

أرامكو السعودية  
saudi aramco



# Forward to the Future:

## Harnessing the Opportunities of 4IR at Saudi Aramco



where energy is opportunity™

# The Fourth Industrial Revolution (4IR): Crossroads or Highway?



“We must develop a comprehensive and globally shared view of how technology is affecting our lives and reshaping our economic, social, cultural, and human environments. There has never been a time of greater promise, or greater peril.”

**Klaus Schwab, Founder and Executive Chairman, World Economic Forum**

---

Source: “The Fourth Industrial Revolution: what it means, how to respond”, World Economic Forum, January 14, 2016.

# The Future of Jobs

## Expected Workforce Trends in 2018-2022

### Positive Outlook for Jobs

**11%**  Growth in emerging professions

### The Jobs Landscape

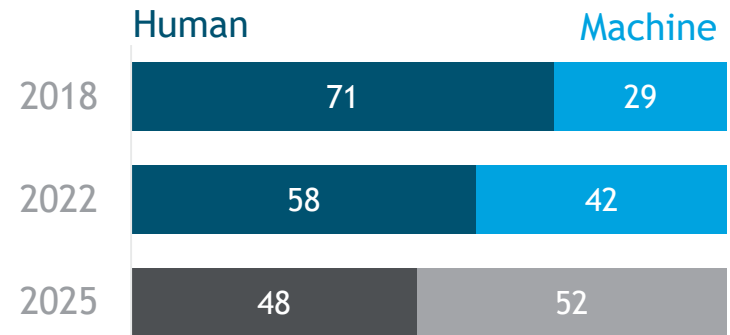
**75**  **133** 

Million jobs will be displaced

Million new jobs will emerge

**87%** Of CEOs believe Industry 4.0 will lead to more equality in the workplace

### Human-Machine Labor Equation



### Training

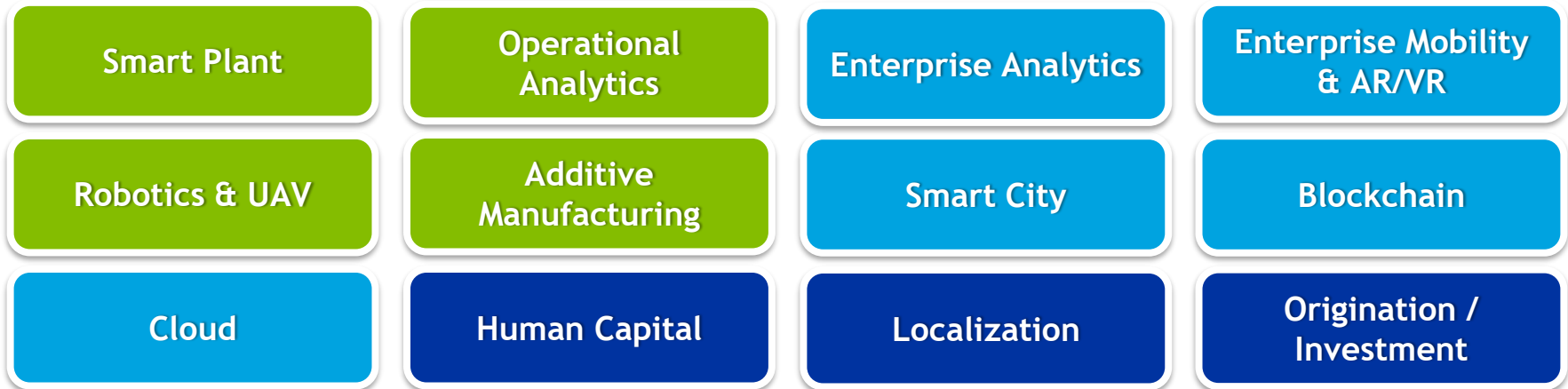
#### Demand for New Skills



**42%** Of jobs will require new skills by 2022

# A Global Leader in Digital Transformation

Comprehensive Programs with International Recognition



- Uthmaniyah Gas Plant recognized as WEF 4IR “**Lighthouse Project**” for combining digital and carbon capture tech
- Co-chair with Chevron of “**Future of Work for Oil & Gas**”
- Co-sponsor of WEF “**HR 4.0**” with Unilever

Source: “From Steel to Smartphones, Meet the Forum’s New Factories of the Future”, World Economic Forum, January 10, 2019.

