Human Resources Management

Principle and Outline

To achieve its sustainable growth, the Daigas Group is working to maximize the value of each and every employee by hiring and fostering human resources who will continue to create value, creating an organizational culture that accepts diverse values and encourages challenges, and ensuring safety and maintaining and improving the health of its employees. We will continue to contribute to solving social issues, promote diverse and creative work styles, and work even more actively to create a rewarding and comfortable work environment.

Furthermore, based on the idea that it is important to create disruptive innovation in order to enhance our corporate value over the medium to long term and the driving force for such innovation is a combination of diverse individuals, we are promoting diversity, equal opportunity and inclusion and actively incorporating diversity in terms of experience, sensitivity and values into our organization. We will develop an environment for them to further demonstrate their abilities.

Efforts to Assign the Right People to the Right Jobs

The Daigas Group aims to implement business portfolio management based on the three pillars of “Domestic Energy Business,” “International Energy Business,” and “Life & Business Solutions Business.” To maximize performance by ensuring the quality and quantity of personnel to that end and by empowerment of diverse human resources based on the principle of assigning the right people to the right jobs, we work to hire and foster human resources who can flexibly respond to changes in the business environment and highly specialized human resources. In particular, we secure human resources while expanding mid-career recruitment to meet the growing need for highly specialized human resources to realize our management strategies, which include initiatives to achieve carbon neutrality, accelerate international energy business expansion, and transform through DX. Recognizing the importance of sustainable organizational management in achieving our management strategies for the future, we will work to secure personnel in a planned manner and appoint personnel with an awareness of human resource development.

Introduction of Talent Management System

Osaka Gas considered the introduction of a talent management system and has begun using the system on a trial basis since FY2022. The job fields are classified into a total of 18 areas, including international business, electricity business, and financial operations. By organizing these job requirements and consolidating human resource information to form foundations, and by matching the organized job requirements with human resource information, such as personal characteristics and transfer experience, we aim to maximize performance through the appointment of the right persons in the right positions and the empowerment of diverse human resources.

Furthermore, we will formulate a succession plan for executives and managerial posts, aiming to achieve sustainable performance as an organization.

Efforts to Maintain and Improve Employee Engagement

Starting in FY2025, Osaka Gas has measured its work engagement score[1] and is working to maintain and improve this as a KPI. In a survey conducted in FY2026, 5,895 employees at Osaka Gas and affiliated companies[2] responded (including loaned employees), and the response rate was 91.9%. In order to manage employees while properly evaluating whether they are enthusiastic about their work, we measured engagement scores using multifaceted questions, and have confirmed that the scores of the Company and our affiliated companies are higher than the average among the general public. In addition, we conduct an “Employee Attitude Survey” to create an environment that enhances value for employees and the Company. In the FY2026 survey, 5,945 employees (including loaned employees) responded at the Company, for a response rate of 94.7%, and 8,342 employees at affiliated companies responded, for a response rate of 93.4%. We used the “overall satisfaction” score, which indicates current satisfaction with the Company, as a comprehensive evaluation index. With this survey, we confirmed that the level was higher than the average among the general public at the Company and affiliated companies. We analyze the survey results by age bracket, organization, etc., and implement measures to address identified issues.

1 Deviation in work engagement results for companies using the Advantage Toughness Survey
2 Scores were compiled for Osaka Gas and its three core energy business companies (Osaka Gas Marketing Co., Ltd.; Daigas Energy Co., Ltd.; Daigas Gas and Power Solution Co., Ltd.), as well as Osaka Gas Network Co., Ltd.

Data on Osaka Gas Workforce

The number of employees at Osaka Gas (Non-consolidated) as of the end of March 2026 was 1,314 (male: 1,009/female: 305). The number of employees who joined the company through mid-career recruitment was 63. (The ratio of those hired through mid-career recruitment to full-time workers was 46.3%.)

We are also actively hiring locally at our overseas affiliates.

Introduction and Enhancement of Personnel-related Systems to Encourage Employees to Tackle Challenges and Pursue Growth

In April 2025, we updated our personnel systems to further encourage employees to tackle challenges and pursue growth. Through a gradual increase in retirement age and reviews of our evaluation and wage systems, we are aiming to improve employees’ job satisfaction and drive sustainable growth.

Moreover, in October 2025, we newly introduced and enhanced our personnel-related systems primarily to promote employees’ early development, improve their motivation, encourage long-term contributions to company performance, and support childcare and nursing care. Specifically, we have enhanced opportunities for overseas experience, offered support for the acquisition of qualifications, established a recurrent leave system, and introduced measures for the development of prospective employees. In doing so, we have reinforced our career support and growth opportunities. We have also improved our leave and welfare programs, providing subsidies for nursery school fees, introducing four-day work weeks for employees providing nursing care, and offering leave for grandchild care and donor leave. In this way, we are providing lifestyle support to ensure employees have the peace of mind required to take on new challenges.

Moving forward, we will continue to improve our human resource initiatives to ensure a mutual relationship of growth between employees and the Company.