to identify their own worth and sponsor themselves in their companies - known as the ‘Sticky Floor’ issue.

There are still workplace barriers that keep women out of leadership positions, but women need to develop greater confidence, assertiveness and ambition in order to advance into the coveted board room. No one will hand over power or authority willingly; women need to learn to acquire this authority and seize every opportunity given to them regardless of how it comes along. They also need to understand that progression in most organizations, including the competitive energy industry, requires more than a well developed skill set and hitting billable targets. It requires a proactive approach in advocating your beliefs by building relationships, and simply believing in yourself. It also requires active lobbying and telling people what you want and where you want to be. These internal obstacles can be overcome quickly because they are under our personal control. ■

Energy Industry Talent Shortage - Filling the Gap with the Advancement of Women?

Industry Roundtable:

- **Mishael Al Ansari**, Board Member, Qatari Businesswomen Association
 - **Nawal Al-Fezai**, OPEC Governor, Kuwait
 - **Machaille Al-Naimi**, Legal Counsel, ExxonMobil Qatar
 - **Dr. Shaukat Chandna**, Managing Director, Qatar Center for Career Development
 - **Dr. Rabia Ferroukhi**, Deputy Director, IRENA
- Moderator: Dyala Sabbagh**, Partner, Gulf Intelligence



Dyala Sabbagh (DS): Dr. Shaukat Chandna, as Managing Director of the Qatar Center for Career Development, and as a man, what do you see as the main challenge in trying to draw females into filling the talent gap in the energy industry?

Dr. Shaukat Chandna: I run a company here that works with young people on career development, and I do not see a lack of talent or lack of educated people. The only thing needed is a bit of direction. The energy industry is willing to absorb the talent, and the critical mass is willing to enter the industry but talent is being directed towards other areas besides the energy sector. Unfortunately, as young people graduate from

“In my opinion the main challenge is changing the male mindset. The government should create policies from the top down for it to be effective. During my tenure in the energy industry, men simply didn’t welcome women in the environment - plant or offshore.”
MISHAEL AL ANSARI

universities, and I have witnessed this in my leadership work with College of North Atlantic and Qatar University, there are very few doing career counseling, and telling fresh graduates that there is a world outside glamorized industries.

DS: Mishael, do you agree with Dr Chandna that there is lack of alignment between industry and academia?

Mishael Al-Ansari: In my opinion the main challenge is changing the male mindset. The government should create policies from the top down for it to be effective. During my tenure in the energy industry, men simply didn’t welcome women in the environment - plant or offshore. It’s in the mindset of the people that believe women should be at home. Women who choose to study in Texas A&M know what they are getting into. Yet, when I spoke to a few alumni, four resigned from one of the companies because they wanted to get their hands dirty but were not given the opportunity - instead they were given administrative work. Things are changing but very slowly. Some of the companies are way ahead of others.

DS: When you say mindset, are you referring to a cultural block in society or in the companies?

Mishael Al-Ansari: Men prefer to hire men. It is also the policies that are in place. For example, during my



“Women in Kuwait are lucky in a sense that there are laws and policies to support them across the board – from educational to professional life. However, most people in the government are also males, whose mindset needs to be changed.”

NAWAL AL-FEZAI

tenure in the Industry I had top management who were supportive of diversity, so I progressed but once they left, it was over. If there had been government rules and policies for equality and diversity, it would have carried on. Change needs to come from above.

DS: Nawal, is there more direction and support in Kuwait, from the government to industry and academia?

Nawal Al-Fezai: Women in Kuwait are lucky in a sense that there are laws and policies to support them across the board – from educational to professional life. However, most people in the government are also males, whose mindset needs to be changed. Even with policies in place, the public sector is run with a bias against women.

DS: Machaille, as legal counsel at ExxonMobil Qatar, what would you say is the most important initiative that industry needs to take to plug the gap and bring more women into Qatar’s energy industry?

Machaille Al-Naimi: I think as an industry what we need to be doing is dispelling the different stereotypes

surrounding STEM education starting from a very young age. Industry, academia and government should collaborate to dispel these and encourage women to take up careers in energy, and encourage them to take progressive steps in the sector. With growing economies and populations, and elevated standards of living there will be an increase in demand for energy. We need to be progressive in ensuring that there are people, especially women who make up approximately 50 percent of the workforce, to meet this increasing demand. From the government perspective, I believe the mandate is present, for example Qatar National Vision is focused on investing in human capacity through the Human Development Pillar, with a focus on providing increased opportunities and vocational support for women, thereby helping them progress in education and their professional lives. One step down would be for the industry and companies to create and oversee internal policies that are in line with government policies. For example, ExxonMobil has embedded in its policies a non-discrimination policy, which essentially means that anyone, regardless of their gender and race will be able to progress in their careers.



“I think as an industry what we need to be doing is dispelling the different stereotypes surrounding STEM education starting from a very young age. Industry, academia and government should collaborate to dispel these and encourage women to take up careers in energy, and encourage them to take progressive steps in the sector.”

MACHAILLE AL-NAIMI

DS: Should government policies include a quota system for companies to recruit females or should companies decide that internally?

Machaille Al-Naimi: I personally do not believe in setting quotas, as they skew the reasons for hiring individuals. In a small workforce market such as Qatar’s, when you set a quota, you may end up hiring females just to meet set targets as opposed to hiring the best individual or female (as the case may be) for the role. Having government level policies and direction, coupled with internal corporate level policies will have a hopefully positive multiplier effect.

