



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

### Employment situation

As of July 1, 2019, Idemitsu has 13,756 consolidated and 4,825 non-consolidated employees. We are promoting initiatives that enable all employees, regardless of age, gender, nationality, or disabilities, to work energetically.

#### Status of Employees

(As of July 1, 2019)

	Total	Men	Women	Percentage of women
<b>Number of Employees</b>	4,825 people	4,254 people	571 people	11.8 %
<b>Number of employees in managerial positions</b>	971 people	949 people	22 people	2.3 %
<b>Average age</b>	43.0 years old	43.3 years old	41.0 years old	-
<b>Average years employed</b>	19.3 years	19.6 years	16.9 years	-
<b>Percentage of employees with disabilities</b>	2.11%	-	-	-

\* The above data covers Idemitsu hiring (employees, seniors, full-time contract employees, and advisors). Includes employees seconded from Showa Shell, but excludes employees seconded to other companies. However, the percentage of employees with disabilities includes employees seconded to other companies.

\* The percentage of employees with disabilities is calculated based on the calculation method of the Ministry of Health, Labour and Welfare.

### Status of Recruitment

We said, "Hitowa, Mugenno Energy. (People have limitless energy.)" Under the slogan, we are recruiting people who can challenge themselves and create new values together while respecting diversity. In the hiring process, we make it a priority to ensure that employees do not make any mismatches after joining the company by providing internships and contact points with close senior employees so that they can see what we really are. We are also working to raise employee motivation, improve the corporate culture, and expand the system to improve employee retention.

#### Recruitment of New Graduates in April 2019

Total	Men	Women	Percentage of women	Foreign nationality	Ratio of foreign nationality
178 people	142 people	36 people	20.2 %	5 people	2.8 %

#### Winter internship meeting



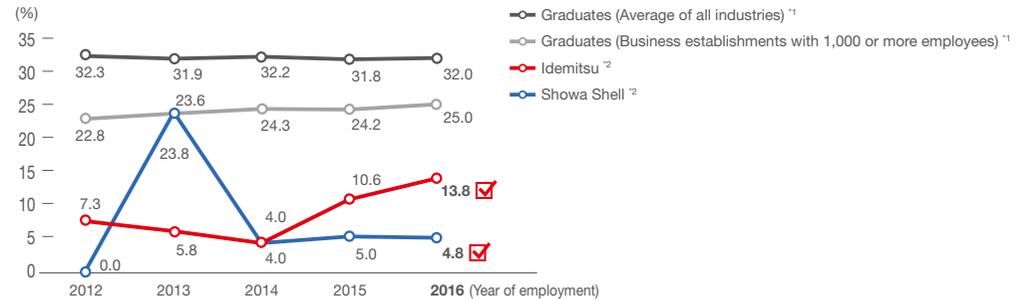
#### New graduate retention rate (Average for newly hired employees between 2014 and 2016)

(Unit: %)

\* Average rate of three-year retention of new graduates in the relevant fiscal years (FY2014 – 2016)

Idemitsu	Showa Shell
91.5	95.5

#### Turnover rate of new graduates with less than three years of employment



<sup>1</sup> Please refer to the Ministry of Health, Labour and Welfare's report on the turnover rate of new graduates.

<sup>2</sup> Turnover rate of new graduates within three years after employment in the relevant fiscal year

#### Career Recruitment in FY2018

(Unit : people)

Idemitsu	Showa Shell
67	42

\* Showa Shell's career recruitment include contract employees.

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

### Promotion of Activities by All Employees (Promotion of D&I)

We have formulated the General Employer Action Plan based on the "Act on the Promotion of Women's Participation and Advancement in the Workplace" to promote participation and career advancement of women. In addition, we have been recognized by the Ministry of Health, Labour and Welfare as a childcare support company for the formulation and implementation of the General Employer Action Plan based on the "Act on Advancement of Measures to Support Raising Next-Generation Children" and have received the certification mark "Kurumin." \* Based on the plan, we will continue to improve the employment environment and working conditions that will contribute to the development of the next generation and to implement measures to support the development of the next generation.



