

# Labor Practices

## Promotion of diversity

### ◆◆◆ Policy and Concept ◆◆◆

We established an exclusive organization in 2011 intended for all employees with the goal of raising awareness and promoting behavioral changes in order to promote the advantages of individual differences as one of our strengths. We are promoting initiatives such as workplace training and the periodic release of information intended to forge the power of the individual as an organizational strength.



### ● Kansai Electric Power Group Diversity Promotion Policy (established in December 2015)

1. By respecting the “differences” of each individual and making diverse senses of value and ways of thinking into sources of strength for the organization, we will realize a competitive corporate group that creates new value.
2. We seek to realize workstyles and to cultivate workplace environments that enable everyone to exercise their abilities to their maximum extents, regardless of their personal attributes, including gender and age, or experienced life events.

### ◆◆◆ System ◆◆◆

#### ● Diversity promotion

Director responsible: Nobuyuki Miyamoto (Executive Vice President)

Management office: Diversity Promotion Group, Office of Human Resources and Safety Management

### ◆◆◆ Goals ◆◆◆

- Appointment to managerial positions: By the end of fiscal 2030, increase the ratio and the number of female managers to more than threefold those of fiscal 2018.  
→ Fiscal 2019 results: Female manager ratio was 2.4%, and the number of female managers was 47.
- Recruitment: Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs.  
→ Fiscal 2020 results: Office workers 38.9%, Engineers 7.6%

Note 1. All figures are on a non-consolidated basis.

Note 2. The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. conducted collective recruitment.

## ◆◆◆ Efforts ◆◆◆

## ● Promotion of employment of persons with disabilities

In 1993 we established Kanden L-Heart Co., Inc. as a special affiliate company, and together with Kansai Transmission and Distribution, Inc.\* (which was split off in April 2020) these organizations encourage employment of people with disabilities. As a result, our employment ratio of workers with disabilities reached 2.6% (as of June 1, 2020), having continuously achieved the legally required ratio (2.2%). In addition, we are opening up a diverse range of job positions where people with disabilities can play an active role, such as office assistant, while bolstering support for those with mental disabilities.

\* Kansai Transmission and Distribution, Inc. has been certified as a special affiliate (as our Group) and therefore is included in the calculation of our employment ratio of persons with disabilities.

## ● Promotion of employment of elderly persons

In accordance with the objectives of the Act on Stabilization of Employment of Elderly Persons, we introduced a system for re-employing retired employees in 1996. Currently, more than half our employees who have reached retirement age are participating by applying their extensive expertise and skills.

## ● Initiatives to encourage the further success of female employees

In addition to encouraging continuous contributions to the organization by developing abilities and growing independently through work, we are striving to make environments where people can continue to work enthusiastically even when their lifestyles change. Our Company supports and has signed the Women's Empowerment Principles, which were created by UN Women and the United Nations Global Compact. We received the "Kurumin" certification in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children and the highest "Eruboshi" certification (third level) in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace. In addition, we were recognized as a "Leading company for female activity in Osaka City." Moreover, in the selection of "Nadeshiko Brands" instituted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, we were selected as a "Semi-Nadeshiko Brand."

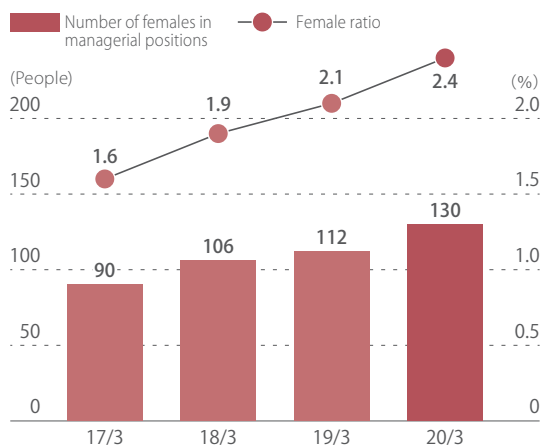


"Semi-Nadeshiko" of the Nadeshiko Brand

## ◆ Targets for promotion of female employees

|                                     |   |
|-------------------------------------|---|
| Appointment to managerial positions | By the end of FY2030, increase the ratio and the number of female managers to more than threefold those of FY2018.    |
| Recruitment                         | Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs. |

## ◆ Number and ratio of female managers

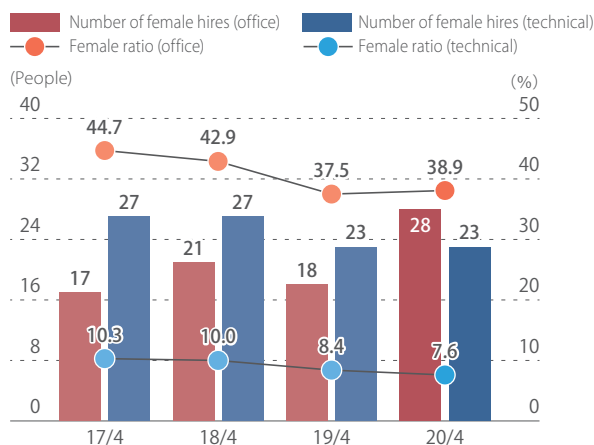


(Figures from fiscal year ends)

\* Excludes medical staff and transportation staff

\* Managerial positions refer to those equivalent to chief clerk and higher.

