

# Fiscal 2013 Performance on CSR Initiatives

Under the CSR Initiative Policy (Fiscal 2013–2017), the Group prioritizes the following five areas: strict safety management, working with integrity, enhancing human rights/personnel policies, promoting environmental initiatives, and implementing better internal and external communication. Specific action themes for each priority item have been identified to ensure socially responsible management.

Fiscal 2013–2017		Fiscal 2013 Initiative Results
Priority Items	Initiative Themes	
1. Strict safety management	Safety management initiatives for refineries by Refinery Safety Reform Committee ➔ p. 18 (Also see p. 20 for reference)	Enhanced PDCA-based management Set management indicators, identified issues at each refinery and set tasks, evaluated execution and progress  Executed priority measures for safety, maintenance and operational management Created detailed handover rules between construction and operation, prepared reference materials to improve maintenance precision, and modified manuals to facilitate technology transfer
	Group-wide safety management initiatives by Group Safety Promotion Committee	Implemented safety initiatives for each division ➔ p. 18–19 Implemented safety and environmental inspections ➔ p. 19 Reviewed committee contents and frequency of meetings
2. Working with integrity	Emphasize CSR, ensure compliance, and increase employee understanding of Code of Conduct	Revised the corporate ethics training ➔ p. 22
	Restructure risk management structure	Revised the BCP to account for possibility of major earthquakes in Tokyo and Nankai Trough ➔ p. 9–10 Reviewed the risk matrix
	Group-wide quality management by Quality Assurance Committee	Comprehensively executed measures to eliminate quality problems ➔ p. 23
	Pursuit of customer satisfaction	“Filling Up Your Hearts, Too” Declaration ➔ p. 23
3. Enhancing human rights/personnel policies	Increase work efficiency and better manage working hours	Reduced the total hours worked per year (1,966 hours/person versus target of 1,900 hours/person) ➔ p. 26
	Encourage work-life balance	Launched the Cosmos Project ➔ p. 25, 27–28 Encouraged employees to utilize programs and benefits ➔ p. 26
	Create workplaces with respect for diversity	Maintained and improved employment rate of people with disabilities (2.07% versus legal requirement of 2.00%) ➔ p. 25 Encouraged hiring of persons aged 60 years and over (employed 100% of persons who wished to keep working)
	Maintain/improve mental and physical health	Provided online health management tool (34% of employees received an A rating, up from 31% over previous year)
	Eliminate power/sexual harassment	Training to secure comprehensive awareness
4. Promoting environmental initiatives	Respond strategically to prevent global warming	Reduced annual CO <sub>2</sub> emissions (by 633 kt, through efficiency improvements to refinery operations) ➔ p. 30 Operation of wind and solar power generation facilities ➔ p. 15–16
	Reduce environmental impact	Reduced industrial waste (achieved final disposal rate of 0.35% at Cosmo Oil and 4.01% for Group) ➔ p. 29 Promoted Eco Office activities (Cosmo Oil reduced copy paper by 10.9%, company car fuel consumption by 13.5%, and office electricity consumption by 7.8% compared to goals, and achieved green purchase rate of 89.4%) ➔ p. 30
	Promote environmental contribution activities	Cosmo Oil Eco Card Fund (conducted 14 projects and held eco tour for cardholders) ➔ p. 32
5. Implementing better internal and external communication	Community initiatives	Conducted Cosmo Forest activities (five events in Chiba, Sakai and Matsuyama cities) ➔ p. 32
	Social initiatives	Conducted cleanup campaigns (held at 39 locations, with 14,772 participants) ➔ p. 32
	Internal and external corporate communications	Held CSR liaison meeting of CSR managers from affiliated companies