

## Invisible Assets

# Human resources

Contributing to the achievement of Sustainable Development Goals (SDGs)

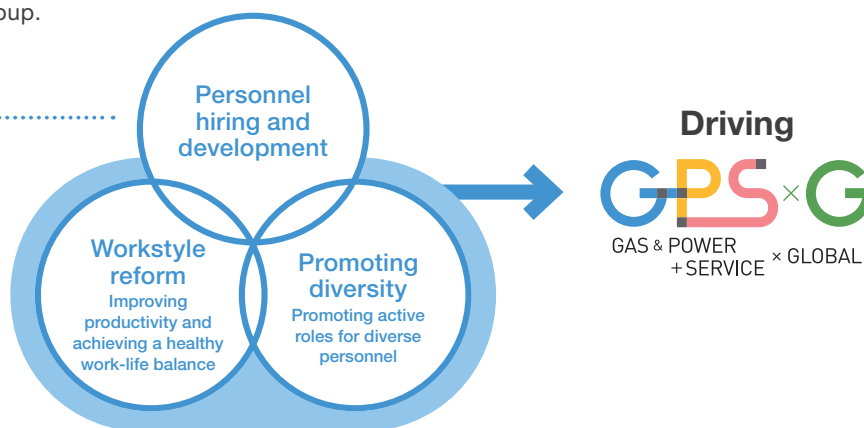


Because we see human resources as the underlying source of creation of corporate value, the Tokyo Gas Group is striving to develop employees who have high-level expertise and integrity, and respond flexibly to changes in society and the business environment. In line with this policy, we are working to implement workstyle reforms and promote diversity, to ensure maximum effective utilization of the knowledge, skills and experience of personnel working in the Tokyo Gas Group.



Strengthening personnel to support growth

Creating an environment conducive to maximizing the effective use of knowledge, skills and experience



### Personnel hiring and development

We are engaged in the hiring and development of human resources with a strong sense of duty and responsibility, who can take the initiative to think and act for themselves, and who can grow while cooperating with their fellow colleagues; who can become core personnel and act as a strong driving force for business operations in a diverse range of fields.

#### Hiring personnel with high levels of expertise

In addition to hiring new graduates for specific job types (in humanities, sciences and the professional domain), we also engage in flexible hiring of experienced and highly-specialized mid-career personnel.

#### Strategic shift to growth domains

In addition to our gas business, we also prioritize assignment of personnel to strategically-important fields such as our electric power and overseas business operations. In this way, we are promoting growth and expansion in a diverse range of fields.

#### Developing business leaders

We train business leaders who will lead the Tokyo Gas Group in the future, with a training program that focuses primarily on development through a wide range of on-the-job training (OJT) experiences gained by means of transfers and rotations, combined with additional off-the-job education and training (OFF-JT).

**Hiring, fostering and placing of personnel who support promotion of "GPS x G"**



### Workstyle reform (Improving productivity and achieving a healthy work-life balance)

In order to enable each and every one of our employees to work energetically and make maximum effective use of their abilities, we are working proactively to rectify and reduce long working hours, and to implement workstyle reforms with awareness of "the value of time," which we regard as important issues for management involvement.

#### Specific initiatives

##### ■ Promoting workstyles with awareness of the value of time

Prohibiting overtime work after 20:00 (as a general rule) and encouraging employees to declare in advance what time they will be leaving work, etc.

##### ■ Environmental improvement to allow diverse personnel to display their full potential

- Introducing a "Work Anywhere" program which eliminates restrictions on working location (Work at home, mobile work)
- Building satellite shared offices
- Improving the office environment toward further improvement in productivity
- Working to create workplaces that enable innovation to occur
- "Work in a Free-form Animated Manner" (Online video conferencing, office reforms, etc.)
- Promoting automation / mechanization using ICT, and more sophisticated use of data (utilizing RPA, audio AI, etc.)



