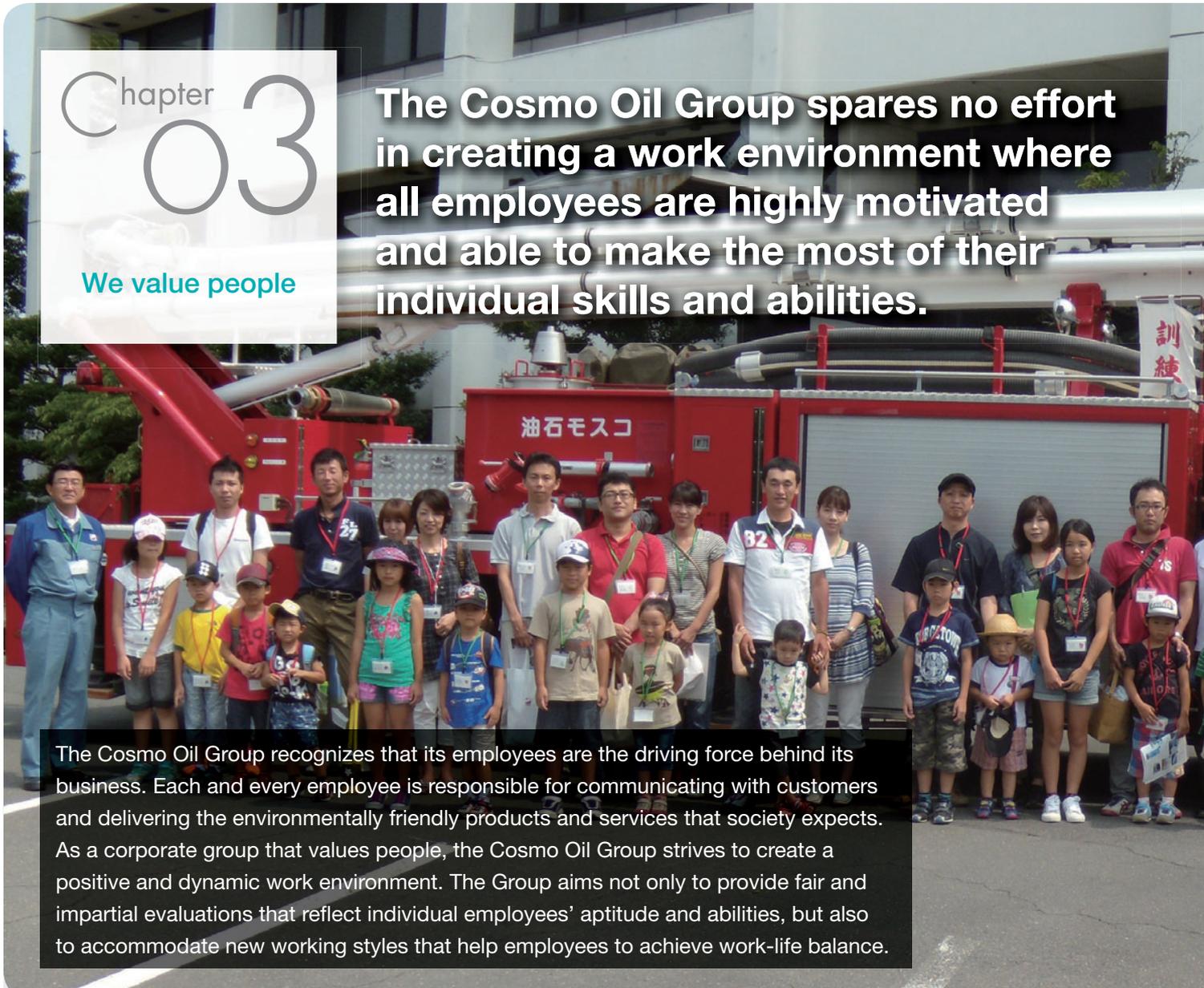


# Chapter 03

We value people

The Cosmo Oil Group spares no effort in creating a work environment where all employees are highly motivated and able to make the most of their individual skills and abilities.



The Cosmo Oil Group recognizes that its employees are the driving force behind its business. Each and every employee is responsible for communicating with customers and delivering the environmentally friendly products and services that society expects. As a corporate group that values people, the Cosmo Oil Group strives to create a positive and dynamic work environment. The Group aims not only to provide fair and impartial evaluations that reflect individual employees' aptitude and abilities, but also to accommodate new working styles that help employees to achieve work-life balance.