Mishael Al-Ansari: In my opinion, Texas A&M has a lot of initiatives to encourage and attract women in STEM from primary schools and so forth, to encourage them to enter the energy industry, and they work with the industry to make it a reality which is why they had 41 percent women as opposed to one or two in the first batch. In my time at the HR department at a national company, we had to hire 50 percent Qataris and so

companies tried very hard to reach their Qatarization target. Imagine if you had the same target system for women such as employees having to be split 50/50 between women and men - I am sure they would strive to meet their target.

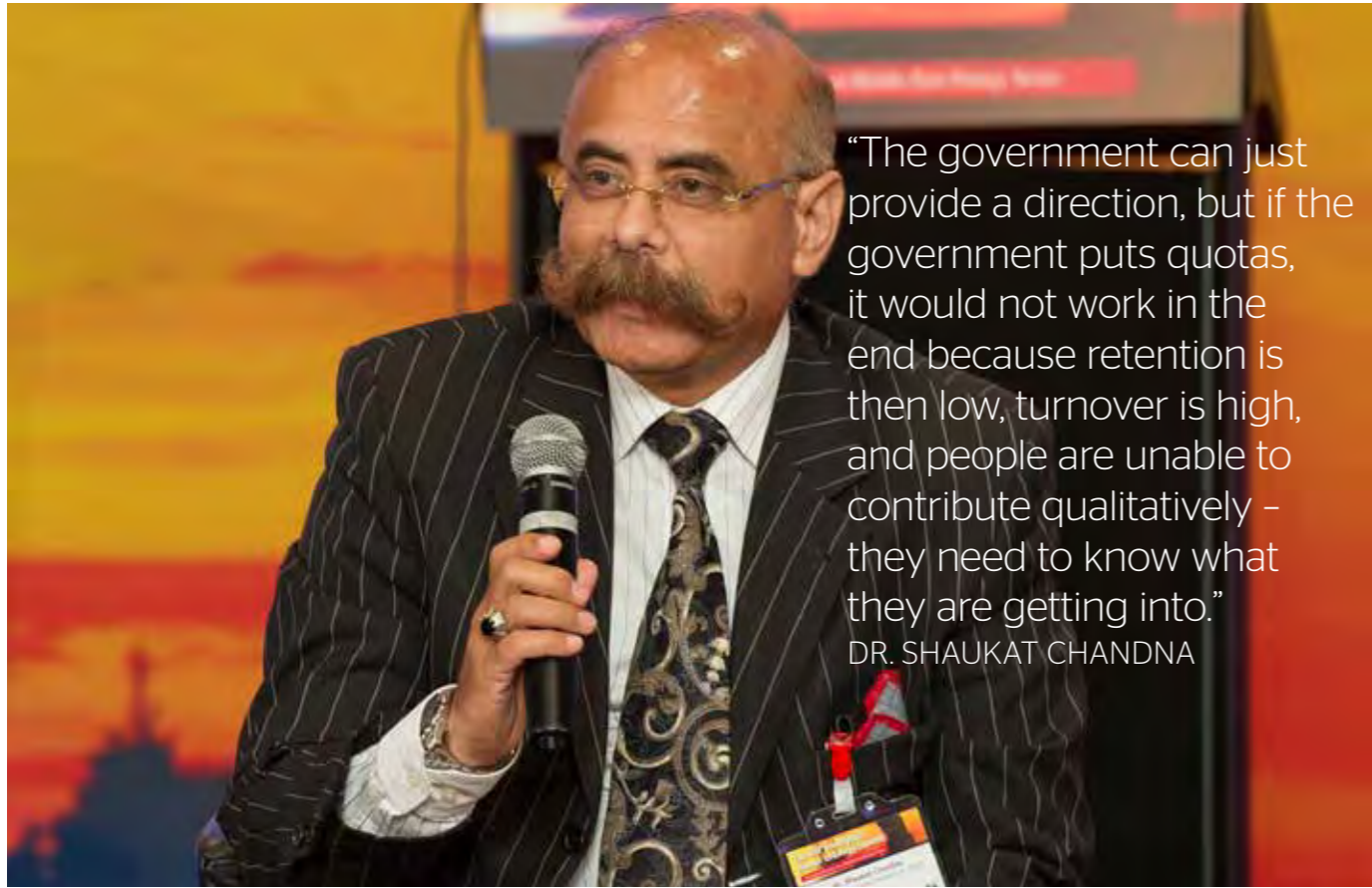
Dr. Shaukat Chandna: While I understand what is being said and agree with it to an extent, a government putting strict directions and laws is never a condition for sustainability. For sustainability, mindset has to change, both of the people who join the industry and the industry itself. I have worked with Omanization and Emiratisation and it all starts very nicely but it doesn’t progress.

DS: Why not?

Dr. Shaukat Chandna: Those joining and those already within the industry need to make changes themselves. The government can just provide a direction, but if the government puts quotas, it would not work in the end because retention is then low, turnover is high, and people are unable to contribute qualitatively – they need to know what they are getting into.

What needs to change is management. So in the C-Suite, what we really try to change is the attitude, simply because at the end of the day, I can give someone skills, but an individual will remain the same unless I change their attitude as well.

Dr. Rabia Ferroukhi: As someone who has worked in the public and private sector, I don’t agree. While we do need to address all the elements mentioned such as change in mindset and encourage education in the STEM fields, introducing quotas and legislation is vital to level the gender playing field. Norway is an example where government-introduced quotas have worked really well. I worked in Norway, and I have witnessed a mindset change through quotas within a few years simply because women were more present in all spheres of society.



