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# EMPLOYEES

## MATERIALITY

## Our Policy

As a company operating across the world, INPEX views workforce diversity and the development of a global workforce capable of sharing common values as important for strong, sustainable and responsible business management.

To achieve these goals, our Human Resources (HR) division formulated the INPEX HR Vision, comprising four key components, as shown below. With these four pillars at the core, we are working to create an internationally competitive organization by applying a global perspective as we implement HR initiatives to

attract and develop our personnel and improve team performance.

To further enhance efforts toward diversity—one of our INPEX Values—we communicate our basic policy on diversity and inclusion (D&I)<sup>①</sup> to all stakeholders. Based on this policy, we promote D&I with the aim of becoming an organization where a diverse workforce—including women, people with disabilities, LGBTQ+, and foreign nationals—can feel comfortable and work actively. The company believes that promoting D&I through these initiatives will improve its organizational capabilities, broaden its appeal and enhance its reputation globally.

<sup>①</sup> [Basic policy on D&I](#)

### INPEX HR Vision

## 1 Talent Attraction and Engagement

**Make INPEX the best place to work – "employer of choice"**

- Employee satisfaction and opportunity for growth
- Total Reward

## 2 Organization Effectiveness

**Maximize team performance through HR Management Process**

- Workforce planning and organization review
- Optimized staffing planning within the organization

## 3 Focus on People Development

**Development of future leaders and global workforce capability**

- Development of future leaders
- Talent management cycle
- Diversified career development programs

## 4 HR Excellence

**Support business strategy with world-class functional expertise**

- Effective, innovative, and trusted HR processes and systems
- Develop HR professionals
- Collaborate globally and share best practices

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## Human Resource Development

INPEX's training curriculum is designed to help personnel develop the required skills and mindset to work in a large energy company and contribute to the business over the long term. Group training, practical training (primarily through overseas visits or appointments), and e-learning focused on developing business knowledge are the principal modes of delivery.

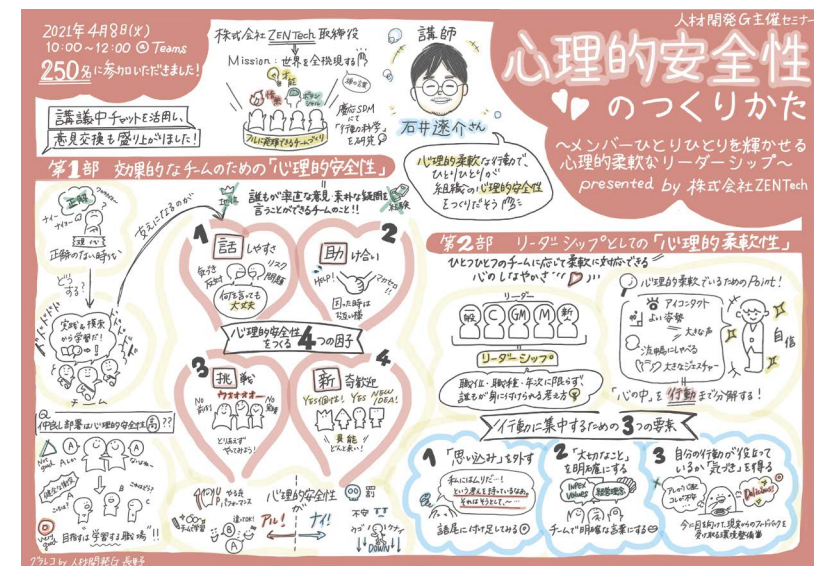
In FY2021, as part of job-level-based training, we strengthened our support for line management and conducted training sessions for all managers focusing on staff development, leadership and teambuilding to improve organizational capabilities. For younger employees, after taking adequate precautions against COVID-19, we resumed operational and practical training in the form of on-the-job experience at overseas offices and other onsite training abroad. The aim of these programs is to develop human resources capable of playing an active role at the global level.

