

Human Resources Management

Strategy

Work-Life Balance

SK Gas is committed to building a "Happy High-Performance Organization," believing that employees' happiness drives engagement, which in turn leads to strong performance. To realize work-life balance, which is a key foundation for employee happiness, the company supports family-friendly policies and flexible working arrangements. This positive cycle enables employees to enjoy fulfilling lives with their families while remaining engaged and productive in their work.

Family Support Programs and Flexible Working Arrangements

SK Gas complies with statutory working-hour requirements and continuously improves its policies and working conditions to help employees balance work and life and maximize their individual capabilities. To this end, SK Gas operates various flexible work arrangements, including the selective working hour system, flexible working hours, discretionary work, and deemed working hours systems.

In 2025, SK Gas achieved a 62% participation rate in flexible work arrangements, excluding roles for which flexible scheduling was not feasible due to on-site business requirements. For 2026, participation targets were adjusted based on the number of employees ineligible for such arrangements due to job characteristics. The company will continue its efforts to create a more autonomous working environment for all employees.

[Participation Rate and Target for Flexible Working Hour¹⁾] (Unit: %)

Category	Performance			Target
	2023	2024	2025	2026
Participation Rate in Flexible Work Hours	59	60	62	62

1) Percentage of employees using flexible working hours

[Work-Life Balance System]

Category	Description
Family Support Systems	- Operation of systems for maternity protection and work-life balance - Operation of systems such as maternity leave, childcare leave, and reduced working hours during childcare in accordance with relevant laws and regulations - Support for business site childcare centers- Support for costs when using affiliated childcare centers near the company - Providing Tuition for Children- Support for entrance fees and tuition fees for children without limitation on the number of children - Family Health Support - Health checkups for spouses - Medical expenses and vaccinations for immediate family members of employees and their spouses - Medical expenses for employees with serious or intractable illnesses - Postpartum care facility expenses for employees who have given birth
	- Implementation of Flexible Work Arrangements - Selective working hours: Employees can plan and execute their working hours autonomously within the monthly working hour limit - Staggered working hours system: Adjusting start and end times while maintaining the standard working hours - Flexible working hours system: Instead of increasing working hours during busy weeks, reduce working hours in other weeks to maintain an average of legal working hours - Discretionary working hours system: When it is necessary to delegate the method of work performance to the employee's discretion, operating working hours as agreed - Deemed working hours system: Recognizing working hours as regular working hours when working outside the business site due to business trips, etc., making it difficult to calculate working hours
Flexible Work Arrangements	- Off-site distributed work (Telecommuting) system - Operation of an off-site distributed work system to flexibly respond to unforeseen situations, such as childcare - Mobile Office - Operation of a mobile office (within Seoul) to support employee engagement and smart work

Parental Leave

To support the happiness of employees and their families, SK Gas actively encourages the use of parental leave and provides a stable work environment for employees returning from such leave. Additionally, the company operates life-cycle-based support programs to ease the burden of childbirth and childcare for employees, and provides detailed guidance through the Work-Life Balance Manual.

[Work-Life Balance Manual]

Category	Details
Pregnant Employees	- Protection for pregnant women - Fetal examination leave - Reduction of working hours during pregnancy
Employees Before and After Childbirth	- Leave before and after childbirth - Spousal childbirth leave - Support for postpartum care centers
Employees with Young Children	- Childcare leave - Return-to-work support after childcare leave - Medical expense support - Reduction of working hours during childcare
Others	- Infertility treatment leave - Miscarriage/stillbirth leave - Spousal miscarriage leave - Family care leave - Reduction of working hours for family care - Health leave - Business site childcare center - Breastfeeding room

Human Resources Management

Strategy

Work-Life Balance

Simtness Service

SK Gas operates the Simtness Service to help employees manage stress that may arise in the course of job performance and promote mental well-being. To increase utilization and satisfaction, the company carries out promotional activities such as monthly company-wide email announcements. The application platform was also redesigned to enhance usability, offering access to counselor profiles and user reviews. In 2025, SK Gas improved accessibility by expanding on-site visits, including visiting psychological counseling services.

[Simtness Service Usage and Satisfaction]

Category	Unit	2024	2025
Number of uses	Number	332	278
Satisfaction (based on a 5.0 scale)	Score	4.9	4.8

Labor-Management Communication

To strengthen communication between labor and management, SK Gas operates multiple engagement channels including Happy Seed Talk, the Labor-Management Council (Happiness Council), and Town Hall Meetings.

Labor-Management Council (Happiness Council)

The Labor-Management Council (Happiness Council) serves as a key representative body responsible for fostering a people-centered corporate culture. Employee and management representatives meet quarterly on a 1:1 basis to discuss key issues. In 2025, the council continuously reviewed various topics, including employee welfare system improvements and enhancements to working conditions. Outcomes are communicated to all employees, and initiators of proposals receive individual updates on the decisions.

[2025 Happiness Council Discussion Topics¹⁾]

Category	Agenda	Results
1st Quarter	Improvement of Single-Person Assignment Support Funds	• Raising Housing Cost Support Limits for Single-Person Assignments
2nd Quarter	Increase in Business Trip Accommodation Allowance	• Raising Domestic Business Travel Limits
3rd Quarter	Expansion of English Education Support	• Introduction of AI Learning Programs such as Ringle and MalangTalk
	Partnership with Accommodation Platforms	• Implementation of Partnered Accommodation Services
4th Quarter	Zero-Accident Award System	• Review of Safety-Related Individual Awards

1) Policy and system changes resulting from discussions apply to all employees.

Happy Seed Talk

Since 2020, SK Gas has been conducting Happy Seed Talk sessions where CEOs and employees communicate freely. As of the end of December 2025, a total of 352 sessions have been held, with 2,521 cumulative participants. Participants are selected by organization or topic, and employee suggestions raised during the sessions are actively reviewed and implemented.

In 2025, based on employee feedback gathered through Happy Seed Talk, the company introduced various improvements, including expanding meeting rooms and seating, launching new employee welcome kits, implementing workation programs, and renewing ID badges, all aimed at enhancing work environments and boosting employee pride.

Town Hall Meeting

The CEO hosts annual Town Hall Meetings to engage directly with employees in real time. During these meetings, the CEO provides updates on key issues such as business status, outlook, compensation adjustments, and performance bonuses, fostering mutual understanding between employees and leadership. These meetings contribute to building a culture where employees grow together with the company while working toward the shared vision.

Inter-Connect

Since 2023, SK Gas has implemented Inter-Connect to facilitate cross-functional sharing among departments. A total of 38 sessions have been held by 2025, involving 82 teams. In 2025, participants shared work and goal initiatives centered around corporate strategic projects and discussed questions and suggestions through Q&A sessions. Through these efforts, SK Gas is strengthening meaningful communication and collaboration.