

Human Resources Strategy

Summary

Basic approach

In the Daigas Group Corporate Principles, the Group declares its aim to create value primarily for customers, as well as for society, shareholders, and employees. Based on the belief that human capital is a source of value creation, the Group aims to be a company where employees can achieve personal growth through their work.

Based on the notion that creating a comfortable work environment that takes into consideration the health and safety of our employees is the foundation of all our operations, we are working to prevent occupational accidents and promote health and wellness of our employees.

We respect the individuality and self-reliance of all employees and actively promote diversity, equal opportunity, and inclusion so that they can take on challenging and rewarding work.

Employee engagement, development of employee skills, and diversity & inclusion were positioned as material issues in the Medium-Term Management Plan 2023. In the Medium-Term Management Plan 2026, the creation of a work environment where employees and the company resonate and enhance each other has been positioned as one of our material issues to accelerate initiatives.

Theme	Items to be addressed	Specific initiatives														
<p>Human resources management → P.073</p> <p>Human resources strategy targets → P.074</p>	<ul style="list-style-type: none"> Retention of necessary personnel to respond to the evolution of our business portfolio Maximization of the entire Group's performance by assigning the right people to the right jobs Revitalization of individuals by increasing job satisfaction <p>Materiality Employee engagement</p>	<p>Policy and promotion system</p> <p>We are engaged in various initiatives to improve employee satisfaction and the Group's entire performance in a rapidly changing business environment with increasingly diversified employees' work perspectives.</p> <p>The personnel system of the Osaka Gas helps all employees understand their roles and expectations through meetings with their supervisors, who serve as personnel development advisors, and allows employees to choose their own career course to pursue.</p> <p>Moreover, we have established the Daigas Group Safety and Health Council to discuss measures for and share information on occupational accident prevention and health maintenance and enhancement.</p> <p>Each year, we measure employee engagement through the Attitude Survey of Daigas Group employees, reflecting the results in each policy.</p> <table border="1"> <tr> <th data-bbox="963 874 1261 903">KPIs based on the materiality</th> <th data-bbox="1261 874 1435 903">FY2024.3 results</th> </tr> <tr> <td data-bbox="963 903 1261 932">Employee engagement</td> <td data-bbox="1261 903 2051 932">Conducted the Employee Attitude Survey. Maintained four overall indicators at appropriate levels</td> </tr> </table> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> Strengthened recruitment of highly specialized human resources and established a multi-track career path system by offering new career paths Introduced a talent management system Continued to implement improvements to the workplace environment to make it more comfortable to work in 	KPIs based on the materiality	FY2024.3 results	Employee engagement	Conducted the Employee Attitude Survey. Maintained four overall indicators at appropriate levels										
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<p>Human resources development → P.075</p>	<ul style="list-style-type: none"> Revision of the specifics of the training contents in light of the employees' desired level of growth and the personnel profile Implementation of DX human resources education <p>Materiality Development of employee skills</p>	<p>Policy and promotion system</p> <p>The Daigas Group's Long-Term Management Vision 2030 lists the promotion of work style reform and development of human resources as important goals. We consider it vital to develop personnel who are capable of working actively in a rapidly changing business environment, and to that end, we offer a range of training and educational programs aimed at developing individual capabilities.</p> <p>Osaka Gas offers a wide range of training programs for all positions and job descriptions, in addition to the training system for each career course. These include training programs by level along with self-directed training.</p> <table border="1"> <tr> <th data-bbox="963 1171 1294 1200">Human Resources Department</th> <td data-bbox="1294 1171 2051 1200">Leading the development of common elements across the company</td> </tr> <tr> <th data-bbox="963 1200 1294 1228">Respective organizations</th> <td data-bbox="1294 1200 2051 1228">Leading the development of organization-specific elements (operational expertise, acquisition of qualifications, etc.)</td> </tr> <tr> <td data-bbox="963 1228 1294 1257">Supervisor</td> <td data-bbox="1294 1228 2051 1257">Person responsible for development</td> </tr> <tr> <td data-bbox="963 1257 1294 1286">Instructor for new employees</td> <td data-bbox="1294 1257 2051 1286">Person promoting the development of new employees' skills during their first three years of employment</td> </tr> <tr> <th data-bbox="963 1286 1294 1315">General affairs of the each organization</th> <td data-bbox="1294 1286 2051 1315">Confirmation of the development status and support</td> </tr> </table> <table border="1"> <tr> <th data-bbox="963 1337 1317 1366">KPIs based on the materiality</th> <th data-bbox="1317 1337 1491 1366">FY2024.3 results</th> </tr> <tr> <td data-bbox="963 1366 1317 1394">Annual average hours of training per employee</td> <td data-bbox="1317 1366 2051 1394">Practical training: 25.1 hours/person; e-learning: 6.2 hours/person</td> </tr> </table> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> Periodically conducted follow-ups and assessments through meetings between employees and their supervisors based on Management by Objectives (MBO) approach Developed each individual's spontaneous desire and motivation for growth and formulated a future career plan 	Human Resources Department	Leading the development of common elements across the company	Respective organizations	Leading the development of organization-specific elements (operational expertise, acquisition of qualifications, etc.)	Supervisor	Person responsible for development	Instructor for new employees	Person promoting the development of new employees' skills during their first three years of employment	General affairs of the each organization	Confirmation of the development status and support	KPIs based on the materiality	FY2024.3 results	Annual average hours of training per employee	Practical training: 25.1 hours/person; e-learning: 6.2 hours/person