For those who joined the company in FY2021, we combined face-to-face training with online sessions to help them adjust to the workplace as they learned the basics of working at INPEX. In doing so, we took steps to cultivate a sense of camaraderie among fellow recruits in a telework (work from home) setting, and conducted pulse surveys to help with job adjustment throughout the year. We also have a mentoring system (for first-year employees) and a supporter system (for second- and third-year employees) under which a veteran mentor is assigned to each young employee to provide work-related guidance and moral support. For young employees performing technical work, the approach used is based on a medium-to-long-term vision and includes interviews using skill maps relating to the individual's specialist field, with the ultimate goal of cultivating the next generation of leaders.

Career support takes the form of career training for employees aged 30, 40, and 55, and is intended to help them develop career autonomy through techniques such as self-reflection and career experience inventory.

In FY2021, we organized seminars to promote psychological safety throughout the company, with some of our employees taking the role of instructor. We believe that psychological safety encourages personal growth as well as transmission of new ideas at the team level to help build an innovative organization in which employees can exchange opinions in a free and uninhibited manner.

In FY2022, we introduced a job-based personnel system and simultaneously overhauled our training regime with an emphasis on autonomy and leadership. We abolished job-level training and initiated leadership training targeting a wide cross-section of employees. We have also strengthened support for line management—the backbone of the organization—and encourage each employee to pursue career autonomy. For younger employees, there is an ongoing program during the first three years focused on acquiring the basic abilities needed to function in a work environment. In addition, we have introduced an e-learning system designed to strengthen fundamental skills and provide training tailored to each individual. The aim of these initiatives is to advance the individual and enhance organizational capabilities.



Graphical representation of a psychological safety seminar (created by a participating employee)

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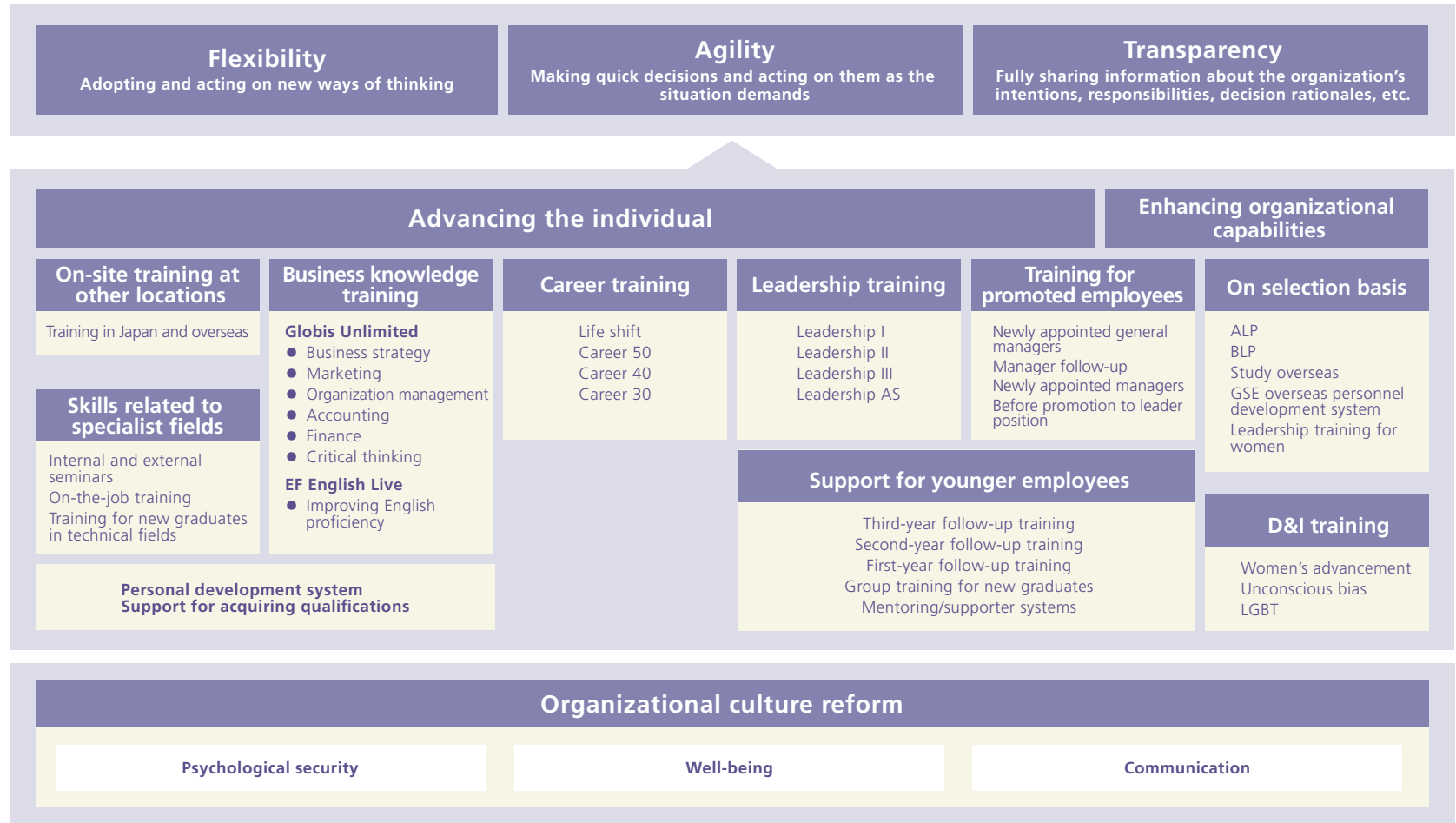
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### Human Resource Development Curriculum



