

Human Resource Strategy: Diversity, Equity, and Inclusion

Basic Concept

We are working to retain and develop diverse human resources and create an organizational culture that promotes mutual understanding to revitalize the organization, strengthen competitiveness, and foster innovation. We also proactively promote women and mid-career hires to managerial positions based on their aptitude and abilities.

Strengthening Internal Systems

Led mainly by dedicated sections established within the Personnel Department (D&I and Career Development Support Group), we will further enhance initiatives emphasizing fairness, including support tailored to employee characteristics and the development of various systems, as well as implement even more effective activities aimed at promoting women, mid-career hires, seniors, and people with disabilities, while providing career training for younger employees.

Creating an Organizational Culture to Deepen Mutual Understanding

For diverse talent to fully demonstrate their individuality and capabilities, it is essential to build an organization based on a foundation that fosters a high level of psychological safety. To this end, we are promoting initiatives that include workshop-style training sessions on the theme of psychological safety.

		FY2024 results
Advancement of women	Ratio of female general employees hired	32.0%
	Number of female managers	26
Advancement of mid-career hires	Number of mid-career hires	53
Opportunities for senior employees	Retiree reemployment rate	Over 70%
Opportunities for people with disabilities	Disabled employee ratio (Toho Gas Group total)	2.53% ^{*1}

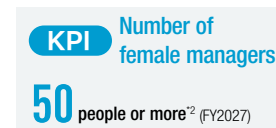
^{*1} 2.55% as of June 1, 2025

Advancement of Women

To promote the advancement of women in the workplace, we are improving systems aimed at strengthening hiring practices and workstyles, and we are working to increase awareness of appointing women to managerial positions and promote understanding in workplaces and among managers.

In terms of hiring, we are actively promoting the Company as a place where women can work comfortably and play an active role, such as by holding events for female students that are attended by female managerial staff. In addition to creating systems for childcare leave and reduced working hours that go beyond legal requirements, we permit the use of accrued leave of absence (accumulated expired paid leave) for fertility treatments, health checkups, and other hospital visits.

We provide ongoing career development support for female employees through age-based training in preparation for life events and interactions with role models within and outside the Company, while promoting new initiatives aimed at addressing health issues specific to women.



^{*2} Estimated value based on the new personnel system, for employees originally employed by Toho Gas Co., Ltd.



A small group exchange of opinions with female executive (left)

Advancement of Mid-Career Hires

With the intention of ensuring the active participation of human resources, we hire mid-career professionals who possess a variety of career experience. We aim to create new value and synergies within the Company by assigning and developing mid-career employees in a way that leverages their experience and expertise. We also conduct facility tours and hold internal social gatherings to help career hires settle in and play active roles.

Opportunities for Senior Employees

We rehire employees even after they have reached retirement age who still want to work and demonstrate the technical capabilities, skills, expertise, and experience accumulated during their careers. To enhance work motivation and performance for senior employees and to foster a gradual development of career awareness, we offer career development training as well as career seminars and one-on-one consultations for employees at age 55.

Opportunities for People with Disabilities

We actively hire people with disabilities to support their independence and social participation. In 2019, we established Toho Flower Co., Ltd. as a special subsidiary with the aim of achieving the legally mandated employment rate for the entire Group and contributing to the local community. These employees are active in a variety of work at numerous workplaces, and we will continue to expand workplace and occupational opportunities.

Expanding the Boiler Recycling Business

This business purchases boilers discarded by the Toho Gas Kurashi Shop and other companies, dismantles and sorts them, and sells the recovered metals and other materials. The initiative was launched in October 2023 with the aim of expanding employment for people with disabilities, recycling resources, and preserving the environment. Transaction volume is steadily increasing, and we have expanded the workspace used for these activities. We also plan to increase the number of employees with disabilities.



New Café Kiosk in the Employee Cafeteria

In May 2025, we opened the Nanairo Café kiosk in the Company's employee cafeteria. About 15 disabled employees work shifts to serve coffee and other beverages. Through Nanairo Café operations, we aim to expand opportunities for employees with disabilities and provide them with even more rewarding work.