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<p>DE&I (Diversity, Equity, and Inclusion)</p> <p>→ P.078</p>	<p>For empowerment of female employees:</p> <ul style="list-style-type: none"> • Implementation of career education (including balancing of work and childcare) • Creation of an environment where life events do not disrupt a career • Enhancement of recruitment activities for female students <p>Materiality DE&I (Diversity, Equity, and Inclusion)</p>	<p>Policy and promotion system</p> <p>We take action across the organization in line with the UN Global Compact, related laws, and the Daigas Group Diversity Promotion Policy to make improvements in recruitment, human resources development and the workplace environment, led by the dedicated division for diversity promotion.</p> <table border="1"> <thead> <tr> <th data-bbox="965 316 1323 347">KPIs based on the materiality</th> <th data-bbox="1323 316 2058 347">FY2024.3 results</th> </tr> </thead> <tbody> <tr> <td data-bbox="965 347 1323 448"> <p>Percentage of women among:</p> <ul style="list-style-type: none"> • Executives/Directors • Newly promoted to middle management positions • New recruits for career-track positions </td> <td data-bbox="1323 347 2058 448"> <ul style="list-style-type: none"> • Percentage of women among Executives/Directors: 26.7%/20.0% (Results after the Annual Meeting of Shareholders held in June 2024: 26.7%) • Percentage of women among all career-track employees promoted to middle management positions: 15.9% • Percentage of women among new recruits for career-track positions: 32.8% </td> </tr> </tbody> </table> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> • Implemented self-motivated career development through the mentoring program • Strengthened cooperation between those engaged in employee development (supervisor, HR departments in the organization and head office), using meeting sheets from pregnancy to return to work • Held information sessions that introduce a range of actual career paths to clarify how employees can play active roles after joining the company 	KPIs based on the materiality	FY2024.3 results	<p>Percentage of women among:</p> <ul style="list-style-type: none"> • Executives/Directors • Newly promoted to middle management positions • New recruits for career-track positions 	<ul style="list-style-type: none"> • Percentage of women among Executives/Directors: 26.7%/20.0% (Results after the Annual Meeting of Shareholders held in June 2024: 26.7%) • Percentage of women among all career-track employees promoted to middle management positions: 15.9% • Percentage of women among new recruits for career-track positions: 32.8%
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<p>Work-life balance</p> <p>→ P.081</p>	<ul style="list-style-type: none"> • Implementation of measures for supporting employees balancing work and life • Efforts to improve productivity and reduce working hours • Support for community activities involvement 	<p>Policy and promotion system</p> <p>We aim to create a corporate culture in which employees can maximize their abilities by striking a balance between rewarding work and fulfilling personal lives and involvement with society. Furthermore, labor and management are working together to realize a work-life balance by systemizing support measures needed by employees at each life stage and creating a workplace environment that facilitates the use of such measures.</p> <p>We are working on work-style reform while considering measures to promote highly productive and creative work styles through corporate committees including the DX Committee.</p> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> • Expanded systems to promote work styles that are not restricted by location or time (telework, flexible work hours and paid leave by the hour) • Implemented mindset-building programs to promote the penetration of systems that support balancing work with childcare, nursing care, and medical treatment 				
<p>Labor safety and health</p> <p>→ P.083</p>	<ul style="list-style-type: none"> • Continued implementation of measures to prevent occupational accidents • Practical implementation of Kenko Keiei* • Continued support for labor health and safety management at group companies <p>*The term "Kenko Keiei®" is a registered trademark of Non-profit Organization Kenkokeiei.</p>	<p>Policy and promotion system</p> <p>In March 2021, we established the Daigas Group Declaration of Health and Productivity Management by summarizing our attitude toward Kenko Keiei (health and productivity management), which was indicated in the Daigas Group Corporate Principles, the Daigas Group Charter of Business Conduct, and the Daigas Group Code of Business Conduct. We also established the Daigas Group Action Guidelines "7 Rules for Being Healthy" to encourage employees to live healthy lifestyles.</p> <p>In addition, in order to create a workplace where employees can work safely, based on the idea that ensuring safety and maintaining and improving physical and mental well-being are key to all operations, we declared in the Daigas Group Code of Business Conduct that we will prevent occupational accidents and promote fitness.</p> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> • Continued implementation of measures to prevent occupational accidents: Continued implementation of safe driving education and heat stroke countermeasures • Practical implementation of Kenko Keiei: Health promotion activities based on the Daigas Group Action Guidelines "7 Rules for Being Healthy" • Implementation of health-related training: 19.2% of employees participated • Continued support for labor health and safety management at group companies: Once a year each group company prepares a safety and health action plan. Conducted a survey on the status of labor health and safety management in conjunction with the submission of the action plan. 13,767 employees from 34 companies (total of Osaka Gas and affiliated companies) received regular health checkups at the Osaka Gas Health Development Center. 				
<p>Communication between employees and company</p> <p>→ P.088</p>	<ul style="list-style-type: none"> • Continuing to set up opportunities for direct dialog between Osaka Gas President and group employees • Maintaining and strengthening sound and good labor-management relations to resolve issues • Continued implementation of the in-house award system 	<p>Policy and promotion system</p> <p>The Daigas Group believes that it is important for employees and the company to work together to realize the healthy growth of each group company with a sense of mutual trust and tension.</p> <p>To this end, we promote communication between employees and the company by opinion exchanges at informal meetings between the labor union and management and various study committee meetings, as well as workplace visits by the President of Osaka Gas to group companies and organizations.</p> <p>Initiatives undertaken in FY2024.3</p> <ul style="list-style-type: none"> • Continued to set up opportunities for direct dialogue between Osaka Gas President and group employees (workplace visits and meetings with young employees): 12 times provided • Maintaining and strengthening sound and good labor-management relations to resolve issues: 12 work councils held • Continued implementation of the in-house annual award system: President's Award granted once 				