The aim is for individuals trained in the concepts of flexibility, agility and transparency to consciously pursue career self-reliance and acquire leadership skills (individual advancement), and apply these learnings in the organization in a way that fosters team adaptability (enhancement of organizational capabilities). This involves simultaneously building a stronger foundation to support both individual advancement and organizational enhancement (organizational culture reform).

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Developing next-generation leaders

In FY2021, we initiated the Breakthrough Leadership Program (BLP) under which selected individuals undergo training to develop the next generation of leaders. Those selected are deliberately subjected to an intensive series of tough assignments over a short timeframe to accelerate their development. Lasting up to five years, the program—which employs job experience, job stretch and job move techniques—is tailored to each individual and aims to produce transformational leaders who will ultimately be responsible for managing the company. In FY2021, 21 employees were selected for participation and are now receiving training.

A program to develop leadership skills was also inaugurated in Australia during FY2021. Approximately 300 team leaders and managers participated in the three-day training program aimed at instilling the qualities and behavioral attributes expected of leaders.

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## HR Evaluation and Placement

INPEX aims to maximize performance across the organization by ensuring employees treat the organization's objectives—based on the objectives drawn up by each division and the corporate headquarters—as their own. This is to achieve the highest level of employee motivation—by having each individual outline the specific processes leading to achievement of their own annual objectives—to reliably and efficiently realize the objectives of the organization as a whole.

An INPEX Values-based evaluation process is implemented at all sites, including Australia and Indonesia. One important assessment criterion used is the level to which INPEX Values are demonstrated in daily operations. The process enables employees with diverse backgrounds and values to go about their tasks with a shared understanding of the values expected of INPEX employees. It also encourages them not only to achieve their own individual goals, but to deliver results for the entire organization.

In addition, employees are given the opportunity once a year to state the kind of work they would like to do or to request a transfer. A new internal job posting scheme—designed to optimize job placement within the company while boosting employee motivation—was also introduced in FY2017, and in March 2021, INPEX established an internal side job system, providing opportunities for employees to take on new challenges across organizational or job-category lines. These are some of the initiatives adopted to revitalize the workplace while creating an

environment that enables employees to carve out their own careers. Further, a job return program was introduced in April 2020 providing an opportunity to motivated employees who had resigned due to unavoidable personal reasons to return to their jobs.

Based on the findings of the Global Engagement Survey conducted from late 2019 through early 2020, we introduced a new job-focused personnel system for senior management in April 2022. The system is designed to clarify the job roles of executives, define remuneration based on job responsibility, and address line-management succession planning and related training.

## Evaluation System

INPEX's Business Principles state that there will be no discrimination on the basis of race, skin color, gender, sexual orientation, gender identity or age—and this applies also to the provision of job opportunities. Remuneration is based on the principle of "equal pay for equal work". For regular employees, remuneration is tied to demonstrated ability, and for executives, it is based on job grade—and in both cases, without regard for gender.