“The government can just provide a direction, but if the government puts quotas, it would not work in the end because retention is then low, turnover is high, and people are unable to contribute qualitatively – they need to know what they are getting into.”
DR. SHAUKAT CHANDNA



“I think we also need to think beyond the STEM fields, particularly at the managerial level. We need women along the whole value chain with the many different skills required. There seems to be a “hierarchy of skills” placing STEM ahead of other fields.”
DR. RABIA FERROUKHI

DS: What does the energy industry need to do to attract women who are graduating as engineers, but not currently entering the energy industry?

Machaille Al-Naimi: There has been a lot of growth in terms of trying to attract and retain females in the energy sector. This has to come from the top though; firstly from the higher levels who need to work to dispel stereotypes that women are going to leave just because of the different hats that they may inevitably wear; and secondly, labour laws need to be amended to allow for more flexibility for women in the workforce, which will then translate to more attractive employment contracts for women allowing for better maternity leave, flexible working hours, and job sharing or part time agreements. This should help women enter and be retained by the industry.

DS: That would apply to any sector – how would you attract female talent to energy in particular?

Machaille Al-Naimi: For the energy sector, I think we need to begin by attracting young women from high school. ExxonMobil, for example, has nourished relationships with Qatar University and Texas A&M Qatar to sponsor student internships and show young people what it is like in the industry. ExxonMobil holds regular career fairs to encourage students and let them experience what it is like to work for an IOC, what the flexibility can be like, and give them opportunities to retain them.

DS: What about the question of demographics in Qatar and the natural limitations of that in terms of many companies competing to attract from a small pool of talent – is there any competition from Qatar Petroleum for example?

Machaille Al-Naimi: We do not compete with Qatar Petroleum because they are our partners. To attract the talent pool, we simply have to find the right person for the job profile and experience we are offering. We have a lot of people going to Qatar Petroleum from ExxonMobil and vice versa, because it is a small population and talent pool. This is why I made the comment about quotas, because once you have a quota system in such a small population you start skewing the job market, and it becomes tough to achieve the quota. In any case people in Qatar are inevitably attracted to the industry because it is where the opportunities are.

DS: Female participation in Qatar’s energy sector remains relatively low despite the rising number of women graduating from university - why?

Mishael Al-Ansari: I believe there is less female participation because energy companies prefer to hire males over females especially offshore or on the plant.

DS: But can Qatari companies afford to continue to take this attitude?

Mishael Al-Ansari: Well, Qatari companies can certainly afford to take the attitude because the energy sector is stable and provides two thirds of the country’s revenue, but they need to attract women because we are half of the population of Qatar. Companies need to change their mindset and attitude. They can start by making minor changes such as providing women’s toilets and resting or changing areas; those don’t cost much and are still not incorporated and would make such an improvement.

Machaille Al-Naimi: At ExxonMobil, for example, 54.8 percent of direct hire professionals are female. Furthermore, with the student sponsorships we are

communicating to the people that the energy sector does not only mean hardship. While some jobs will always have an inherent macho tag on them, people need to understand that an industry means multiple jobs and a wide space that is willing to absorb diversity. Platforms like Qatar Businesswomen Association are trying to send these messages across, and are doing a fantastic job of creating awareness.

Dr. Rabia Ferroukhi: I think we also need to think beyond the STEM fields, particularly at the managerial level. We need women along the whole value chain with the many different skills required. There seems to be a “hierarchy of skills” placing STEM ahead of other fields. For example, in Algeria it is widely believed that graduating from STEM fields gives you an advantage, at least at managerial level. In my 20 years in the industry, most managers I have come across had economics or business degrees and were not engineers. You can create entry points and achieve leadership without a STEM education.

And while I agree with the fact that quality of skills is very important, quantity also matters, especially with an unlevelled gender playing field. Personally, if I were to receive two CVs of equal quality, I would hire the woman. And that is exactly what men do! Once women reach a critical mass, we can focus solely on quality.

Another aspect I would like to highlight is the fact that the energy sector is changing structurally with the integration of greater shares of renewable energy. This is driving the shift from a traditional centralized energy system to a decentralized one. In Germany, a world leader in renewables deployment, nearly half of renewables capacity is owned by individuals and farmers – who in the conventional energy sector would be consumers. So the democratization of the energy system is translating into new ownership structures, with decision-making less centralized in nature, which can also then help to address balance genders in the sector. ■

hoping to attract and retain more talent. In these programs, 93 percent of students are women. So maybe as an industry we might not be there, and the small population poses some problems but we are trying to get there.

Nawal Al-Fezai: Another factor which is a challenge to retain women is that not all male employees on the rigs are educated employees of oil companies; some are without families and are unaware of the sensibilities of dealing with women. Those situations also need to be managed. So just creating a woman friendly environment is not enough. A woman can go to a rig to learn the offshore aspect but many times she will be unable to make a career out of it.

Dr. Shaukat Chandna: But the energy industry is not only oil rigs, it’s not only offshore areas, it’s an industry, and it has hundreds of different offshoots and derivatives where women can create individual comfort zones.

DS: Is that applicable to Qatar as well?

Dr. Shaukat Chandna: A diversified professional industry model is everywhere, it is a simple question of



Weighing in On the Quota Debate in the Energy Industry

BY DR. SHAUKAT CHANDNA, MANAGING DIRECTOR,
QATAR CENTER FOR CAREER DEVELOPMENT

Discussions to combat gender diversity and bring more women on board in the energy industry have been rife for quite some time. While the Middle East is still in a dilemma, internationally quotas have already been introduced in mature nations, with Norway acting as the quota pioneer in 2003, creating a spillover effect into other European countries where most recently Germany instated quotas in March 2015.

