



Human Resource Development

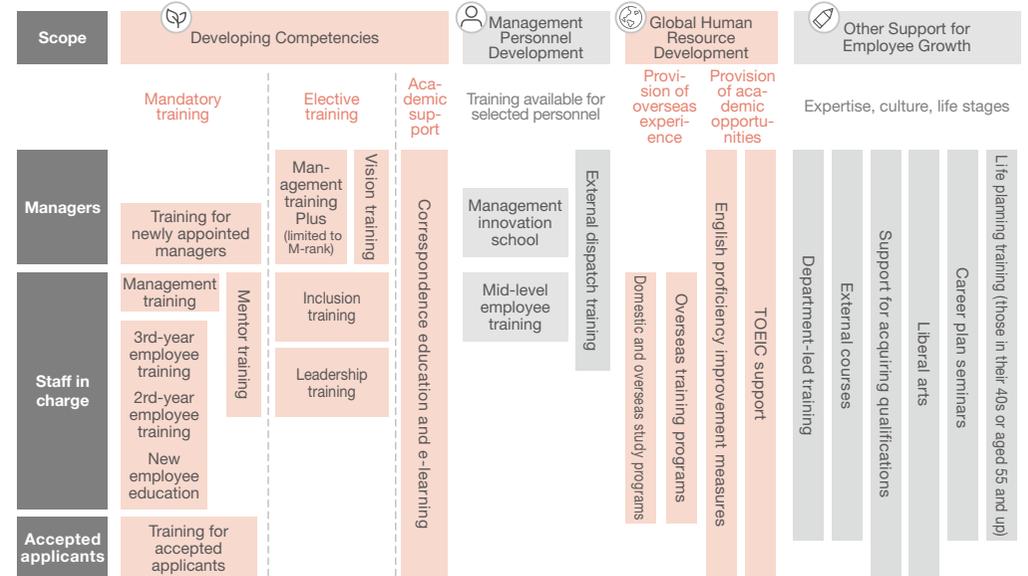
Human Resource Development Policy

Setting human resource development as one of our management objectives, we formulated an education and training system based on our Management Vision and Action Mindset in 2020. To increase the number of personnel who will embody the Action Mindset to a high degree, we set out “Independent & autonomy,” “Innovation,” and “Co-creation,” as the pillars of the Action Mindset that we especially strive to enhance. We meticulously set these pillars and “Growth,” which is the linchpin of the pillars, as “Capabilities to Enhance.” We carefully defined our desired attitude and action level from the perspectives of “Foresight,” “Aspiration,” “Determination,” “Cooperation,” “Accomplishment,” “Improvement,” and “Development.” This made it possible to reflect on one’s own current level and clarify what should be done to achieve growth.



Overview of Our Education and Training System

The base of our education and training system is the cultivation of competencies to enhance the aforementioned capabilities. In addition, we strive to support not only occupational growth but also growth as human beings. We have therefore prepared programs to enhance people’s sophistication and to support employees at different life stages. We expect all employees to maintain an awareness that they are the main actors of their lives and can grow to become proactive and contributing members of society.



Education and Training Results

In FY2019, we focused on training related to building an organizational foundation in this first year of the integrated management. Specifically, we held mutual understanding seminars, Management Vision workshops, and informational sessions on the new HR system at business bases in Japan and overseas.

Training hours and amount of investment in training in FY2019

Training hours	Total hours	117,455
	Per person	19.5
Amount of investment in training (Thousands of yen)	Total hours	352,000
	Per person	59

Note: Results are from training organized by the Human Resources Department of Idemitsu (non-consolidated).

Personnel Assignments and Transfers to Match the Right Person to the Right Place

Our employees have individual interviews with their superiors once a year to share their hopes and thoughts based on their “future planning sheet,” which contains information on the level of satisfaction with their current job or workplace, career plans, and personal details. Grasping the direction of each individual employee’s development, the Human Resources Department assigns them to appropriate positions in line with changes in the business structure. We also make changes in their job category and work location to create opportunities for them to further develop themselves.



Human Resource Development

Specific Initiatives

● Mentor Training (Developing Competencies)

Mentors are senior employees who guide and support the new employees at work and we provided a training to enhance their staff development skills. Started the training in October 2019, we have had 108 participants in total. Results of survey, which we conducted to new employees regarding the guidance provided by their mentors, was provided in a form of feedback during the training and this helped greatly to motivate the mentors.