Women have become increasingly active in all job categories in recent years, but because the level of women's involvement is still uneven across job categories and the percentage of females in senior management positions remains low, the company will continue its efforts to advance the role of women at INPEX.

## Global Activities to Promote INPEX Values among Employees

Since FY2014, INPEX has been taking steps to promote its corporate values, known as the INPEX Values.

Nominations for "Values People" and "Values Teams" are collected through an internal survey. These are employees, executives, contractors, and teams that demonstrate their ability to put the INPEX Values into practice. Highly ranked nominees are interviewed, and the interviews posted on the intranet. All INPEX personnel are then given the opportunity to read the interviews and vote for their preferred nominees to receive INPEX Values Awards. This is intended to improve personnel awareness of the INPEX Values, the level of which is measured through the employee engagement survey.

INPEX Values Interview



2021 Interviewees

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Act on Promotion of Women's Participation and Advancement in the Workplace

## Promoting Diversity

### Promoting the Advancement of Female Employees

In line with the basic policy on D&I, INPEX is intent on creating an environment that enables women to demonstrate their abilities to the full. In Japan, we have drawn up a General Employer Action Plan based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace. Among other things, this plan sets a target of hiring women to fill at least 25% of new graduate positions, a target that has been met over the four years from 2019 through 2022. In FY2019, INPEX sponsored career training for females in their fourth to fifth year of employment as part of the effort to boost empowerment of women. Another example of this effort was the hosting in FY2021 of a seminar for managers on the subject of unconscious bias, to deepen their understanding of unintentional bias related to gender. Promotion of women's participation and advancement is an important consideration outside of Japan as well. In FY2022, INPEX's in-house newsletter featured articles on the advancement of women in the company's overseas offices timed to coincide with International Women's Day on March 8.

Our goal is for women to fill 3% of management positions (as defined by INPEX's grading system) by the end of March 2023. We will continue our positive-action drive with the aim of lifting this figure to 6% during FY2025 through more intensive mid-career recruitment of women capable of performing management roles. In promoting or appointing employees, we evaluate them based on their ability so that temporary limitations imposed by life events do not impede career advancement.

Reflecting the efforts to empower women in management, INPEX has appointed one outside female director and one outside female auditor, and in March 2020, appointed a female executive officer promoted from within the organization for the first time in the company's history.

## LGBTQ+

Within the INPEX group, the term "diversity" refers to all differences related to people or businesses, including sexual orientation and gender identity. To promote understanding towards LGBTQ+, the company has had an ongoing LGBT training program since FY2017, and in FY2018, held lectures for executives concerning LGBTQ+.

Efforts have also been under way to upgrade internal systems. In FY2020, employees were given the right to refuse requests to undertake business travel on the grounds that they are LGBT, and in FY2021, "family" was redefined to include same-sex partners and their children for the purpose of the company's benefit program. Employees are also encouraged to start using names (including pronouns and titles) that reflect their gender identity. In addition to an in-house LGBTQ+ consultation desk, we set up a second consultation desk managed by outside professionals in FY2022.

INPEX's continuing positive action in these areas has won it recognition for its pioneering efforts in the workplace. In FY2019 and FY2020, we received a Silver Award in the PRIDE Index evaluating initiatives related to LGBT and sexual minorities, and in FY2021, we received the Gold Award (the highest rating) along with a Best Practice Award.



Gold and Best Practice Awards

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Employment of Foreign Nationals

INPEX employs foreign nationals as part of its globalization effort. This means creating an environment designed to minimize the burden on employees of living and working in a different country, even if they normally use English in their daily work. For example, in Japan, initiatives include support for relocation to Japan, dual Japanese—English versions of intranet postings and documents, and weekly Japanese-language lessons given by an outside teacher.

Efforts to Engage Older Workers

Since FY2019, we started offering career training to help older employees develop their own careers. Using techniques such as self-reflection and career experience inventory, the training is intended to assist employees in designing a process that will lead to further growth and active participation based on the expected duration of their careers.

