

Human Resource Strategy: Linking Business and Human Resource Strategies

Our Approach to Human Capital

One of the management policies outlined in the Toho Gas Group corporate philosophy is to develop human resources by focusing on motivation and ability. To heighten employee engagement and maximize each individual's abilities, which will lead to achievements and growth, we are expanding systems and cultivating corporate culture to realize the sustainable enhancement of corporate value from four perspectives: human resource management; diversity, equity, and inclusion; flexible workstyles and productivity improvements; and safety and health management. In promoting these initiatives, we will eliminate discrimination based on race, gender, age, nationality, disability, and other factors, and encourage respect for each and every employee.

Human Resource Management

We engage in employee recruitment, development, and promotion efforts with the aim of building a portfolio of human resources who will support and drive change. We will also revise our human resource system to encourage behavioral changes among employees and create a virtuous cycle of taking on challenges and personal growth.

- Systematically retain and develop human resources to strengthen on-site capabilities in core businesses
- Create new course content to develop human resources responsible for the strategic businesses that will drive change and ensure higher degrees of specialization
- Develop future management personnel by rapidly promoting younger employees to management positions, dispatching them to companies within and outside the Group, and encouraging MBA study abroad

Safety and Health Management

Based on our belief that the safety and health of employees is the foundation of our business activities, we promote Group-wide initiatives to ensure employee safety and health, while striving to create a safe and comfortable workplace.

- Promote safety and health activities (stress checks, health consultations, etc.)
- Improve measures to protect against harassment and make the work environment more comfortable
- Improve workplace environment and company facilities (cafeteria and meeting room renovations, IT environment upgrades, etc.)



Diversity, Equity, 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

Flexible Workstyles and Productivity Improvements

We aim to heighten workstyle flexibility and further increase productivity by revising systems and transitioning to online work using web conferencing and other technologies.

- Expand measures to support balancing work with childcare and caregiving
- Develop systems that contribute to improved work-life balance (telework, hourly leave, etc.) and cultivate a culture that supports their utilization
- Improve productivity Group-wide through the use of digital technologies and coordination of corporate functions between business groups



Human Resource 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.



Employees taking on challenges

For more information, see page 51, Roundtable Discussion: Creating an Environment That Encourages Employees to Take on Challenges.