

Creating a work environment that enables all employees to feel

In order to achieve “Harmony and Symbiosis between Companies and Society” as declared in our Management Vision, we are implementing various measures based on our policies of “respect for the individual (humanity and individuality)” and “harmony in the organization.” We consider that Cosmo Oil’s corporate culture encompasses the recognition that each person is an invaluable existence with personal dignity, having respect for others, fulfilling one’s roles with knowledge, ability and conscience, and fulfilling social responsibilities as a corporate citizen.

Reference For details, please see p. 17-18 of Data Book.

Respect for human rights

The Cosmo Oil Group promotes prevention and elimination of all human right violations as declared in the Cosmo Oil Group Corporate Activity Guideline. In order to achieve the goal and further promote the existing human rights educational and promotional activities, we established the new Human Rights Committee in 2004. For our overseas business activities, the Guideline have stipulations about respect for local culture, customs and indigenous people’s rights, decision making criteria as to whether we should continue to carry on business in a country with serious human rights problems,

impact assessment in a area where a large-scale investment is made for the first time, respect for the United Nations’ basic principles regarding the behavioral standards of law enforcement officers, and protection of these principles and the rights of employees and local residents in security operation.

WEB

▶ <http://www.cosmo-oil.co.jp/company/corpo/guideline.html>

✦ Excerpts from the Cosmo Oil Group Corporate Activity Guideline

● Human rights respect

- We shall pursue our business with sincerity, respecting the different cultures and the dignity and rights of individuals in all the countries where we operate. We shall support the principles in the Universal Declaration of Human Rights.
- We shall not discriminate in the community on the basis of the birth, the nationality, the race, the creed, the religion, the sex, the age, the presence or absence of disability and so on.

✦ 2003 Human Rights Enlightenment Competition

In the 2003 competition organized by the human rights enlightenment seminar promotion committee, the following slogans won the best prize.

● Employees section

No discrimination is the manifesto for humanity.

● Family section

A small circle becomes a big circle and forms a kind society
Join us and hold hands for our future society in harmony
I can only form a small circle. You and I can form a bigger circle. All of us together can form a big kind society.

Personnel system

Building a tough, but kind and happy company

Based on the concept that the Cosmo Oil Group is a place of self-realization for each employee, we provide our employees challenging opportunities and develop and operate various personnel programs

for them to maximize their potential.

As part of these activities, we started the performance- and competency-based personnel system in January 2000.

✦ Objectives of the personnel system

- Clear definition of each employee’s roles and responsibilities
- Fair evaluation based on the degree to which one’s expected roles are fulfilled
- Fair remuneration reflecting the result of the evaluation
- Human resource and competency development by providing feedback on the evaluation.

✦ Employees satisfaction survey

We conducted the “Cosmo Survey” to find out how satisfied our employees were with our personnel system in December 2002. The survey results have been collated, analyzed and made available for all employees.

We will review and consider the issues identified by the survey in cooperation with each department and the labor union in order to improve our personnel system.

Labor union

Cosmo Oil’s labor union is based on the union shop system and has 2,799 members (at the end of March 2003). The Company has a labor agreement with the union which stipulates that any issue that has an impact on employment conditions such as employee status and employment must be discussed between the two parties in ad-

vance. The top management and the union have discussions regularly at the Management Council and the Central Labor-Management Council, and each workplace has a Regional Labor-Management Council, Safety and Health Committee and Health Committee which meet as frequently as required.

themselves advancing and growing.

Educational programs

We have developed education programs focused on letting a person grow rather than growing a person.

➤ Tiered educational seminars

Low to mid-level employees..... Educational seminars to foster “respect for individuals living in an organization” and to nurture “autonomous human resources.”

Mid-level employees and managers... Education seminars to nurture “human resources who can create value.”

We have also been conducting CSR (corporate social responsibilities) seminars for managers since 2003. Each of the tiered educational seminars incorporates seminars on the environment, human rights and corporate ethics (compliance) as compulsory subjects.

➤ Career support

Individuals have different views on what is rewarding for them and what kind of person they want to be.

It is important that each employee thinks about his or her idea of a rewarding career that is needed to lead a satisfying life in society and makes an effort to realize it.

■ Career support for employees

Cosmo Oil Group ensures that our employees gain skills and knowledge required for each stage of their career through the tiered educational seminars.

The career paths of the employees are reviewed and confirmed annually between the employees and their superiors in Cosmo Oil Group. This information is passed on to the Company and taken into account at the time of personnel changes to cater for our employees' career objectives. In fiscal 2000, we introduced the in-house staff recruitment system by which employees can apply for job vacancies directly without having to go through their superiors and the selection of successful applicants is entirely a decision of each department. We provide support for employees who attend external or correspondence courses for the purpose of self-education or obtaining qualifications.

■ Post-retirement career support

Due to review of the social security system, including welfare pensions and unemployment insurance, there is growing anxiety about life after retirement at the age of 60. We introduced a re-employment support program in October 2002 in order to help to dispel such anxiety. “Lifetime employment” as the key word, we conduct Life Planning Seminars for those who have turned 55 to help them take stock of their career, consider what they want to do before and after retirement and what their long-term vision for life is. We also hold Pre-Retirement Seminars for those who are about to retire and Second Career Seminars for those who wish to find another job after retiring from Cosmo Oil. Our group company, Cosmo Business Support Career Center, has a counseling service as well as providing employment information to the participants of the Second Career Seminars.

Creating a field for self-realization

➤ Supporting child-rearing, career development and smooth return to work

From fiscal 2004, we are providing our employees with courses on business skills development and cooking for working fathers and mothers as well as an on-line service tool to provide useful information to facilitate return-to-work and child rearing.

➤ Employment of the disabled

We carry out employee training to raise awareness and endeavor to create a work environment where disabled employees can work to their full potential without hindrance.

➤ Creating comfortable work environment for safety and health

Our employee health care activities include providing a regular health check-up, providing health guidance by industry doctors, and setting up the “Hello Health Consultation 24” service providing access to external services for health, medical and mental health consultations.