



## Promotion of Employees' Health

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In its Action Mindset, the Group establishes that it will prioritize health and safety in all areas and positions health promotion as a management issue to ensure all Group employees thrive at work while staying mentally and physically healthy. Accordingly, we are promoting health management. In particular, with the COVID-19 pandemic remaining uncontained, we are aware of the high importance of employee health and are thoroughly supporting employee mental health care. In addition, we have been selected in the large-scale company category of the Certified Health & Productivity Management Organization Recognition Program 2020, wherein the Ministry of Economy, Trade and Industry (METI) recognizes companies that implement particularly excellent health and productivity management. We received praise for the implementation of our systems and measures, its organizational structure, and more.

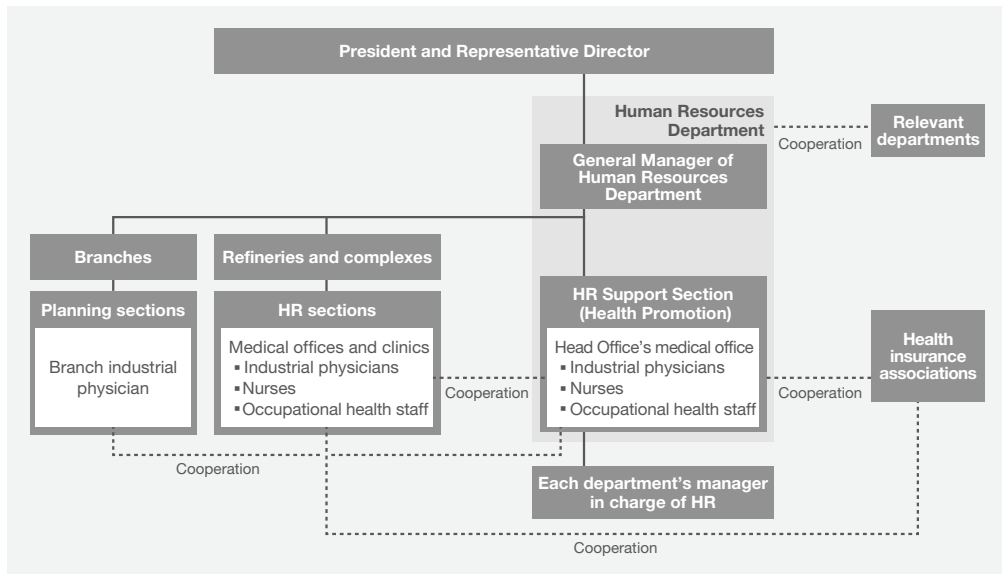


### Employee Health Promotion System

For the promotion of employee health, we placed a company-wide health promotion secretariat in the HR Support Section of the Human Resources Department in cooperation with health insurance associations and relevant departments. Our health management rules define the roles of the general managers and HR managers of each department with regard to health management and promotion in the workplace.

In addition, we have appointed 21 industrial physicians and 18 occupational health staff and nurses (17 full-time) to our facilities in Japan as experts. We have also appointed an industrial physician specializing in psychiatry and another in overseas management at the Head Office along with industrial physicians to branches with fewer than 50 people. Furthermore, we receive health management guidance from doctors at the University of Occupational and Environmental Health, Japan.

#### Employee Health Promotion System



### Medium-term Initiatives

In fiscal 2020 and beyond, we prioritize health and safety as set forth in the Action Mindset and build workplace environments in which employees are able to concentrate on their work with assurance by putting into practice health-oriented management that leads to proactive health management.

#### Main Priority Issues

##### 1. Improvement of health awareness

We regularly inform employees of our health declaration, policies, and objective performance, thereby creating opportunities to discuss health issues on a daily basis.

##### 2. Avoiding the need for leave of absence due to diseases or injuries

To support employees with mental health problems, we will enhance our in-house expert team. We will develop measures to prevent lifestyle-related diseases and support the individual efforts of our employees to stay healthy.

##### 3. Reinforcement of promotion system and PDCA

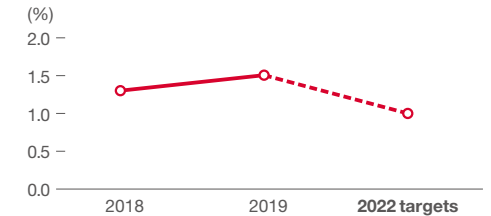
We will clarify the promotion system, regularly report to the Management Committee, and make effective use of the system to implement the PDCA cycle effectively.

#### Health indicators (targets and FY2019 results) and specific initiatives

##### ● Mental health

We work hard to reduce the number of employees with mental health problems through training on preventive healthcare measures that are overseen by line managers as well as on measures employees can implement on their own in light of the lack of communication due to new workstyles (expanded working from home) and through support from a mental health team.

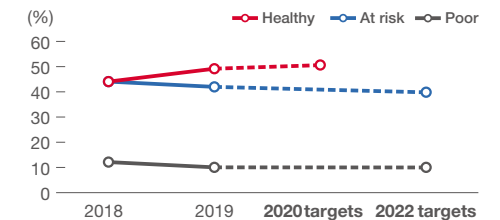
##### ■ Percentage of employees who took at least a one-month leave of absence due to mental health problems (%)



##### ● Physical health

To prevent serious COVID-19 infections, we strive to raise the percentage of healthy employees mainly by focusing on preventing lifestyle diseases and expanding health guidance and age-based measures for employees currently in poor health or at risk.