Some have condoned Germany's recently passed legislation claiming quotas are a definite step in the right direction but many have reasoned against a superficial idea to induce quantity and not quality. I confess I am inclined towards the latter – quotas will certainly compel

the industry to take action to fill their companies with more women, but is obliging companies to take token actions against gender disparity really the right way to fill gaps?

While forcing the energy industry to take conscious steps will accumulate a critical mass, it doesn't necessarily mean quotas will address the unconscious bias that women face in their daily lives. Building up numbers creates danger of women being used as tokens as the industry will rush to comply with government legislations to reach their targets, rather than inculcate a shift in culture and attitudes within the organizational structure. Until we combat the root cause - social and

“Until we combat the root cause - social and organizational mindset, there will always be an issue in creating a balance between genders for critical growth and sustainability, which is important to ensure the industry progresses especially with a fast-settling talent shortage.”

organizational mindset, there will always be an issue in creating a balance between genders for critical growth and sustainability, which is important to ensure the industry progresses especially with a fast-settling talent shortage.

Fifty percent of the baby boomers in the industry are set to retire in the coming decade and attracting new talent – not just men but also women – has become crucial. Angela Merkel the Chancellor of Germany argues that we cannot afford to do without skilled women, and while I agree wholeheartedly with her statement, I would like to add that attracting young women with skills will mean open communication. For example, in Qatar, even though universities like CNA-Q and TAMUQ offer great education opportunities, there is an inherent disconnect in communicating opportunities offered by the energy industry to students. Generally, women remain unaware of the many options, while more glamorized industries win the war on recruiting. This communication gap which exists globally and in the Middle East needs to be amended – Qatar has started taking initiatives in this regard. Forums organized by the Qatari Businesswomen Association are helping to initiate this important dialogue between women and the oil and gas sector to target gender disparity and fill the talent gap.

An important factor to attract young women is changing the culture and mindset of the key stakeholders – companies and society. Many believe that women are either not driven enough to work in a sector as competitive as oil and gas, or that training them as professionals is not sustainable because women will leave due to the many different hats they may inevitably wear. In my training and leadership programs I focus on ensuring that there is change at the managerial level, hopefully creating a trickle-down effect in companies. Teaching skills remains a relatively easy job but unless we change the mindset, setting quotas as a strategy will not succeed – sometimes it has the opposite effect. Many companies in Norway employ two men to one woman on their leadership boards to dilute her influence and opinion, brewing resentment at both ends.

To change the social mindset will also require open communication between industry and society. Understanding that Qatar is conservative by nature, local women may be unable to make their careers in the offshore industry or on the rigs. Equally important is educating people that the energy industry offers a wealth of opportunities and is not just made up of rigs, cranes and continuous international travel. With many derivatives the industry offers – here in the Middle East and globally – women can create a sustainable career in the industry based on their comfort zone.

Changing the patriarchal mindsets as well as effective communication will function as key tools to create

sustainability for the energy industry, while quotas will merely impact quantity instead of attracting quality. Post-quota legislation, most companies in Germany are scrambling to find qualified females to comply with regulations. In pioneer Norway, reports Bloomberg, quotas raised female representation but companies that were forced to add women to abide by laws showed an increase in failed acquisitions, higher borrowing levels and steeper losses in market value. Bloomberg's analysis is simply an echo to what I consider a fact; quality will always win over quantity. Bringing in people just because they belong to a certain gender is not a formula for success but recruiting skilled people is – and this is why effective communication with skilled professionals will grow the energy industry, and not introducing quotas.

Furthermore, government legislations are never a condition for sustainability. People come in to fill the seats but in the long-run, retention is low and turnover is high because people just come in to fill seats. Often passion is lacking and it becomes difficult to produce quality work in a competitive industry like oil and gas. The result is either expenditure increases because companies need to meet certain requirements for their workforce or high turnover as people switch jobs abruptly. In the case of Qatar, a country of roughly two million people, quotas will introduce another disturbance in the job market by skewing the population. In a niche industry that requires a very specific skill set, recruiting women based on quotas will result in a race of first come first serve. And while the winner will be an energy company that offers the most attractive package, companies that will be desperate to meet government laws, will recruit under-qualified professionals resulting in an inefficient workforce.

Having more women in the energy industry workforce is certainly crucial but bringing them in through quotas will not sway patriarchal beliefs. In any case, only women who are capable and equally deserving of their seat should get to experience a sector as dynamic as oil and gas. There is a certain worry that placing quotas will mean that people will not be appointed on merit, but to satisfy the numbers and comply with government policies.

While more female professionals graduate from universities, industry and academia should align using career guidance techniques to create a dialogue on the opportunities offered by the energy industry. At the same time, C-Suite and managerial training should look to change mindset, and society should learn to dissociate the macho tag on the industry and understand that many derivatives exist to absorb female talent. Only by attracting people with an unbiased selection panel can we ensure sustainable growth, and combat gender disparity – in any case, condoning to put quantity over quality can never be a recipe for success in any industry. ■



Gulf Region May Need to Address Cultural Challenges to Achieve Gender Diversity in Oil & Gas Industry

BY GULF INTELLIGENCE RESEARCH

When the first handful of women started working on offshore oil rigs in the North Sea in the 1970s, the culture and infrastructure they found was one completely geared towards meeting male requirements. In an industry that essentially didn't know female workers at the time, this wasn't much of a surprise. For U.S. Secretary of the Interior Sally Jewell the fact that there weren't any opportunities available for her to work offshore was reason enough to leave the industry altogether in 1981, she told the IHS CERAWEEK conference in Houston in April.

