

DE&I (Diversity, Equity, and Inclusion)

Principle and Outline Daigas Group Diversity Promotion Policy

To sustainably enhance corporate value amid the acceleration of working population decline and industrial structure changes in Japan, the Daigas Group believes that it is essential to promote diversity, equity, and inclusion (DE&I), where companies and organizations consist of members with diverse attributes who demonstrate their full potential. The Group established the Daigas Group Diversity Promotion Policy in 2014 and has been advancing various initiatives to materialize the policy.

To leverage each individual in a diverse workforce, including women, people with disabilities, senior employees, and LGBTQ employees, we are working on the creation of a flexible and comfortable workplace environment, support for career development, and creation of a workplace culture that takes advantage of diversity.

Supporting a More Active Role for Female Employees

Osaka Gas actively promotes initiatives that help female employees play a more active role. We believe that this is an important issue not only for us but in a wider society, and in promoting diversity, leads to the promotion of diverse ways of work and career support for employees with diverse backgrounds other than gender. Under the Daigas Group Diversity Promotion Policy, we have set numerical targets of increasing the percentage of women on the board and the percentage of women among career-track employees promoted to middle management positions* to 30% or higher, respectively, and of maintaining the percentage of women among career-track hires at 30% or higher by FY2031. We are advancing initiatives to create a more comfortable and rewarding workplace by enhancing various systems to improve work-life balance and taking measures to encourage career development in an environment where few role models exist. As a result of these endeavors, the percentage of women in managerial positions increased steadily. External awards Osaka Gas has won include the “Eruboshi” (highest level) certification from the Minister of Health, Labour and Welfare as an excellent company in terms of the status of women’s participation and advancement in accordance with the Act on the Promotion of Women’s Participation and Advancement in the Workplace. Osaka Gas was also selected for the “Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting” by the Tokyo Stock Exchange (TSE) and the Ministry of Economy, Trade and Industry as one of the TSE-listed companies which actively promote the utilization of female human resources, for two consecutive years from 2025.

Osaka Gas has also been selected as a constituent of the MSCI Japan Empowering Women Index (WIN), an ESG investment index for Japanese stocks adopted by the Government Pension Investment Fund (GPIF).

■ Osaka Gas’s progress on empowerment of female employees

・We appointed our first female manager in 2004.

・In FY2022, a new indicator was set to attain “30% or higher for the percentage of women among employees promoted to managerial positions by FY2031.” We will work on initiatives to achieve the target.

	FY2022	FY2023	FY2024	FY2025	FY2026
Percentage of women among all employees promoted to managerial positions* (%)	6.3	14.3	15.9	18.2	17.4
Percentage of female employees in managerial positions (%)	4.2	4.5	4.9	5.1	5.5

* The percentage of women promoted to managerial positions among career-track employees promoted to managerial positions in that fiscal year (managerial positions changed to “managerial positions or equivalent,” including Osaka Gas’s loaned employees)



Next Nadeshiko:
Companies Supporting Dual
Careers and Co-parenting

2026 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

MSCI Japan Empowering
Women Index



Osaka Gas acquires
Eruboshi certification
(third stage, which is
the highest)

■ Main Actions Taken in FY2026

	Specific initiatives in FY2026	
Recruitment	Holding of diversity seminars to introduce the career paths and work environments of employees who balance work with life events	
	Website	Posting of articles about career plans pursued by female workers, introduction of diversity initiatives
Development of human resources	Transfer and appointment	Transfer and appointment based on individual development plans suited to each employee
	Career education	Mentor system (mentoring program)*
		Roundtable talks between female workers on careers (strengthen connections with internal role models)
		Interviews with young workers during their training period (young workers when they are employed/once every year from after assignment to the fourth year)
		Dispatch of employees to the Japan Institute for Women's Empowerment & Diversity Management, which is an organization that supports the empowerment of women; Women's Initiative for Leadership (WIL) organized by the Ministry of Economy, Trade and Industry; and other programs
	Training for supervisor	Diversity lectures in training for newly appointed and existing managers/supervisors
		Holding forums for employees raising children and their supervisors
		Attendance of supervisors in various training programs for women
Work environment	Childcare (Male employees are also eligible.)	Offering intranet networking opportunities for workers on leave and returners
		Holding roundtable talks for people taking childcare leave
		Holding seminars and roundtable talks on balancing work and childcare
	Corporate culture	Holding of a Diversity Promotion Forum (lecture by knowledgeable person and workshop)
		Provision of information through continued distribution of e-mail news and in-house web magazines
		Continued implementation of measures to promote efficient working

