



Human Resources Policy

Action Mindset

In order to realize Management Vision, Idemitsu group has established the "Action Mindset" which is the basis for all employees' attitudes and actions to be taken. Believing in the limitless possibilities of human beings, we strive to grow by constantly increasing each other's potential, and have the following 5 pillars: "Independence and autonomy" "Innovation" "Co-creation" "Health and safety" and "Integrity."

All employees shall strive to deepen understanding of Management Vision, Action Mindset and various policies, take pride in being a member of us, be aware of their responsibilities, and conduct fair and transparent corporate activities.



Concept of Human Rights

Idemitsu Group believes in the infinite possibilities of "the power of human beings". By maximizing the full potential of all our employees, trusting, and cooperating with each other, we aim to contribute to the energy security of countries and regions around the world for the brightness and prosperity of the people who live there.

With this vision for our group, respecting human rights is at the core of everything we do and is the fundamental element of our business. This policy applies to all executive officers and employees of our group. We also expect all business partners, including our suppliers, to understand and comply with this policy.

We seek to work in harmony with both the international and local community, and does not allow discrimination against any individual or groups. In addition, we prohibit words or actions that could harm human dignity, be it physically or mentally.

We respect internationally recognized human rights as set out in the Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, as we conduct business both in Japan and worldwide. We also support the United Nations Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights, and the United Nations Global Compact. In addition, we comply with the laws of the countries and regions where we operate, and if local laws contradict internationally recognized human rights standards, we will seek ways to honor the principles of international human rights without violating local laws.

We promote a culture of open communication and feedback so that employees can discuss human rights concerns with their managers. In addition, to deal with violations or potential violations of the Code of Conduct, including human rights issues, we have a reporting and consultation service (Internal and External Contact Points on page 56) for executives and employees. Also, we have a contact point (Customer Service Center on page 13-14) for external stakeholders to report concerns about our business activities. We also disclose information on our efforts to respect human rights on our website as needed.

Our group's Human Rights Policy has been approved by the Management Committee, which deliberates on important matters relating to the execution of business, and the Board of Directors, which is the decision-making body for the execution of business, with the advice of outside experts.

Human Rights Priority Issues

1. Promotion of Diversity
2. Prohibition of forced labor
3. Prohibition of Child Labor
4. Prohibition of Discrimination
5. Prohibition of Harassment
6. Freedom of Association and Recognition of the Right to Collective Bargaining
7. Maintaining our Working Environment
8. Land, Water and the Use of Natural Resources
9. Respect for the Rights of Indigenous Peoples

Idemitsu Group Human Rights Policy <https://sustainability.idemitsu.com/en/themes/201>



Concept of Diversity and Inclusion

As an energy co-creation company originating in Japan, Idemitsu Group will work with diverse stakeholders to create new values in order to solve the various social issues.

"Idemitsu Group Diversity and Inclusion Policy" has been established to clarify the significance and purpose of diversity and inclusion in our group and to promote them with a common understanding.

Idemitsu Group Diversity & Inclusion Policy <https://sustainability.idemitsu.com/en/themes/200>





Human Resources Policy

Basic Concept of Personnel Strategy

Idemitsu recognizes that human resource risks include mismatches in aptitude and career levels resulting from rapid environmental changes such as digitization and robotization, and a shortage of human resources due to intensifying competition in the acquisition of human resources. At the same time, however, we recognize that these environmental changes provide opportunities for diverse employees to grow autonomously and transform themselves into a company that creates new values.

In such an environment, our Management Vision and Action Mindset state that "Hitowa, Mugenno Energy. (People have limitless energy,)" as our slogan. We are developing personnel measures that support the "people-centered management" along the slogan We aim not only to contribute to the development of society, but also to enrich the lives of our employees by enabling each and every one of us to make the best use of our abilities and by enhancing the team strength of the entire organization and supply chain.



■ Overview of Personnel Measures

Stimulating Self-Growth Motivation and Providing Growth Opportunities

Growth in My Own Way

- **Development of education system to realize Management Vision**
 - Enhancement of rank-based and open training to acquire business skills and mindsets
 - Improving management skills to create new values
 - Development of domestic and overseas study programs, overseas interns, and external training programs to broaden our horizons
- **Career development support (CDP) for employees based on structural changes and systematic development of management personnel**
 - Formulation and implementation of a training plan that emphasizes mutual understanding between employees and the company
 - Internal recruitment system and personnel transfers to build autonomous career plans
 - Linking succession plans with education and transfer plans (including national staff)

Creating a Workplace Where Diverse Employees Can Create Together and Hiring Human Resources

Creating New Values Together

- **Creating workplaces that take advantage of diversity**
 - Flexible and flat organization and personnel shift to growth areas
 - Creating time to create new values by promoting DTK project
 - Expanding cross-divisional networks, such as promoting the active participation of women
 - Improvement of workplace culture based on an employee engagement survey and Next Forum
 - Constructing a collaborative environment through 360 degree evaluation (multifaceted evaluation)
- **Recruitment of diverse human resources**
 - Creation of a (recruitment strategy) recruitment and branding method that takes into account the youths' point of view and the uniqueness of us
 - Examination of recruitment timing and targets based on the characteristics of each division

Establishment of Personnel Systems That are Rewarding and That Enable Employees to Focus on Their Work with Peace of Mind

Trust of Employees and the Company

- **Shared vision and development of a fair and equitable, and reliable personnel system**
 - Understanding and dissemination of Management Vision and Action Mindset
 - Establishment and operation of a fair and equitable personnel evaluation system
 - Efficient and reliable business operations through the introduction of a new personnel system
- **Dissemination of systems that respect diversity and work styles regardless of place or time**
 - Enhancement of systems, including flexible working hours and telework, and development of measures to promote the use of such systems
- **Enhancement of systems that enable employees to focus on their work with peace of mind**
 - Enhancement of systems related to childcare and nursing care and measures to support the return of employees on leave
 - Implementation of health management leading to autonomous health management
 - Development of systems and measures for further advancement of employees 60 years and older