Fast forward 40 years and many things have changed. To be sure, gender diversity still has a long way to go, but things have improved for female offshore workers, especially in countries such as Norway, the U.K. and the U.S. While their numbers are still small, it's not unusual any longer to find a woman working on a rig's drill floor for example. Practical challenges such as separate male and female toilets have been addressed in many instances. And, unlike in the 1970s and 1980s, a female offshore worker has a much higher chance of getting a cabin to herself when working on an oil rig these days.

The offshore sector is just one part of the industry that has seen encouraging steps towards greater gender

diversification over the past decade. Indeed, across the oil and gas industry the number of female workers has been on the rise, albeit slowly. Today, a growing number of women hold positions in business and, importantly, technical fields in the industry. Still, true gender diversity remains a distant goal, with only about 8 percent of the global oil and gas workforce being female and the figures for some parts of the business such as offshore look even worse.

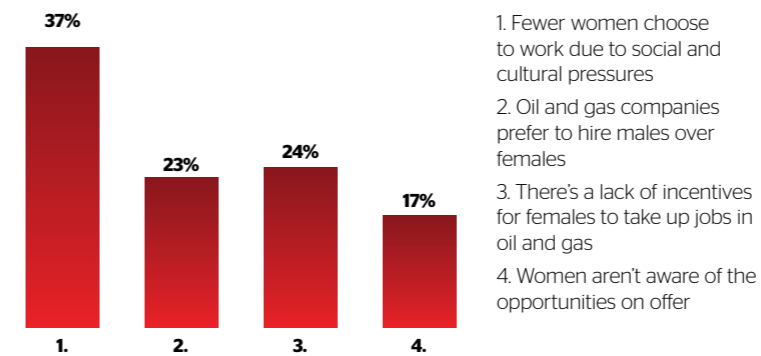
Even to get to today's level of female participation wasn't easy. It has taken a long time, significant efforts and personal sacrifice by female pioneers to induce a change of mindset and culture in what remains a conservative and male-dominated industry. But after four decades of pushing for greater female empowerment, the journey towards shifting the industry's culture and the attitude of its people is still in full swing.

"The modern women of today are the real pioneers. They need all the support that they can possibly get, in particular in the oil and gas industry, where we are breaking down barriers of a male domain," Jeanette Forbes, CEO of PCL Group and one of the first females to work offshore in the North Sea in the 1970s, told the Gulf Intelligence Women in Energy Summit in March.

This is also true for Qatar. Women there, like in neighboring Gulf countries, in some way are going through what their counterparts in the U.K. offshore industry went through in the 1970s – they have to overcome often sensitive social, cultural and traditional barriers. Yes, women today benefit from the foundations that were laid by the female pioneers of the 1970s and 1980s, whose efforts are partly reflected in measures and policies aimed at enhancing gender diversity.

Yet, numerous factors are still impeding women from participating to a greater extent in the oil and gas workforce in general and in countries such as Qatar in particular. According to a survey conducted among industry experts by Gulf Intelligence in association with the Qatari Businesswomen Association (QBWA), one of the main reasons for the relatively low female participation rates in Qatar is that—despite the rising number of women graduating from university—few choose to work in the industry due to social and cultural pressures.*

Q1 The female labor participation rate in the Gulf's oil and gas sector remains relatively low despite the rising number of women graduating from university because...



The finding doesn't come as much of a surprise. Societies in the Gulf region are conservative and remain wary of having young females work in a male-dominated workforce, while long and irregular working hours that allow sparse time for family and marriage also play a role in women steering clear—or dropping out—of the sector.

"The status of women in GCC countries has improved, with a majority of them moving out of their homes for education, employment, and independence. The governments of these countries have taken bold steps to aid women. However, norms and traditions bred by the society's patriarchal system continue to pose as a challenge by limiting the opportunities for women in the public sphere," Al Masah Capital said in a recent report**.

According to Mishael Al-Ansari, a QBWA board member, it is important for industry to ensure that it is aware of and addresses region-specific cultural aspects. Speaking at the Women in Energy Summit, she said: "I think industry should start by talking to the women that are working with them and see what they can do to make their lives much easier; they have to put culture into consideration. We are a Muslim country and we want segregated rest rooms or whatever it is. And those women that work in the industry should then be promoting the oil and gas industry to the next generation and mentor them; then it goes from there. But it has to start from the industry itself."

* See Figure 1 - Survey conducted among more than 150 local and international female energy industry leaders at the Women in Energy Summit on March 11 in Doha
 ** Al Masah Capital: "GCC Women - Improving the Odds" (March 2015)
 *** See Graph 2

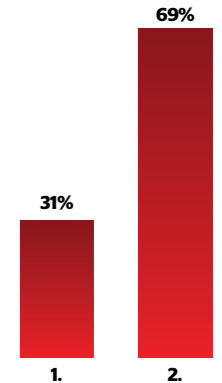
"Societies in the Gulf region are conservative and remain wary of having young females work in a male-dominated workforce, while long and irregular working hours that allow sparse time for family and marriage also play a role in women steering clear—or dropping out—of the sector."

Traditionally, women in the GCC have faced economic and social constraints, and their participation in the labor force has been largely limited to service industries because there have been few incentives to participate in other economic sectors, such as oil and gas or manufacturing. Moreover, women's traditional role in society as homemaker has discouraged them from taking outside work.

Discouragement and social and cultural pressures are likely to be, at least in part, responsible for more than two-thirds of the Gulf Intelligence/QBWA survey participants expressing the view that most Qatari women in the industry aren't prepared to take on field work – even as initiatives towards gender diversification in the sector is picking up pace***.

Q2 Is there a general sense that most women working in the Gulf's oil and gas industry are prepared to take on jobs 'in the field'?