In FY2019, we set up INPEX Solutions as a fully owned subsidiary within the INPEX Group. INPEX Solutions functions as a thinktank for the Group, conducting surveys, communicating information and providing operational support. Retired INPEX employees who are interested can transfer to this company where, working on a subcontract basis, they can leverage their accumulated specialist knowledge to provide knowhow or examine new business opportunities.

Promoting Employment of Persons with Disabilities

INPEX has been proactive in hiring persons with disabilities, taking into account such factors as the nature of the work and the workplace environment. As of the end of FY2021 (December 31, 2021), we employed a total of 43 persons with disabilities, representing 2.78% of the workforce in Japan. Since FY2020, it has become common to work from home, a more amenable workplace environment for persons with physical disabilities. This has enabled us to maintain an employment rate of people with disabilities that exceeds the legally required rate. The wearing of masks during the COVID-19 pandemic has posed challenges for employees with hearing disabilities, who rely on lip reading to communicate. We are providing these employees with support, including digital solutions such as chat-enabled virtual social gatherings and closed captioning for videoconferences.

Workstyle during the COVID-19 Pandemic

As COVID-19 infections began to spread in early 2020, INPEX took measures to protect the lives and health of employees throughout the world via HSE alerts from the Corporate Crisis Management Team designed to draw attention to the pandemic while devising ways to keep critical operations running.

Specific measures included: the institution of work from home and “super flextime” arrangements; tighter anti-infection and sanitation policies, including avoidance of ‘the three Cs’—closed/poorly ventilated spaces, crowded places, and close-contact settings—in addition to disinfection, daily temperature checks, stay-at-home rules for persons feeling unwell, heightened awareness of infection control, and workplace vaccination of employees; and reviews of business continuity plans during the pandemic.

We also upgraded the IT environment to facilitate flexible working arrangements while providing online training to improve the skills of employees working remotely. At operation sites, we maintained efforts to bolster infection-prevention measures by clearly separating operator workspaces from that of other employees in order to prevent workplace clusters.

Other actions included: the drafting of work-from-home guidelines covering work management, subordinate staff management and health management; and the scheduling of mental health training and well-being workshops to help address the types of mental issues and communication stress that can arise when working remotely.

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## Promoting Work-life Balance

In accordance with the basic policy on D&I, INPEX promotes work–life balance, aiming to create an environment where all employees can work and demonstrate their full potential in a way that befits their lifestyles.

In line with this objective, we established a group-wide flextime work scheme in April 2019, which was previously limited to employees with childcare and nursing-care responsibilities. We also introduced work-from-home arrangements for office-based staff in April 2020. Core time was eliminated from the flextime work policy in April 2021, and the policy was extended to cover all employees at domestic operating sites. In addition to providing paid leave in half-day units, we continue to encourage employees to take consecutive days off during summer and to recommend dates for taking paid leave. These measures aim to give employees time for physical and mental refreshment.

To reduce overtime work, Wednesday is designated as a work–life balance day in Japan, where employees are encouraged to go home early. If an employee’s overtime continuously exceeds a certain number of hours, the supervisor and the HR Division will communicate with the employee to understand the situation, jointly identify problems, and figure out solutions.

As a further measure to promote diversity and individuality, in FY2018, the company introduced a year-round casual business dress code to make the work environment even more motivating for employees.

## Support for Child Raising and Nursing Care

INPEX supports work–life balance for employees who are either parenting or providing care to family members, and has created a comprehensive support framework that goes beyond the legal requirements. Examples include: payment of full salary for the first five days of childcare leave; payment of 20% of salary during childcare or family-care leave<sup>②</sup>; and payment of salary during sick/injured childcare leave or nursing-care leave for up to five days per eligible child<sup>③</sup>. Moreover, employees can take leave during working hours regardless of the reason.

Parenting and family care are important life events for employees. To support work–life balance for employees in these positions, we have created a flexible work regime. This includes flextime without core time, as well as work-from-

home arrangements, which have now become well established. The scheme offers a high degree of flexibility, allowing employees with parental or nursing-care responsibilities to work at different times of the day and for shorter periods by combining the shortened work hours program with flextime.