# We are Inspired by Our Ambition...

## Strategic Priorities



Future Oriented

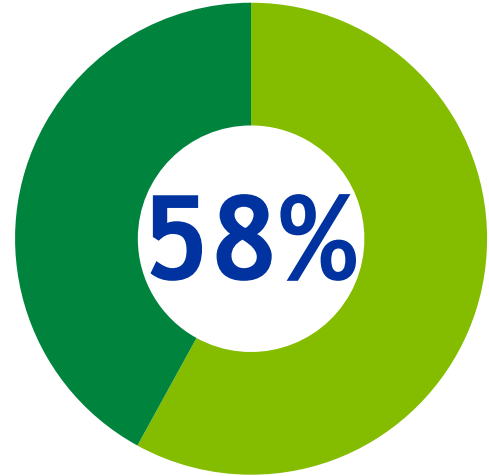


Customer Centric



Agile

## The “New Majority”



Is Under 35 Years Old

“Be Recognized as the Best Place to Work in Each of the Markets We Serve.”

# Using Technology to Develop the Very Best Leadership



Assessments

## DEVELOPMENT



International Experience



Partnerships with Top-tier Schools



3<sup>rd</sup> Party Assessments Benchmarked against the Best

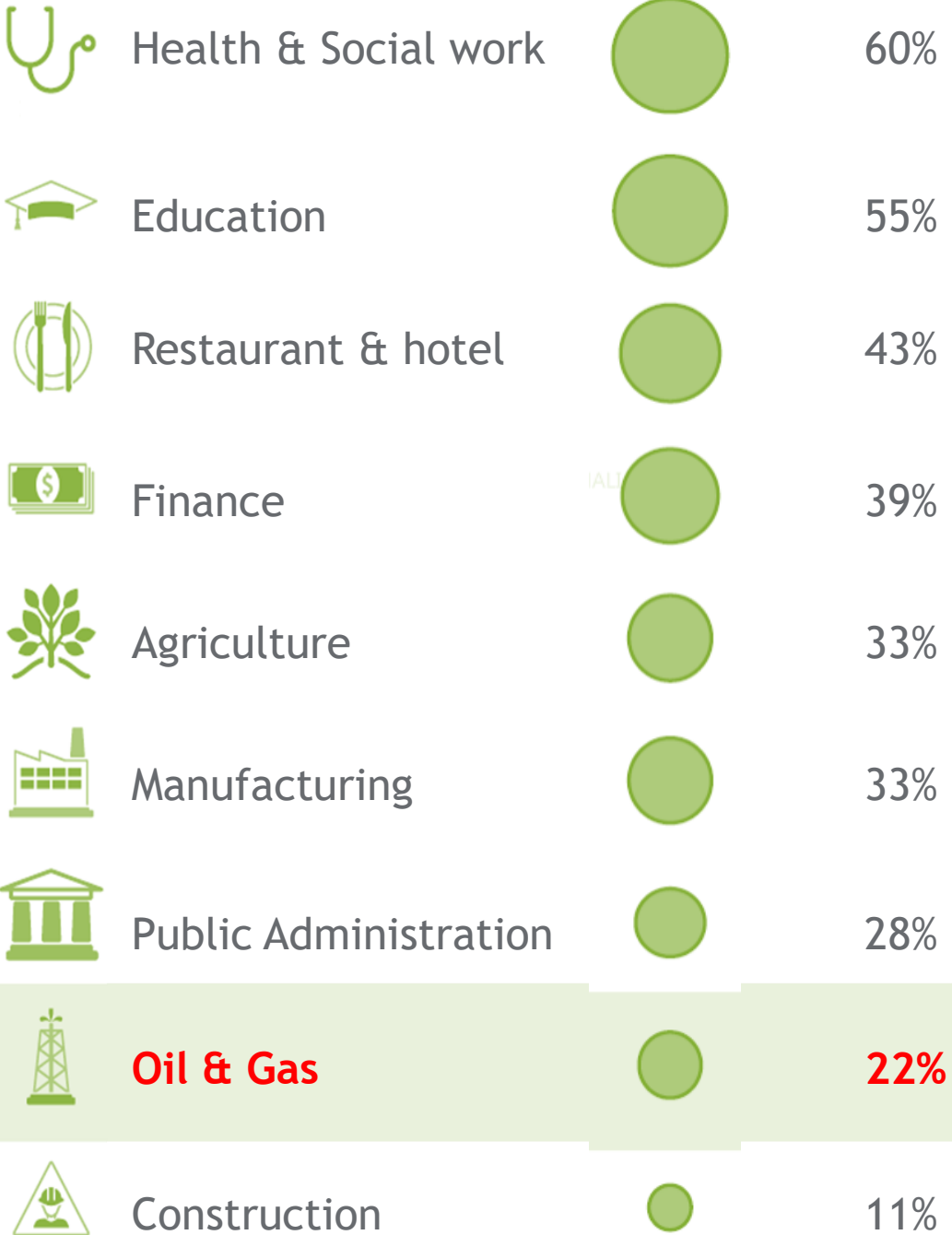
Source: “S-Oil’s Al-Ghamdi named Korea’s best CEO of the year”, Korea Herald, December 4, 2018.