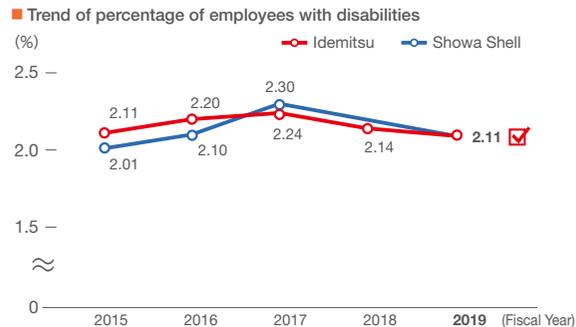
\* Kurumin is a mark awarded by the Ministry of Health, Labour and Welfare to companies that actively support the development of the next generation. Based on the Act on Advancement of Measures to Support Raising Next-Generation Children, the General Employer Action Plan can be formulated and certified if certain standards are met. We have obtained certification since 2012.

### Promotion of Activities by Employees Aged 60 and Over

The system will be revised to allow each employee to make the most of his or her abilities after the age of 60 and to work with a sense of satisfaction and security against a backdrop of diversification of working age and form and willingness to work. Beginning in FY2021, we will introduce a retirement age selection system for employees aged 60-65. In FY2025, we plan to introduce a system in which all employees can work as employees up to the age of 65.

### Promoting the Active Participation of People with Disabilities

We are working to create an environment in which people with disabilities can demonstrate their abilities and work, and to provide opportunities for such people. In addition to operations at the head office and other sites around the country, in 2011 we began cleaning accommodation facilities at our training centers and in 2015 we began operations in the horticulture division (Idemitsu Yume Farm), which cultivates flowering plants using the greenhouse facilities of our Advanced Technology Research Laboratories. In 2019, we constructed a strawberry plantation in Tokuyama Complex using waste heat from the site, creating employment opportunities such as cultivation work. The strawberries are used in company cafeterias, and in the future we plan to increase the number of cultivation houses and hire more people with disabilities. We are also considering ways to promote the employment of people with disabilities in each department, and with a view to expanding operations at our head office, we will continue to promote the creation of workplaces and employment opportunities where people with disabilities can work with pride and enjoyment.



■ Strawberry farm in the Tokuyama Complex



### Diversity and Inclusion (D&I) Training and Other Activities

#### D&I Experience Event

Since October 2018, the event has been held to meet the needs of each department of Idemitsu and Showa Shell with a total of 826 participants as of December 31, 2019. In the experience event, participants discuss common dilemmas in the workplace (including balancing work and childcare) within a group to recognize the difference between their thoughts, values and what they treasure and those of other members. We will continue to hold this kind of experience event to promote activities conducted by diverse human resources through D&I.



#### Seminar for Managers Who Have Subordinates Who Have Newborn Babies

In June 2019, we held a seminar for 110 managers who have subordinates who had returned to work from childcare leave and who had newborn babies. At the seminar, the participants shared management skills for employees with restricted working hours as well as examples of problem solving at workplace. Going forward, while providing seminars and workshops for child-rearing employees and their superiors, we will continue to work on creating an environment where superiors can understand the relevant employees as well as the employees can balance their work and childcare.



#### Harassment Prevention Seminars

Since December 2018, we have held harassment prevention seminars for directors and managers with the aim of eradicating any kind of harassment such as sexual harassment, abuse of authority, and pregnancy discrimination. A total of 1,022 directors and managers (as of October 31, 2019) from Head Office, complexes, and branches participated in the seminars. The seminars provided participants with an opportunity to deepen understanding of sexual harassment and abuse of authority in the workplace and to consider the role of managers to prevent such harassment. We will continue these seminars to create harassment-free workplaces.



\* The data for FY2019, as of July 1, 2019, cover Idemitsu hiring (including employees seconded from Showa Shell and employees seconded to other companies).

\* Idemitsu's data in FY2015 to 2018 are as of June 1 of each year.

\* Showa Shell's data in FY2015 to 2017 are as of December 31 of each year.

\* Showa Shell's data in FY2018 was not disclosed due to the timing of data calculation.