Diversity & Inclusion Policy / Personnel Strategy Policy

Diversity & Inclusion Policy

Idemitsu Group Diversity & Inclusion Policy

Idemitsu Group, as an energy co-creation company from Japan, will work with a diverse range of stakeholders to create new values in order to resolve various social issues.

Therefore, it is essential to initiate a positive chemical reaction by incorporating various perspectives, values, and strengths to maximize the potential of each individual.

Idemitsu Group will eradicate discrimination on the basis of position, employment status, age, gender, educational background, place of origin, nationality, race, disability, beliefs, religion, sexual orientation, gender identity, or marital status. We will also actively promote "Diversity & Inclusion" through mutual respect by building each other up and making best use of everyone's individuality.

- We will eliminate all forms of discrimination.
- We will create an environment where individuals can make the most of their abilities.
- We will respect work-life balance of each employee.
- We will create a workplace culture that respects and enhances each other's individuality.

and allows the team to maximize its strengths.

Based on the Diversity & Inclusion Policy established in November 2019, we have identified Diversity & Inclusion (D&I) as a priority topic for management. We leverage diverse values, careers, and expertise regardless of disability, sex, or nationality. Moreover, we aim to ensure that every employee can thrive at the Company and are promoting various relevant measures from the perspectives of changing people's mindsets, hiring, development, and other systems.

| Changing Mindsets	Enhancing D&I awareness (Unconscious bias training) ➡ P.36
Hiring and Development	Hiring concept NEXT BREAKTHROUGH ➡ P.37 Appointment of external personnel (executives, career recruitment, etc.), Developing competencies ➡ P.42 Open innovation, Selection of young and mid-career employees (career challenge), Training available for selected personnel ➡ P.42 Employees on loan, Work Abroad, Overseas training programs ➡ P.41 Overseas and domestic exchange programs ➡ P.41 etc.
Systems	Systems for supporting activities of diverse employees ➡ P.40 Expanding teleworking and Work-from-home ➡ P.40 Approval of side business, Volunteer leaves ➡ P.40 Successful ability assessment programs ➡ P.44

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

Initiatives to Enhance D&I Awareness

● Conducting Unconscious Bias Training

Unconcious bias refers to prejudices and beliefs that distort perceptions in ways we do not consciously recognize. Unconscious bias can have a protective effect that inhibits risk taking. When it unconsciously informs decision making and power relationships with peers, however, unconscious bias may negatively affect the workplace overall and individuals specifically by obstructing the promotion of Diversity and Inclusion(D&I). This can impact growth opportunities for female and other employees, hinder workplace innovation and lead to harassment.

The Idemitsu Group recognizes that D&I entails the acceptance of differences among individuals and their backgrounds based on mutual respect. We aim to create a workplace culture where each employee is aware of their unconcious biases, mutual understanding and communication in the workplace are improved, and innovation is easily generated. As one measure to achieve this end, we conducted trials that included executives and rolled out unconcious bias training company-wide. As of November 2020, executives and employees are using e-learning as part of their training.

■ Overview of the Initiatives
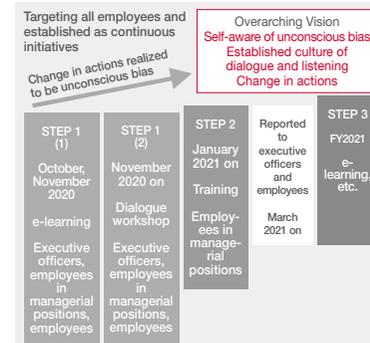
Personnel Strategy Policy

In line with the management goal of developing people, Idemitsu believes in the boundless potential of human beings and does not place limits on individual growth, allows them to fully demonstrate their abilities, and rolls out personnel measures that support People-Centered Management, which enhances the total power of the entire organization and supply chain. Through the new value that we create, we not only contribute to social development, we also enable employees to further enrich their own lives.

Due to the expanding spread of COVID-19, a new normal is gaining ground in various facets of life, and our business environment is drastically changing. However, we also see this situation, rife with change, as a prime opportunity for our diverse personnel to autonomously grow under our Management Vision and Action Mindset while we evolve as a company that creates new value.

Growth in My Own Way — Stimulating self-growth motivation and providing growth opportunities

Co-create New Value — Creating a workplace where diverse employees can co-create new value and hiring human resources

People-Centered Management

Trust of Employees and the Company — Establishing personnel systems that are rewarding and that enable employees to focus on their work with peace of mind

Overview of Personnel Measures

Growth in My Own Way	**Stimulating Self-Growth Motivation and Providing Growth Opportunities**	
	●**Development of education system to realize the Management Vision** ・Enhancement of training (both rank-based and open) for the acquisition of enhanced business skills and mindsets ・Improving management skills to create new value ・Development of domestic and overseas study programs, overseas internships, and external training programs to broaden our horizons	●**Career development program for employees based on structural changes and the 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 for locally hired personnel)
Co-create New Value	**Creating a Workplace Where Diverse Employees Can Co-create New Value and Hiring Human Resources**	
	●**Creating workplaces that take advantage of diversity** ・Constructing a flexible and flat organization and shifting personnel to growth areas ・Creating time for new value creation by promoting the DTK Project ・Expanding internal and external networks that promote the active participation of women and other employees ・Improving the workplace culture based on an employee engagement survey and the Next Forum ・Constructing a "Co-Creation" environment by assessing with 360-degree evaluation (multifaceted evaluation)	●**Recruitment of diverse human resources** ・Creation of a recruitment and branding method (recruitment strategy) that takes into account young people's perspectives and the uniqueness of Idemitsu ・Examination of recruitment timing and targets based on the characteristics of each division
Trust of Employees and the Company	**Establishing Personnel Systems That Are Rewarding and That Enable Employees to Focus on Their Work with Peace of Mind**	
	●**Shared vision and development of a fair, equitable, and reliable personnel system** ・Understanding and dissemination of the 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 childcare and nursing care systems, along with measures to support the return of employees from leave ・Implementation of health management leading to autonomous health management ・Development of systems and measures for further advancement of employees 60 years and older ・Establishment of new workstyles geared toward the after COVID-19 era