## Continuous Support for Balancing Work and Home Life

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. The plan focuses on enhancing various systems to better support child and family care leave. With regard to supporting leisure activities, the plan targets include employees taking 80% or more of their annual paid leave as well as a general increase in the number of days off taken by all employees. Although this goal was not achieved in fiscal 2010, employees took an average 78.4% of their paid leave, an improvement over the previous fiscal year (76.7%). Out of the 18 Cosmo Oil Group companies that were targeted for increasing the percentage of employees taking paid leave, 13 saw an improvement over the previous year.

In addition, the Group received approval of the third action plan required for general business owners for fiscal 2009-2010, which was submitted to Japan's Ministry of Health, Labour and Welfare, as part of its measures to support the raising of the next generation of children.

Under the Act on Advancement of Measures to Support Raising Next-Generation Children enacted in 2003, business owners employing 301 or more workers<sup>1</sup> were required to draft and submit to relevant labor boards an action plan required for general business owners.<sup>2</sup> The Act was revised, however, in April 2011 to require action plans from business owners employing 101 or more workers.



With this revision, two additional Cosmo Oil Group companies are now required to submit these plans, for a total of five: Cosmo Petro Service Co., Ltd. and Cosmo Trade & Service Co., Ltd. in addition to Cosmo Oil, Cosmo Oil Sales Co., Ltd., and Cosmo Engineering Co., Ltd. All five companies have drafted and submitted their action plans. Although not required by law to submit an action plan, Cosmo Matsuyama Oil Co., Ltd. introduced measures based on the same action plan in August 2010.

1. 301 or more workers: Temporarily dispatched workers are counted as employees of the company from which they have been dispatched.
2. 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.
3. Kurumin Mark: Indicates that a company or enterprise has been certified by the Ministry of Health, Labour and Welfare for implementing support for childrearing as a measure to counter Japan's declining birthrate.

### Reference: Cosmo Oil Action Plan Required for General Business Owners

1. Timeframe: Two years beginning in April 2009
2. Objectives:
  - (1) Introduce telecommuting system to support employees who are caring for a child or family member while working
  - (2) Promote childcare leave for fathers when children are born
  - (3) Increase awareness and promote use of support system to help employees balance child/family care and work
  - (4) Reduce work outside of regular working hours and encourage workers to take annual paid days of leave (Flextime system, company-specified holiday system)



## Welcomed Back to Work after Every Maternity Leave



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I have three children, aged seven, five, and one, and I took maternity leave after each one was born. I am extremely grateful, both to the company, which allowed me to return to work three times after my leave, and to my colleagues, who all welcomed me back warmly each time. Taking maternity leave, I realized once again just how comfortable the work environment at Cosmo Oil and the Chiba Refinery is for female employees who have taken maternity leave.

I have always had a strong desire to be a working member of society and never thought about quitting my job. I am often asked, "Isn't it hard to work when you have three children?" Really, though, with the systems and support structures in place today, it is not so difficult. Working gives me a sense of fulfillment and enjoyment, and I think this helps me have more fun and be more positive with my children. I would encourage anyone in the same position to take advantage of maternity leave and to keep working. My hope is that the number of working mothers at Cosmo Oil will increase, and that we can network with one another.

## Approach to Human Resource Development

Cosmo Oil has developed and implemented an education system with the goal of fostering an independent workforce capable of evaluating situations on their own, reaching out to solve problems, and taking the initiative in their own career development. The Company provides opportunities for growth on the job and focuses on systematic, productive human resource development under a system of fair evaluation. Here are the priorities:

- (1) Provide guidance and training while performing on-the-job tasks
- (2) Provide opportunities to acquire specialized knowledge and improve language proficiency
- (3) Provide grade-based training to equip employees for role transitions and to increase awareness
- (4) Establish correspondence course systems as means of self-education

When new recruits join the Company, they are given training to develop their sense of professionalism as Cosmo Oil employees and are taught the basics they need as working members of society. The Company has also established an extended system of training and education that includes on-the-job, second-year, and fifth-year training sessions for employees at every position and grade to give them opportunities to realize their full potential. Cosmo Oil develops independent, self-sufficient employees by making the most of these training systems and providing further opportunities for growth through personnel rotations.

Cosmo Oil education system (primarily for career track employees)

