

Human Resources Strategy

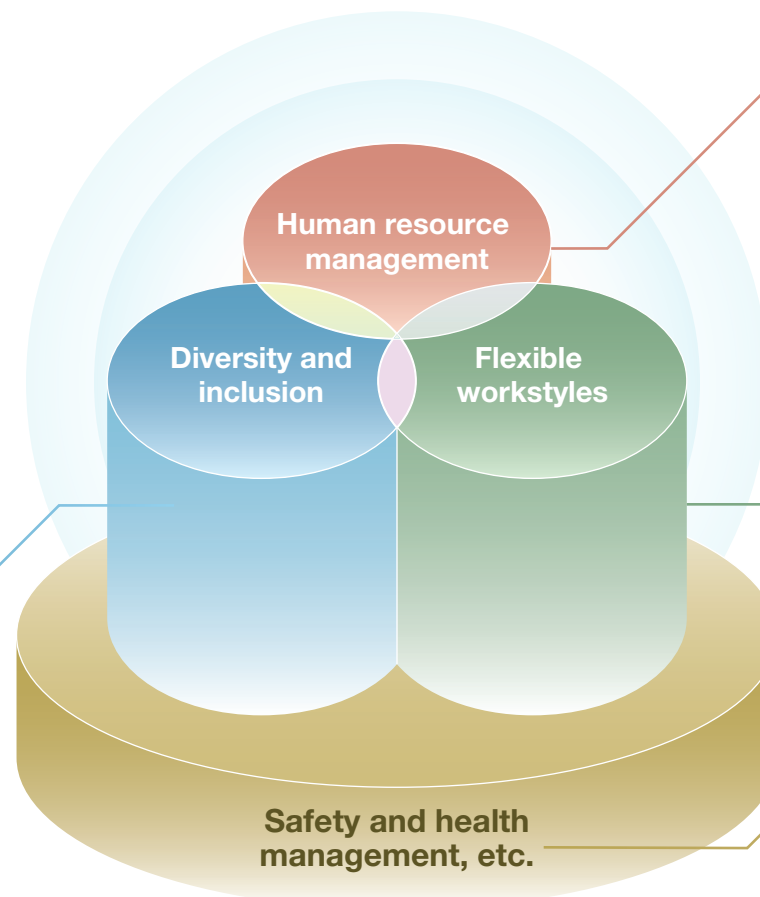
Our Approach to Human Capital

One of the management policies outlined in our corporate philosophy is to develop human resources by focusing on motivation and ability. To increase employee engagement and enable our diverse human resources to maximize their capabilities, we are working to enhance work satisfaction and ease of work from the four perspectives of human resource management, diversity and inclusion, flexible workstyles, and safety and health management. In this way, we will achieve sustainable growth in corporate value.

Diversity and inclusion

We recognize that enhancing corporate value and achieving sustainable growth of the Group require innovation from talent with a wide range of knowledge, experience, and values. Therefore, we are committed to securing diverse talent and supporting their success.

- Strengthen hiring of women and mid-career employees
- Support long-term engagement of older employees
- Expand hiring and job opportunities for persons with disabilities
- Enhance communication and support the development of skills



Human resource management

By hiring, developing, and deploying diverse talent and ensuring fair and appropriate evaluation and treatment, we are promoting the further success of our employees. In addition, we are working to expand opportunities for employees to challenge themselves and enhance the system to support their efforts.

- Expand opportunities for employees to challenge themselves (Active rotation and promotion, external dispatch, personnel exchange, internal recruitment, etc.)
- Enhance the system to support their efforts (Set and evaluate challenge goals, support IT literacy improvements, selective training, etc.)

Flexible workstyles

We are enhancing the flexibility of workstyles to allow employees to better utilize their strengths and individualities and to achieve greater work-life balance.

- Expand measures to support balancing work with childcare and caregiving
- Effectively utilize telecommuting
- Improve the efficiency of operations by incorporating digital technology

Safety and health management, etc.

We are promoting physical and mental health management and a safe, secure, and comfortable workplace to ensure the long-term success of employees.

- Promote health management (Disease prevention, mental health measures, etc.)
- Improve harassment measures and make the work environment more comfortable
- Promote safety and health activities

Human resources development policy

To realize our vision for the mid-2030s as outlined in the Toho Gas Group Vision, we must challenge ourselves with new initiatives that go beyond what we have done in the past and transform our business structure. The Group must work together as one, and the driving force behind this effort is each and every employee.

To support our employees in taking on new challenges, we are expanding investment in human resources and creating an environment where every employee can perform at their best. To achieve our vision, we will focus on hiring, developing, and promoting the success of talent who support our core businesses as well as talent with management skills and expertise to drive the transformation of business operations through strategic businesses, operational reform, and efficiency improvement.