On top of these system-related initiatives, effort has also focused on shaping positive attitudes through a training program established in 2017 for managers with staff who are raising children, to ensure proper follow-through at the managerial level. Male employees are encouraged to participate in parenting via information posted on the intranet that explains the benefits and workings of the parental leave system. As a result of these efforts, the percentage of males taking parental leave has maintained a high level in recent years, rising to around 54% in the 12 months to December 2021. In accordance with the revision of the Child Care and Family Care Leave Law, we are promoting understanding of the Law by holding in-house briefings on its contents.

Schemes to remotivate employees returning to work from childcare leave include: discussion meetings prior to resuming work to help minimize mental anxiety; and a personal development program that can be used by employees interested in improving their skills while on leave. Those who return to work prior to their child’s first birthday can take two 30-minute nursing breaks per day, with pay, up to the day before the child turns one year old.

To assist employees raising children, there are childcare support arrangements for children up to the age of three. In addition, we have an agreement with a company-led nursery school to give enrollment priority to the children of company employees, and we have also signed up with a childcare service provider.

In recognition of these initiatives to balance work with child-rearing, the Tokyo Labor Bureau of the Ministry of Health, Labor and Welfare rated INPEX highly over the FY2018-2020 period as a company that supports parenting, awarding us the next generation certification known as “Kurumin” for a fourth time.

INPEX also supports a balance of work and care responsibilities by flexibly applying rules relating to care leave for those with elderly parents, even if they are not officially certified care recipients.

<sup>②</sup> In Japan, the law allows employees to take childcare leave up to the day before a child’s first birthday (and up to the child’s second birthday if childcare facilities cannot be used and the company agrees). A person who is not a child’s main caregiver may also take childcare leave up to the day before the child’s first birthday. During childcare leave, the public employment security office pays 67% of regular monthly salary as childcare allowance during the first 180 days, and 50% thereafter.

<sup>③</sup> A maximum of 10 days if there are two or more eligible children.

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# Treating Health as a Management Issue

## INPEX Group Health Statement

INPEX believes that the mental and physical health of all employees is fundamental to the well-being of the company and regards health maintenance as a material issue for management. The INPEX Group Health Statement released in September 2018 sets out the company's position to support and improve the health of employees and their families with the appointment of the President and CEO as Chief Health Officer.

The statement declares that: the company will maintain and improve the physical and mental health of employees as well as their families; the company aims to build a vibrant corporate culture by creating a work environment to maximize the potential of all employees; and employees should recognize their own responsibility in improving their lifestyles and proactively strive to maintain physical and mental health.

### Health Management Committee

Health Management Committee					
	(Vice-chair)	(Chair)	(Vice-chair)		
Members	Director in Charge of HSE	Head of General Administration Division	Head of Corporate Strategy & Planning Division	Head of Domestic Energy Supply & Marketing Division	Head of Domestic Exploration and Production Division
	General Manager, HSE Unit	General Manager, Human Resources Unit	General Manager, Corporate Strategy & Planning Unit	General Manager, Administration Unit, Domestic Energy Supply & Marketing Division	General Manager, Planning & Coordination Administration Unit
	Labor union	Health insurance union	Headquarters medical officer		
	HR Unit	Public health nurse			
Secretariat					

## Approach to Health as a Management Issue

Under the leadership of the INPEX President as Chief Health Officer, we are working with our labor union, health insurance union, and occupational physicians to maintain and improve the health of our employees and to create a healthy workplace. For this purpose, we have set up a committee to address health as a management issue (hereafter, the "Health Management Committee"). This committee meets regularly to identify employee health issues and consider relevant solutions, while implementing ongoing improvements through the PDCA cycle. To improve the expertise of the committee, the headquarters medical officer is also a member.

1. Committee inauguration date: Same as date of establishing rules to promote health as a management issue (September 26, 2018)
2. Frequency of committee meetings: at least once a year
3. Agenda items:
  - (1) Issues relating to employee health and required countermeasures
  - (2)Groundwork for treatment of health as a management issue, steps to improve the workplace environment
  - (3)Specific measures to address employee mental and physical health
  - (4)Review effectiveness of measures to maintain and improve health
  - (5)Other important matters relating to maintaining and improving health

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## Measures to Maintain and Improve Health

INPEX believes that healthcare administration is a material issue for management. The INPEX Group Health Statement states that the company aims to build a vibrant corporate culture by creating a pleasant work environment that is conducive to improving the health of employees and their families and enables all employees to maximize their potential.