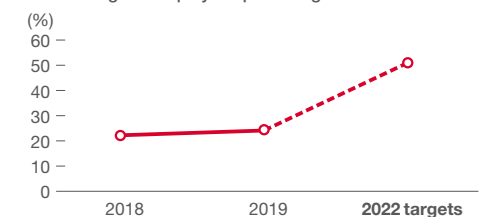
##### ■ Percentage of health management categories for employees in their 40s (%)



##### ● Health awareness

We aim to enable employees to manage their own health mainly through training in self-care and healthy living habits in response to the pandemic and new work styles.

##### ■ Percentage of employees practicing self-care (%)





## Promotion of Employees' Health

### Results of FY2019 Initiatives

Idemitsu and Showa Shell promoted the step-by-step integration of their health-related systems, taking advantage of their respective strengths in the occupational physician system, medical examination items and standards, stress checks, and health management support systems.

#### Actual Results of Specific Initiatives

- Appointed industrial physicians to offices with less than 50 employees and provided meticulous follow-up
- Extended company-sponsored cancer screening to young employees at periodic health checkups (only for those who want it)
- Held health-related seminars
  - Held a total of 10 exercise programs in coordination with health insurance associations, which 188 people in total attended at the Head Office (Teigeki Building) between November 2019 and January 2020
  - Also held these exercise programs at a total of 13 offices, which 283 people in total attended (Head Office, laboratories, branches, affiliates and subsidiaries)
- Used the Health Committee, internal information portal, and internal newsletters to raise awareness of available health consultation services and to introduce the health clinics at each base
- Rank-based training (for new employees, newly appointed managers, newly appointed HR managers)
  - In training for newly appointed managers, we held lectures on health management based on the Industrial Safety and Health Act, the significance of the Company striving to promote employee health, and the steps for responding to employees having physical or mental health problems
- Conducted e-learning regarding mental health, and a total of 5,980 people took classes (10 topics)

- Health seminar themed on effective walking held at Head Office (Teigeki Building) in November 2019



We learned how to walk with proper posture, stride length and speed, as well as how to walk effectively to burn more calories.

### FY2020 Initiatives

In fiscal 2020, we will continue rolling out effective measures that prioritize employee health amid the protracted COVID-19 pandemic.

#### Example Initiatives

- Stepped up information dissemination amid the pandemic (on self-care, care overseen by managers, and more)
- Held web seminars and exercise programs
- Quickly identified and responded to changes in conditions through pulse surveys
- Promoted healthy activities aimed at improving the rate of self-care

### Mental Healthcare Initiatives

Regarding mental health, we conduct employee stress checks every year based on the Industrial Safety and Health Act. In fiscal 2019, we conducted such checks on a total of 5,742 employees, or 89.3% of our workforce. Based on the results of the stress checks, we provide face-to-face guidance to people with high stress levels and opportunities for consultations to people with high stress levels who do not want face-to-face guidance. In addition, we also support improving stress level of each workplace by providing report on analyzed results.

At the same time, we are concerned that the environmental changes attributable to the pandemic present a major source of stress and worry for employees. To thoroughly support employees, we have released information on mental health issues at each stage of the pandemic on the Health Support Site of our internal information portal and conducted a web seminar for line managers on overseeing care that can be performed while working from home during the pandemic.

### Addressing Global Health Issues

As a company with many overseas bases, the Group understands the importance of addressing global health problems, such as the three big global infectious diseases (tuberculosis, malaria, and HIV/AIDS) and is taking action in this regard. We support employees assigned overseas by providing education on health management before they are sent abroad (on infectious diseases, preventing lifestyle-related diseases, and self-care), follow up on employees with high stress levels after conducting stress checks, confirm their health status, provide health checkups for both the employees and their families during their assignments, and encourage them to get vaccinations.

With regard to the health of employees at the Nghi Son Refinery and Petrochemical Limited Liability Company (NSRP), NSRP not only provides vaccinations for seasonal infections like influenza, but also conducts pest control activities at company accommodations once a month to prevent infections from an animal vector. In addition, NSRP performs medical checkups for residents of neighboring communities and work to improve their health based on the results, such as providing tuberculosis vaccinations.

### Measures when Handling Hazardous Substances

At refineries and complexes, we use radioactive substances in analysis equipment and other machinery. Based on laws related to regulating radioactive isotopes, we have established internal regulations for handling these substances and properly manage them. We have taken such measures as shielding employees with protective gloves, garments, and masks, as well as providing sufficient preparation, including education and training in operational procedures, to complete operations quickly and minimize the time they are exposed to radiation. In addition, to manage the health and safety of the people handling the substances, we prohibit unauthorized entry into managed areas, measure radiation on the border of managed areas (twice annually), manage the exposure of employees who enter managed areas (for example, requiring them to wear personal exposure monitors), and radioactive operation employees receive two health checkups per year. Furthermore, when disposing of waste that includes radioactive substances, we contract an operator that has permits to appropriately dispose of the waste.