

Labor Practices



SOCIAL



Promotion of diversity

Policy and Concept

With an exclusive organization established in 2011, we have been developing systems and promoting initiatives such as the periodic release of information and implementation of various training programs, seeking to realize workstyles and to cultivate workplace environments that enable everyone to exercise their abilities to the maximum extent, regardless of their personal attributes, including gender and age, sexual orientation, sexual identity, being with or without disability, or life events experienced, such as childrearing and nursing care.

● 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

Director responsible: Nobuyuki Miyamoto (Executive Vice President) of the Kansai Electric Power Co., Inc.

Management office: Diversity Promotion Group, Office of Human Resources and Safety Management of the Kansai Electric Power Co., Inc.

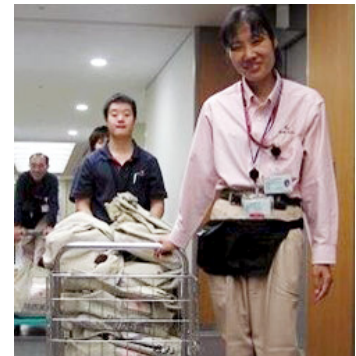
Efforts

● 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. Kanden L-Heart is actively recruiting people with disabilities by accepting them as workplace trainees and by other means, in collaboration with the government, related organizations, special-needs high schools, etc.

As a result, our employment ratio of workers with disabilities reached 2.6% (as of June 1, 2021), having continuously achieved the legally required ratio (2.3%). 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.



Pick-up and delivery work

● Promotion of employment of elderly persons

We are rehiring all applicants after they retire at the age of 60, and are also continuously working to improve the environment so that veteran employees can further utilize the knowledge and experience they have cultivated so far. Currently, many highly qualified and skilled retirees with abundant experience are active in a wide range of operations at our Company and group companies.

Note: Number of rehired employees (retired employees) at the end of March 2021: Approximately 850

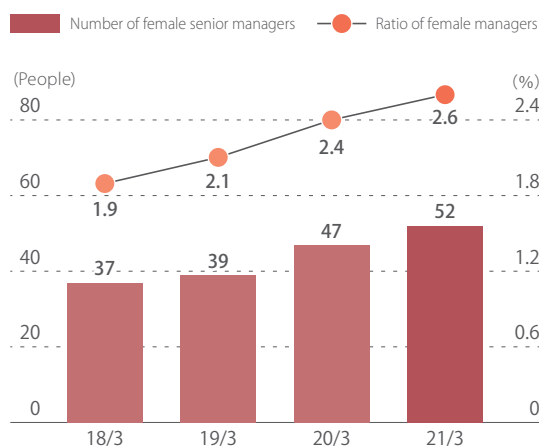
● Initiatives to encourage the further success of female employees

Various training programs and initiatives are implemented for female employees so they can maximize their potential without underestimating it, be motivated for continuous self-growth through work, and actively balance work and family, etc. even at life-stage transitions.

◆ Targets for promotion of female employees

Appointment to managerial positions	By the end of FY 2030, increase the ratio of female managers and the number of female senior managers to more than threefold those of FY 2018. (FY 2020 results: The ratio of female managers was 2.6% and the number of female senior managers was 52.)
Recruitment	Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs. (FY 2021 results: 47% for office jobs and 10% for technical jobs)

◆ Number of female senior managers*1 and ratio of female managers*2



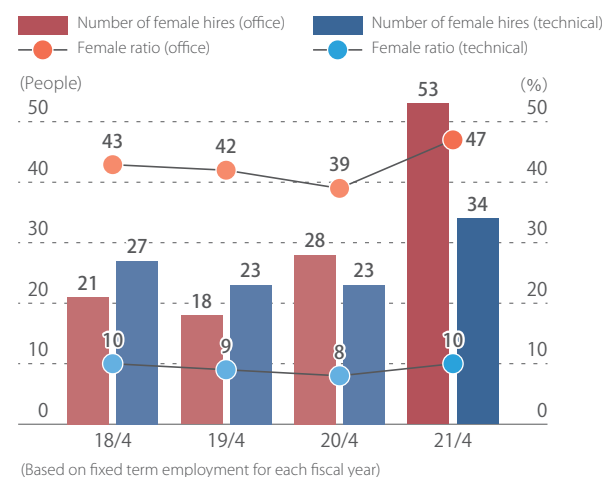
(Figures from fiscal year ends)

Excludes medical staff and transportation staff.

*1 Senior managers refer to those equivalent to section chief or higher.

*2 Managers refer to those equivalent to unit chief or higher.