1. Yes, most women are fully prepared to do so
2. No, there is still hesitation among women and their families



As the oil and gas industry is facing challenges such as having to meet rising energy demand, enhancing efficiencies and advancing technologies it is clear however that increasing female participation will be critical to ensure long-term sustainability in the industry. With this in mind, oil and gas companies will have to find ways of incorporating Qatar's social fabric into their recruitment strategies.

The future of the country's oil and gas industry will therefore in part be determined by its ability to address and overcome social and cultural barriers that hold back women from pursuing careers in the industry. Industry can't do it alone, however. To succeed, it will need governments to continue taking bold steps towards overcoming still-existing cultural obstacles, and channeling and elevating females into their domestic workforces. ■

More to be done to attract and retain women in energy

BY NATHALIE RUSH, HEAD OF HUMAN RESOURCES, MAERSK OIL QATAR

Much has been said about the need to attract more women into the oil and gas industry at a time when the sector faces a continued shortage of skilled employees. Increasing the representation of women in oil and gas is therefore a business imperative, with economic success and competitive advantage dependent on retaining female as well as male talent in the industry.

In the Middle East, only 3% of employees in the oil and gas sector are female, so it's apparent that we need an ongoing focus to challenge the current way of thinking in the leadership of the industry, and we need to actively pursue positive change.

Oil and gas companies, both in the region and beyond, have taken important steps towards attracting more women into an industry that many females don't generally envisage themselves working in, by introducing career development programmes, promoting gender diversity and by improving the internal support infrastructure.

But more needs to be done if we're to see the gender statistics improve. Critically, making the oil and gas industry relevant and visible to young women from an early age and educating them about job prospects and growth opportunities is an important element to sustaining a constant pipeline of female talent. This process of attracting talent has begun to bear fruit in the region and in our organisation also. By engaging with educators and students early on in their school life, as Maersk Oil Qatar does, we are breaking down pre-conceived notions and getting across the message that the industry offers unique career opportunities for both male and female and for engineers and non-technicians.

At Maersk Oil in Qatar we have developed and introduced several dedicated programmes aimed at specifically supporting and retaining female nationals and to addressing the challenges faced in this region in particular.

For example, self- or family-imposed restrictions on travelling offshore or abroad have somewhat hindered development opportunities for females in particular. To counter this, we now offer our females the opportunity to go offshore on one-day, female-only trips, to gain invaluable insight and experience into working offshore. We've also introduced tailored rotational assignments for females and have organised female-only training to help women gain experience 'off the drill floor'. These initiatives aid technical and professional development, while simultaneously acknowledging the cultural barriers and helping to break down gender stereotypes. We've also worked with our employees to better understand both tangible and intangible barriers and to address what may seem basic infrastructure requirements; issues as simple as ensuring separate male and female bathrooms

in the field. I'm pleased to say that we are seeing results, and not only are positive female role models emerging, but we're also gaining the critical mass necessary to encourage others to go offshore too. And I'm proud to say that women currently account for 25 percent of our workforce in Qatar.

But as an industry, we also really need to address the issue of retention too. Today, we often see women exiting from the industry at mid-career level before reaching more senior management positions. This means the pipeline built up during the attraction phase gets emptied at a critical point for both companies and female employees. Consultancy PwC notes in this context that, "to compound the problem of not enough women starting a career in oil and gas, evidence suggests that a significant number of women opt to leave for other industries before reaching the stage where they could be considered for senior management and board level positions".

This view appears to be shared by other females in the industry, certainly in Qatar. According to a survey conducted by Gulf Intelligence in partnership with the Qatar Businesswomen Association, a majority of 86 percent of over 150 respondents expressed the view that the greatest challenge for Qatar will be to ensure that the rising number of women entering the domestic oil and gas industry will be retained in the long term".

So as an industry, we firstly need to better understand the contributing factors and secondly need to consider how to reverse this trend. Not only do we need to find solutions to prevent female professionals from leaving in the first place, but we need to help lower the barriers for them to come back to work – during and after maternity

leave for example. Apart from introducing greater flexibility around maternity leave and enabling women to benefit from more flexible work arrangements, as a technical industry, we should be leveraging technology much more to create more options for mothers to keep in touch with their work, by working remotely for example. By helping women to maintain their skills and capabilities while they are away, they are adeptly prepared to take up the more challenging roles on their return.

In recent years, many oil companies across the globe have begun acting on these issues in earnest. As a HR professional and manager, I believe it's important to ensure that HR policies are developed to ensure women have the flexibility to fulfill both their family roles and employee roles – achieving that critical work-life balance which will enable them to further their career development. And that line managers are familiar with their companies' policies and are trained to guide their female staff through tough career choices and decision, to support more women in assuming more senior positions and creating more role models to inspire others to do the same.

But ultimately, the issue of more women in the energy sector is not simply one of equality, but about diversity. Diversity is good for business, not just for women. Women are adept communicators, team players and are generally less-risk averse – all of which can help with better business decision-making.

I strongly believe the industry should look to better address the issue of attracting and retaining more female professionals and leaders in order to better face and overcome the competitive challenges which we expect to face in the future.

