

Enhancing Human Rights/Personnel Policies

Respect for Human Rights and Better Working Conditions

Under the Consolidated Medium-Term Human Rights/Personnel Plan (Fiscal 2013–2017), the Cosmo Oil Group is providing even better working conditions for employees, focusing on five areas: increasing work efficiency and better managing working hours, encouraging work-life balance, respecting diversity, maintaining and improving mental and physical health, and eliminating power and sexual harassment.

Global Human Resources Development

There are 109 Cosmo Oil Group employees stationed in eight countries outside Japan, engaging in resource development, crude oil and petroleum product transactions, and project operations in the petrochemical and ALA businesses. With the aim of becoming a vertically integrated global energy company, the Group has an urgent need to develop human resources that can respond to a variety of challenges both in and outside Japan. Building on the strengths of the current international employees, the Group is developing more global human resources with a diverse range of experience and skills. The Group will actively promote the transfer of young and mid-career employees to international offices to increase the number of personnel that can operate effectively outside Japan.

Number of Employees Stationed Outside Japan by Country: Fiscal 2013

As of March 31, 2014

Country	No. of Employees ¹
UAE	75
Bahrain	1
Qatar	16
China	2
USA	3
UK	2
Singapore	3
South Korea ²	7

Number of Employees Stationed Outside Japan: Fiscal 2009–2013

Fiscal Year	No. of Employees ¹
2009	84
2010	91
2011	89
2012	94
2013	109

- The number of employees includes those dispatched from Cosmo Oil and full-time employees of Cosmo Engineering Co., Ltd., Cosmo Trade & Service Co., Ltd., and Cosmo Research Institute.
- Related information: Employee Viewpoint [p. 12](#)

Respecting Diversity and Providing Equal Opportunity

The Cosmo Oil Group set the goal of maintaining and improving its employment rate of people with disabilities under the theme of sustaining fair employment practices. In fiscal 2013, the Group achieved Japan's legally mandated rate of 2.00% or more, with an actual result of 2.07%. Accordingly, the Group is striving to ensure that it maintains and improves the employment rate of people with disabilities through measures that aim to create workplace environments where diverse human resources can demonstrate their respective abilities to the fullest extent.

Employment of People with Disabilities (data reported to Japan's Ministry of Health, Labour and Welfare)¹

	June 2010	June 2011	June 2012	June 2013	June 2014
Total number of employees with disabilities	46	45	46	41	39
(Number with severe disabilities)	25	23	23	21	20
Employment rate of people with disabilities ²	2.1%	2.1%	2.3%	2.1%	2.07%
Shortfall in the mandatory number of employees with disabilities	0	0	0	0	0

- For Cosmo Oil Co., Ltd., as of June 1 in each year
- Legally mandated employment rate: 2.00% (rounded to the second decimal place)

Launch of the Cosmos Project

One of the Cosmo Oil Group's top priorities is encouraging active participation of women in the workplace. In January 2014, the Group launched the Cosmos Project,¹ which is led by a panel of 11 women from various departments, to propose ways to facilitate more active involvement of women. The Cosmos Project aims to create working conditions that enable all employees to flourish and develop their careers.

- Reference information: Stakeholder Dialog [p. 27–28](#)



Facilitating Work-Life Balance

The Third Consolidated Medium-Term Human Rights/Personnel Plan identifies child/family care leave and leisure activities as important elements for employees to balance work and home life, and it focuses on enhancing various systems to provide better support. The Cosmo Oil Group is committed to creating positive and dynamic work environments for all employees and respects the values and life perspectives of each employee. The Group is implementing initiatives to enable employees to achieve a work-life balance with the flexibility to tailor their desired lifestyles.

The fifth action plan required for general business owners for fiscal 2013–2014¹ was submitted to Japan's Ministry of Health, Labour and Welfare, as part of Cosmo Oil's support for the raising of the next generation of children.

1. Action plan required for general business owners: These plans outline timeframes, objectives, and duration of implementation for measures to support and enhance working conditions for workers who are raising children.