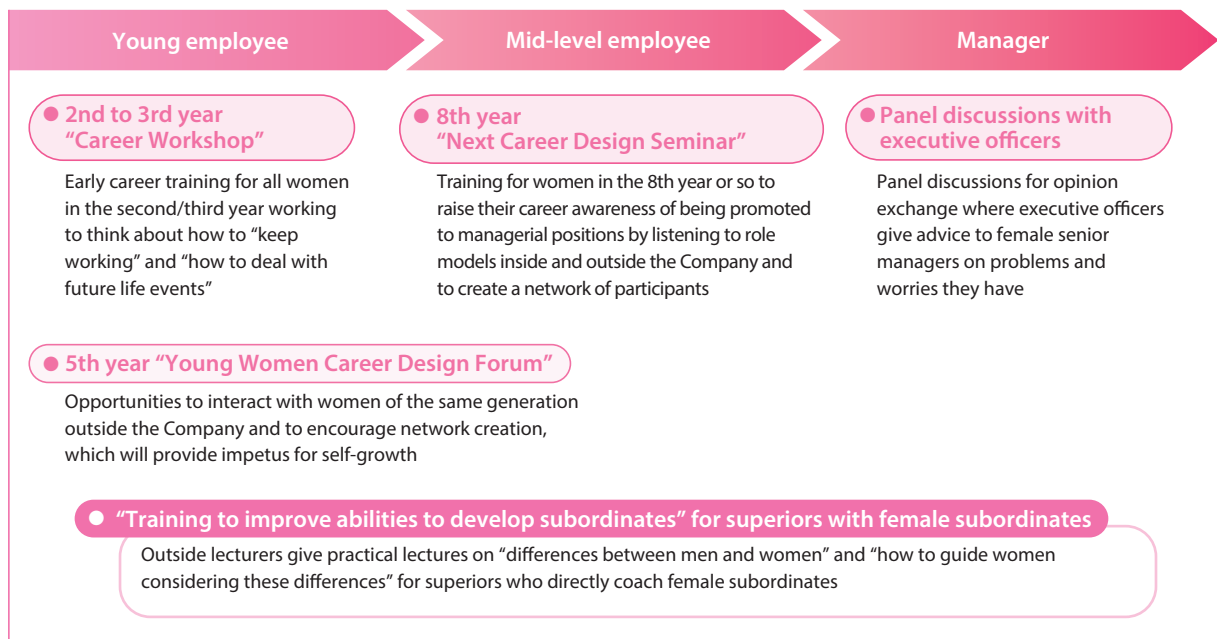
◆ Number and ratio of female hires



(Based on fixed term employment for each fiscal year)

◆ Initiatives related of promoting women's empowerment

- Support and measures according to career stages



- Measures and support according to life events

- **Expectant mother seminar**

Pregnant women (and their spouse in the case of intra-office marriage) learn our systems, tips for nursery school hunting, timing of returning to work, and receive advice for balancing work and childcare.

- **Expectant mother seminar: Information session for superiors**

The session provides superiors with pregnant female subordinates explanation on expected roles and key points when communicating with their subordinate.

- **Early reinstatement support menu**

Financial support is provided for childcare to employees returning to work early, before their child celebrates his/her first birthday.

- **Returnee seminar**

Women who have returned to work after childcare leave receive advice for balancing work and childrearing by listening to information from outside lecturers and senior role models, and are encouraged to think positively about striking a balance between work and childrearing in the future.

- **Participation in training, etc. during childcare leave**

Employees can participate in training and take promotion exams, if they are conducted during childcare leave, upon request.

- **PC rental service during childcare leave**

A computer is lent to each employee to keep them informed regarding the moves and changes in business situations even during childcare leave, and to support their return to work through communication with their workplace.

- **Release of information on the in-house website**

Our in-house website "Chiga Chika Net" ("Difference (Chigai) is Strength (Chikara) Net) introduces our seminars and systems supporting each life stage in an easy-to-understand manner.



Scenes from training



Scenes from training



Chiga Chika Net

◆ Third-party evaluation on women’s empowerment

As a result of these various efforts, 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.” Furthermore, we acquired the Osaka Prefecture “Danjo Ikiiki Plus” certification as a business operator putting forth its best effort to be a vibrant company or organization where both men and women can work with enthusiasm.



● Promoting the participation of male employees in childrearing

We are encouraging male employees to participate in childrearing with the aim of deepening their ties with family members and growing as individuals through childrearing experience as well as increasing work efficiency and motivation. Specifically, setting a goal of 90% or more of childcare leave utilization among male employees, when the period of childcare leave begins, the provision allows for seven days of paid leave. Additionally, we deliver an email calling for taking childcare leave to male employees whose spouses have given birth to a child, with the same message sent to their superiors. The experiences of male employees who took childcare leave are published on our intranet.



● Support for balancing work and nursing care

Providing employees with basic knowledge about nursing care, public support, and our internal systems can help prevent them from leaving their jobs when faced with nursing care and maintain a balance with work. For this reason, we have published a Handbook for Work-Nursing Care Balance Support and hold seminars on the compatibility of work and nursing care.