* Mentor system (mentoring program): A program that provides female employees before management with the opportunity to receive direct guidance from experienced mentors to foster networking and career awareness



Holding of Diversity Training for Newly Appointed Managers/Supervisors

Osaka Gas conducts diversity training as part of training for newly appointed managers/supervisors.

■ Number of Participants in Training for Newly Appointed Managers/Supervisors

	FY2022	FY2023	FY2024	FY2025	FY2026
Group*	163	149	153	145	166
Osaka Gas	36	10	9	11	12

* Osaka Gas and consolidated companies

■ Number of Participants in Mentoring Program

	FY2022	FY2023	FY2024	FY2025	FY2026
Osaka Gas	19	16	21	5*	6

* Previously we conducted this program for young female employees and management candidates. From FY2025, as there are no longer gender-based differences in the working environment for young people, this program is conducted only for candidates for management positions.

Promoting an Understanding of LGBTQ

As an LGBTQ-friendly company, Osaka Gas has created a positive workplace environment and promoted understanding among employees so that employees can be themselves and play a vibrant and active role regardless of gender identity or sexual orientation. From an early stage, we installed consultation desks, held lectures by experts and movie viewings, created manuals for allies*, distributed stickers, and took other measures. As a result, our efforts have been recognized by external entities. In FY2019, Osaka Gas became the first gas provider to receive gold in the PRIDE Index introduced by work with Pride. We continued to promote understanding after receiving the award, and rules have been amended to make de facto marriage and same sex partners eligible for internal systems in the same way as spouses from FY2025. This is intended to accept diverse family structures regardless of gender so that employees can continue working without undue worries.

* Allies are people who understand and support LGBTQs and other sexual minorities.

Osaka Gas's character "Enemaru" supporting LGBTQs



Osaka Gas mascot "Enemaru"
holding a rainbow flag

Creating a Work Environment for the Disabled

Hiring the disabled

Osaka Gas does all it can to hire disabled persons and creates a work environment conducive to the talents of each individual. As a result of these efforts, disabled persons accounted for 2.88% of our workforce as of June 2025, well above the legal minimum of 2.5%. Of the 36 Group companies subjected to the law, 23 companies including Osaka Gas have the legal minimum numbers of employees with disabilities.

Percentage Rate of Disabled Employees at Osaka Gas (as of June each year)				
2022	2023	2024	2025	2026
2.45%	2.59%	2.71%	2.88%	3.07%

Supporting Seniors to Play an Active Role

Osaka Gas is building an employment system that encourages the active engagement of senior workers, including gradually raising the retirement age to 65. In addition, we support employees' career development and growth regardless of age.

Extending the retirement age

Osaka Gas will gradually raise the retirement age to 65 starting in FY2026, and expects employees to continue working as full-time employees even after they turn 60 years old. We have also abolished the system of honorable retirement from executive roles at a uniform age and is promoting employees to higher positions based on their ability, including early promotion. We continue to apply a reemployment scheme to employees who have reached mandatory retirement age until FY2034, when the mandatory retirement age will reach 65. Daigas Group companies also have established employment systems up to the age of 65 that contribute to the active participation of senior human resources.

Career development support

In order to meet the diversifying needs of career development, at Osaka Gas, the Career Development Project Team conducts career guidance (training) and career development interviews for employees at the ages of 30, 40, 50, and 60.

This training offers the employees briefings on circumstances inside and outside the company as well as various support systems, and through closer examinations of their work histories and group discussions, the employees are encouraged to seek out career paths that are consistent with their values and motivation and to develop their own career plans. After the training, each employee will fill out a career design sheet and then attend a one-on-one interview with an in-house career counselor to discuss their career aspirations and growth plans. 341 employees received career development interviews in FY2026.

When employees reach the age of 55 they are invited to attend a "Nice Life Seminar" with their spouse. They are briefed about various systems that may affect their post-retirement life plans.