## ◆ Number and ratio of female hires



(Based on fixed term employment for each fiscal year)

## ● Promoting the participation of male employees in childrearing and housework

With the aim of increasing male participation in childrearing and housework, we are encouraging male employees and their superiors to take childrearing leave. When the period of childrearing leave begins, the provision allows for seven days of paid leave.



## Promotion of workstyle innovation

### ◆◆◆ Policy and Concept ◆◆◆

#### ● Promotion of workstyle innovation, health and productivity management

The Company has established a Health and Productivity Management Declaration with the aim of expressing our unwavering commitment to step up efforts in health management. As part of our Medium-term Management Plan, we are accelerating our efforts in setting goals that each one of our employees shall aim to “master using time well” and “master maintaining good health”. Going forward, we will remain oriented toward a workstyle that places weight on value creation whilst enhancing flexibility when it comes to time and place of work, as well as how employees choose to rest, so that they can benefit from self-improvement. Additionally, we will proactively support the physical and mental health enhancement of employees as well as aim to improve the quality of life of each employee and their families.

#### ◆ Health and Productivity Management Declaration (established in January 2018)

The Kansai Electric Power Company, in order to fulfill our mission, “continuing to serve our customers and communities,” will promote the maintenance and enhancement of our employees’ physical and mental health as well as the improvement of the quality of their lives by making employees’ health one of the pillars on our corporate management.

We will also implement working practices which place an emphasis more on value creation than the amount of work time, boost productivity, eliminate longer working hours, promote workplace diversity, and realize dynamic innovation through human-capacity reform to further improve effectiveness of our health management.

Based on our belief that we value people, we will continue to promote the advancement of employees’ health and contribute to “the realization of a bright and affluent future.”

### ◆◆◆ System ◆◆◆

Responsible for promotion: Takashi Mori (Representative Executive Officer, President)

Deliberative body: Workstyle Innovation, Health and Productivity Management Committee

Management office: Labor Health Group, Office of Human Resources and Safety Management

### ◆◆◆ Goals ◆◆◆

- Reduce total working hours by 5% compared to FY2015.  
→ FY2019 results: Reduced by 2%.
- Achieve male employee childrearing leave/paid leave utilization rate of 90% or higher.  
→ FY2019 results: Male employee childrearing leave utilization rate was 109%, and paid leave utilization rate was 97.1%.
- Improve health indexes (weight, exercise, smoking, sleep and drinking) to the level of leading companies in health and productivity management.  
→ Achieved: Exercise, smoking, sleep    Not achieved: Appropriate bodyweight, drinking habits

### ◆◆◆ Efforts ◆◆◆

#### ● Developing comfortable workplaces

On the premise that working hours are managed appropriately, a flexible work system with no core time is being put in place to clearly separate efficient working time (“on”) from effective rest time (“off”); to this end, we are expanding flextime, enhancing a work system that allows for more flexibility when it comes to times/places of work through the introduction of telecommuting and encouraging employees to take leave in a planned and meaningful manner.

#### ◆ Major work system revisions in recent years

|          |  |  |
|----------|--|--|
| 2015. 4  | Introduction of anniversary leave                      | Granted special leave on anniversaries of employees or their families.   |
| 2016. 4  | Introduction of telecommuting                          | Introduced to support improved work-life balance.  |
| 2016. 4  | Introduction of partially paid childrearing leave      | Seven days of paid leave for the purpose of encouraging male employees to take childrearing leave.                           |
| 2018. 10 | Introduction of leave for spouse's overseas assignment | Introduced leave of absence program for employees who will accompany their spouse's overseas assignment.                     |
| 2019. 4  | Introduction of rest between shifts                    | Encouraged employees to secure, basically, at least 11 hours of rest.  |
| 2019. 6  | Introduction of satellite office work                  | Made available working at the nearest business location, etc.<br>Also expanded requirements for telecommuting.               |
| 2020. 4  | Extension of super-flexible work hours                 | Abolished core time as a general rule at all business locations.<br>(Has been abolished at some locations since April 2019.) |

## ● Certified as a Health & Productivity Management Outstanding Organization 2020 (White 500)

Having been recognized for our philosophy of “Management that values people” and health measures for employees, our company has been certified as a Health & Productivity Management Outstanding Organization (White 500) for the fourth consecutive year since 2017.



## ● Major efforts in Health and Productivity Management

To improve and raise awareness of health management and enhance self-care skills, we provide lectures on exercise and meals, introduced a health behavior support application and AJTA (beanbag toss) Game, a company-wide sport event. Additionally, we provide training for managers to develop an environment which makes it easier for superiors to support their subordinates. This support structure has also been enhanced by providing improved consultation with occupational health doctors and nurses as well as outside counselors.