# National Specialized Partnership Academies

Through strategic partnerships with government and business, Saudi Aramco has launched 18 training centers around the Kingdom. Over 18,000 students have been trained YTD, and by 2030, the program will grow to reach 30 centers and 360,000 students.

<p>Location: Khafji &amp; Dammam (3 Centers) Startup: 2008 Specialty: Petroleum Services Industry Capacity: 4,000</p>  <p>المعهد التقني للخدمات البترولية Saudi Petroleum Services Polytechnic</p>	<p>Location: Jazan (5 Centers) Startup : 2013 Specialty: Construction Capacity: 500</p>  <p>مهارات maharat تحالف مقاولي جازان للتدريب والتوظيف Jazan Contractors Consortium for Training and Employment</p>	<p>Location: Al Hasa - NITI Startup : 2018 Specialty: IT Capacity: 200</p>  <p>NIT NATIONAL INFORMATION TECHNOLOGY ACADEMY الأكاديمية الوطنية لتقنية المعلومات</p>
<p>Location: Juaymah Startup : 2015 Specialty: Inspection Capacity: 1,200</p>  <p>إتقان ITQAN INSTITUTE المعهد الوطني للتقنية الفحصية وضمان الجودة Inspection Technology &amp; Quality Assurance National Institute</p>	<p>Location: Abqaiq Startup : 2016 Specialty: Drilling Capacity: 520</p>  <p>سادي SADA أكاديمية الحفر العربية السعودية SAUDI ARABIAN DRILLING ACADEMY</p>	<p>Location: Riyadh Startup : 2017 Specialty: Facility &amp; Hospitality Management Capacity: 1,290</p>  <p>فهم FHM</p>
<p>Location: Nairyah Startup : 2017 Specialty: Construction Capacity: 660</p>  <p>NCTC المركز الوطني للتدريب الإنشائي National Construction Training Center</p>	<p>Location: Jubail Startup : 2018 Specialty: Maritime Capacity: 570</p>  <p>NMA الأكاديمية الوطنية البحرية National Maritime Academy</p>	<p>Location: Dammam Startup : 2018 Specialty: Power Capacity: 700</p>  <p>NPA الأكاديمية الوطنية للطاقة NATIONAL POWER ACADEMY</p>
<p>Location: KAEC &amp; Riyadh Startup : 2018 Specialty: Aviation Capacity: 1,650</p>  <p>طيران TAVARAN الأكاديمية الوطنية للطيران NATIONAL AVIATION ACADEMY</p>	<p>Location: Al Hasa Startup : 2014 Specialty: Downstream Capacity: 2,000</p>  <p>NITI</p>	<p>Location: Al Khobar Startup : 2018 Specialty: multidisciplinary Capacity: 2,000</p>  <p>LOA الأكاديمية الوطنية الرائدة LEADING NATIONAL ACADEMY</p>

# Women are underrepresented in the Oil & Gas industry...



Source: "Untapped Reserves: Promoting Gender Balance in Oil and Gas", Boston Consulting Group (BCG), July 12, 2017