● Educational Cross-Industry Training for Developing Leadership (Management Personnel Development)

With the aim of training personnel to demonstrate leadership rooted in their own convictions, we have been holding cross-industry training for mid-level employees in conjunction with other companies (in the daily necessities and insurance industries) since fiscal 2016. Every year, 24 people (from three companies) participate in about six-months of training that creates opportunities for them to gain good people skills, nurtures creative innovation through exposure to diverse values and ideas, and helps them explore their own leadership skills as potential leaders of future generations. In addition to this training, we actively send employees to outside training opportunities.



● Workshop for Developing the Foundation of the Organization (Other Support for Employee Growth)

In fiscal 2019, we held workshops throughout Japan, including at overseas bases. In the first workshop, 600 managers, who handle subordinates from different backgrounds, participated in a skill and mindset training program aimed at understanding events that are likely to occur during the integration phase and facilitating the smooth integration. In the second workshop, we encouraged representatives of both managers and staff in charge to further promote understanding of the management vision and to set their own declaration of conduct to achieve it.



● Career Plan Seminar (Other Support for Employee Growth)

Idemitsu offers support to enable each employee to autonomously build their career and work with a sense of satisfaction. For career building, we make departmental introduction materials available to all employees as a way of providing information to deepen understanding of the Company's departments and operations. To revise career plans, we will hold a career plan seminar in fiscal 2020 that helps employees sort out not just what they want to do but also what they can and should do.

Various HR Systems

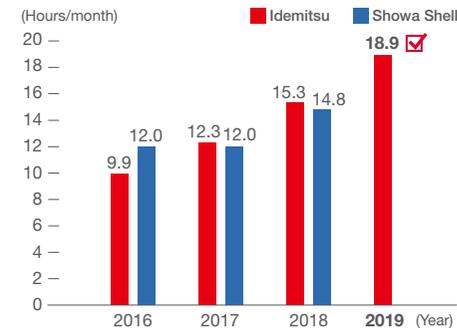
Promotion of Diverse and Flexible Working Styles

As part of our efforts to create a worker-friendly environment for a diverse range of employees, we have established systems and structures such as the work-from-home system, the flextime system, and satellite offices that could help reduce the burden of commuting.

During the COVID-19 pandemic, employees whose jobs could be done remotely switched to working from home as a general rule, and, in response to the emergency, we made working hours more flexible and loosened core times for flextime. As a result, we were able to achieve a rate of 90% of employees working from home as of April 30, 2020. In addition, even after the emergency declaration was lifted, we took thorough prevention measures and, as of September 30, 2020, have maintained the physical rate of employees coming into their workplaces below 50%. We are also considering how to use this pandemic experience to realize new workstyles in the post-pandemic era. Furthermore, to promote new workstyles, we formulated guidelines for online communication and meetings, creating a framework that enables employees to work with more flexibility.

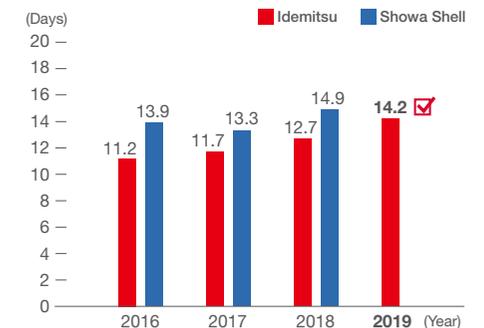
As for the management of working hours, we use the work management system to appropriately grasp the actual working conditions of employees and to regularly raise their awareness of working hours, aiming to increase productivity. In fiscal 2019, overtime work hours increased due to the temporary increase in workload resulting from the management integration. Through efforts to improve workplace culture and engagement (page 47–49), we aim to ensure employees achieve a work-life balance by improving work efficiency and productivity.

■ Average overtime work hours per employee



Note: Results for Idemitsu hiring (employees, seniors, re-employed), excluding employees in managerial positions, employees on leave and seconded employees.

■ Average annual paid leave taken by an employee



Note: Results for Idemitsu hiring (employees, seniors, re-employed), excluding employees on leave and seconded employees.