## ● Sustaining stable labor-management relations

We have concluded a union shop agreement with the Kansai Electric Power Labor Union, and have set “company productivity increases accompanied by improved labor conditions” as a shared labor-management goal. Based on strong relationships of trust that we have constructed over our many years of history, we are building good labor-management relations. To keep up these relations, we continue to strive for mutual understanding by holding management panel discussions between labor and management as we operate business.

### ◆ Major opportunities for labor-management communication

|                              |   |
|------------------------------|---|
| Management panel discussions | Labor and management promote communication in the corporate management plan, etc. (held annually) |
| Management Council           | Labor and management discuss important matters, such as reorganization (as needed)                |

## ● Tackling the novel coronavirus

In order to prevent the spread of the novel coronavirus, the Group has changed its work system so that all employees, in principle, can use staggered working hours, telecommute, or work from satellite offices. We have also introduced IT tools for teleworkers and are facilitating further utilization of telecommuting.

When going to work, we are strictly observing infection prevention protocols such as mask wearing whilst implementing measures to avoid the “Three Cs” - closed spaces, crowded places, and close-contact settings - such as keeping enough space between desks in the office environment.

Since it is expected to take time until the number of infections starts to die down and assuming a transition to society where we coexist with coronavirus, we will strive to achieve both infection prevention and sustainable business activities by considering an internet-driven transformation of how we work.

## ● Relevant data

| Policy                     |             |   |
|----------------------------|-------------|---|
| Diversity Promotion Policy | Established | <p>Kansai Electric Power Group Diversity Promotion Policy<br/> <a href="https://www.kepcoco.jp/sustainability/csr/diversity/policy.html">https://www.kepcoco.jp/sustainability/csr/diversity/policy.html</a></p> <p>Action Plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children<br/> <a href="https://www.kepcoco.jp/sustainability/csr/diversity/action_plan_woman.html">https://www.kepcoco.jp/sustainability/csr/diversity/action_plan_woman.html</a></p> |

|   |                  | 2018/3             | 2019/3             | 2020/3             |
|---|------------------|--------------------|--------------------|--------------------|
| Number of employees                               | non-consolidated | 19,243             | 18,884             | 18,141             |
|   | consolidated     | 32,527             | 32,597             | 31,850             |
| Average age                                       | non-consolidated | 43.0               | 43.2               | 43.3               |
| Average length of service                         | non-consolidated | 22.3 years         | 22.4 years         | 22.5 years         |
| Average annual salary                             | non-consolidated | 7.57 million yen   | 7.91 million yen   | 7.99 million yen   |
| Rate of childrearing leave utilization among men* | non-consolidated | 190.0%             | 142.2%             | 109.0%             |
| Rate of childrearing leave taken among women      | non-consolidated | 100%               | 100%               | 100%               |
| Rate of paid leave utilization                    | non-consolidated | 96.1%              | 97.0%              | 97.1%              |
| Total working hours                               | non-consolidated | 1,890.0 hours/year | 1,910.3 hours/year | 1,873.8 hours/year |
| Turnover rate                                     | non-consolidated | 0.63%              | 0.74%              | 0.76%              |
| Ratio of workers with disabilities                | non-consolidated | 2.44%              | 2.51%              | 2.60%              |
|   |                  | 2018/4             | 2019/4             | 2020/4             |
| Number of new hires                               | non-consolidated | 320                | 322                | 373                |

\* Men who took childrearing leave in each fiscal year / men who had babies born in the same year

## ◆ Indexes related to female empowerment

|  |                     | 2018/3     | 2019/3     | 2020/3      |
|--|---------------------|------------|------------|-------------|
| Ratio of female employees                      | non-consolidated*1  | 7.2%       | 7.5%       | 7.7%        |
|  | consolidated        | —          | —          | 12.5%       |
| Ratio of female managers                       | non-consolidated*1  | 106 / 1.9% | 112 / 2.1% | 130 / 2.4%  |
|  | consolidated*1      | —          | —          | 680 / 5.8%  |
| Average length of service for female employees | non-consolidated*1  | 16.4 years | 16.7 years | 17.1 years  |
|  | consolidated*1*2    | —          | —          | 8.7 years   |
|  |                     | 2018/4     | 2019/4     | 2020/4      |
| Number and ratio of female hires               | non-consolidated    | 48 / 15.0% | 41 / 12.7% | 51 / 13.7%  |
|  | office positions    | 21 / 42.9% | 18 / 37.5% | 28 / 38.9%  |
|  | technical positions | 27 / 10.0% | 23 / 8.4%  | 23 / 7.6%   |
|  | consolidated        | —          | —          | 166 / 21.6% |

\*1 Excludes transportation staff and medical staff

\*2 Average of companies at which female employee(s) is/are working (excluding some companies)