We have established a centralized database to manage the results of employee health checks, and have stationed nurses on a permanent basis at headquarters and at offices with more than a certain number of employees. As part of a systematic effort to manage mental and physical health, the medical staff in each office collaborate on delivering health guidance and dealing with mental health issues.

To maintain and improve the health of employees, we have implemented a range of measures, such as: 100% participation in annual health checks; measures related to mental health and overwork; establishment of separate smoking areas; introduction of health apps; and events to promote health. To further these initiatives, we have established specific targets for participation in health checks and stress checks, average overtime hours, rate of taking paid leave, as well as participation in government-sponsored specified health checks and specified health guidance programs. Employees posted to positions outside Japan are provided with immunization against infectious diseases and annual health checks in Japan. They also receive information on medical care in their assigned localities, and are covered by emergency transportation arrangements, which includes international transportation in case of injury or sickness.

Through initiatives such as these, we aim to create a vibrant corporate culture by reducing the incidence of disorders caused by stress or poor physical condition.

## Mental Health Initiatives

We conduct employee stress checks once a year to ascertain the mental and physical condition of each employee, and analyze the organizational environment to enable workplace improvements. The checks allow us to monitor the mental health of employees at regular intervals, with a high 91% of employees completing the check in FY2021.

For those with mental health issues, the primary physician, occupational physician, nurse, HR department and the individual's manager/supervisor act in concert to provide follow-up care while the employee is on leave and after their return to work.

To prevent employees from feeling isolated during the drawn-out pandemic, we conducted one-on-one meetings and weekly pulse surveys for new graduates in FY2021, while adding the services of mental health counselors to provide consultation to employees stationed overseas and to accompanying family members. The system under which employees in training receive operational guidance and mental support from older workers—referred to as "mentors" for employees in their first year and as "supporters" for those in their second and third years—is now well established.

## Initiatives to Tackle Global Health Issues

Measures to maintain and improve the health of employees include influenza vaccinations, group health checks, health checks before and during overseas assignments, financial assistance for complete medical examinations, and actions to familiarize everyone with overseas medical risks, such as the risk of infection from malaria and Zika virus.

In 2021, the company also arranged COVID-19 vaccinations for employees and their families at multiple sites.

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## Performance for health as a management issue

### FY2021 performance (including historical data)

#### <Measures for work-life balance>

- Average overtime per month: 22.6 hours (FY2020: 21.3 hours, FY2019: 18.2 hours)
- Average rate of paid leave actually taken: 69.8% (FY2020: 65%, FY2019: 83.3%)
- Improvement in use of company programs  
⇒(Example) Users of childcare centers, nurseries, babysitter support program in FY2021: 78 (FY2020: 79, FY2019: 83)

### FY2020 performance (including historical data)

#### <Measures for employee's health>

- Participation in annual health checks: 100% (FY2018: 100%, FY2019: 100%)
  - Participation in follow-up tests after annual health check: 66.9% (FY2018: 76.9%, FY2019: 75.9%)
  - Participation in specified health checks (overall): 75.4%, Participation in specified health guidance (overall): 24.6%
  - Participation in stress check organizational diagnosis: 94.4% (FY2018: 90.5%, FY2019: 88.2%)
  - In June 2020, the Health Management Committee decided on FY2020 initiatives and conducted an interim review in December 2020.
- \* In May 2021, the committee reported on FY2020 results and formulated plans for FY2021.
- Expanded use of a health & fitness app to help improve employees' diet, physical activity and sleep, and identify health-management issues for the company.
  - In May 2020, conducted a healthcare training session (covering INPEX Group Health Statement, need to address health as a management issue, etc.) as part of training for newly appointed senior managers.

For data on employees and work-life balance in FY2019-2021, see the ESG performance data.