Number of Employees Taking Childcare Leave: Fiscal 2010–2013

	2010	2011	2012	2013
Men	2	1	2	4
Women	9	12	15	17

Physical and Mental Healthcare

The Cosmo Oil Group has been working with the Cosmo Oil Health Insurance Society to fully implement the special check-ups. The Cosmo Oil Health Insurance Society operates a Group Health and Counseling Online Hotline that is staffed by specialists in psychiatry and psychosomatic medicine, which employees and their families can access to receive immediate counseling on a variety of subjects.

Voice Working Part-time from Home

Atsuo Fujii

Production Control Section, Sakai Refinery,
Cosmo Oil Co., Ltd.¹



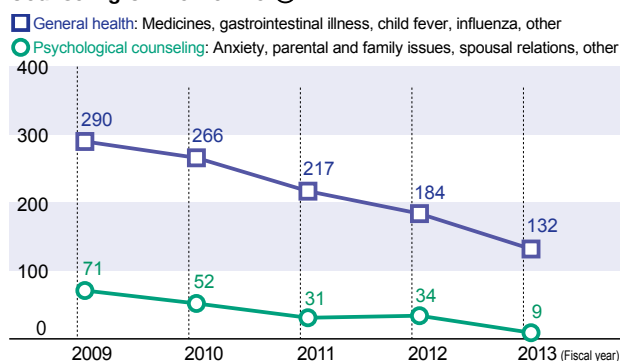
I started working from home to support my wife, who tended to get sick during and after her pregnancy. I am grateful to my colleagues in the workplace for accepting my choice.

Working from home once a week gives me the flexibility to do household chores and look after our baby during my lunch break, using the time that I would have otherwise spent commuting to work. There are certain work tasks that I can't do from home, so working from home once a week has made me more conscious of my schedule and of finishing work that needs to be done when I'm at the office.

I will use this as an opportunity to work more efficiently and balance my work and parenting.

1. The departmental assignment is current as of March 31, 2014.

Number of Inquiries Submitted to the Health and Counseling Online Hotline



Reducing Long Working Hours

The Cosmo Oil Group has set limits on the number of overtime hours on a monthly and yearly basis in order to promote work-life balance among employees and maintain employee health. Under the Consolidated Medium-Term Human Rights/Personnel Plan, Cosmo Oil has set a goal of reducing the total number of hours worked per year and seeks to improve performance in a number of different categories. However, the performance in fiscal 2013 declined in many categories, due to overtime hours that were logged from the Company reorganizing its supply framework.

Total Annual Work Hours: Fiscal 2012–2013

	2012	2013
Total annual work hours	1,954	1,966
Regular working hours¹	1,817	1,817
Target for total working hours	1,900	1,900

1. Average of employees excluding shift workers

Creating Working Conditions That Enable All Employees to Realize Their Full Potential

The Cosmo Oil Group's new Cosmos Project, led by a panel of women, aims to incorporate input from women workers into the Group's vision for the future. More men than women work for the Group, so it is making a special effort to ensure women's voices are heard. Meetings and interviews with employees started in January 2014, and by late July 2014, the project will submit its proposals on how the Group can encourage more active participation of women in the workplace.

On February 12, 2014, the project team invited an expert in this area, Akiko Fukuda, to provide her input on the Cosmos Project's efforts to encourage the active involvement of women. Fukuda is vice executive chairperson of the labor union of Mitsubishi Tanabe Pharma Corporation, and is also a member of Gender Equality Office of the Japanese Federation of Energy and Chemical Workers Unions.

Note: Names of project members are not displayed below in order to protect the privacy of interviewed employees.



Sending a Corporate Message to Encourage Active Participation of Women

Employee A: Ms. Fukuda, you have said that it is necessary to shrink the gender gap in domestic roles, as well, in order for women to play an equally active role as men in society.

Fukuda: The workplace should not have to compensate for gender inequalities in the home. For example, if a woman (mother) has to leave work early every day to pick up her child at daycare, she needs to make use of support from her husband, relatives, and community to ensure gender equality at home, and then use the programs offered at her workplace.

Employee B: Does gender equality at home need to be explicitly stated?