# Diversity translates in higher performance



**+53% return on equity**

*-Catalyst*

**+19% more innovation revenue**

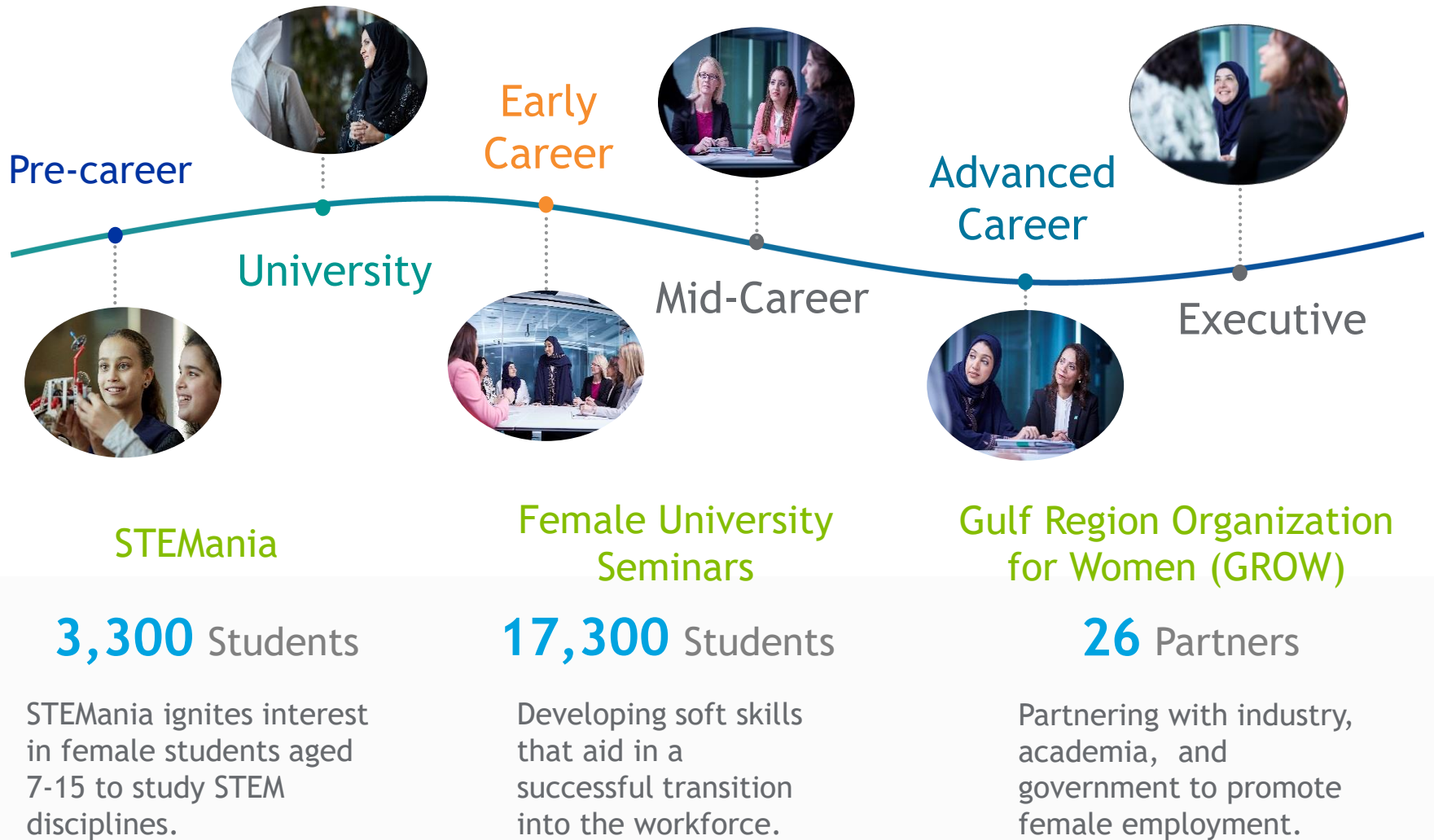
*-Harvard Business Review*

**+6% net profit margin**

*-University of Chicago*

Source(s): “Why Diversity Matters”, Catalyst, July 2013; “How and Where Diversity Drives Financial Performance” Harvard Business Review, January 2013; “Does Diversity Pay?: Race, Gender, and the Business Case for Diversity”, University of Chicago, April 2009.

# Women Development & Diversity Division



# Driving Forward to the Future

Saudi Aramco is leading transformation in the Fourth Industrial Revolution(4IR) by:



Using Technology to Accelerate Development and Create ROI



Training and Equipping our Workforce with Skills for the Future



Increasing our Diversity and Promoting Opportunity for Women



أرامكو السعودية  
saudi aramco

