



Efforts to Improve Workplace Culture and Engagement

Work Style Reform at Production Sites

Within our manufacturing and technology divisions, we are looking beyond the bounds of existing practices and conventional wisdom and have set up task teams to advance work style reforms with the goal of enhancing employees' professional fulfillment and our competitiveness. These teams are led by the Head Office and include members from production sites. We are advancing initiatives focused mainly on such areas as the diversification of front-line duties, immediately effective workload reductions, and shifting to mainly daytime work.

In FY2019, we completed our review of proposals regarding production site work reforms for operating site production engineers and began to implement certain measures. Specifically, in December 2019 we launched initiatives to immediately reduce workloads, achieving an 8% reduction.

From FY2020, we expanded these initiatives to maintenance divisions and the Group company Idemitsu Plantech, beginning full-scale work style reforms.

Progress of Specific Reforms

- **Reform 1: Diversification of front-line operations** ⇒ Operations Begun in FY2020 (Stage 1)

To diversify duties and growth speeds at production sites, in line with the operation of a new personnel system, we set up rank-specific growth targets and made it easier to reflect employees' proactiveness, effort, and acquisition of high-level qualifications in their evaluations. The second stage of initiatives to promote the diversification of duties and growth speeds will be launched in FY2021.

- **Reform 2: Work style reforms at production sites** ⇒ Launched in December 2019, achieving an 8% reduction in workload (target reduction: 6%).

Reducing the workload of young employees— a group with an especially high rate of attrition— was our first priority. However, we determined that young employees are sometimes demotivated when they see how busy their senior colleagues are, and took steps to reduce the workloads of workplaces as a whole.

- **Reform 3: Shifting to mainly daytime work** ⇒ We completed our review of reform proposals in FY2019 and will consider in detail such matters as facility-related measures while identifying additional issues through test operations in FY2020)

We are limiting nighttime staffing to the minimum needed for specific tasks like monitoring and responding to sudden irregularities as we shift to mainly daytime work, which is less physically taxing. By doing so, we aim to enable employees to focus more on inspections, operations, and high-value-added deliberations and thereby increase professional fulfillment.

Reinforcing Internal Communication

We took steps to strengthen internal communication as a way of maintaining effective contact with employees working from home as part of measures to prevent the spread of COVID-19. In April 2020, we implemented an emergency survey of approximately 2,800 employees, mainly comprising those working from home, about their communication with superiors and colleagues, then reflected the results in various measures. We have also advanced the use of digital tools, for example, holding townhall meetings, dialogue with management, and seminars online. In addition, in light of the present challenging circumstances, as a way of strengthening inter-employee networks, we held meetings of employees balancing work with childcare with the aim of helping employees share their worries and concerns and get through this time together.

Harassment Prevention Initiatives

Approach to Harassment Prevention

The Idemitsu Group believes that respect for human rights must be the highest priority in all of its decisions and actions. Accordingly, we seek to maintain harmonious relationships with international society and local communities, and do not discriminate against any stakeholder group. Furthermore, we do not condone violence or words or deeds that are detrimental to human dignity, whether physically or mentally. To ensure sound, harassment-free work environments, we seek to deepen the understanding of all employees and have established a basic policy for harassment prevention measures and appropriately responding to incidents of harassment. By doing so, we aim to create and maintain work environments in which the human rights of all employees are respected and employees can utilize their abilities to the fullest. In addition, the Human Resources Department, Internal Control Promotion Department, and Corporate Sustainability Department engage in concrete cross-departmental initiatives.

* Basic Policy on Harassment in the Workplace ⇒ <https://sustainability.idemitsu.com/en/themes/200>



Specific Initiatives

- **Building Skills for Responding to Consultations about Harassment**

From October to November 2020, we provided training aimed at building skills for those responding to requests for consultation about harassment, including the HR managers of company departments and affiliates and officers in charge of responding to consultations. This training taught participants the skills to appropriately respond to consultations from employees about harassment. A total of 98 participants took part, deepening their understanding of the appropriate mindset and key points to keep in mind when fielding consultations as well as the perspectives and feelings of employees making such consultations.

- **Anti-Harassment Training**

Beginning in December 2018, we have been holding anti-harassment training for management-level employees with the goal of eradicating all forms of harassment, including sexual harassment, abuse of authority over, and harassment related to maternity. A total of 1,065 members of management and management-level employees from the Head Office, complexes, and branches have participated in this training (as of September 30, 2020). The training has served as an opportunity for participants to deepen their understanding of workplace sexual harassment and abuse of authority and reflect on their role as managers in preventing such issues. Going forward, we will continue this training as we strive to ensure harassment-free workplaces.



- **Workplace Harassment Prevention Guide**

To create and maintain sound, harassment-free workplaces, we have prepared a guide to concrete prevention measures to help raise awareness among all employees, instructing them to not engage in or tolerate harassment.