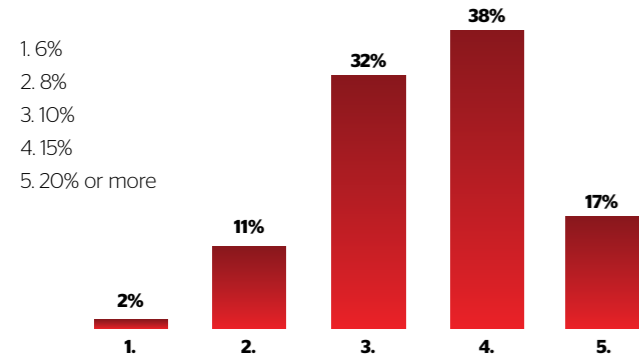


* PwC: 'Building talent for the top A study of women on boards in the oil and gas industry' (11/2013)

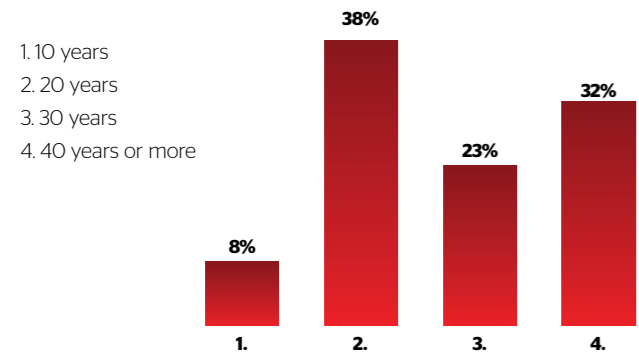
** The survey was conducted at the Gulf Intelligence Women in Energy Summit among local and international female energy industry leaders on March 11 in Doha

Gulf Energy Industry Survey Results

Q1 Today, women still represent only 6 percent of executives in the world's largest companies – what will that figure be in 10 years by 2025?

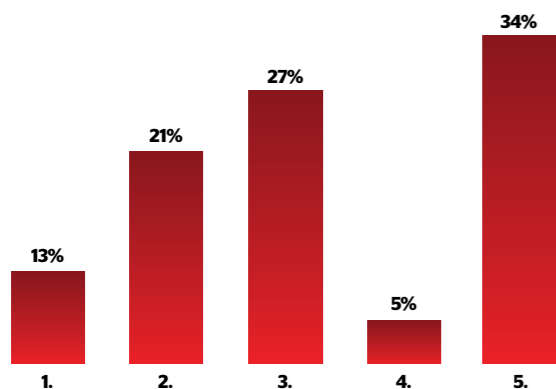


Q2 How long will it take the global oil and gas industry to achieve real gender balance?

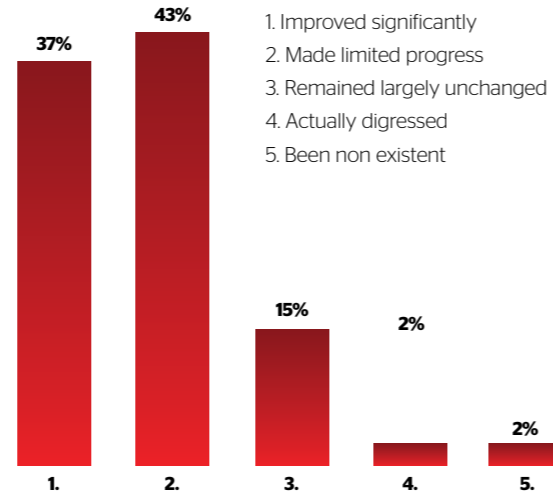


Q3 What should be the priority for companies to advance more women to the C-suite?

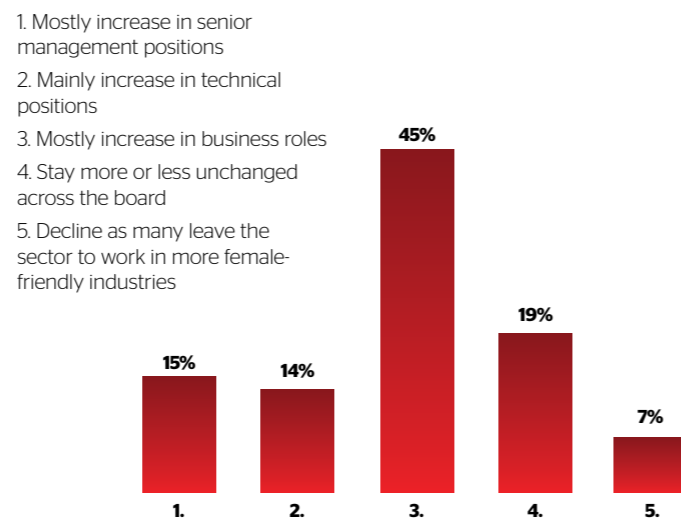
- Institute formal mentoring programs
- Implement more development opportunities
- Recruit internally to promote women to the C-suite and board
- Recruit externally to find the best female candidates
- Raise awareness and build understanding of need for diversity



Q4 Over the past five years, gender diversity in the Gulf's energy sector has...



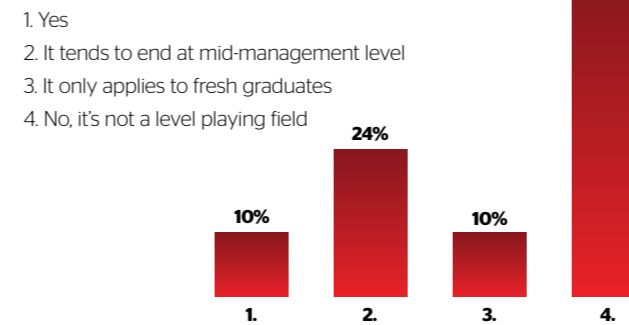
Q5 Over the next five years, I expect the number of women in the Gulf's energy sector will...