Fukuda: When will the Cosmo Oil Group send a message encouraging the active participation of women? If you believe gender equality at home needs to be explicitly stated, that would be a good opportunity to do so.

Employee A: The report from the Cosmos Project will probably include a request for senior management to issue a clear message on the active participation of women. The company will decide on the content of the message.

Fukuda: It is very important for the company to make a clear statement of its position. When Mitsubishi Tanabe Pharma started a project encouraging women's active participation in the sales departments, many women employees were unsure if the company really wanted them to continue and have careers. They saw the project in a different light, even though the company actually wanted women to stay with the company. So the company gave a progress report on the project at every meeting of branch GMs, who in turn briefed all employees—not just women—on the project. Over time, this sent the message that the company wanted to see women continue their careers. It took five years to put the rules and programs in place, and two years for it to be accepted.

Enabling Women to Talk about the Home at Work

Fukuda: In Japanese companies, it is still frowned upon to talk about the home at work.

Employee C: I felt that talking about the home was just seen as an excuse in the workplace.

Fukuda: Attitudes need to change. At the Cosmo Oil Group, do you usually talk about your personal situation only if your workload becomes too much to handle because of circumstances at home?

Employee E: Yes, it is hard to tell others about private matters unless it is a situation like your kids being sick or hospitalized.

Employee F: Sometimes we will talk about our personal situation if we go out to eat after work, but generally we do not talk about it, until it gets to the point where it affects the work of others.

Employee G: I wish that others would let us know about their home situation, because we would be better prepared if that person had to take time off from work. But I am not so sure that I could volunteer this information myself.





Fukuda: When we talk about this subject, the conclusion is invariably that people need to talk about their home situation. But it is surprising when you say that you are unable to talk about your personal affairs or home situation at work.

Employee C: Nowadays, I get emails from male colleagues saying that they are taking a day off because they are expecting a baby. I am happy for them and do not think bad of them, so I wonder why we hesitate to talk about these things.

Employee D: There are workplaces that only have the bare minimum number of staff, where it can be a problem if one person is not there.

Turning Feedback into Expanded Women's Participation

Employee H: As part of the Cosmos Project, we interviewed women at different workplaces and found that their views differed depending on their particular situation.

Employee E: When we are covering for colleagues working shorter hours for child/family care, our workload may increase at peak periods.

Fukuda: It is great that you are conducting interviews to get raw feedback. But you also need to understand the background of the people you are interviewing.

Employee H: Our project is just starting, and we are not always sure of how to organize our efforts.

Fukuda: It is hard to include every opinion, so you need to thoroughly discuss and consider what your emphasis will be.

Employee I: Some women are happy with the way things are.

Fukuda: I can understand that. I worked for 19 years at the Hiroshima office of Mitsubishi Tanabe Pharma. Back then, I might have convinced myself that I was satisfied with not being given challenging work.

Employee C: From our interviews, we sensed a gap between Tokyo and other areas. If we push for changes, it will reflect our perspective from Tokyo but not the wishes of women outside of Tokyo.

Fukuda: That is an important consideration. You need to think about exactly how the company wants women to work. Rather than elevating every single woman to management, the company needs some women to continue doing their current work. Some women may wish to make small strides, while others might wish to make large strides in their careers. Either way is fine. The important thing is to provide avenues for those who want to move ahead. As members of the Cosmos Project, you need to consider how you yourselves want women to work at the Cosmo Oil Group, and let this guide your efforts.



Highlight Senior Management Training

Cosmo Oil conducts annual training on human rights and personnel policies for officers of Cosmo Oil and its group companies, and department GMs at the Head Office. Under the Consolidated Medium-Term Human Rights/Personnel Plan, one goal is to create a corporate culture conducive to the active participation of women. So the Group invited Yoko Yajima, a senior research analyst with Mitsubishi UFJ Research and Consulting Co., Ltd., to speak at the Cosmo Oil Head Office on April 9, 2014. An expert on diversity in the workplace, Yajima spoke about active participation of women and the shift in emphasis from "balancing work and home life" to "being actively involved in the workplace." Cosmos Project members participated in the lecture and had many questions for Yajima, a pioneer in advocacy for the active participation of women.

