

Human Resource Strategy: Flexible Workstyles and Productivity Improvements

Basic Concept

In addition to establishing safe working environments where labor laws are observed and harassment prevention measures (training, consultation desks, etc.) are in place, and in order to maintain a healthy work–life balance, we strive to improve ease of work and productivity.

Promoting Flexible Workstyles

To promote autonomous and efficient work, we introduced work time systems including flextime, a discretionary work system, and reduced working hours. In addition, to further enhance the flexibility of workstyles, we are expanding remote work and other telecommuting systems, working online opportunities using web conferencing, internal business chat applications, and electronic approval capabilities. Furthermore, we introduced a relaxed dress code and side job system to create an environment in which employees can work comfortably and be themselves.

Support for Balancing Work with Childcare, Caregiving, and Medical Care

In addition to establishing various work–life balance systems, such as leave and reduced working hour systems, we set up consultation desks staffed by experts and promote initiatives to foster awareness and understanding of these systems throughout the Company. We also support work–life balance by offering special paid leave for volunteer activities and a system that awards employees for their social contributions to local communities.

Number of Employees Newly Receiving Childcare and Caregiving Leave

(Persons)

	FY2020	FY2021	FY2022	FY2023*	FY2024*
Childcare leave	21 (5)	33 (15)	39 (25)	65 (51)	59 (53)
Reduced working hours for childcare	19 (1)	7	20 (2)	19 (1)	8 (2)
Caregiving leave	1	1	0	1 (1)	1 (1)
Reduced working hours for caregiving	2	1	1	0	2

Note: Totals for Toho Gas and Toho Gas Network. Figures in parentheses indicate the number of male employees.

* Excludes employees temporarily transferred due to organizational restructuring

Percentage of Male Employees Taking Childcare Leave

	FY2024 result	FY2025 target
Percentage of male employees who took childcare leave or leave for childcare purposes	105.1%	100%

Notes: 1. Percentage of male employees with a newborn child who took childcare leave or leave for childcare purposes. The percentage of employees who took childcare leave was 67.1%. (Totals for Toho Gas and Toho Gas Network)
2. Male employees whose spouses gave birth in previous fiscal years may have taken childcare leave during FY2024, resulting in an acquisition rate that exceeds 100%.



Obtained the Platinum Kurumin Certification

Toho Gas received Kurumin Mark certification from the Ministry of Health, Labour and Welfare in 2018 for its efforts to support childcare. In 2023, we received Platinum Kurumin certification as a company that supports childcare at a high standard.

Improved Productivity

We comply with the Notification of Agreement on Overtime and Holiday Work (36-Agreement) to reduce long working hours and promote the use of digital tools (robotic process automation [RPA], chatbots for internal inquiries, etc.) and business process reviews.

Labor–Management Relations Focusing on Communication

We place importance on dialogues with the labor union and hold regular labor–management council meetings and management meetings to maintain healthy and favorable labor–management relations and working environments, and to facilitate mutual understanding.

Main Work–Life Balance Support Systems (As of June 2025)

Area	System	Description
Childcare	Prenatal and Postnatal Leave	As a general rule, six weeks before birth and eight weeks after birth
	Childcare Leave	Available up to two years in total and up to three separate times, from pregnancy until the child reaches three years old
	Postnatal Paternity Leave	Available up to four weeks and up to two separate times until the infant is eight weeks old
	Reduced Working Hours for Childcare	Reduced work hours from pregnancy until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability. Reduced work hours up to two hours per day until the child finishes first grade, and up to one hour per day thereafter, in 30-minute increments
	Spouse Maternity Leave	Available up to two days within two months after spouse gives birth
	Child Nursing Care Leave	Available until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability
	Childcare Leave	Available until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability
Caregiving	Caregiving Leave	Available up to one year and up to three separate times per person requiring caregiving
	Reduced Working Hours for Caregiving	Available up to three years and up to three separate times per person requiring caregiving Reduced work hours up to two hours per day in 30-minute increments
	Caregiving Consultation Service	External caregiving consultation service by phone or email
Other	Flextime	Available without a fixed period (except in certain workplaces)
	Wellness Leave	Available for up to three consecutive paid leave days
	Volunteer Leave	Available as special paid leave for up to five days a year
	Local Community Contribution Award System	Promotes participation in community activities by awarding employees for their long-term contributions