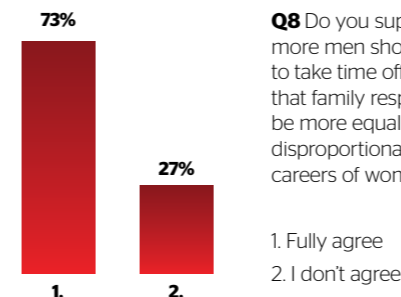
Q6 The greatest challenge for the Gulf will be to ensure that the rising numbers of women entering the domestic oil and gas industry will be retained in the long term.



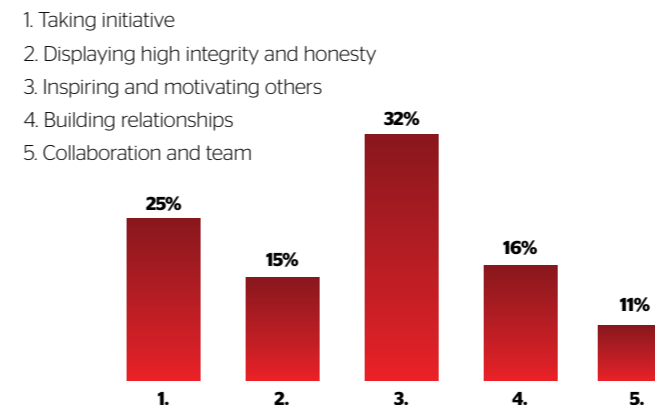
Q7 From your own experience, would you say oil and gas companies in the Middle East offer a level playing field for males and females all the way to the very top?



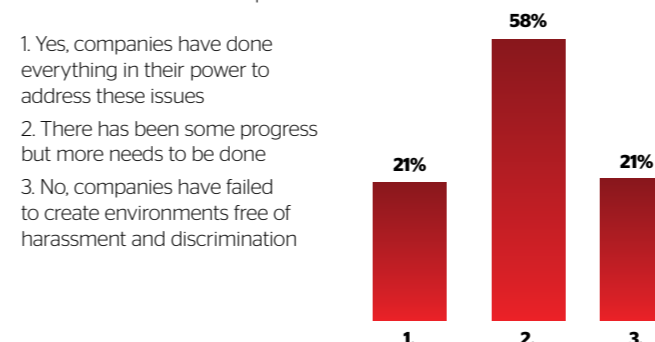
Q8 Do you support the view that more men should be encouraged to take time off for parenting so that family responsibilities can be more equally shared and the disproportionate impact on the careers of women lessened?



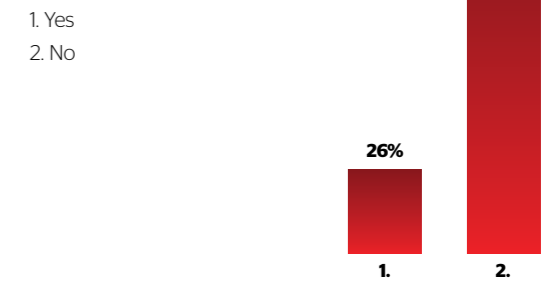
Q9 Of all the leadership characteristics that female executives display, which is the most important?



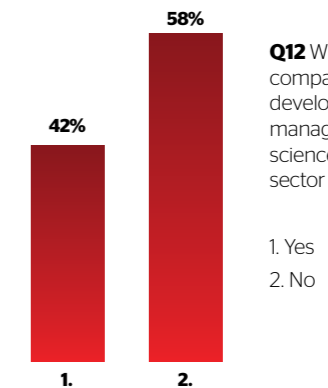
Q10 Would you say the oil and gas industry has managed to create an environment supportive of gender diversification by introducing strict enough rules to deal with harassment and discrimination in the workplace?



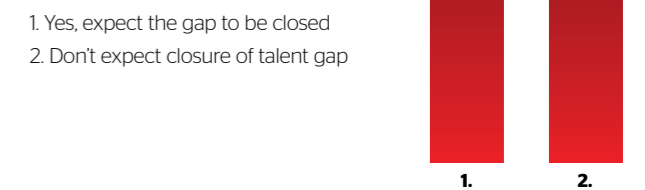
Q11 Does today's Gulf national hiring policy adequately address the gender imbalance in the local labor market?



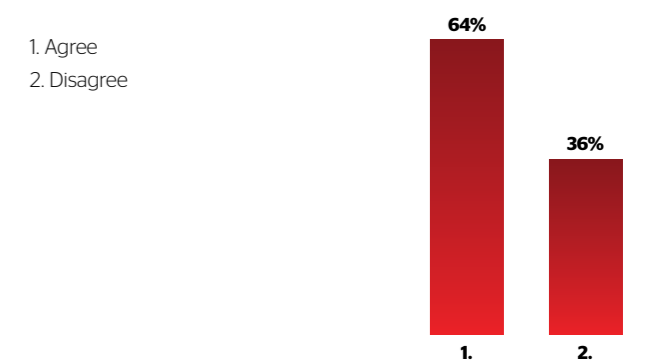
Q12 Will Gulf national energy companies be able to attract and develop the national talent required to manage the industry if women lead in science education but don't enter the sector in sufficient numbers?



Q13 Do you expect the global energy industry to attract sufficient numbers of females to join its ranks over the next 10-15 years so that it can close the widening talent gap?



Q14 Do you agree that governments, academia and industry still aren't sufficiently aligned to stimulate greater interest among school girls in sciences and the energy sector?





Qatar. Enabling progress.

Through the vision of the leadership of the State of Qatar, the country aims to be an advanced society capable of sustainable development and providing a high standard of living for its people.

As part of ExxonMobil's commitment to Qatar, we are proud to contribute to the National Vision through the energy of our people, our advanced technology and our expertise in operational excellence.

Energy lives here™

ExxonMobil