Handbook for Work-Nursing Care Balance Support

Nursing care seminar

● Support for employees identifying as LGBTQ and promotion of understanding companywide

Aiming to deepen employees' understanding of LGBTQ issues and create a comfortable workplace for everyone, we have implemented e-learning for all employees, published an informative handbook regarding company diversity and prevention of harassment, and set up a consultation desk. In addition, in the index for evaluating corporate efforts related to LGBTQ employees formulated by a voluntary organization, work with Pride, the Company won the highest "Gold" award for the fifth consecutive year from 2016 to 2020. In April 2021, we earned a three-star certification as an Osaka City LGBT Leading Company.

The screenshot shows an e-learning interface with two main sections. The left section is a glossary titled '第3章 性的指向・性自認に関するハラスメント' (Chapter 3: Harassment related to sexual orientation and gender identity). It lists terms in English and Japanese, such as 'L レズビアン' (Lesbian), 'G ゲイ' (Gay), 'B バイセクシャル' (Bisexual), 'T トランスジェンダー' (Transgender), 'クエスチョニング' (Questioning), and 'クワイ' (Queer). The right section is titled '第3章 性的指向・性自認に関するハラスメント防止' (Chapter 3: Prevention of harassment related to sexual orientation and gender identity) and includes sub-sections for '6. カミングアウトとアウトイング' (6. Coming out and outing). It defines 'カミングアウト' (coming out) as revealing one's sexual orientation and 'アウトイング' (outing) as revealing it to a third party without consent. A large text box at the bottom explains that coming out is a personal choice and that outing is a form of harassment.

e-learning

● Work system, work-life balance support system

Category	System	Details
System that enhances workstyle flexibility	Super flexitime	Flexible work system without designated core time
	Telework	Employees can work from home or in a satellite office regardless of reason and without a limit on the number of times.
	Hourly leave	Leave is available in 1-hour units (up to 5 days/year).
Support for compatibility with childrearing	Prenatal and postnatal leave	6 weeks before and 8 weeks after childbirth
	Maternity leave	5 days at any time starting from the time the spouse's pregnancy is determined and no later than 2 weeks after delivery
	Childrearing leave	Until the end of the fiscal year in which an eligible child becomes 3 years old. Paid up to 7 days from the start of the leave.
	Early reinstatement support menu	Financial support for childcare is provided to employees with a child under 12 months of age upon returning to work.
	Short working hours (childrearing)	Until the end of September of the year when an eligible child is in the first grade of elementary school
	Child nursing leave	Available when an employees' child receives nursing care or health examinations before entering elementary school
	Family support reserve leave	Employees can use part of their accumulated annual paid leave for "nursing/long-term care of their spouse/relatives," "going to hospital for infertility treatment," "participation in school events," etc.
Support for compatibility with nursing care	Nursing care leave	Within 3 years in principle or up to 93 days in total
	Short working hours (nursing care)	Period that an employee applied for (period in need of nursing care)
Reemployment system	f-staff system	Reemployment system for those who resigned due to pregnancy, childbirth, childrearing, long-term nursing care, transfer of spouse, or infertility treatment

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. Under the Medium-term Management Plan, we are committed to increasing the added value of operations through leveraging by digital technology, accelerating flexible workstyles regardless of time and place, continuously conducting health activities on a workplace basis, and promoting line care as a means to step forward.

◆ 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 FY 2015, or 190 hours/year, which is equivalent to overtime hours per person”
→ FY 2020 results: Overtime hours per employee were 236 hours/year
- Achieve male employee childrearing leave/paid leave utilization rate of 90% or higher.
→ FY 2020 results: Male employee childrearing leave utilization rate was 98%, and paid leave utilization rate was 95.5%.
- Improve health indexes (weight, exercise, smoking, sleep and drinking) to the level of leading companies in health and productivity
→ Achieved: Exercise, smoking, sleep, drinking habits
Not achieved: Appropriate bodyweight

Efforts

● Developing comfortable workplaces

On the premise that working hours are managed appropriately, a flexible work system is being put in place to clearly delineate efficient working time (“on”) from effective rest time (“off”). To this end, we are expanding flextime with no core time across the Company, enhancing to a working system that allows for more flexibility when it comes to times/places of work through extended teleworking requirements, 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 teleworking	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. Also expanded requirements for working from home.
2020. 4	Extension of super-flexible work hours	Abolished core time as a general rule at all business locations. (Has been abolished at some locations since April 2019.)
2021. 4	Extension of teleworking, introduction of hourly leave system	Made available teleworking without a limit on the number of times, etc., increased flexibility in leave utilization.

Note: Non-regular employees are also eligible for many of these systems.

● Certified as a Health & Productivity Management Outstanding Organization 2021 (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 fifth consecutive year since 2017.