### FY2020 employee health diagnosis results (examples)

- Maintain appropriate weight: 69.4%
- Smoke cigarettes: 15.1%
- Regularly exercise: 28.7%
- Regularly consume alcohol: 18.9%
- Have blood-pressure risk: 0.4%

- Have potential risk related to blood-sugar level: 0.2%
- Have poorly controlled diabetes: 0.4%
- Feel sufficiently rested after sleep: 81.7%

### Other health-related indicators in FY2020

- Percentage with high stress levels in stress checks: 3.5%
- Presenteeism <sup>(\*)1</sup>: 62.9 points
- Absenteeism <sup>(\*)2</sup>: 0.8 days
- Work engagement <sup>(\*)3</sup>: deviation score 50

(\*)1 Lost productivity that occurs when employees are not fully functioning in the workplace because of illness, injury, or other condition. Based on survey of employees using the WHO-HPQ absolute presenteeism scale (0-100).

(\*)2 Absence due to injury or illness. Average number of days of paid sick leave used in FY2020 among all employees.

(\*)3 Measured using INPEX's own questionnaire covering eight items that correlate highly with the Utrecht Work Engagement Scale. Average deviation score among all employees.

### Activity for Maintaining and Improving Health

#### <General Health Measures>

- Establishment of Health Management Committee
- Establishment of in-house clinic (occupational physician/public health nurse/nurse)
- Establishment of health consultation desk
- Support for lifestyle improvement
- Assistance with health-check fees
- Occupational physician consultation based on result of health check
- Health-related seminars
- Stretching and yoga sessions for stiff shoulders and lower back pain
- Morning warm-up sessions (before work)
- Welfare activities
- Encouraging use of contracted sports facilities
- Provision of flu vaccinations including fee assistance
- Treatment of time required for vaccination as working time
- Vaccinations and occupational physician advice for employees on overseas assignments
- Lectures regarding alcohol
- Support for cancer screenings

### Measures to Reduce Smoking

- Talks by professionals on the health effects of smoking
- Designation of no-smoking days and no-smoking weeks
- Internal announcements encouraging people to quit smoking

### COVID-19 Measures

- Formulation of a Business Continuation Plan (BCP) during the pandemic
- Establishment and convening of COVID-19 Corporate Crisis Management Team
- Work-site vaccination (including employees' family members and some employees of other companies working in the same building or clients)
- Special leave on vaccination days
- Special leave for persons experiencing adverse vaccine reaction (fever)
- Encouragement of work-from-home (to limit attendance at each business location to a certain percentage as a precautionary measure against infection)
- Introduction of "super flextime" (elimination of core time)
- Special leave days for activities related to preventing COVID-19
- Installation of alcohol sanitizers in the office and measures to ensure use
- Checking and reporting on health status (temperature checks, etc.)
- Drafting of office work rules in the event of fever, infected family members or close-contact situations
- Formulation of communication procedures for reporting between work sites and health representatives
- Raising awareness of employee action policy prioritizing employee health
- Use of modified shift rosters to reduce contact among employees
- Promotion of off-peak travel utilizing flextime
- Special consideration for employees at higher risk of severe infection, such as those with underlying health issues
- Modified seating arrangements to reduce office congestion
- Circulation of information on preventing infection
- Surveys related to remote work

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## INPEX Recognized as Health & Productivity Stock and "White 500" Organization in 2022

In 2022, INPEX was recognized for the third consecutive year under the resources category of the Health & Productivity Stock Selection Program jointly operated by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). We have also been recognized for the fourth consecutive year as a White 500 organization in the large enterprise category of the Certified Health & Productivity Management Organization Recognition Program. The Health & Productivity Stock Selection Program selects listed companies for exceptional performance in their strategic focus on employee health from a management perspective. In the White 500 program, METI and Japan Kenko Kaigi (Japan Health Council) jointly select outstanding enterprises involved in efforts to address health and productivity management.<sup>①</sup>

INPEX was recognized for its efforts to identify and tackle employee health issues, and for the specific steps it has taken to create a framework for treating health as a management issue and to boost the mental and physical health of employees.

<sup>①</sup> The term "health and productivity management" is a registered trademark of the Workshop for the Management of Health on Company and Employee.