Collaborative work space of a new office of the Digital Innovation Division



## Promoting diversity (Promoting active roles for diverse personnel)

### Top Management Commitment

The Tokyo Gas Group is working to promote diversity (promoting active roles for diverse human resources), with a view to future growth and advancement. Even in the midst of this great competitive age of energy, the Group aims to grow and advance as a global integrated energy corporation by coming to terms with every one of its customers, having them choose Tokyo Gas products and services, and contributing to creation of a better society and secure and comfortable lifestyles. One important issue for the entire Group to tackle in order to achieve this, is the promotion of diversity. In order to satisfy the continually diversifying needs of each and every customer, it is essential for us to create an environment in which every Group employee can take an active role and work as part of a team, making maximum effective use of his or her knowledge, skills and experience. Moving forward, we will continue working proactively to develop and enhance more schemes for supporting this ideal, to foster greater employee awareness and create a better corporate culture within our organization, and aim to create a corporate group in which all employees can take an active role, regardless of their gender, age, presence or absence of disabilities, employment type, nationality, sexuality, gender identity, or any other such attributes.

Takashi Uchida  
 Representative Director, President and CEO  
 Tokyo Gas Co., Ltd.

### Specific Initiatives

Promoting empowerment of women in workplace	<ul style="list-style-type: none"> <li>■ 2016: First female executive officer appointed</li> <li>■ 2018: First female senior executive officer appointed</li> <li>■ Almost 100% return-to-work rate for female employees returning from childcare leave</li> <li>■ Almost no difference in gender in terms of average years in service of the company</li> </ul>
Employment of people with disabilities	<ul style="list-style-type: none"> <li>■ Employment rate of 2.46%, exceeding the mandatory rate (as of June 2019)</li> <li>■ Established a liaison committee to promote employment of disabled people as a group</li> <li>■ Working to create safe and comfortable working environments</li> </ul>
Career development support for employees in their 50s and over	<ul style="list-style-type: none"> <li>■ Established the "Grand Career System" to support career development for employees in their 50s and over, through training sessions and interviews with career consultants, etc.</li> </ul>

### Basic Policy Regarding Promotion of Diversity

#### 1 Realize diversity in working styles, and productivity enhancement

We aim to achieve the realization of an organization (with diverse working styles and increased productivity) in which every person accepts each other's working style while enhancing productivity.

#### 2 Promoting empowerment of women in workplace

We regard promoting the success of women as the beginning of the promotion of diversity, and will continue to undertake this proactively.

#### 3 Diversity Promotion Team

We will establish a "Group Diversity Promotion Team" and promote diversity throughout the entire group, in an integrated manner together with management.

People differ from each other.  
 We believe this makes them great assets.

We have established a Concept Message as a tool to more simply communicate our vision that "each and every employee makes use of his or her diverse strength and helps grow the Group" as described in the Top Management Commitment. In order to raise awareness and actions by more group employees, we set November 2018 as a "Month of Diversity" and held various seminars concerning diversity, which was attended by around 800 people.

## Occupational safety and health

Health and safety are the essential basis for the existence of any company, in protecting the lives and health of their employees. The Tokyo Gas Group is working to reduce risks with a view to eliminating work-related accidents, and to maintain and improve the health of its employees through mental health initiatives and measures to prevent lifestyle-related illnesses. In terms of health management, we work to ensure that 100% of our employees take regular health checkups, and make effective use of early-stage detection of disease outbreaks and external healthcare institutions.



### External Evaluation

#### Selected as a Nadeshiko Brand

Tokyo Gas was selected as a corporate brand that is appealing in terms of its proactive efforts to encourage and empower women.



#### Granted Kurumin certification

Tokyo Gas was certified by the Ministry of Health, Labour and Welfare (MHLW) as a company that has formulated an action plan, achieved targets and met certain criteria in accordance with the Act on Advancement of Measures to Support Raising the Next Generation of Children.



#### Selected as a Health & Productivity Stock

Tokyo Gas was selected as a Health & Productivity Stock, as a company that considers and strategically approaches employee health management from a corporate management perspective.