● Major health and productivity management initiatives

As part of initiatives aiming to raise awareness of health management and improve self-care skills, the Group holds exercise and diet seminars and has set “non-smoking days” throughout the Company.

Moreover, we are working to create an environment that facilitates superiors’ support for their subordinates by conducting training on line care for managers, and to enhance the support system by establishing a consultation desk with industrial physicians, industrial nurses, and outside counselors.

● Welfare system to support employees

We have created an environment in which employees can work cheerfully with peace of mind by stabilizing the lives of employees and their families with the following systems: life security measures such as condolence money and various insurance programs, housing measures such as company housing/dormitory and housing allowance, property accumulation support measures such as owned property accumulation savings and employee stock ownership association, welfare proxy service, a cafeteria plan, an employee cafeteria, retirement benefit plans, etc.

Note: With the exception of some systems, non-regular employees are also eligible.

● Sustaining stable labor-management relations

We have concluded a union shop agreement with the Kansai Electric Power Workers 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)

◆ Correspondence between labor and management concerning employee transfer

Under the collective agreement, the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. shall, when it is necessary due to business reasons, transfer their employees fairly in consideration of their intentions, living conditions, skills, etc. Especially when it is necessary to make a wide-ranging transfer, criteria for the transfer shall be discussed with the labor union.

● Tackling COVID-19

In order to prevent the spread of COVID-19 and maintain a safe and stable electricity and gas supply, the Group has set up a COVID-19 Response Headquarters and has been striving to restrict movement by promoting the adoption of telework. When commuting to work, we strictly follow rules regarding mask wearing from the viewpoint of infection prevention. We are also implementing measures to avoid crowding, such as maintaining enough space between desks in the office environment. In addition, as a measure to ensure the safety and health of employees and their families as well as to create an environment where they can work with peace of mind, we grant employees special leave to receive COVID-19 vaccination and are also introducing a workplace vaccination program to contribute to accelerating the speed of vaccination of society as a whole.

As it is expected to take time until the number of infections starts to decrease, we will strive to achieve both infection prevention and sustainable business activities by considering an internet-driven transformation of how we work.

● Relevant data

◆ Diversity and workstyle innovation

	2019/3	2020/3	2021/3	
Number of employees*3	18,884 (32,597)	18,141 (31,850)	17,739 (31,933)	
Average age*3	43.2	43.3	43.4	
Average length of service*3	22.4 years	22.5 years	22.4 years	
Average annual salary	7.91 million yen	7.99 million yen	8.36 million yen*2	
Rate of childrearing leave utilization among men*3	144%	109%	98%	
Rate of childrearing leave utilization among women*3	100%	100%	100%	
Number of days for childrearing leave utilization among men*3	8.5 days	6.8 days	8.3 days	
Rate of paid leave utilization	97.0%	97.1%	95.5%	
Total working hours	1910.3 hours/year	1873.8 hours/year	1908.0 hours/year	
Turnover headcount*3	149	148	112	
Turnover rate*3	0.73%	0.74%	0.58%	
Male turnover rate*3	0.66%	0.67%	0.52%	
Female turnover rate*3	1.67%	1.65%	1.24%	
By age group	Under 30 years old*3	1.82%	1.70%	1.40%
	30-49 years old*3	0.43%	0.46%	0.32%
	50 years old and over*3	0.65%	0.70%	0.56%
Ratio of workers with disabilities	2.5%	2.6%	2.6%	

	2019/4	2020/4	2021/4
Number of new hires*3*4	314	373	448

◆ Indexes related to female empowerment

	2019/3	2020/3	2021/3
Ratio of female employees*3	7.5%	7.7%	8.1%
	—	(12.5%)	(13.1%)
Number and ratio of female managers*3	112 / 2.1%	130 / 2.4%	136 / 2.6%
	—	(680 / 5.8%)	(726 / 6.2%)
Number and ratio of female senior managers*3	39 / 1.6%	47 / 1.9%	52 / 2.1%
	—	(113 / 2.1%)	(118 / 2.2%)
Average length of service for female employees*3	16.7 years	17.1 years	17.3 years
	—	(12.5 years)	(12.7 years)

	2019/4	2020/4	2021/4
Number and ratio of female hires*3*4	41 / 13%	51 / 14%	87 / 19%
	—	(161 / 21%)	(236 / 26%)
Number and ratio of female hires (office jobs)*3*4	18 / 42%	28 / 39%	53 / 47%
Number and ratio of female hires (technical jobs)*3*4	23 / 9%	23 / 8%	34 / 10%

*1 Figures in parentheses are consolidated figures from the Kansai Electric Power Co., Inc. and its subsidiaries.

*2 Figures from the Kansai Electric Power Co., Inc. (non-consolidated)

*3 Figures do not include transportation staff and medical staff.

*4 Figures reflect those employed by periodic recruitment.