

— Developing a Globally Competitive Human Resource Base

Globalized personnel training

P	Fiscal 2016 Targets	D	Results	C	A	Evaluation/Improvements	P	Fiscal 2017 Targets (Plan)	
	<ul style="list-style-type: none"> Formulate and take measures to secure and train globally active personnel with the aim of improving the Idemitsu Group's competitiveness and aiding in the stable management of overseas businesses Enhance training content that is useful in daily tasks and easier for local staff to understand in a bid to raise awareness of the Idemitsu philosophy Work to enhance evaluator training and improve the global personnel system to make management at overseas Group companies more stable and robust 		<ul style="list-style-type: none"> Made DVDs to promote philosophy workshops with the aim of raising awareness of the Idemitsu philosophy Conducted evaluator training at 11 overseas Group companies in Asia Conducted an Idemitsu global management training session. There were 30 participants. 			<ul style="list-style-type: none"> Confirm HR needs by holding hearings on HR matters that arise with the ongoing overseas expansion of each business department Address need to revise contents of the global portal site due to low growth in the number of visitors, the primary evaluation indicator Consider responses to requests for better training for evaluators as the global personnel system becomes entrenched 			<ul style="list-style-type: none"> Methodically train globally active personnel in line with the overseas expansion of each business department Hire foreign national staff in accordance with the needs of each business department and the globalization of human resources. Revise contents of global portal site after conducting an interview of the site's visitors To contribute to the stable operation of overseas businesses, support personnel at overseas locations and entrench the global personnel system

As it expands its operations globally, Idemitsu aims to provide every Group employee around the world with opportunities to achieve growth through their duties and to help enhance their trust in the Company. In line with this aim, we are recruiting human resources in Japan and overseas, designing personnel systems as well as education and training programs and sharing management philosophy, thereby developing a human resource base.

Specifically, to ensure that any Group employee who is ambitious and competitive can achieve success beyond local borders and grow as a businessperson, Idemitsu's initiatives include recruiting foreign nationals and providing education and training programs aimed at enhancing employees' English proficiency. On a Group basis, we are working to develop the unified global personnel system with overseas subsidiaries, support the education of local staff and provide support for smooth labor management.

Recruitment of Foreign Nationals (non-consolidated basis)

To support the global expansion of its businesses, Idemitsu has been working to hire foreign professionals with the aim of securing competitive human resources that can play an active role on the global stage. We maintain an ongoing program of recruiting foreign students studying abroad at universities in Japan who want to stay and work in Japan after graduation. As of March 31, 2017, we employ 15 foreign nationals in Japan.

Strengthening Employees' English Communication Skills (non-consolidated basis)

As an initiative for our globally capable workforce, Idemitsu is constantly striving to enhance each employee's English communication skills, since such skills are considered essential to overseas business transactions. We encourage employees Companywide to take the TOEIC, and require employees to do so by their third year at the Company. In addition, in the head office area, we set up an in-house business English school, with native English speakers serving as lecturers. The classes, which are held during the workweek, consist of 90-minute sessions held before the start of the workday and two-hour sessions after the end of the workday and are tailored to the proficiency levels of attendees. There are around 10 employees in each class.

Moreover, in fiscal 2016 we implemented English-language business skills training for those who frequently use English in their duties as well as for those who are likely to be sent on an overseas assignment within a year. This short-term, intense training program is open to only a limited number of employees. It centers on meetings and presentations aimed at facilitating smooth communication between staff either situated in Japan or assigned overseas and local staff and joint researchers as well as customers of overseas business partners.

Both training programs have been well received by the participants. After completing the training, employees on overseas assignments have said that they are using what they learned, continuously refining their skills and would like to continue learning specialized terms.

At each business site, we use our unique criteria to select candidates for English proficiency education and global personnel training, which may include setting up group lessons at business sites with visiting lecturers, sending individuals off to one-on-one English conversation classes and establishing correspondence training programs.

Assisting in the Development and Implementation of Overseas Subsidiaries' Personnel Systems (the Idemitsu Group)

The Idemitsu Group has introduced a system for Groupwide global human resource management (the global personnel system). This system supports overseas Group companies around the world in their business expansion efforts from a human resources perspective. It helps set fair grades, assessments, and remuneration for local staff and motivating everyone to pursue individual growth.

In addition, we are conducting assessor training organized by the Human Resources Department for managers of locations that have adopted the system to ingrain application methods and deepen the understanding of local staff.



Assessor training, Idemitsu Lube Asia Pacific

Educational Support for Local Staff (the Idemitsu Group)

As for personnel training for local staff, we provide group training at the Head Office and at local subsidiaries to improve their work skills and deepen their understanding of the corporate philosophy. Staff from the Human Resources Department visit local subsidiaries to provide independent study workshops focused on our corporate philosophy and hierarchical skill training programs aimed at better integrating local staff and unleashing their potential while enhancing the organization's overall strength. As for group training at the Head Office, we hold Idemitsu Global Management Training sessions with the aim of creating a greater sense of unity and improving management capabilities. Efforts in this regard center on the Company's management philosophy and include providing opportunities to visit locations related to the founding of the Company and learn about the significance of its history and businesses. The Idemitsu Global Management Training session in fiscal 2016 was held with 30 local staff representing 21 companies variously located in 15 countries. Feedback from participants has been positive as they were able to forge business connections beyond their individual locations, which helped foster a feeling of oneness as a member of the Idemitsu Group. We plan to continue holding the training in fiscal 2017 and beyond.

We launched the Idemitsu Global Portal to enable local staff to access a wealth of internal information, including the Company's history and philosophy, stories and case studies from employees around the world and educational and training materials.

Thanks to this educational support, we are increasing the specialized knowledge of local staff, raising awareness of the Idemitsu Group's business expansion, and sharing our management philosophy. In these ways, we are working to train local staff to enhance the competitiveness of each of the Idemitsu Group's local companies.



Idemitsu Global Management Training session,
Idemitsu, Human Resources Department

Idemitsu Global Portal – CC/ HR

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(Press Release) Regarding Certain Media Reports Released Today	December 7, 2016	Public Relations Section
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(Press Release) Announcement Regarding the Acquisition Schedule of Showa Shell Sekiyu K.K. Shares (83.3% of the voting rights) from Royal Dutch Shell plc	November 14, 2016	Public Relations Section

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JIMON JITOUKAI

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