



Respect for People

The Work Environment

Diversity and Inclusiveness Initiatives

At Showa Shell, “diversity” means a corporate culture that prioritizes fairness and justice; respects the different ways in which individuals think and respond; and improves the company’s organizational problem-solving skills by allowing for varied ideas and values, while educating and developing human resources through such opportunities. “Inclusiveness” is also important to Showa Shell. The company respects variety in ways of thinking, background, and perspectives arising from diversity, and is further resolved to appreciating and making the most of such inclusiveness. entire Showa Shell Group is working to prevent industrial accidents through the

use of the company’s Health, Safety, Security, and Environment management system (HSSE-MS).



Basic Policy on Diversity and Inclusiveness

Showa Shell strives to create a workplace environment that respects individuality and different values and in which employees can make the most of their talents to the fullest extent. In other words, it tries to fully utilize its human resources’ diversity in order to achieve both company growth and the realization of individual goals. The Basic Policy on Diversity and Inclusiveness is based on the above concept and is outlined below.

- We will manage diversity and inclusiveness as a critical subject in our business activity
- We will respect each staff’s values (that are compatible with our business principles) and personal differences which exists in our companies
- We will respect each employee’s need to balance work and personal demands
- We will provide fair opportunity for our employee to demonstrate their capability under the performance and merit systems
- We will provide opportunities for employees to share, learning, self-development, and internal/external communication, in order to support the acceptance and adoption of diversity and inclusiveness.
- We will apply the diversity and inclusiveness principles not only in our dealings with our employees but also to external stakeholders who are involved with our business activities.
- We will continue with improvement through reference to Diversity and Inclusiveness best practice
- We will promote a organisational culture in which all Showa Shell employees, contractors, and joint ventures share these commitments through our policies and our behaviours. (Showa Shell Sekiyu K. K.)
- We will promote an organizational culture in which all employees share these commitments through our policies and behaviors. (Affiliate companies)

Voicing Employee’s Views to Management

● Employee Awareness Survey

Showa Shell actively promotes a bottom-up approach in addressing companywide and departmental issues by encouraging free communication between employees and management. One such endeavor is the Shell People Survey, a survey conducted every year and a half or two years at all Shell Group companies worldwide. The purpose of the survey is not simply to provide feedback but rather to create a workplace where all employees are free to participate in discussion. A “communication session” was held at each department and office in March 2005 to discuss current issues. The employee opinions elicited at these sessions were carefully considered and a 16-point action plan called People’s Action 2006, based on eight themes, was drawn up. Part of this plan has already been put into practice, and the group is moving forward with the

implementation of the remainder. Each individual employee is strengthening leadership, fostering teamwork in the workplace, and strongly encouraging corporate activities that transcend departmental frameworks. Ultimately, the employees’ contributions are helping to build organizations that allow each individual the maximum expression of his or her talents and abilities.

● Communicating with Top Management

The top management of Showa Shell is committed to encouraging communication among all levels of employees. The Engagement Program takes place several times a year among general workers, middle management, and departmental managers. Participants discuss the gap between reality and ideal in their roles and values and then develop an action plan to narrow that gap.

Support for the Balancing of Work and Family Life (Work-Life Balance)

Showa Shell fosters a workplace climate that makes it easy for both male and female employees to balance career and family. The company provides benefits, for employees who care for children or elderly relatives, that exceed legal requirements. In addition, a follow-up system has been established, in readiness for the eventuality that responsibilities at home require an employee to be absent from work. The company is also studying the future implementation of a trial telecommuting program and a volunteer leave system, to make the workplace environment even more congenial.

Programs to Support Work-Life Balance

Program	Users	
	2004	2005
Childcare leave	8	11 ^{people} (2 men, 9 women)
Family care leave	1	2
Short-term service	0	2

The Basic Policy on Work-Life Balance

Showa Shell actively encourages its employees to seek a proper work-life balance, and has adopted the Basic Policy on Work-Life Balance as one part of its Basic Policy on Diversity and Inclusiveness.

- Company supports work life balance for staff in order to achieve an environment for sustainable growth.
- Company supports staff who continuously contribute value to the company, and are self-accountable.
- Company provides a working climate that enables staff to demonstrate their capability.

Preventing Sexual Harassment

Showa Shell's Code of Conduct stipulates that it shall respect the individuality of its employees and provide a safe workplace environment and good working conditions in order to promote and utilize its human resources and to encourage the full

participation of employees in their work and in their practice of the Code of Conduct. Showa Shell believes that it is its corporate responsibility to ensure a healthy workplace environment based on this policy.

The Basic Policy on Work-Life Balance

- Policy for elimination of sexual harassment
- We raise awareness of "sexual harassment preventive guideline in work place"
- We set up a help-line of "sexual harassment in work place" to cope with consultation or complaint
- The personnel department resolves each problem of sexual harassment in work place through fact-finding study etc. and discussion with help line.
- Our company take decisive measures against sexual harassment in work place.
- We are going to plan training course for better understanding or enlightenment and to consider a way to get preventive sexual harassment measures more practical by reflecting employees' opinion.